

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

Mars has been proudly family owned for over 100 years. It's this independence that gives us the gift of freedom to think in generations, not quarters, so we can invest in the long-term future of our business, our people and the planet — all guided by our enduring Principles. We believe the world we want tomorrow starts with how we do business today. Our bold ambitions must be matched with actions today from our more than 140,000 Associates in 80 countries around the world. Some of our current initiatives are:

- Investing more than \$2 billion since the launch of the Sustainable in a Generation Plan (SIG Plan)
- Working to improve the wellbeing for families around the world
- Leveraging and sharing our research to create a better world for pets

Every day we are one step closer to the world we want tomorrow, through our steadfast commitment to action today.

Our business and the actions we take every day are founded on The Five Principles. They're at the heart of everything we do, no matter what — making sure we don't just talk about a better future, but work towards it every day.

Through our Sustainable in a Generation Plan, we aim to grow our business in ways that are good for people, good for the planet and good for our business. The plan sets goals in three key areas: Healthy Planet, Thriving People and Nourishing Wellbeing. Within the Healthy Planet area, our science-based Climate Action goal is to achieve Net Zero by 2050 and reduce the total GHG emissions across our value chain by 27% by 2025 (from 2015 levels), in order to play our part to keep the planet from warming beyond 1.5 degrees.

We have a diverse global business comprised of four segments: Mars Petcare, Mars Wrigley, Mars Food, and Mars Edge. Our portfolio of brands offers quality and value to consumers around the world and includes PEDIGREE®, WHISKAS®, M&M'S®, SNICKERS®, MARS®, EXTRA®, ORBIT®, BEN'S ORIGINAL® and many more.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	January 1 2021	December 31 2021	No	<Not Applicable>

C0.3

(C0.3) Select the countries/areas in which you operate.

- Argentina
- Australia
- Austria
- Belgium
- Brazil
- Canada
- China
- Czechia
- Egypt
- France
- Germany
- Hungary
- India
- Indonesia
- Japan
- Kenya
- Lithuania
- Mexico
- Netherlands
- Philippines
- Poland
- Republic of Korea
- Russian Federation
- Saudi Arabia
- South Africa
- Spain
- Taiwan, China
- Thailand
- United Arab Emirates
- United Kingdom of Great Britain and Northern Ireland
- United States of America

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

- USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

- Operational control

C-AC0.6/C-FB0.6/C-PF0.6

(C-AC0.6/C-FB0.6/C-PF0.6) Are emissions from agricultural/forestry, processing/manufacturing, distribution activities or emissions from the consumption of your products – whether in your direct operations or in other parts of your value chain – relevant to your current CDP climate change disclosure?

	Relevance
Agriculture/Forestry	Elsewhere in the value chain only [Agriculture/Forestry/processing/manufacturing/Distribution only]
Processing/Manufacturing	Both direct operations and elsewhere in the value chain [Processing/manufacturing/Distribution only]
Distribution	Elsewhere in the value chain only [Agriculture/Forestry/processing/manufacturing/Distribution only]
Consumption	Yes [Consumption only]

C-AC0.6b/C-FB0.6b/C-PF0.6b

(C-AC0.6b/C-FB0.6b/C-PF0.6b) Why are emissions from agricultural/forestry activities undertaken on your own land not relevant to your current CDP climate change disclosure?

Row 1

Primary reason

- Evaluated but judged to be unimportant

Please explain

The vast majority of agriculture and forestry activities take place in our supply chain. Mars operates research centers and farms in Brazil, Ecuador and Indonesia, and our Tasty Bite business operates a small demonstration/educational farm to showcase farming practices, but these activities represent a negligible fraction of our agricultural emissions in comparison to our supply chain and we do not consider them material.

(C-AC0.6f/C-FB0.6f/C-PF0.6f) Why are emissions from distribution activities within your direct operations not relevant to your current CDP climate change disclosure?

Row 1

Primary reason

Outside the direct operations of my organization

Please explain

Because distribution activities are carried out by third-party suppliers, there are no related direct operational emissions to report as Scope 1 or Scope 2 emissions. However, we consider all emissions in our value chain to be relevant, and distribution emissions are evaluated and included in our Scope 3 calculations and value-chain-wide emissions reduction goal.

(C-AC0.7/C-FB0.7/C-PF0.7) Which agricultural commodity(ies) that your organization produces and/or sources are the most significant to your business by revenue? Select up to five.

Agricultural commodity

Cattle products

% of revenue dependent on this agricultural commodity

40-60%

Produced or sourced

Sourced

Please explain

Dairy products are significant to the majority of revenues from our Mars Wrigley business and beef by-products are significant to revenue from some pet foods. To determine the percentage, we calculated the revenues associated with all our branded chocolate and pet food products containing dairy and beef, as a proportion of total revenues in the last financial year.

Agricultural commodity

Other, please specify (Cocoa)

% of revenue dependent on this agricultural commodity

20-40%

Produced or sourced

Sourced

Please explain

Cocoa is the essential ingredient of all of our chocolate products. To determine the percentage, we calculated the revenues associated with all our branded chocolate products as a proportion of total revenues in the last financial year.

Agricultural commodity

Sugar

% of revenue dependent on this agricultural commodity

20-40%

Produced or sourced

Sourced

Please explain

Sugar is significant for a large number of Mars Wrigley products. To determine the percentage, we calculated the revenues associated with all our branded chocolate and confectionery products as a proportion of total revenues in the last financial year.

Agricultural commodity

Rice

% of revenue dependent on this agricultural commodity

20-40%

Produced or sourced

Sourced

Please explain

Rice is an important ingredient for our Food business as well as for some of our pet food brands. To determine the percentage, we calculated the revenues associated with those products as a proportion of total revenues in the last financial year.

Agricultural commodity

Timber

% of revenue dependent on this agricultural commodity

60-80%

Produced or sourced

Sourced

Please explain

All our manufactured products have primary, secondary and/or tertiary packaging that is pulp and paper-based. Manufactured products account for roughly 76% of revenues, with the remaining revenue coming from the provision of veterinary services.

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
No	<Not Applicable>

C1. Governance

## C1.1

### (C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

## C1.1a

### (C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Board Chair	In 2019, Mars launched a new mission statement: The world we want tomorrow starts with how we do business today. This mission statement is supported by our Compass, which outlines the shareholder objectives for Mars, Incorporated, laying out the Mars Family's expectations for what responsible business can and should do. As a principles and purpose-driven business, we're focused on making choices that help us achieve near-term results without compromising on the world we want tomorrow. Our Compass has four quadrants which the Board uses to guide our long-term strategy and measure our progress against medium-term and day-to-day decisions. They are: 1. Financial performance: Top-tier performance that gives us the freedom to create the world we want tomorrow. 2. Quality growth: Momentum and growth in our brands and categories, and the exploration of new opportunities, to help us grow for the next 100 years. 3. Positive societal impact: Our commitment to helping people, their pets and the planet thrive, which in part we're working to deliver through our Sustainable in a Generation Plan. The Plan includes our Climate Action strategy and science-based targets. 4. Trusted Partner: The response we see from stakeholders on how we are living up to our commitments and their expectations of Mars as a business. All aspects of the Compass, including our Climate Action strategy and targets, are the responsibility of the Board, led by the Board chair. For example, in 2021 the Board approved Mars' commitment to Net Zero emissions by 2050 through the SBTi Business Ambition for 1.5C Pledge.
Director on board	The Remuneration & Talent Committee of the Board meets at least annually to review salaries and bonus awards. The committee comprises members of the Board, and reviews progress made toward our Climate Action targets to inform its decisions on whether to approve the award of senior leadership bonuses. In 2021 the Committee reviewed and awarded for the delivery of the 2015-2020 GHG Targets that are part of the long-term incentive program for senior leaders at Mars. The Committee developed and approved a three-year GHG-based target for 2021-2023.
Board-level committee	The Technology Committee of the Board has governance roles in two areas related to climate – the sufficiency of our roadmap and associated strategies towards Net Zero and our climate risk management approach to raw materials. The Committee meets 3-4 times annually covering these and other topics.

## C1.1b

### (C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Please explain
Scheduled – all meetings	<ul style="list-style-type: none"> <li>Reviewing and guiding strategy</li> <li>Reviewing and guiding major plans of action</li> <li>Reviewing and guiding risk management policies</li> <li>Reviewing and guiding annual budgets</li> <li>Reviewing and guiding business plans</li> <li>Setting performance objectives</li> <li>Monitoring implementation and performance of objectives</li> <li>Monitoring and overseeing progress against goals and targets for addressing climate-related issues</li> </ul>	<Not Applicable>	Our Climate Action strategy, targets and performance are core elements of the Mars Sustainable in a Generation (SiG) Plan: our plan for growing in ways that are good for people, good for the planet and good for our business. Performance against our SiG Plan strategies and goals, including our science-based, value-chain wide greenhouse gas reduction target, is tracked as a matter of course at all Mars Board meetings, along with other company-wide metrics and goals. The Chair of the Board has direct oversight of our performance, which is reviewed at each Board meeting. The Board approved our SiG goals and targets, and oversees the Mars Leadership Team's work to review and guide our strategy, plans, policies, and budgets as necessary to ensure we remain on track to meet them. The Chief Procurement and Sustainability Officer presents our progress against our SiG Plan goals including for Climate Action to the Board at least annually. In 2019, Mars launched a new mission statement: The world we want tomorrow starts with how we do business today. This mission statement is supported by our Compass, which outlines the shareholder objectives for Mars, Incorporated, laying out the Mars Family's expectations for what responsible business can and should do. As a principles and purpose-driven business, we're focused on making choices that help us achieve near-term results without compromising on the world we want tomorrow. Our Compass has four quadrants which the Board uses to guide our long-term strategy and measure our progress against medium-term and day-to-day decisions. They are: 1. Financial performance: Top-tier performance that gives us the freedom to create the world we want tomorrow. 2. Quality growth: Momentum and growth in our brands and categories, and the exploration of new opportunities, to help us grow for the next 100 years. 3. Positive societal impact: Our commitment to helping people, their pets and the planet thrive, which in part we're working to deliver through our SiG Plan, including our Climate Action strategy and science-based targets. 4. Trusted Partner: The response we see from stakeholders on how we are living up to our commitments and their expectations of Mars as a business. All aspects of the Compass, including our Climate Action strategy and targets, are the responsibility of the Board, led by the Board chair.
Scheduled – all meetings	<ul style="list-style-type: none"> <li>Setting performance objectives</li> <li>Monitoring implementation and performance of objectives</li> </ul>	<Not Applicable>	The Remuneration and Talent Committee of the Board meets at least annually to review senior leader compensation. This committee comprises members of the Board and reviews progress made toward our Climate Action target to inform its decisions on whether to approve the award of senior leadership bonuses. In 2021, the Committee developed and approved a three-year GHG-based target for 2021-2023. A percentage of the bonus for our top 300 executives is based on performance against this target, which includes Scope 3 emissions (including Land Use Change emissions linked to deforestation) in addition to Scope 1 and 2.

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues	Primary reason for no board-level competence on climate-related issues	Explain why your organization does not have at least one board member with competence on climate-related issues and any plans to address board-level competence in the future
Row 1	Yes	Several Mars Board members serve or have served on the Boards of major global environmental NGOs, the UN Decade of Restoration, a major environmental publishing house and more. Some have run businesses focused on climate/environmental products & services. Others are active investors in climate related businesses and start-ups.	<Not Applicable>	<Not Applicable>

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Chief Executive Officer (CEO)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	More frequently than quarterly

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

The CEO, who chairs the Mars Leadership Team and sits on the Board, is responsible for delivering all targets within our quarterly Corporate Scorecard, including our value-chain wide GHG emissions reduction targets. The Mars Leadership Team reviews and guides our strategy, plans, policies, and budgets as necessary to ensure we remain on track to meet our targets. In addition to this quarterly reporting, the Chief Procurement and Sustainability Officer presents our progress against our SiG Plan goals including for Climate Action to the Board at least annually.

The targets in our Corporate Scorecard and SiG Plan are cascaded by the CEO and Mars Leadership Team to the leadership teams of each business segment for implementation. Business segment presidents are accountable for deploying related strategies within their businesses and for annual monitoring and reporting of their segment's sustainability performance via our corporate reporting system. Senior segment and functional decision makers convene on specific issues and develop detailed strategies for delivering the required impact improvements.

The CEO and Leadership Team delegate responsibility for our Climate Strategy to the Sustainability Steering Group (SSG), which meets monthly, is chaired by the CSO and comprises of vice presidents representing each main business segment (Mars Petcare, Mars Wrigley and Mars Food) and each main business function (Procurement, Public Affairs, Corporate Affairs, Marketing and Finance). The SSG is the engine that drives progress toward our goals for Healthy Planet and Thriving People. Its core mission is to develop and recommend sustainability strategy, policy and initiatives to our business segments, CEO and Leadership Team. This includes both refinements to existing policy and the development of new policy on emerging issues. The SSG also promotes cross-segment learning and engages external expertise as required. The SSG ensures the CEO and Leadership Team are fully briefed on potential courses of action and strategic issues, and that the implications of strategies, targets and potential courses of action are investigated and understood. The SSG also ensures that we measure and report impact data properly and using established methodologies. When such methodologies are lacking, the SSG looks to collaborate externally to create robust methodologies to calculate environmental and societal impacts.

One dimension of our approach to climate action is our investment in the Livelihoods Fund for Family Farming (L3F). A member of the Mars Board and the Chief Procurement and Sustainability Officer represent Mars at biannual L3F Board meetings. A global procurement VP and one of our Global Sustainability VPs represent Mars on the L3F investment committee, which meets at least four times a year. L3F supports projects that both reduce environmental impacts including greenhouse gas emissions and address social impacts affecting smallholder farmers in developing countries.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Corporate executive team	Monetary reward	Emissions reduction target	A percentage of the bonus for our top 300 executives is based on performance against this target, which includes Scope 3 emissions (including Land Use Change emissions linked to deforestation) in addition to Scope 1 and 2. The emissions reduction goal and the percentage of the bonus linked to this is the same for all executives.
Chief Financial Officer (CFO)	Monetary reward	Emissions reduction target	A percentage of the bonus for our top 300 executives is based on performance against this target, which includes Scope 3 emissions (including Land Use Change emissions linked to deforestation) in addition to Scope 1 and 2. The emissions reduction goal and the percentage of the bonus linked to this is the same for all executives.
Chief Operating Officer (COO)	Monetary reward	Emissions reduction target	A percentage of the bonus for our top 300 executives is based on performance against this target, which includes Scope 3 emissions (including Land Use Change emissions linked to deforestation) in addition to Scope 1 and 2. The emissions reduction goal and the percentage of the bonus linked to this is the same for all executives.
Chief Procurement Officer (CPO)	Monetary reward	Emissions reduction target	A percentage of the bonus for our top 300 executives is based on performance against this target, which includes Scope 3 emissions (including Land Use Change emissions linked to deforestation) in addition to Scope 1 and 2. The emissions reduction goal and the percentage of the bonus linked to this is the same for all executives.
Chief Risk Officer (CRO)	Monetary reward	Emissions reduction target	A percentage of the bonus for our top 300 executives is based on performance against this target, which includes Scope 3 emissions (including Land Use Change emissions linked to deforestation) in addition to Scope 1 and 2. The emissions reduction goal and the percentage of the bonus linked to this is the same for all executives.
Chief Sustainability Officer (CSO)	Monetary reward	Emissions reduction target	A percentage of the bonus for our top 300 executives is based on performance against this target, which includes Scope 3 emissions (including Land Use Change emissions linked to deforestation) in addition to Scope 1 and 2. The emissions reduction goal and the percentage of the bonus linked to this is the same for all executives.
President	Monetary reward	Emissions reduction target	A percentage of the bonus for our top 300 executives is based on performance against this target, which includes Scope 3 emissions (including Land Use Change emissions linked to deforestation) in addition to Scope 1 and 2. The emissions reduction goal and the percentage of the bonus linked to this is the same for all executives.
Executive officer	Monetary reward	Emissions reduction target	A percentage of the bonus for our top 300 executives is based on performance against this target, which includes Scope 3 emissions (including Land Use Change emissions linked to deforestation) in addition to Scope 1 and 2. The emissions reduction goal and the percentage of the bonus linked to this is the same for all executives.
Business unit manager	Monetary reward	Emissions reduction target	A percentage of the bonus for our top 300 executives is based on performance against this target, which includes Scope 3 emissions (including Land Use Change emissions linked to deforestation) in addition to Scope 1 and 2. The emissions reduction goal and the percentage of the bonus linked to this is the same for all executives.
All employees	Non-monetary reward	Behavior change related indicator	All Mars Associates are eligible to be recognized for exceptional work as part of our Make the Difference awards program. One awards category reflects activities that support the delivery of our Sustainable in a Generation Plan. Local, regional and global winners are selected in each category every year.

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	0	5	
Medium-term	5	10	
Long-term	10	35	

C2.1b

## **(C2.1b) How does your organization define substantive financial or strategic impact on your business?**

As part of our work to build the business case for our Sustainable in a Generation Plan, we used a proxy carbon price to assess the potential financial impact on our business of the climate risks we have identified, through either direct or indirect costs. We define a risk as having a substantial impact on the business using the following approach:

We used a five-level rating system to define a substantive impact to our business at the facility, distribution, or supply chain level. Within this rating system, a cost of:

- \$2 billion or above is classed as severe,
- \$1-2 billion as significant,
- \$500 million - 1 billion as moderate,
- \$100-500 million as low, and
- less than \$100 million as minimal.

All risks above \$100M are classified as substantive. Risks falling into the first 4 categories are at different levels of potential impact and strategic importance.

We then used a similar five-point rating system to define the likelihood of each risk occurring, from once or more per year (>50%) down to less than once every 25 years (<5%). Using the risk driver and likelihood, risks are categorized into different scenarios based on what is Most Likely, Mid Range, and Worst Case. In our analysis, identified risks are all below the \$100m substantive impact threshold in the Most Likely scenario, although some exceed this threshold in Worst Case Scenarios.

Examples of the risks assessed include carbon pricing legislation, disrupted factory operation due to severe weather, lost sales due to severe weather disrupting commerce, and reduced availability of the agricultural raw materials we buy due to disruption in our extended supply chain. To give specific examples of these impacts and how they have or may affect our business in future:

- More than 10% of our scope 1 emissions are already covered by a carbon pricing system, with a minimal cost impact.
- In 2017, we lost sales valued at around \$3 million as a result of customers being impacted by the hurricane season in North America, with a minimal cost impact.
- In 2016, we ran a pilot project to investigate the climate change resilience and adaptive capacity of rice growers in Spain over the next 10-20 years, based on different climate scenarios and their effect on rice quality and availability. We are now funding a project to increase the resilience of rice growing in southern Spain by testing and validating solutions for reducing water use and GHG emissions. The project aims to impact 11,000 rice growing hectares belonging to over 15 farming groups by 2025.

## **C2.2**

### **(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.**

#### **Value chain stage(s) covered**

Direct operations  
Upstream

#### **Risk management process**

Integrated into multi-disciplinary company-wide risk management process

#### **Frequency of assessment**

More than once a year

#### **Time horizon(s) covered**

Short-term  
Medium-term  
Long-term

#### **Description of process**

Our enterprise risk management system applies to our direct manufacturing operations in 32 countries in six continents, to tier-1 suppliers, and upstream origins for key agricultural raw materials. We define climate risks in line with the descriptions of transition risks and physical risks within the Task Force on Climate Related Financial Disclosure recommendations, and incorporate short-, medium- and long-term risk horizons. At company level, The Corporate Risk Manager leads the assessment and management of physical risks to our operations and supply chains. Transitional risks including potential new regulatory risks are assessed and managed by the Global Sustainability Vice President and the Scientific and Regulatory Affairs team. Reputational risks are assessed and managed by global and local Corporate Affairs teams in partnership with corporate and local management teams. Each of these teams is responsible for decisions to mitigate, transfer, accept or control the identified climate-related risks and to capitalize on opportunities. Medium- and long-term risks are assessed annually and monitored regularly to ensure they are mitigated. Our Commercial Applied Research Team (CART) supports our decision-making in commodity and risk management for short-term climate risks more than once a year. We draw on the team's 3-6 month weather forecasts and climate models to analyse how physical changes in climate will affect commodity prices. These short-term climate risks are assessed twice per growing season for each hemisphere. We assessed whether physical risks and opportunities could have a substantive financial or strategic impact on our organization when developing our value-chain-wide Sustainable in a Generation Plan. Our approach was to identify and prioritize the greatest impacts throughout our



value chain, using scientifically credible metrics and working with recognized experts to assess climate risks in relation to other risks such as water scarcity and land use. For example, after mapping our agricultural supply chain we partnered with Quantis and Maplecroft to quantify the impacts of sourcing raw materials from the origins identified. This work led us to prioritize efforts to eliminate deforestation from five raw materials: beef, cocoa, palm oil, pulp & paper, and soy. The company-wide risk management processes described above are supported by detailed risk analyses for specific aspects of our value chain, as described in the additional rows.

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**Value chain stage(s) covered**

Direct operations

**Risk management process**

Integrated into multi-disciplinary company-wide risk management process

**Frequency of assessment**

Annually

**Time horizon(s) covered**

Short-term

Medium-term

Long-term

**Description of process**

At asset level for our direct operations, we determine which risks and opportunities could have a substantive financial or strategic impact on the organization as part of our annual factory risk assessment process, which is part of our company wide risk management process. This assessment considers physical climate risks including weather-related and geophysical risks over short, medium and long term time horizons. In terms of opportunities, we assess the feasibility of renewable energy when selecting new factory sites, and of using renewable energy at existing sites. We track emissions at facility level and monitor transition risks such as local regulatory developments to inform our decisions to mitigate, transfer, accept or control the identified climate-related risks and to capitalize on opportunities. Our Market Leadership Teams conduct annual risk reviews, which can include climate regulation that is relevant at the market level. The specific risks included vary from market to market, and could include carbon taxes, emissions trading schemes and climate disclosure regulations such as those enacted in Europe. These then feed up to the regional level risk assessment and ultimately are layered together at the global level. In addition, we monitor changes in regulations such as carbon taxes and emissions trading schemes in Europe, China and elsewhere through our Technical Regulatory Baseline (TRB). The TRB is a rolling quarterly report that brings internal and external resource tracking together to monitor regulatory change in three stages: emerging/ pre-regulatory; live- where the regulation has passed and there is a window for compliance; active compliance/ enforcement. The TRB covers all regions and multiple regulatory topics, including carbon taxes, food waste, packaging bans, etc. and feeds into our Enterprise Risk Management system. As part of our Sustainable in a Generation Plan, our water stewardship program identifies and prioritizes action at sites in water-scarce areas. These priority sites are set targets for staying within sustainable water usage levels for their watershed. In relevant cases, we work with insurance brokers to assess site flood risks. For instance, sites highly likely to flood have purchased temporary flood barriers. All sites also complete the Mars Facility Water Stewardship Risk Assessment Questionnaire developed in partnership with the World Resources Institute (WRI). This assesses current and future water quality and availability issues, and the site's response. For example, the Questionnaire asks whether there are any anticipated changes in water governance or regulation that might threaten the site, now or in the future. We monitor the results globally to help identify potential increases in water tariffs or regulation that could increase our operational costs.

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**Value chain stage(s) covered**

Upstream

**Risk management process**

Integrated into multi-disciplinary company-wide risk management process

**Frequency of assessment**

Annually

**Time horizon(s) covered**

Short-term

Medium-term

Long-term

**Description of process**

We assess risks and opportunities relating to upstream tier-1 suppliers that could have a substantive financial or strategic impact on the organization as part of our Responsible Supplier program. This program involves risk assessments for thousands of tier-1 suppliers. These assessments cover environmental risks and due diligence measures in addition to human rights. We use independent country, commodity, and product risk data provided by Verisk Maplecroft to score and assess the physical risks associated with what we buy and where we buy it, considering short-, medium- and long-term time horizons. Annual risk assessment helps us determine, based on our requirements, the actions expected of specific suppliers, which could include self-assessments or independent audits. The results inform our decisions to mitigate, transfer, accept or control the identified climate-related risks and to capitalize on opportunities. Our Supplier Code of Conduct requires suppliers to comply with all applicable environmental laws and regulations and to continuously strive to improve environmental performance. As guidance, the Code encourages suppliers to minimize and monitor impacts on the environment where possible through a reduction in greenhouse gas emissions, energy efficiency initiatives, reduction and recycling of natural resources, including water and paper / packaging materials. In 2019, we began assessing the sustainability performance of prioritized suppliers using the EcoVadis online platform. EcoVadis is a widely recognized supplier evaluation tool that offers increased visibility and insights into supplier performance, including in the areas of environmental management and sustainable procurement. Through EcoVadis we can see which of our Tier 1 suppliers report on scope 1 and 2 GHG emissions and which report to CDP. In 2021, 48% of suppliers engaged through the EcoVadis platform reported taking action to reduce their energy consumption and GHG emissions, and 17% were reporting via CDP. A subset of Tier 1 suppliers participates in the Supplier Advance program, a longer-term, coaching approach to continuous improvement of workplace conditions. Suppliers choose which issues to address during this 8-month program. Issues may include creation or improvement of factory environmental policies or practices like waste management or tracking and reducing energy consumption.

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**Value chain stage(s) covered**

Upstream

**Risk management process**

Integrated into multi-disciplinary company-wide risk management process

**Frequency of assessment**

More than once a year

**Time horizon(s) covered**

Short-term

Medium-term

Long-term

**Description of process**

We assess climate risks and opportunities in our extended agricultural supply chain as part of the Mars Strategic Sourcing Methodology (MSSM), our company-wide process for assessing, selecting, contracting and monitoring the performance of suppliers. This six-step process guides our buyers on all aspects of developing a sustainable sourcing strategy, including supply chain mapping, impact assessment, social and environmental risk analysis, strategy prioritization, KPI setting, and performance measurement. Our impact assessments and risk analyses combine supply chain data including raw material type, origins and tonnes purchased, with external impact data from the UN Food & Agriculture Organisation and Ecoinvent, among others. Our Commercial Applied Research Team (CART) supports our decision-making in commodity and risk management for short-term climate risks more than once a year. We draw on the team's 3-6 month weather forecasts and climate models to analyse how physical changes in climate will affect commodity prices. These short-term climate risks are assessed twice per growing season for each hemisphere. We also draw on agricultural climate risk data specific to our supply chains for over half of our purchased raw materials, supported by a credible climate risk provided. For raw material sourcing locations most vulnerable to climate change, we are conducting more detailed analyses of future projections of climate change and the resilience of stakeholders to cope with these transitional risks over the next 10-30 years. While climate change primarily poses a risk to our supply chains, a limited number of crops have potential for productivity improvements due to increase temperatures, and there is also a possibility for a competitive advantage from having more resilient supply chains. This information informs our sourcing strategies and our decisions to mitigate, transfer, accept or control the identified climate-related risks and to capitalize on opportunities.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Regulatory risks and opportunities are considered relevant and assessed as standard for all types of risk. These are jointly assessed and managed by the Global Sustainability Vice President, and the Scientific and Regulatory Affairs team. Separately, our Market Leadership Teams conduct annual risk reviews, which can include climate regulation that is relevant at the market level. The specific risks included vary from market to market, and could include carbon taxes, emissions trading schemes and climate disclosure regulations such as those enacted in Europe. These then feed up to the regional level risk assessment and ultimately are layered together at the global level. Supplier compliance with all applicable environmental laws and regulations is assessed as part of our Responsible Sourcing program, which informs our assessment of climate risk in our supply chain.
Emerging regulation	Relevant, always included	Monitoring regulatory change is the foundation of regulatory risk assessment and risk management. We monitor changes in regulations such as carbon taxes and emissions trading schemes in Europe, China and elsewhere through our Technical Regulatory Baseline (TRB). The TRB is a rolling quarterly report that brings internal and external resource tracking together to monitor regulatory change in three stages: emerging/ pre-regulatory; live- where the regulation has passed and there is a window for compliance; active compliance/ enforcement. The TRB covers all regions and multiple regulatory topics, including carbon taxes, food waste, packaging bans, etc. and feeds into our Enterprise Risk Management system.
Technology	Relevant, always included	Emerging technologies are relevant for their potential to mitigate climate risk, as well as any business risks they might pose. We have a system to monitor emerging technologies, from both risk and feasibility standpoint. The data is gathered from multiple sources such as patent literature and competitive news. Machine learning helps to ensure that subject matter experts can quickly query and harvest our historical expertise, avoiding reinventing the wheel, but we also monitor the latest external developments. This process allows to evaluate the climate and sustainability impacts and risks of potential new technologies such as the GHG and Land trade-offs of reducing plastic packaging by substituting with paper as part of our Packaging Sustainability strategy.
Legal	Relevant, always included	Mars complies with all applicable legislation, including environmental legislation, in all areas where we operate. We are further mitigating against legal risks posed by climate change, such as the potential to exceed carbon quotas, by implementing a science-based climate action strategy that goes beyond legal requirements. We developed our scientific GHG reduction targets based on peer review and detailed emissions data, with the aim of staying within our share of the global carbon budget.
Market	Relevant, always included	While market risks are relevant to Mars, raw material commodity markets are more likely to be affected by climate change than the markets for our products. Our Commercial Applied Research Team (CART) supports our decision-making in commodity and risk management. We draw on the team's 3-6-month weather forecasts and climate models to analyse how changes in climate will affect commodity prices. For raw material sourcing locations most vulnerable to climate change, we are conducting more detailed analyses of future projections of climate change and the resilience of stakeholders to cope with these changes over the next 10-30 years. Though the risk is smaller than for commodity markets, our operations in U.S. states that are vulnerable during hurricane season put in place measures to help customers avoid risk and Mars to avoid lost sales.
Reputation	Relevant, always included	Climate change presents both reputational risks and opportunities, which are assessed by our global and local Corporate Affairs teams in partnership with corporate and local management teams to determine their relevance. For example, consumers increasingly have a baseline expectation that super-premium brands, such as Royal Canin pet foods, will be sustainable. One example of how we seek to avoid climate-related reputational risks is by demonstrating leadership through our science-based climate action plan. Mars also sees opportunities to boost our reputation for leadership in renewable energy production, by promoting our investment in large-scale wind power generation in order to meet our goal of zero-carbon direct operations by 2040.
Acute physical	Relevant, always included	Physical risks are relevant because they have the potential to interrupt both direct operations and supplies of quality raw materials. The Corporate Risk Manager leads the identification of physical risks and opportunities for our factories and supply chains as part of our Enterprise Risk Management system. For example, as part of our value-chain-wide Sustainable in a Generation Plan, our water stewardship program identifies and prioritizes action at sites in water-scarce areas, including those predicted to suffer acute shortages due to climate change. These sites are completing water stewardship reviews based on steps 1-5 of the Alliance for Water Stewardship International Standard, to identify water opportunities and challenges inside and outside the site's boundary. For example, two of our UK sites have benefited from opportunities to reduce water impacts identified during these water stewardship reviews. In our global supply chains, watersheds under the most stress and where agricultural water use is greatest are located in Australia, India, Pakistan, Spain and the United States. For example, a significant supply shed for rice in Spain is experiencing baseline water stress according to WRI Aqueduct.
Chronic physical	Relevant, always included	Physical risks are relevant because they have the potential to interrupt both direct operations and supplies of quality raw materials. The Corporate Risk Manager leads the identification of physical risks and opportunities as part of our Enterprise Risk Management system. For example, we draw on 3-6-month weather forecasts and climate models to analyze how changes in climate may create chronic physical risks that affect commodity prices. For example, external studies have found that, in the United States where Mars sources large quantities of grains for use in our pet food products, farming of wheat and barley is moving further north. For raw material sourcing locations most vulnerable to climate change, such as sourcing origins for rice that have a high degree of water stress which may be exacerbated by temperature and precipitation changes, we are conducting more detailed analyses of future projections of climate change and the resilience of stakeholders to cope with these changes over the next 10-30 years. This information informs our sourcing strategies.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Emerging regulation

Carbon pricing mechanisms

**Primary potential financial impact**

Increased indirect (operating) costs

**Climate risk type mapped to traditional financial services industry risk classification**

<Not Applicable>

**Company-specific description**

Increased regulations and taxation seeking to limit fossil fuel energy use and GHG emissions have the potential to increase operating costs in our factories and distribution network. For example, some Mars sites in China participate in local carbon trading scheme pilots, and the EU ETS applied to three Mars manufacturing sites in 2021. Of the European sites, all sites needed to purchase additional credits during the year. There is potential for similar schemes to be introduced in other regions over time, affecting an increasing number of our factories in terms of finances and management time.

**Time horizon**

Medium-term

**Likelihood**

More likely than not

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

1700000

**Potential financial impact figure – maximum (currency)**

3400000

**Explanation of financial impact figure**

We have assessed the potential financial implications of three different scenarios related to carbon pricing. The financial impact range provided is based two possible scenarios, in which carbon taxes cover between 25% (low range) up to 100% (high range) of our scope 1 emissions. In 2021, our scope 1 emissions were 0.7m Tonnes CO<sub>2</sub>e. We then also applied two possible level of carbon price carbon price of \$10/tonne (minimum figure) and \$40/tonne (maximum figure), this generates a financial impact range of 2-34 million USD.

**Cost of response to risk**

20000000

**Description of response and explanation of cost calculation**

We have assessed the potential financial implications of three different scenarios related to carbon pricing. The financial impact range provided is based two possible scenarios, in which carbon taxes cover between 25% (low range) up to 100% (high range) of our scope 1 emissions. In 2021, our scope 1 emissions were 0.7m Tonnes CO<sub>2</sub>e. We then also applied two possible level of carbon price carbon price of \$10/tonne (low range) and \$40/tonne (high range), this generates a financial impact range of 1-34 million USD. Our goal is to decouple environmental impacts from production volumes. Our targets are to reduce scope 1 and 2 emissions by 40% by 2025 and 100% by 2040 as part of our Sustainable in a Generation Plan. Increasing operational and capital efficiency and investing in energy-efficient new technologies are helping reduce emissions as far as possible. Examples of operational efficiency include driving down energy use through Associate behavior change and smarter equipment use. We also invest in technology and processes that use less power, such as heat pump systems that recover waste heat, and in the development of new technology such as DryF, an EU Horizon 2020 project to develop high temperature heat pumps for recovering waste heat in pet food manufacture. Across our factory network we have invested in heat pumps, waste heat recovery, equipment efficiency and extended cooling capacity. At one European site, a study has been commenced to exchange the spare gas-fired steam boiler for an electric boiler, which would potentially remove the site from the scope of the EU ETS. This work applies to specific sites covered by the EU ETS and China ETS pilots. We are eliminating the remaining emissions by investing in renewable energy. Our operations in 9 countries have already fully transitioned to renewable energy sources and 52% of our electricity use globally is renewable. We invest in three ways – by installing on-site renewable generation, through short-term power purchase agreements in Europe, and through long-term power purchase agreements in Australia, Mexico, the USA and the UK. These agreements help finance renewable infrastructure development.

**Comment****Identifier**

Risk 2

**Where in the value chain does the risk driver occur?**

Upstream

**Risk type & Primary climate-related risk driver**

Chronic physical	Changing precipitation patterns and types (rain, hail, snow/ice)
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**Primary potential financial impact**

Increased direct costs

**Climate risk type mapped to traditional financial services industry risk classification**

<Not Applicable>

**Company-specific description**

Changes in precipitation and weather patterns pose a risk to the cost and availability of good quality agricultural raw materials. A warmer climate with reduced rainfall may lead to a shortage in some agricultural commodities and associated price shocks. The effects of climate change may also affect where commodities can be produced, with potential costs from shifting sources and increased distribution requirements. For example, external studies have found that, in the United States where Mars sources large quantities of grains for use in our pet food products, farming of wheat and barley is moving further north. Similarly, a significant supply shed for rice in Spain is experiencing baseline water stress according to WRI Aqueduct.

**Time horizon**

Medium-term

**Likelihood**

Likely

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

&lt;Not Applicable&gt;

**Potential financial impact figure – minimum (currency)**

130000000

**Potential financial impact figure – maximum (currency)**

300000000

**Explanation of financial impact figure**

The financial implications of changing weather patterns shifting our raw materials supplies are in the hundreds of millions. Our analysis is based on the cost of lost yield, without accounting for price impacts of market responses to these yield impacts. There is a risk that climate change will reduce yields, quality and availability in the supply chains for some raw materials, leading to higher costs. The financial impact range provided is based on scenario analysis completed with a climate risk consultant. The lower range represents modelled average annual yield loss in Mars supply chains in the 2020s in RCP4.5. The higher range represents modelled average annual yield loss in Mars supply chains in the 2040s in the RCP8.5 scenario. These ranges represent not only crops at risk, but also crops in which yield is increased due to favorable changes in weather patterns. This analysis represents physical risks and opportunities but does not yet incorporate transition risks.

**Cost of response to risk**

200000000

**Description of response and explanation of cost calculation**

The estimated costs of implementing our Climate Action strategy and reducing our vulnerability to climate hazards in our supply chains is in the range of 100-200 million per year through 2025. This is based on the proportion of our \$2 billion investment in our Sustainable in a Generation Plan allocated to Climate Action and averaged over four years. Our procurement teams are developing and implementing climate-smart agriculture strategies for key risk commodities to reduce emissions, regenerate soil, and increase resilience. These strategies are designed for both short-term delivery of our 2025 Science-Based Target as well as mid-term delivery of GHG reductions by 2030. Through the Mars Strategic Sourcing Methodology, our procurement teams in each business segment are developing sustainable sourcing strategies for high-impact raw materials, to ensure we select and work with suppliers who are committed to reducing these impacts. Our sustainable sourcing programs help suppliers boost efficiency. For example, we encourage contract rice growers to adopt the alternate wetting and drying (AWD) irrigation approach, which saves water and reduces methane emissions, helping to both mitigate and adapt to climate change. In 2016, we ran a pilot project to investigate the climate change resilience and adaptive capacity of rice growers in Spain over the next 10-20 years, to inform our sourcing strategy. We are now funding a project to increase the resilience of rice growing in southern Spain by testing and validating solutions for reducing water use and GHG emissions. The project aims to impact over 11,000 rice growing hectares belonging to over 15 farming groups by 2025. Our Commercial Applied Research Team (CART) supports our decision-making in commodity and risk management. The team has expertise in seasonal weather and intimate knowledge of the IPC forecast process, helping Mars to assess the impact of seasonal weather on yields.

**Comment****Identifier**

Risk 3

**Where in the value chain does the risk driver occur?**

Direct operations

**Risk type & Primary climate-related risk driver**

Acute physical	Heavy precipitation (rain, hail, snow/ice)
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**Primary potential financial impact**

Decreased revenues due to reduced production capacity

**Climate risk type mapped to traditional financial services industry risk classification**

&lt;Not Applicable&gt;

**Company-specific description**

Severe weather has the potential to disrupt operations at, or immediate supply chains to, Mars factories at rates above historical averages. For example, in February 2019, our Mars Petcare factory in Wodonga, near Melbourne, Australia, was forced to cease operating temporarily due to rising power prices caused by an extreme heatwave.

**Time horizon**

Short-term

**Likelihood**

Very unlikely

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

&lt;Not Applicable&gt;

**Potential financial impact figure – minimum (currency)**

6000000

**Potential financial impact figure – maximum (currency)**

21000000

**Explanation of financial impact figure**

The minimum potential financial impact figure is based on a scenario where flooding or power outages interrupt manufacturing and prevent operations for three days at each of three of our factories. The maximum figure is based on the same scenario but at 10 of our factories. This assumes that the average factory produces \$250M NSV per year.

**Cost of response to risk**

3000000

**Description of response and explanation of cost calculation**

Our scenarios assume that each site disruption costs of approximately \$1 million USD for process disruption and clean-up. Assuming 3 sites are impacted per year, this totals \$3 million in response costs per year. An example of the actions we are taking to respond to acute physical risks including extreme weather events is our site in Melton Mowbray, UK, which was last flooded in 1998. In conjunction with the Environment Agency, we have monitoring procedures in place and operate river sluice gates to control the river level. Flood risk is taken into account when installing equipment such as electrical motors, which are installed above the height of potential flooding. In the event of a flood, we have emergency procedures in place to protect high-risk areas, including substations and the main office, using flood boards.

**Comment**

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## C2.4

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**(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

Yes

### C2.4a

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**(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.**

**Identifier**

Opp1

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Resource efficiency

**Primary climate-related opportunity driver**

Use of more efficient production and distribution processes

**Primary potential financial impact**

Reduced indirect (operating) costs

**Company-specific description**

We are capitalizing on opportunities to reduce operating costs by realizing improvements in energy efficiency through long term programs. For example, our two principal programs to make our sites more energy efficient have the opportunity to yield significant reductions in our operating costs: 1. "SiG playbook implementation" is a program where the most proven, impactful organizational, OpEx and CapEx activities to save energy are standardized and documented, with sites mandated to implement those activities. For example, our Mars Wrigley business has implemented a global program to monitor and improve utility systems efficiency, while our Steinbourg, Veghel and Viersen factories have installed heat pump systems that recover waste heat, reducing natural gas use and associated emissions. 2. "SiG by Design" has been fully deployed within the global/regional and site project engineering teams. This is a program that ensures that best practice approaches and equipment are utilized in the design of new buildings and production facilities, an example of SiG by Design is the application of LEED to new buildings (Gold level for offices, Silver for other buildings) such as our new sites in Chonburi Thailand and the Royal Canin factory being constructed in Lewisburg Ohio.

**Time horizon**

Short-term

**Likelihood**

Virtually certain

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

1000000

**Potential financial impact figure – maximum (currency)**

5000000

**Explanation of financial impact figure**

The estimated financial savings are in the range of \$1-\$5 million depending on the size and phasing of the annual investment program and the SiG by design opportunities identified. Deployment of SiG playbook activities across the site network typically results in \$1 million/year in energy savings, based on an estimated 50 TJ of total energy across the network saved by these programs. Deployment of SiG by Design can save up to 4\$mio/year of energy costs.

**Cost to realize opportunity**

18000000

**Strategy to realize opportunity and explanation of cost calculation**

SiG Playbook Costs are estimated at \$8 million per year on the basis of [50 TJ of total energy across the network saved by these programs] / [typical cost to deploy efficiency programs, of 6TJ / \$1 million spent]. SiG By Design costs are estimated at \$10 million per year on the basis on the premium charged beyond traditional Capital

Expenditures to design with efficiency in mind. To realise this opportunity we have adopted targets to to reduce scope 1 and 2 emissions by 40% by 2025 and 100% by 2040 as part of our Sustainable in a Generation Plan. Increasing operational and capital efficiency and investing in energy-efficient new technologies are helping reduce emissions as far as possible. Examples of operational efficiency include driving down energy use through Associate behavior change and smarter equipment use. We also invest in technology and processes that use less power, such as heat pump systems that recover waste heat, and in the development of new technology such as DryF, an EU Horizon 2020 project to develop high temperature heat pumps for recovering waste heat in pet food manufacture.

**Comment**

**Identifier**

Opp2

**Where in the value chain does the opportunity occur?**

Upstream

**Opportunity type**

Resilience

**Primary climate-related opportunity driver**

Other, please specify (Longer-term supplier partnerships and access to supplies of sustainable raw materials)

**Primary potential financial impact**

Reduced direct costs

**Company-specific description**

We study changing precipitation patterns in locations across our supply chain. In agricultural areas where precipitation is increasing, we expect this to increase the supplies of some agricultural products, and to potentially open up new sourcing regions for certain crops. We are also working with suppliers to build longer term partnerships for sustainable growth by collaborating to mitigate and adapt to climate change impacts and ensure supplies of sustainable raw materials. For example, in Pakistan we have partnered with our supplier on a holistic sustainability program around farmer livelihoods, water productivity and GHG emissions. Together, we joined the WAPRO consortium, which offers a holistic push-pull-policy approach that encourages water stewardship – collective action towards the sustainable use of water. Diverse stakeholders – from farmers and local NGOs to corporations and governments – take joint responsibility for water. Farmers are the main consumers of water reserves and they are also among the poorest citizens. Poverty and lack of education prevents them from accessing water-saving knowledge and technology to supplement their know-how. Therefore, the program teaches farmers water saving methods and sustainable farming practices based on SRP (Sustainable Rice Platform), as well as providing them access to machinery, financial services or better and cheaper inputs. The program also promotes diversified crops that use water and other resources more efficiently than monoculture crops. The Alliance for Water Stewardship's (AWS) national coordinators in India and Pakistan were also involved in the project with the AWS Standard providing a conceptual framework for project stakeholder engagement and the policy work. This, together with the overall push-pull-policy approach, has helped to make WAPRO a role model water stewardship project that was showcased on the program of Stockholm World Water Week in 2019.

**Time horizon**

Short-term

**Likelihood**

About as likely as not

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

12000000

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

**Explanation of financial impact figure**

We have already achieved benefits of at least \$12 million to date, from acting on opportunities to source from areas less affected by climate change, such as building a sustainable rice program in Pakistan. Our program in Pakistan has resulted in cost savings by reducing quality issues from 90% to 5% between 2016 and 2019, while cutting water use and greenhouse gas emissions. We have also launched programs in India, Thailand, Cambodia, USA, Brazil and Spain since 2018. We analyze scenarios to estimate the impact of changes in average precipitation on our supply chain. This helps us to estimate where the greatest impacts will occur. Our analysis estimates that although a change in average temperature has the potential to double sourcing costs for some materials, on the margin there will be some opportunities as new regions become viable sourcing locations. This figure is based on the savings we have made from developing a higher-quality, lower-priced source of rice, compared to previous sources.

**Cost to realize opportunity**

9000000

**Strategy to realize opportunity and explanation of cost calculation**

The estimated total cost of implementing our plans to capitalize on climate-related supply chain opportunities is \$9 million per year. This is based on current levels of spending on supply chain sustainability across all key raw materials within our three main business segments: Mars Wrigley, Mars Petcare, and Mars Food. In 2021, we started working on an innovative sourcing comparison model to evaluate existing and new rice origins based on total cost of sourcing including climate, water and social risk to help us internalize relevant externalities, and to compare sourcing strategies holistically, including the benefits already delivered by existing programs vs. cost to develop resilience in new communities. The initial model features cost of carbon together with traditional supply chain costs. In 2022, we plan to include cost of water and social risks and test it as part of rice-sourcing strategy update. Impact assessment is an integral part of developing our sustainable sourcing strategies using the Mars Strategic Sourcing Methodology (MSSM). For example, we routinely scan crop-growth trends to anticipate shifts in geographic production patterns. While this more often highlights risks to existing production, it can also identify opportunities to source from alternative regions. To build resilience in existing sourcing locations, we are working with suppliers to build longer term partnerships for sustainable growth. This can lead to efficiency cost savings through, for example, lower input costs for fertilizer, water, and land.

**Comment**

**Identifier**

Opp3

**Where in the value chain does the opportunity occur?**

Downstream

**Opportunity type**

Energy source

**Primary climate-related opportunity driver**

Use of lower-emission sources of energy

**Primary potential financial impact**

Reduced indirect (operating) costs

**Company-specific description**

We are transitioning our manufacturing operations to renewable electricity to achieve our 2040 goal of zero greenhouse gas emissions from direct operations. This will eliminate the emissions remaining after efficiency measures have been implemented. Mars is already using or purchasing renewable electricity to cover 52% of our total electricity footprint, including 100% at our sites in Austria, Belgium, the Czech Republic, France, Hungary, Lithuania, Mexico, Spain and the United Kingdom. As of 2021, 52% of our electricity use globally is renewable.

**Time horizon**

Short-term

**Likelihood**

Virtually certain

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

0

**Potential financial impact figure – maximum (currency)**

5000000

**Explanation of financial impact figure**

We are working to procure renewable electricity at the same cost as traditional electricity sources, and in a few cases are making meaningful savings. Our renewable power purchasing agreements have created one-off savings of up to several million dollars. Our program's main purpose is to generate the renewable attributes needed while mitigating risks, with the objective of achieving financial cost parity over the duration of the agreement.

**Cost to realize opportunity**

1000000

**Strategy to realize opportunity and explanation of cost calculation**

We are working to procure renewable electricity at the same cost as traditional electricity sources, and in many cases are making meaningful savings. We do not invest capital in renewable energy projects themselves, but instead form long-term purchasing agreements with energy providers which can finance infrastructure expansion. We therefore consider there to be no cost to realize this opportunity. We are eliminating the emissions remaining after efficiency measures have been implemented by investing in renewable energy. Our operations in 9 countries have already fully transitioned to renewable electricity sources and 52% of our electricity use globally is renewable. We invest in three ways – by installing on-site renewable generation, through short-term power purchase agreements in Europe, and through long-term power purchase agreements in Australia, Mexico, the USA and the UK. Mars' strong credit profile is a key enabler for renewable project developers to secure financing. The development cost includes 2 FTE plus external consultants and legal resources as needed. On average the cost is between ½ million to one million US annually depending on the number of projects being implemented.

**Comment**

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### C3. Business Strategy

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#### C3.1

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(C3.1) Does your organization's strategy include a transition plan that aligns with a 1.5°C world?

Row 1

Transition plan

Yes, we have a transition plan which aligns with a 1.5°C world

Publicly available transition plan

Yes

Mechanism by which feedback is collected from shareholders on your transition plan

We have a different feedback mechanism in place

Description of feedback mechanism

As a private, family-owned company, Mars does not hold public AGMs. Mars communicates climate-related information to its shareholders (the Mars family) and the Board on a regular basis. Performance against our Sustainable in a Generation (SiG) Plan strategies and goals, including our science-based, value-chain wide greenhouse gas reduction target, is tracked as a matter of course at all Mars Board meetings, along with other company-wide metrics and goals. The Chair of the Board has direct oversight of our performance, which is reviewed at each Board meeting. The Board approved our SiG goals and targets, and oversees the Mars Leadership Team's work to review and guide our strategy, plans, policies, and budgets as necessary to ensure we remain on track to meet them.

Frequency of feedback collection

More frequently than annually

Attach any relevant documents which detail your transition plan (optional)

Greening Our Operations Through Climate Action \_ Mars, Incorporated \_ Mars, Incorporated.pdf  
Climate Action Position Statement \_ Mars, Incorporated.pdf

Explain why your organization does not have a transition plan that aligns with a 1.5°C world and any plans to develop one in the future

<Not Applicable>

Explain why climate-related risks and opportunities have not influenced your strategy

<Not Applicable>

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

	Use of climate-related scenario analysis to inform strategy	Primary reason why your organization does not use climate-related scenario analysis to inform its strategy	Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future
Row 1	Yes, qualitative and quantitative	<Not Applicable>	<Not Applicable>

C3.2a

(C3.2a) Provide details of your organization's use of climate-related scenario analysis.

Climate-related scenario	Scenario analysis coverage	Temperature alignment of scenario	Parameters, assumptions, analytical choices
<div>Physical climate scenarios</div> <div>RCP 4.5</div>	Company-wide	<Not Applicable>	In 2021, Mars worked with The Climate Service to run climate risk scenarios across our upstream supply chains. These scenarios utilized crop-specific hazard impact functions which allowed coverage of approximately 50% of Mars global procurement. The scenarios utilize Mars' specific sourcing origins against a global 25x25km global grid of hazard probabilities. The scenarios model average annual loss for each decade from 2020 – 2090 from direct impacts from the climate hazards. Mars continues to investigate how to model indirect losses through quality impacts (such as pest, disease, contaminants, etc) as well as how to model farmer and market reactions to both direct and indirect losses.
<div>Physical climate scenarios</div> <div>RCP 8.5</div>	Company-wide	<Not Applicable>	In 2021, Mars worked with The Climate Service to run climate risk scenarios across our upstream supply chains. These scenarios utilized crop-specific hazard impact functions which allowed coverage of approximately 50% of Mars global procurement. The scenarios utilize Mars' specific sourcing origins against a global 25x25km global grid of hazard probabilities. The scenarios model average annual loss for each decade from 2020 – 2090 from direct impacts from the climate hazards. Mars continues to investigate how to model indirect losses through quality impacts (such as pest, disease, contaminants, etc) as well as how to model farmer and market reactions to both direct and indirect losses.
<div>Transition scenarios</div> <div>IEA 2DS</div>	Company-wide	<Not Applicable>	Working with the Science Based Target initiative, World Resources Institute (WRI) and other partners, we calculated our share of the global carbon budget from 2015-2050 at a cumulative 560 MtCO <sub>2</sub> e, based on our 2015 emissions of 26.2 MtCO <sub>2</sub> e. The carbon budget is based on what is required to limit the increase in global average temperature to well below 2°C above pre-industrial levels, a threshold outlined in the international Paris Agreement on climate change. To stay beneath this threshold, scientists estimate that no more than 1 trillion tonnes of carbon dioxide can be added to the atmosphere. Global emissions since 1870 have already consumed more than half of that budget, leaving less than 500 billion tonnes to emit in the future. In a scenario where our annual emissions remain constant at 2015 levels, we will consume our share of the budget in less than 22 years. In a low-carbon transition where we achieve Net Zero by 2050, we will stay within our share of the global carbon budget. Based on this modelling, we have set targets to reduce our total GHG emissions from our full value chain by 27% by 2025 and by 67% by 2050, from 2015 levels. In order to adapt to the updated science, in 2021 we increased our 2050 ambition to achieving Net Zero across our entire value chain. This is leading to major changes in the way we do business, and particularly in the way we source our raw materials, which accounts for ~75% of emissions in our value chain. For example, we have integrated sustainability criteria into our Mars Strategic Sourcing Methodology, including tools for impact assessment and strategic options for buyers to select from to develop an appropriate sustainable procurement strategy for a specific raw material. In another example, we have published a policy and two country-level action plans for tackling deforestation in our cocoa supply chain.
<div>Physical climate scenarios</div> <div>Bespoke physical scenario</div>	Country/area	4.1°C and above	In 2016, we ran a pilot project to investigate the climate change resilience and adaptive capacity of rice growers in Spain over the next 10-20 years, based on a scenario with 4.5 degrees of warming if 'business as usual' continues and no mitigation action is taken. Updated study of future risks (generally for climate change, not concrete degree increase scenario) was conducted in 2021 for Spain and launched for USA which highlighted the need to scale beneficial on farm practices and engage in advocacy work for landscape/watershed management. We used those findings to inform our sourcing strategy and are now funding a project to increase the resilience of rice growing in southern Spain by testing and validating solutions for reducing water use and GHG emissions. The project aims to impact over 11,000 rice growing hectares belonging to over 15 farming groups by 2025. Similar approach is planned for USA starting in 2022, while climate resilience programs are already ongoing in Asian sourcing locations. We also recognize the compelling findings of the IPCC 1.5 degree scenario report, and are working to integrate them into our Climate Action strategy.



C3.2b

(C3.2b) Provide details of the focal questions your organization seeks to address by using climate-related scenario analysis, and summarize the results with respect to these questions.

Row 1

Focal questions

Q1. What is required of our business in a Net Zero scenario? Q2. How will climate change affect our top raw material supply chains? Q1 is addressed through our company-wide scenario analysis assessing what Mars must deliver to do our part to keep warming below 1.5C. Q2 is addressed through our supply-chain scenario analysis assessing the expected impacts of climate hazards on Mars' raw material supply chains in two different scenarios

Results of the climate-related scenario analysis with respect to the focal questions

Our scenario analysis clearly indicates that the required contribution of Mars in a net zero world is for Mars to achieve Net Zero as defined by the Science Based Targets initiative across our entire value chain. For Mars, our Net Zero target will be specifically set following the forthcoming guidance from SBTi and WWF on Food, Land and Agriculture Net Zero-aligned targets, and based on our 2015 baseline of ~31 million tonnes of CO2e across Scopes 1, 2 and 3. Our scenario analysis assessing risk in our supply chains indicates 'Low' risk of 100-500m per year, as defined in previous CDP questions. In this case, the scenarios indicate different hazard development pathways for different crops and regions, which will inform our procurement strategies through the Mars Strategic Sourcing Methodology (MSSM). The scenarios also have several limitations which indicate further research is necessary to fully answer this focal question.

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	Climate-related risks and opportunities have influenced our products primarily in the way we source our ingredients and carry out our manufacturing and distribution operations, as described in the relevant rows. For example, flexible plastic packages are recycled far less than other plastics. We use this packaging in a variety of formats including large pet food bags, ready-to-heat rice pouches & chocolate bar wrappers. Most of these packs end up in incineration or landfill, but some are littered, and others find their way into the ocean. Mars has set an aggressive, science-based strategy to design our products for a circular economy. We're eliminating unnecessary packaging, removing difficult to recycle materials such as PVC, and using recycled content wherever possible. Where packaging remains necessary, Mars is innovating to make sure it is reusable, recyclable or compostable. We aim to: - Have 100% of our packaging reusable, recyclable or compostable, - Reduce our use of new "virgin" plastic by 25%; and - Incorporate 30% recycled content into our plastic packaging. To meet these ambitious and aspirational targets, and as part of our Sustainable in a Generation Plan, we are investing to redesign more than 12,000 packaging types (e.g., product pouches, dry bags, etc.) or nearly half our packaging portfolio, to fit with the recycling infrastructure that either exists today or is likely to exist in the near future, making it easier for consumers to reuse or recycle our packaging. Our plans aim to ensure a balance between reductions in the climate impact of our packaging, as well as impacts at end of life. Where other solutions are not viable, we support investment in advanced recycling where food-safe flexible packs can be converted back into plastic material and where these systems produce fewer emissions than current alternatives such as incineration or virgin plastics. We also support fair and transparent extended producer responsibility (EPR) schemes that help fund recycling infrastructure. While these schemes may present a substantial "tax" for manufacturers such as Mars, we believe we have a responsibility to address the packaging waste issue and are willing to invest in the needed infrastructure through EPR.
Supply chain and/or value chain	Yes	Our targets are to reduce our total GHG emissions from our full value chain by 27% by 2025 and Net Zero by 2050, from 2015 levels. These targets are aligned with the Science Based Targets initiative. Our targets are included among our corporate objectives due to the potential impacts of climate change on the security of our raw material supplies. Agriculture and land use change emissions make up the lion's share – approximately 75% – of our estimated full value chain emissions. Changes in precipitation patterns and extreme variability in weather patterns are a risk to the cost and availability of good quality agricultural raw materials. The effects of climate change may also affect where our raw materials can be produced. Our short-term strategy to 2025 involves reducing and avoiding deforestation and forest degradation related to the raw materials we source, as well as increasing carbon sequestration and reducing GHG emissions through improved agricultural practices. For example, we have updated our Responsible Cocoa specification with concrete steps we expect our suppliers to take to prevent deforestation in our cocoa supply chain. These steps include obtaining GPS polygon coordinates for all farms in our supply chain and conducting deforestation impact assessments and monitoring in all countries our cocoa is sourced from. We assess climate risks and opportunities in our extended agricultural supply chain as part of the Mars Strategic Sourcing Methodology (MSSM), our company-wide process for assessing, selecting, contracting and monitoring the performance of suppliers. This six-step process guides our buyers on all aspects of developing a sustainable sourcing strategy, including supply chain mapping, impact assessment, social and environmental risk analysis, strategy prioritization, KPI setting, and performance measurement. Our impact assessments and risk analyses combine supply chain data including raw material type, origins and tonnes purchased, with external impact data from the UN Food & Agriculture Organisation and Ecoinvent, among others. Our Commercial Applied Research Team (CART) supports our decision-making in commodity and risk management. The MSSM is a mechanism for ensuring inclusion of climate-related risks in the sourcing strategy of raw materials.
Investment in R&D	Yes	Our investments in sustainability between 2016 and 2020 totaled more than \$2 billion. These investments are roughly equal across the Healthy Planet, Thriving People and Nourishing Wellbeing pillars of our Sustainable in a Generation Plan. Our Healthy Planet investments are intended to meet our targets are to reduce our total GHG emissions from our full value chain by 27% by 2025 and Net Zero by 2050, from 2015 levels. We based these targets on the 2 degree scenario, by calculating our share of the carbon budget required to keep average global temperatures well below 2 degrees higher than pre-industrial temperatures, and then calculating the reductions we need to make across our entire value chain to stay within that budget. Within the Healthy Planet strategy, a key area of investment is halting deforestation. We're making investments in traceability with cocoa; in agroforestry systems through the Livelihoods Fund for Family Farming; and in sourcing changes in palm oil, beef and soy. In 2019, we developed updated Deforestation Action Plans for beef and soy, which describe our commitments and actions to address deforestation in these supply chains. These include specific requirements for our soy supply chain and direct cattle suppliers for our beef ingredients in Latin America – a region with high conversion hot spots. We are also investing in R&D over the next 4-5 years and beyond to rethink and redesign our packaging to make it recyclable as part of our Circular Packaging Plan. We are investing hundreds of millions of dollars to redesign more than 12,000 packaging types (e.g., product pouches, dry bags, etc.) or nearly half our packaging portfolio, to fit with the recycling infrastructure that either exists today or is likely to exist in the near future, making it easier for consumers to reuse or recycle our packaging. Hundreds of Mars Associates are already working to address packaging waste in our portfolio – and this team is growing. We are embedding our packaging targets into how we measure success. Our top 300 executives now have remuneration linked to delivering against our packaging targets.
Operations	Yes	Our targets are to reduce our total GHG emissions from our full value chain by 27% by 2025 and Net Zero by 2050, from 2015 levels. These targets are aligned with the Science Based Targets initiative. Energy use is a significant driver of emissions within our manufacturing operations, and we estimate that carbon taxes could apply to one-third of our energy-based emissions in the short-medium term. . Our short-term strategy toward 2025 involves increasing energy efficiency and expanding clean energy by investing in renewables. While we continue to pursue energy use reductions in our operations, switching to renewable and low-carbon sources is also important. Our strategy relies on both on- and off-site renewable energy projects. We use attribute tracking systems established by governments, grid operators or private contracts such as renewable energy certificates and other instruments to track the output of a generating asset against Mars' energy use. Mars is already using or purchasing renewable electricity to cover more than 50% of our total electricity footprint.. We are also working on low-carbon (e.g. certain biomass options) and zero-carbon (such as solar) thermal energy sources at project and structural levels, to make it easier for all companies to procure and source low-carbon thermal energy to replace natural gas.

C3.4

**(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.**

	Financial planning elements that have been influenced	Description of influence
Row 1	Direct costs Indirect costs Capital expenditures	Our investment in our Sustainable in a Generation Plan between 2016 and 2021 was more than \$2 billion, with a high impact on direct and indirect costs and capital expenditures. These investments are roughly equal across the Healthy Planet, Thriving People and Nourishing Wellbeing pillars of our SiG Plan. In 2021, Mars integrated sustainability objectives including Science-Based Targets delivery into our mid-term (3 year) financial planning cycle. This covers prime costs as well as overheads and capital investments, and requires that all emissions reductions committed to by 2025 are integrated into the financial plan through either a funded strategy or a placeholder cost of carbon reductions or removals. In our direct operations, our sustainability investments are leading to direct and indirect annual cost savings through increased water, electricity and materials efficiency. Every capital approval process includes a sustainability assessment, which explores how the investment will contribute to Mars' sustainability ambitions. All of our engineers have been trained in our SiG By Design program to ensure that opportunities to improve sustainability are considered and we LEED certify new buildings and large extensions. We're working to keep our spending on renewable energy on a par with other sources of electricity, and consider this a cost of doing business. In fact, our long-term, country-level contracts for renewable energy procurement are making meaningful savings, with one site saving up to \$2m annually.

**C3.5**

**(C3.5) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's transition to a 1.5°C world?**

Yes

**C3.5a**

**(C3.5a) Quantify the percentage share of your spending/revenue that is aligned with your organization's transition to a 1.5°C world.**

**Financial Metric**

OPEX

**Percentage share of selected financial metric aligned with a 1.5°C world in the reporting year (%)**

0.2

**Percentage share of selected financial metric planned to align with a 1.5°C world in 2025 (%)**

0.7

**Percentage share of selected financial metric planned to align with a 1.5°C world in 2030 (%)**

0.7

**Describe the methodology used to identify spending/revenue that is aligned with a 1.5°C world**

We considered carbon-related part of our Sustainable in a Generation Plan investment as being aligned to a 1.5°C world. This is because that investment is what is needed to achieve our carbon reduction targets, which are based on science, and therefore aligned with a 1.5°C world

**C4. Targets and performance**

**C4.1**

**(C4.1) Did you have an emissions target that was active in the reporting year?**

Absolute target

**C4.1a**

**(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.**

**Target reference number**

Abs 1

**Year target was set**

2017

**Target coverage**

Company-wide

**Scope(s)**

Scope 1

Scope 2

Scope 3

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

Other (upstream)

Other (downstream)

**Base year**

2015

**Base year Scope 1 emissions covered by target (metric tons CO2e)**

777402

**Base year Scope 2 emissions covered by target (metric tons CO2e)**

945697

**Base year Scope 3 emissions covered by target (metric tons CO2e)**

29469468

**Total base year emissions covered by target in all selected Scopes (metric tons CO2e)**

31192567

**Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1**

100

**Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2**

100

**Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)**

100

**Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes**

100

**Target year**

2025

**Targeted reduction from base year (%)**

27

**Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]**

22770573.91

**Scope 1 emissions in reporting year covered by target (metric tons CO2e)**

733403

**Scope 2 emissions in reporting year covered by target (metric tons CO2e)**

514582

**Scope 3 emissions in reporting year covered by target (metric tons CO2e)**

28060731

**Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)**

29308716

**% of target achieved relative to base year [auto-calculated]**

22.3682325533706

**Target status in reporting year**

Underway

**Is this a science-based target?**

Yes, and this target has been approved by the Science Based Targets initiative

**Target ambition**

1.5°C aligned

**Please explain target coverage and identify any exclusions**

This target covers the entirety of the Mars Inc. business, globally, scope 1, 2 and 3, including all Scope 3 categories with no exclusions. Mars has called publicly for the inclusion of commonly excluded Scope 3 emissions like indirect use phase emissions in company targets. New acquisitions will be folded into our GHG accounting and our Mars target.

**Plan for achieving target, and progress made to the end of the reporting year**

Our intention is to decouple GHG emissions from business growth across our full value chain, including emissions from our agricultural supply chain, which accounts for 75% of total emissions in our value chain. Our aim is to at least freeze emissions until 2020 and achieve a 27% reduction by 2025. In 2021, we achieved a reduction of over 6% against the 2015 baseline. Mars business units are responsible for delivery of the target, and costs of delivery are included in multi-year strategic planning. This is an interim target toward the long-term commitment in Abs 2, and has been approved by the Science-Based Targets initiative.

**List the emissions reduction initiatives which contributed most to achieving this target**

&lt;Not Applicable&gt;

**Target reference number**

Abs 2

**Year target was set**

2017

**Target coverage**

Company-wide

**Scope(s)**

Scope 1

Scope 2

Scope 3

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

Other (upstream)  
Other (downstream)

**Base year**

2015

**Base year Scope 1 emissions covered by target (metric tons CO2e)**

777402

**Base year Scope 2 emissions covered by target (metric tons CO2e)**

945697

**Base year Scope 3 emissions covered by target (metric tons CO2e)**

29469468

**Total base year emissions covered by target in all selected Scopes (metric tons CO2e)**

31192567

**Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1**

100

**Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2**

100

**Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)**

100

**Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes**

100

**Target year**

2050

**Targeted reduction from base year (%)**

67

**Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]**

10293547.11

**Scope 1 emissions in reporting year covered by target (metric tons CO2e)**

733403

**Scope 2 emissions in reporting year covered by target (metric tons CO2e)**

514582

**Scope 3 emissions in reporting year covered by target (metric tons CO2e)**

28060731

**Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)**

29308716

**% of target achieved relative to base year [auto-calculated]**

9.01406386479112

**Target status in reporting year**

Underway

**Is this a science-based target?**

Yes, and this target has been approved by the Science Based Targets initiative

**Target ambition**

1.5°C aligned

**Please explain target coverage and identify any exclusions**

This target covers the entirety of the Mars Inc. business, globally, scope 1, 2 and 3, including all Scope 3 categories with no exclusions. Mars has called publicly for the inclusion of commonly excluded Scope 3 emissions like indirect use phase emissions in company targets. New acquisitions will be folded into our GHG accounting and our Mars target.

**Plan for achieving target, and progress made to the end of the reporting year**

This is our long-term target for decoupling GHG emissions from business growth across our full value chain, including emissions from our agricultural supply chain, which account for 75% of total emissions in our value chain. Our plan to achieve this target includes six big bets: eliminating deforestation, renewable energy, climate-smart agriculture, sustainable packaging, sustainable logistics, and recipe optimization. This is a science-based target that has been set in line with scientific recommendations for keeping global warming Well Below 2C in collaboration with the World Resources Institute. We have achieved a 6.1% reduction in the reporting year against our 2015 baseline. In October 2021, Mars set a new science-based climate target to achieve net zero greenhouse gas (GHG) emissions across our full value chain by 2050, including all scope 3 emissions (as defined by SBTi) such as those created by agriculture and suppliers, through to emissions from consumers using its iconic household brands such as Ben's Originals, M&M's & Royal Canin. The pledge accelerates the existing long-term goals Mars set to reduce absolute emissions from its entire business footprint, eliminating deforestation from its supply chain, and transitioning to 100% renewable energy. We have committed to seeking validation of this target under the new Science-Based Target Initiative (SBTi) Net Zero Standard. See also C4.2c.

**List the emissions reduction initiatives which contributed most to achieving this target**

<Not Applicable>

**Target reference number**

Abs 3

**Year target was set**

2017

**Target coverage**

Company-wide

**Scope(s)**

Scope 1

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Base year**

2015

**Base year Scope 1 emissions covered by target (metric tons CO2e)**

733639

**Base year Scope 2 emissions covered by target (metric tons CO2e)**

945697

**Base year Scope 3 emissions covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Total base year emissions covered by target in all selected Scopes (metric tons CO2e)**

1679336

**Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1**

94

**Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2**

100

**Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)**

&lt;Not Applicable&gt;

**Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes**

97

**Target year**

2025

**Targeted reduction from base year (%)**

42

**Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]**

974014.88

**Scope 1 emissions in reporting year covered by target (metric tons CO2e)**

688938

**Scope 2 emissions in reporting year covered by target (metric tons CO2e)**

514582

**Scope 3 emissions in reporting year covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)**

1203520

**% of target achieved relative to base year [auto-calculated]**

67.460903481807

**Target status in reporting year**

Underway

**Is this a science-based target?**

Yes, and this target has been approved by the Science Based Targets initiative

**Target ambition**

1.5°C aligned

**Please explain target coverage and identify any exclusions**

Our aim is to decouple GHG emissions from business growth and achieve absolute emissions reductions. This is an interim target toward the long-term commitment in Abs 4 of eliminating scope 1 and 2 emissions from operations, in line with recommendations to reduce global GHG emissions by 80% by 2050. The 2015 baseline in this target was already 25% below our original 2007 baseline based on our first 8 years of work. The 3% currently out of scope is our estimate for scope 1 emissions from leased vehicles in our sales force, however, this is included within Abs 1 and Abs 2 above.

**Plan for achieving target, and progress made to the end of the reporting year**

Our plan and progress on this target is managed by our cross-segment sustainability steering team, reporting to the supply leadership team. Robust plans are in place to deliver this reduction primarily through renewable electricity. Our priority in renewable electricity projects is to add renewable capacity to the grid in the country we use the electricity in through innovative PPAs. In parallel, we are piloting solutions on renewable thermal and developing a longer-term thermal energy plan. As of end of 2021, we have delivered about 29% reduction from our 2015 base year.

**List the emissions reduction initiatives which contributed most to achieving this target**

&lt;Not Applicable&gt;

**Target reference number**

Abs 4

**Year target was set**

2017

**Target coverage**

Company-wide

**Scope(s)**

Scope 1

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Base year**

2015

**Base year Scope 1 emissions covered by target (metric tons CO2e)**

733639

**Base year Scope 2 emissions covered by target (metric tons CO2e)**

945697

**Base year Scope 3 emissions covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Total base year emissions covered by target in all selected Scopes (metric tons CO2e)**

1651937

**Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1**

94

**Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2**

100

**Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)**

&lt;Not Applicable&gt;

**Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes**

97

**Target year**

2040

**Targeted reduction from base year (%)**

100

**Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]**

0

**Scope 1 emissions in reporting year covered by target (metric tons CO2e)**

688938

**Scope 2 emissions in reporting year covered by target (metric tons CO2e)**

514582

**Scope 3 emissions in reporting year covered by target (metric tons CO2e)**

&lt;Not Applicable&gt;

**Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)**

1203520

**% of target achieved relative to base year [auto-calculated]**

27.1449213862272

**Target status in reporting year**

Underway

**Is this a science-based target?**

Yes, and this target has been approved by the Science Based Targets initiative

**Target ambition**

1.5°C aligned

**Please explain target coverage and identify any exclusions**

Our long-term commitment is to eliminate scope 1 and 2 emissions from operations, in line with recommendations to reduce global greenhouse gas emissions by 80% by 2050. The 3% currently out of scope is our estimate for scope 1 emissions from leased vehicles in our sales force, however, this is included within Abs 1 and Abs 2 above.

**Plan for achieving target, and progress made to the end of the reporting year**

Our plan and progress on this target is managed by our cross-segment sustainability steering team, reporting to the supply leadership team. Robust plans are in place to move to fully renewable electricity procurement. Our priority in renewable electricity projects is to add renewable capacity to the grid in the country we use the electricity in through innovative PPAs. In parallel, we are piloting solutions on renewable thermal and developing a longer-term thermal energy plan. We will implement additional renewable electricity projects between 2025 to 2030 to target the remaining <10% of our electricity footprint. To address our remaining thermal footprints, we will identify external technical consultant firms to help us identify feasible renewable thermal technologies in our segments globally. In countries where renewable energy policy is still underdeveloped, we will engage our government affairs team and well as NGO to accelerate progress.

**List the emissions reduction initiatives which contributed most to achieving this target**

&lt;Not Applicable&gt;

## C4.2

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### (C4.2) Did you have any other climate-related targets that were active in the reporting year?

Target(s) to increase low-carbon energy consumption or production

Net-zero target(s)

Other climate-related target(s)

## C4.2a

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### (C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.

**Target reference number**

Low 1

**Year target was set**

2017

**Target coverage**

Company-wide

**Target type: energy carrier**

Electricity

**Target type: activity**

Consumption

**Target type: energy source**

Renewable energy source(s) only

**Base year**

2015

**Consumption or production of selected energy carrier in base year (MWh)**

2490130

**% share of low-carbon or renewable energy in base year**

26

**Target year**

2040

**% share of low-carbon or renewable energy in target year**

100

**% share of low-carbon or renewable energy in reporting year**

53

**% of target achieved relative to base year [auto-calculated]**

36.4864864864865

**Target status in reporting year**

Underway

**Is this target part of an emissions target?**

Our renewable electricity goal contributes towards targets Abs 3 and Abs 4 to reduce GHG emissions from our direct operations by 40% by 2020 and to zero by 2040. In turn, these targets contribute to our value-chain wide targets (Abs 1 and Abs 2) for reducing all GHG emissions associated with our business.

**Is this target part of an overarching initiative?**

RE100

**Please explain target coverage and identify any exclusions**

Mars is focused on reducing carbon emissions in its own operations and is gradually increasing renewable electricity supply to its sites worldwide with the goal that 100% of energy consumption will be fossil-fuel free by 2040. Mars has committed to 100% renewable electricity through its participation in the RE100 campaign.

**Plan for achieving target, and progress made to the end of the reporting year**

In 2021, we started a market exercise/RFP to select potential renewable projects in EU (Germany, Netherland and Poland). In India one of the sites has implemented a renewable project on-site and additional projects are being implemented in 2022. In Australia, we have implemented a solar offsite PPA covering about 90% of our annual electricity consumption.

**List the actions which contributed most to achieving this target**

<Not Applicable>

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**Target reference number**

Low 2

**Year target was set**

2017

**Target coverage**

Company-wide

**Target type: energy carrier**

All energy carriers

**Target type: activity**

Consumption

**Target type: energy source**

Renewable energy source(s) only

**Base year**

2015

**Consumption or production of selected energy carrier in base year (MWh)**

6268548

**% share of low-carbon or renewable energy in base year**

11.7

**Target year**

2040

**% share of low-carbon or renewable energy in target year**

100

**% share of low-carbon or renewable energy in reporting year**

23

**% of target achieved relative to base year [auto-calculated]**

12.797281993205

**Target status in reporting year**

Underway

**Is this target part of an emissions target?**

Our renewable energy goal contributes towards targets Abs 3 and Abs 4 to reduce GHG emissions from our direct operations by 40% by 2020 and to zero by 2040. In turn, these targets contribute to our value-chain wide targets (Abs 1 and Abs 2) for reducing all GHG emissions associated with our business.

**Is this target part of an overarching initiative?**

No, it's not part of an overarching initiative

**Please explain target coverage and identify any exclusions**

Mars is focused on reducing carbon emissions in its own operations and is gradually increasing renewable electricity supply to its sites worldwide with the goal that 100% of energy consumption will be fossil-fuel free by 2040. Mars has committed to 100% renewable electricity through its participation in the RE100 campaign.

**Plan for achieving target, and progress made to the end of the reporting year**

In 2021, we started a market exercise/RFP to select potential renewable projects in EU (Germany, Netherland and Poland). In India one of the sites has implemented a renewable project on-site and additional projects are being implemented in 2022. In Australia, we have implemented a solar offsite PPA covering about 90% of our annual electricity consumption.

**List the actions which contributed most to achieving this target**

<Not Applicable>

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**C4.2b**

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(C4.2b) Provide details of any other climate-related targets, including methane reduction targets.

Target reference number

Oth 1

Year target was set

2017

Target coverage

Company-wide

Target type: absolute or intensity

Absolute

Target type: category & Metric (target numerator if reporting an intensity target)

Land use change	Other, please specify (Total land area associated with our value chain in hectares)
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Target denominator (intensity targets only)

<Not Applicable>

Base year

2015

Figure or percentage in base year

2707200

Target year

2025

Figure or percentage in target year

2707200

Figure or percentage in reporting year

2623300

% of target achieved relative to base year [auto-calculated]

<Calculated field>

Target status in reporting year

Underway

Is this target part of an emissions target?

Freezing our land footprint and reducing the expansion of agriculture into forests will contribute to our value-chain wide targets (Abs1 and Abs2) for reducing all GHG emissions associated with our business. Mars is accelerating our efforts to stop deforestation and conversion of natural ecosystems in Mars supply chains identified as most at risk for driving deforestation: beef, cocoa, palm oil, pulp and paper, and soy.

Is this target part of an overarching initiative?

No, it's not part of an overarching initiative

Please explain target coverage and identify any exclusions

This metric relates to land use change and deforestation in our agricultural supply chain— both contributors to climate change. To calculate our land area, Mars utilized a combination of our raw material sourcing data and global peer-reviewed data-sets, such as the World Food Life Cycle Assessment database and ecoinvent. From these data sources, we estimated our total land footprint to be around 2.7 million hectares in our 2015 base year. This estimate encompasses all raw materials purchased by all Mars business segments. New acquisitions get added, including in the baseline.

Plan for achieving target, and progress made to the end of the reporting year

Our goal is to hold flat the total land area associated with our value chain, even as we grow our business. We aim to do this by improving productivity and yields and addressing deforestation. The modest decrease in our land area from our 2015 baseline reflects a growth in some raw materials that require less land use. In fact, while raw material volumes in 2021 grew by 7% against the baseline, our land-use decreased by 3%. We are working to develop strategies that will continue to reduce the amount of land needed to grow our key ingredients, for example by working with farmers who supply Mars to boost yields and improve the resilience of crops including cocoa, rice, mint and wheat.

List the actions which contributed most to achieving this target

<Not Applicable>

C4.2c

(C4.2c) Provide details of your net-zero target(s).

Target reference number

NZ1

Target coverage

Company-wide

Absolute/intensity emission target(s) linked to this net-zero target

Abs1  
Abs2  
Abs3  
Abs4

Target year for achieving net zero

2050

Is this a science-based target?

Yes, we consider this a science-based target, and we have committed to seek validation of this target by the Science Based Targets initiative in the next 2 years

Please explain target coverage and identify any exclusions

In October 2021, Mars set new science-based climate target to achieve net zero greenhouse gas (GHG) emissions across its full value chain by 2050, including all scope 3 emissions (as defined by SBTi) such as those created by agriculture and suppliers, through to emissions from consumers using its iconic household brands such as Ben's Originals, M&M's & Royal Canin. The pledge accelerates the existing long-term goals Mars set to reducing absolute emissions from its entire business footprint, eliminating deforestation from its supply chain, and transitioning to 100% renewable energy. Executive pay will be strongly linked to climate action and the 20,000+ suppliers in the Mars value chain are being challenged to step up and set their own commitments.

Do you intend to neutralize any unabated emissions with permanent carbon removals at the target year?

Yes

Planned milestones and/or near-term investments for neutralization at target year

Mars is committed to ensuring that any residual emissions the business cannot get to zero are neutralized with real, durable, and socially beneficial carbon credits based on removing carbon from the atmosphere, aligned with the SBTi Net Zero Foundations paper. This will include identifying and investing in projects that are focused on the highest ecological, social and carbon impact, such as our recent investment in the €150m Livelihoods Carbon Fund 3, along with 13 other investors and companies. Mars' largest brand, Royal Canin, will pursue carbon neutrality for its full portfolio in 2025, with its first product range aiming to be certified carbon neutral in 2022, and Mars bar has committed to carbon neutrality by 2023 in the UK, Ireland and Canada. This will be achieved through: projects financed by an internal price on carbon, a science-based methodology to calculate each product's carbon footprint, adhering to the PAS 2060 standard for carbon neutrality, a mutual approach with value chain partners to minimize GHG emissions and by supporting high-quality carbon credit initiatives for remaining emissions.

Planned actions to mitigate emissions beyond your value chain (optional)

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	343	208820
To be implemented*	330	141230
Implementation commenced*	1	133000
Implemented*	326	9904
Not to be implemented	0	0

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type

Energy efficiency in production processes	Other, please specify (Factory projects to increase energy efficiency )
---	---

Estimated annual CO2e savings (metric tonnes CO2e)

9904

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Scope 2 (location-based)

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

1946679

Investment required (unit currency – as specified in C0.4)

1100000

Payback period

4-10 years

Estimated lifetime of the initiative

6-10 years

Comment

Calculated based on total energy intensity savings vs. prior year, across all 326 energy efficiency projects implemented during the reporting year.

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Marginal abatement cost curve	In developing our strategies to deliver our Sustainable in a Generation (SiG) GHG emissions reduction targets, our business segments prioritize projects based on marginal abatement costs.
Dedicated budget for energy efficiency	Each Mars business segment sets aside budget for projects to improve energy efficiency, through both capital and operational expenditure in our factories.
Employee engagement	Our commitment to more sustainable operations is embedded in our culture. Associates from our manufacturing, research and development and procurement functions in each Mars business segment consider it a priority to implement our Sustainable in a Generation (SiG) Plan and improve performance at our operations. Our SiG workshops identify potential improvements in energy use and increase Associate engagement in our SiG Plan.
Other (Data management systems)	Site-level performance data help us assess how effective our efficiency and technology measures are and determine the best future investments. This process has already led us to accelerate renewable energy activities in order to keep us on track to meet our energy and greenhouse gas reduction targets.
Internal incentives/recognition programs	A percentage of the bonus for our top 300 executives is based on performance against this target, which includes Scope 3 emissions (including Land Use Change emissions linked to deforestation) in addition to Scope 1 and 2. In addition, our global Make the Difference Awards take place every other year to celebrate Associates who bring innovative thinking, fresh perspectives and personal commitment to their work. The awards include a 'planet' category for associates who improve our environmental performance. They reward innovation, responsibility and exceptional effort and help us share best practices across the organization.
Dedicated budget for other emissions reduction activities	Our investment in our Sustainable in a Generation Plan between 2016 and 2021 was more than \$2 billion, with a high impact on direct and indirect costs and capital expenditures. These investments are roughly equal across the Healthy Planet, Thriving People and Nourishing Wellbeing pillars of our Sustainable in a Generation Plan. Within the Healthy Planet strategy, a key area of investment is halting deforestation. We're making investments to map 100% of our cocoa supply by 2025 using farm polygons and ensuring deforestation and conversion-free sourcing; investing in sourcing changes in palm oil, beef and soy; and investing in agroforestry systems through the Livelihoods Fund for Family Farming.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?

Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products.

Level of aggregation  
Group of products or services

Taxonomy used to classify product(s) or service(s) as low-carbon  
Other, please specify (Life cycle assessment )

Type of product(s) or service(s)

Other	Other, please specify (Low energy use products)
-------	---

Description of product(s) or service(s)  
Our Ben's Original brand offers a wide range of dry rice, microwave rice and microwaveable rice pots. Rice is the staple food for 3.5 billion people, and consumption continues to rise. However, rice cultivation is responsible for 5-10% of global methane emissions, and rice can also contribute to GHG emissions during the cooking phase. Mars Food is committed to ensuring the production of more sustainable rice. We have reduced the climate impact of our BEN'S ORIGINAL'S branded rice products by working with farmers who supply Mars to ensure our rice comes from farmers working towards the Sustainable Rice Platform (SRP) standard, and by using innovative technology to reduce the cooking time on our BEN'S ORIGINAL® rice by half, resulting in a 23% reduction of GHG emissions during the cooking phase.

Have you estimated the avoided emissions of this low-carbon product(s) or service(s)  
Yes

Methodology used to calculate avoided emissions  
Other, please specify (Lifecycle carbon data from a proprietary database, aligned with the GHG Protocol Product Life Cycle Accounting and Reporting Standard. Data sources include Ecoinvent 3, Quantis LCI Library and Agribalyse.)

Life cycle stage(s) covered for the low-carbon product(s) or services(s)  
Use stage

Functional unit used  
Time and energy use to cook a 100-gram portion of rice, based on an electric range boiling 1.5L of water and US electricity grid average

Reference product/service or baseline scenario used  
Non-quick-cook rice

Life cycle stage(s) covered for the reference product/service or baseline scenario  
Use stage

Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario  
0.0000943

Explain your calculation of avoided emissions, including any assumptions  
Life-cycle analysis shows that, across our full portfolio, product use represents just 0.3% of our total value chain GHG emissions. As a result, our strategies for reducing GHG emissions do not focus on this area, but we seek to make voluntary improvements beyond regulatory requirements for the small number of products where the product use phase is more significant. For instance, we used innovative technology to reduce the cooking time on our BEN'S ORIGINAL® rice by half, resulting in a 23% reduction of GHG emissions during the cooking phase. The cooking time reduction from 20 to 10 minutes if applied across our total production and based on an electric range and the same US electricity average represents a savings of about 50,000 tonnes of CO2e.

Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year  
0.14

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?  
No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?  
Yes, an acquisition

Name of organization(s) acquired, divested from, or merged with  
Tasty Bite

Details of structural change(s), including completion dates  
Mars Food acquired a major stake in Preferred Brands International, the US manufacturer and marketer of Indian and Asian ready meals under the brand name Tasty Bite. The acquisition was announced in 2017, and Tasty Bite's emissions are included in our reporting as of 2021.

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	No	<Not Applicable>

C5.1c

(C5.1c) Have your organization's base year emissions been recalculated as result of the changes or errors reported in C5.1a and C5.1b?

	Base year recalculation	Base year emissions recalculation policy, including significance threshold
Row 1	Yes	Our baseline adjustment policy describes common business or data changes that can impact emissions reported across Scopes 1, 2 and 3, and sets out when a baseline restatement is required. The policy states that a baseline restatement is required in the event of any merger, acquisition or divestment. The only exception is in the event of an acquisition or divestment of a business that did not exist in Mars' base year. The policy also requires a baseline restatement in the event of improvements in the accuracy of base year data, or adjustments in methodology to meet the latest science and guidance best practice.

C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

Base year start

January 1 2015

Base year end

December 31 2015

Base year emissions (metric tons CO2e)

733639

Comment

Our base year is 2015, which we used to set our Sustainable in a Generation targets for value-chain wide emissions reductions.

Scope 2 (location-based)

Base year start

January 1 2015

Base year end

December 31 2015

Base year emissions (metric tons CO2e)

1332915

Comment

Our base year is 2015, which we used to set our Sustainable in a Generation targets for value-chain wide emissions reductions. This value increased vs. last year's reporting due to addition of our acquired Tasty Bite factory.

Scope 2 (market-based)

Base year start

January 1 2015

Base year end

December 31 2015

Base year emissions (metric tons CO2e)

945697

Comment

Our base year is 2015, which we used to set our Sustainable in a Generation targets for value-chain wide emissions reductions. This value increased vs. last year's reporting due to addition of our acquired Tasty Bite factory.

Scope 3 category 1: Purchased goods and services

Base year start

January 1 2015

Base year end

December 31 2015

Base year emissions (metric tons CO2e)

24253901

Comment

This encompasses all of our purchased raw materials, including packaging.

**Scope 3 category 2: Capital goods****Base year start**

January 1 2015

**Base year end**

December 31 2015

**Base year emissions (metric tons CO2e)**

112936

**Comment****Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)****Base year start**

January 1 2015

**Base year end**

December 31 2015

**Base year emissions (metric tons CO2e)**

183043

**Comment****Scope 3 category 4: Upstream transportation and distribution****Base year start**

January 1 2015

**Base year end**

December 31 2015

**Base year emissions (metric tons CO2e)**

1340133

**Comment****Scope 3 category 5: Waste generated in operations****Base year start**

January 1 2015

**Base year end**

December 31 2015

**Base year emissions (metric tons CO2e)**

0

**Comment**

Our direct manufacturing operations have diverted all waste from landfill since the end of 2015. Food waste from direct operations, the majority of our waste, are now sent to animal feed, composting, land application or in some cases, incineration with energy recovery. Calculation of impacts of those materials using the EPA WARM tool shows negative emissions from end-of-life treatment of wastes, which we conservatively are not including in our footprint. End of life impacts of non-food waste from direct operations (cardboard, mixed plastics, occasional demolition waste) were also calculated using the WARM tool and also resulted in negative emissions, and thus were not included. End of life impacts of packaging waste are covered in "End of life treatment of sold Products".

**Scope 3 category 6: Business travel****Base year start**

January 1 2015

**Base year end**

December 31 2015

**Base year emissions (metric tons CO2e)**

52223

**Comment****Scope 3 category 7: Employee commuting****Base year start**

January 1 2015

**Base year end**

December 31 2015

**Base year emissions (metric tons CO2e)**

113481

**Comment**

**Scope 3 category 8: Upstream leased assets**

**Base year start**

January 1 2015

**Base year end**

December 31 2015

**Base year emissions (metric tons CO2e)**

0

**Comment**

Not relevant: Our business does not have any upstream leased assets

**Scope 3 category 9: Downstream transportation and distribution**

**Base year start**

January 1 2015

**Base year end**

December 31 2015

**Base year emissions (metric tons CO2e)**

2751178

**Comment**

**Scope 3 category 10: Processing of sold products**

**Base year start**

January 1 2015

**Base year end**

December 31 2015

**Base year emissions (metric tons CO2e)**

0

**Comment**

Not relevant: Mars products do not require any further processing before the use phase.

**Scope 3 category 11: Use of sold products**

**Base year start**

January 1 2015

**Base year end**

December 31 2015

**Base year emissions (metric tons CO2e)**

62187

**Comment**

**Scope 3 category 12: End of life treatment of sold products**

**Base year start**

January 1 2015

**Base year end**

December 31 2015

**Base year emissions (metric tons CO2e)**

0

**Comment**

Not relevant: Accounted for within Purchased Goods & Services

**Scope 3 category 13: Downstream leased assets**

**Base year start**

January 1 2015

**Base year end**

December 31 2015

**Base year emissions (metric tons CO2e)**

0

**Comment**

Not relevant: Our business does not have any downstream leased assets.

Scope 3 category 14: Franchises

**Base year start**  
January 1 2015

**Base year end**  
December 31 2015

**Base year emissions (metric tons CO2e)**  
0

**Comment**  
Not relevant: Our business does not lease or operate any franchises.

Scope 3 category 15: Investments

**Base year start**  
January 1 2015

**Base year end**  
December 31 2015

**Base year emissions (metric tons CO2e)**  
0

**Comment**  
Not relevant.

Scope 3: Other (upstream)

**Base year start**  
January 1 2015

**Base year end**  
December 31 2015

**Base year emissions (metric tons CO2e)**  
590386

**Comment**  
This is the estimated impact of our co-manufacturers.

Scope 3: Other (downstream)

**Base year start**  
January 1 2015

**Base year end**  
December 31 2015

**Base year emissions (metric tons CO2e)**  
0

**Comment**  
Not relevant.

C5.3

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**(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.**  
The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

C6. Emissions data

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C6.1

---

**(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?**

**Reporting year**

**Gross global Scope 1 emissions (metric tons CO2e)**  
688938

**Start date**  
<Not Applicable>

**End date**  
<Not Applicable>

**Comment**



C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based
We are reporting a Scope 2, location-based figure
Scope 2, market-based
We are reporting a Scope 2, market-based figure
Comment

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year
Scope 2, location-based
1048890
Scope 2, market-based (if applicable)
514582
Start date
<Not Applicable>
End date
<Not Applicable>
Comment

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

Yes

C6.4a

**(C6.4a) Provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure.**

**Source**

Sales autos

**Relevance of Scope 1 emissions from this source**

Emissions are not relevant

**Relevance of location-based Scope 2 emissions from this source**

No emissions from this source

**Relevance of market-based Scope 2 emissions from this source (if applicable)**

No emissions from this source

**Explain why this source is excluded**

Emissions from sales autos have been calculated and are an immaterially small part of our S1 & 2 footprint (representing about 3%). They have been excluded from our direct operations reporting but for completeness are included in our full value chain footprint & target.

**Estimated percentage of total Scope 1+2 emissions this excluded source represents**

3

**Explain how you estimated the percentage of emissions this excluded source represents**

We calculate this figure starting with the number of Field Sales Mars Associates. We use the OECD/IEA 2017 fuel efficiency value for standard cars and use the following CO2e factor: WRI Transport Tool v2.6; based on 1 litre, passenger car – gasoline, region = US. From there we estimate daily round trip distances and estimated annual driving days.

---

**Source**

Emissions from biomass stationary combustion that are not part of the carbon cycle (i.e. not biogenic emissions)

**Relevance of Scope 1 emissions from this source**

Emissions are not relevant

**Relevance of location-based Scope 2 emissions from this source**

No emissions from this source

**Relevance of market-based Scope 2 emissions from this source (if applicable)**

No emissions from this source

**Explain why this source is excluded**

We include biogenic emissions in our annual carbon reporting and report these to CDP. This year, we have also calculated the CH4 and N2O Scope 1 emissions (246 tonnes CO2e, 0.02%) that are not part of the carbon cycle from biomass stationary combustion. These are included in LRQA's third-party assurance statement, as provided in section C10, but have not been considered relevant for our CDP disclosure this year due to their small size compared with our total Scope 1+2 emissions. Mars will include these small additional Scope 1 emissions in next year's CDP disclosure, as well as restatement of our 2015 base year.

**Estimated percentage of total Scope 1+2 emissions this excluded source represents**

1

**Explain how you estimated the percentage of emissions this excluded source represents**

We calculated these emissions for the first time this year, at 246 tonnes CO2e. Mars will include these small additional Scope 1 emissions in next year's CDP disclosure, as well as restatement of our 2015 base year.

---

## C6.5

**(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.**

**Purchased goods and services**

**Evaluation status**

Relevant, calculated

**Emissions in reporting year (metric tons CO2e)**

21299767

**Emissions calculation methodology**

Other, please specify (We calculated emissions using a combination of primary data, geographically-specific public life-cycle analysis data sets, and internal data on our material usage. This figure includes both raw materials and packaging.)

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

28

**Please explain**

Impacts calculated using a combination of primary data and geographically-specific public lifecycle analysis datasets, coupled with internal material usage. We mostly request origin information from suppliers.

## Capital goods

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO2e)

125776

### Emissions calculation methodology

Other, please specify (We calculated these emissions using representative capital projects and secondary data sources for material emissions factors (e.g. steel, concrete).)

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

### Please explain

Calculated using representative capital projects and secondary data sources for material emissions factors (e.g. steel, concrete).

## Fuel-and-energy-related activities (not included in Scope 1 or 2)

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO2e)

156886

### Emissions calculation methodology

Other, please specify (Transmission & distribution losses of fuel and electricity were calculated using 2018 IEA factors for electricity (no more recent factors, or factors for fuels, were available at the time of calculation).)

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

### Please explain

## Upstream transportation and distribution

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO2e)

1451833

### Emissions calculation methodology

Other, please specify (Emissions from outbound logistics are calculated using distance, weight and fuel emissions factors. Emissions from inbound logistics are estimated as equivalent to outbound. Emissions from outbound logistics are now captured under "Downstream T&D".)

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

### Please explain

Emissions from outbound logistics are calculated using distance, weight and fuel emissions factors. Emissions from inbound logistics are estimated as equivalent to outbound. (Emissions from outbound logistics are now captured under "Downstream transportation & distribution".) We are improving our data collection and emissions accounting for logistics, to provide more detail, and will update in future disclosures. For this reporting year, we increased our estimate due to improved methodology where a portion of the trip was omitted.

## Waste generated in operations

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO2e)

0

### Emissions calculation methodology

Hybrid method

Other, please specify (Calculated using the EPA WARM tool.)

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

### Please explain

Our direct manufacturing operations have diverted all waste from landfill since the end of 2015. Food waste from direct operations, the majority of our waste, are now sent to animal feed, composting, land application or in some cases, incineration with energy recovery. Calculation of impacts of those materials using the EPA WARM tool shows negative emissions from end-of-life treatment of wastes, which we conservatively are not including in our footprint. End of life impacts of non-food waste from direct operations (cardboard, mixed plastics, occasional demolition waste) were also calculated using the WARM tool and also resulted in negative emissions, and thus were not included. End of life impacts of packaging waste are covered in "End of life treatment of sold Products".

## Business travel

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO2e)

6105

### Emissions calculation methodology

Other, please specify (Calculated using data from travel providers including flight class/segment length data.)

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

### Please explain

Calculated using data from travel providers including flight class/segment length data as well as 2019 DEFRA emission factors.

## Employee commuting

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO2e)

141560

### Emissions calculation methodology

Other, please specify (Estimated using headcount plus estimated distances and vehicle efficiencies. We conservatively used the 2019 value, due to COVID impacts. For 2021 we adjusted the figure downwards to reflect the work from home reality while remaining conservative.)

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

### Please explain

## Upstream leased assets

### Evaluation status

Not relevant, explanation provided

### Emissions in reporting year (metric tons CO2e)

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

Our business does not have any upstream leased assets.

## Downstream transportation and distribution

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO2e)

2922587

### Emissions calculation methodology

Other, please specify (Calculated from published retail scope 1 and 2 footprint data and market share and Mars contracted outbound logistics.)

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

### Please explain

For the reporting year, we have improved our outbound logistics figures resulting in an increase

## Processing of sold products

### Evaluation status

Not relevant, explanation provided

### Emissions in reporting year (metric tons CO2e)

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

Mars products do not require any further processing before the use phase.

## Use of sold products

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO2e)

61824

### Emissions calculation methodology

Other, please specify (Calculated based on the time and energy required to cook BEN'S ORIGINAL'S rice products. We've contracted an improved LCA for this which will be included in next year's reporting)

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

### Please explain

## End of life treatment of sold products

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO2e)

187184

### Emissions calculation methodology

Spend-based method

Other, please specify (These emissions are accounted for within our packaging figures, which are reported within the Purchased Goods & Services category. We are continuously improving our impact accounting and will be able to provide detail in future disclosures.)

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

### Please explain

## Downstream leased assets

### Evaluation status

Not relevant, explanation provided

### Emissions in reporting year (metric tons CO2e)

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

Our business does not have any downstream leased assets.

## Franchises

### Evaluation status

Not relevant, explanation provided

### Emissions in reporting year (metric tons CO2e)

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

Our business does not lease or operate any franchises.

## Investments

### Evaluation status

Not relevant, explanation provided

### Emissions in reporting year (metric tons CO2e)

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

Our business does not make any significant external investments.

Other (upstream)

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

596134

Emissions calculation methodology

Other, please specify (These emissions are calculated based on volumes and location-based emissions factors.)

Percentage of emissions calculated using data obtained from suppliers or value chain partners

Please explain

All upstream emissions sources are accounted for in other categories.

Other (downstream)

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

All downstream emissions sources are accounted for in other categories.

C-AC6.8/C-FB6.8/C-PF6.8

---

(C-AC6.8/C-FB6.8/C-PF6.8) Is biogenic carbon pertaining to your direct operations relevant to your current CDP climate change disclosure?

Yes

C-AC6.8a/C-FB6.8a/C-PF6.8a

---

(C-AC6.8a/C-FB6.8a/C-PF6.8a) Account for biogenic carbon data pertaining to your direct operations and identify any exclusions.

CO2 emissions from biofuel combustion (processing/manufacturing machinery)

Emissions (metric tons CO2)

20846

Methodology

Region-specific emissions factors

Please explain

We calculated this data using the World Resource Institute (2015) GHG Protocol tool for stationary combustion V4.1. We entered emissions for all of our locations which are fuelled by Biomass or Biogas

C-AC6.9/C-FB6.9/C-PF6.9

---

(C-AC6.9/C-FB6.9/C-PF6.9) Do you collect or calculate greenhouse gas emissions for each commodity reported as significant to your business in C-AC0.7/FB0.7/PF0.7?

**Agricultural commodities**

Cattle products

**Do you collect or calculate GHG emissions for this commodity?**

Yes

**Please explain**

All beef slaughterhouse locations in our supply chain are tracked and World Food Life Cycle Database, Ecoinvent, Agribalyse or third-party verified, supplier-specific lifecycle assessment datasets are used to calculate our scope 3 emissions for beef and dairy cattle products.

**Agricultural commodities**

Rice

**Do you collect or calculate GHG emissions for this commodity?**

Yes

**Please explain**

All rice origin locations in our supply chain are tracked and World Food Life Cycle Database, Ecoinvent, Agribalyse or third-party verified, supplier-specific lifecycle assessment datasets are used to calculate our scope 3 emissions.

**Agricultural commodities**

Sugar

**Do you collect or calculate GHG emissions for this commodity?**

Yes

**Please explain**

All sugar origin locations in our supply chain are tracked and World Food Life Cycle Database, Ecoinvent, Agribalyse or third-party verified, supplier-specific lifecycle assessment datasets are used to calculate our scope 3 emissions.

**Agricultural commodities**

Timber

**Do you collect or calculate GHG emissions for this commodity?**

Yes

**Please explain**

All pulp and paper origin regions in our supply chain are tracked and World Food Life Cycle Database, Ecoinvent, Agribalyse or third-party verified, supplier-specific lifecycle assessment datasets are used to calculate our scope 3 emissions.

**Agricultural commodities**

Other (Cocoa)

**Do you collect or calculate GHG emissions for this commodity?**

Yes

**Please explain**

We use a land use change accounting methodology developed in-house to assign an emissions value to the deforestation and conversion in our supply chain. This methodology has been reviewed by a 3rd party. This helps us better understand the magnitude of this impact compared with other GHG emissions sources and measure our efforts to address this source. Specifically on cocoa, land use change emissions are calculated as either statistical LUC (sLUC) or direct LUC (dLUC) emissions, depending on whether the specific origin land (at the level of GPS point or polygon) is known. In line with Greenhouse Gas Protocol, LUC calculations use linear discounting following Quantis' Accounting for Natural Climate Solutions Guidance. Statistical LUC employs a shared-responsibility allocation approach using MapSpam to identify crop growing locations. Both sLUC and dLUC calculations use carbon flux data from Global Forest Watch (Harris et al, 2021). When the GHG Protocol update becomes finalized, we will roll out a consistent calculation across all relevant materials.

C-AC6.9a/C-FB6.9a/C-PF6.9a

(C-AC6.9a/C-FB6.9a/C-PF6.9a) Report your greenhouse gas emissions figure(s) for your disclosing commodity(ies), explain your methodology, and include any exclusions.

**Cattle products**

**Reporting emissions by**

Total

**Emissions (metric tons CO2e)**

4288702

**Denominator: unit of production**

<Not Applicable>

**Change from last reporting year**

Higher

**Please explain**

All beef slaughterhouse locations in our supply chain are tracked and World Food Life Cycle Database, Ecoinvent, Agribalyse or third-party verified, supplier-specific lifecycle assessment datasets are used to calculate our scope 3 emissions for beef and dairy cattle products. We have strategies in place to reduce our emissions from dairy, to reduce purchases of cattle products and shift to lower footprint raw materials for our pet foods. 2021 was a rebound year in terms of sales so while the GHG intensity of our cattle is reducing, increases in volumes lead to increase in emissions.

## Rice

### Reporting emissions by

Total

### Emissions (metric tons CO2e)

875914

### Denominator: unit of production

<Not Applicable>

### Change from last reporting year

Lower

### Please explain

All rice origin locations in our supply chain are tracked and World Food Life Cycle Database, Ecoinvent, Agribalyse or third-party verified, supplier-specific lifecycle assessment datasets are used to calculate our scope 3 emissions. We have strategies in place to improve farmers' yields in our supply chain which are reducing unsustainable water withdrawals and GHG per tonne of rice sourced.

## Sugar

### Reporting emissions by

Total

### Emissions (metric tons CO2e)

680366

### Denominator: unit of production

<Not Applicable>

### Change from last reporting year

Higher

### Please explain

All sugar origin locations in our supply chain are tracked and World Food Life Cycle Database, Ecoinvent, Agribalyse or third-party verified, supplier-specific life cycle assessment datasets are used to calculate our scope 3 emissions. In 2021, our sugar purchases increased resulting in a 9% increase in GHG emissions.

## Timber

### Reporting emissions by

Total

### Emissions (metric tons CO2e)

593643

### Denominator: unit of production

<Not Applicable>

### Change from last reporting year

Lower

### Please explain

All pulp and paper origin regions in our supply chain are tracked and World Food Life Cycle Database, Ecoinvent, Agribalyse or third-party verified, supplier-specific lifecycle assessment datasets are used to calculate our scope 3 emissions. Earthworm, our traceability partner, helps us map our pulp and paper supply chain. Paper origin data takes a significant amount of time to collect resulting a lag in the data. The above figure represents part of 2020 and 2021. Our packaging GHG decreased slightly against the prior year due to purchased volumes.

## Other

### Reporting emissions by

Total

### Emissions (metric tons CO2e)

6932696

### Denominator: unit of production

<Not Applicable>

### Change from last reporting year

Higher

### Please explain

Agricultural emissions are calculated using the World Food Life Cycle Database. Land use change emissions are calculated as either sLUC or dLUC, depending on whether the specific origin land (at the level of GPS point or polygon) is known. LUC calculations use linear discounting following Quantis' Accounting for Natural Climate Solutions Guidance. Statistical LUC employs a shared-responsibility allocation approach using MapSpam to identify crop growing locations. Both sLUC and dLUC calculations use carbon flux data from Global Forest Watch (Harris et al, 2021). This methodology has been reviewed by a 3rd party. Under this methodology, emissions from cocoa sourcing were 6,754,669 tonnes in 2020 and 6,932,696 in 2021. This was a 2.6% increase only while volume purchases increased by 5%.

## C6.10

---



(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure

0.000027989

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

1203520

Metric denominator

unit total revenue

Metric denominator: Unit total

43000000000

Scope 2 figure used

Market-based

% change from previous year

2

Direction of change

Decreased

Reason for change

Our emissions intensity decreased in 2021 due to continued efficiency improvements implemented within the reporting year (as reported in C4.3b) and increased renewable electricity sourcing, coupled with increased revenue. In 2021, we achieved 52% renewable electricity coverage globally. We sourced 100% renewable electricity in 9 countries.

Intensity figure

0.1401

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

1203520

Metric denominator

metric ton of product

Metric denominator: Unit total

8592286

Scope 2 figure used

Market-based

% change from previous year

1.4

Direction of change

Increased

Reason for change

Our emissions intensity per metric ton of product increased slightly in 2021 due to increased energy demand. In 2021, we achieved 52% renewable electricity coverage globally. We sourced 100% renewable electricity in 9 countries. However, our US wind project underperformed due the winter storm in TX with output reduced from 2620 TJ in 2020 to 2295 TJ in 2021, resulting in a net increase in Scope 2 emissions of 37,843 tCO2e.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Yes

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP Reference
CO2	666560	IPCC Fifth Assessment Report (AR5 – 100 year)
CH4	337	IPCC Fifth Assessment Report (AR5 – 100 year)
N2O	329	IPCC Fifth Assessment Report (AR5 – 100 year)
HFCs	13456	IPCC Fifth Assessment Report (AR5 – 100 year)
Other, please specify (Other refrigerants)	8257	IPCC Fifth Assessment Report (AR5 – 100 year)

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
Africa and Middle East	11207
CIS and Asia	140717
Europe	177178
Americas	359836

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By business division

C7.3a

(C7.3a) Break down your total gross global Scope 1 emissions by business division.

Business division	Scope 1 emissions (metric ton CO2e)
Mars Wrigley	248343
Mars Food	38977
Mars Petcare	388700
Mars Edge	416
Offices & Retail	12502

C-AC7.4/C-FB7.4/C-PF7.4

(C-AC7.4/C-FB7.4/C-PF7.4) Do you include emissions pertaining to your business activity(ies) in your direct operations as part of your global gross Scope 1 figure?

Yes

C-AC7.4b/C-FB7.4b/C-PF7.4b

(C-AC7.4b/C-FB7.4b/C-PF7.4b) Report the Scope 1 emissions pertaining to your business activity(ies) and explain any exclusions. If applicable, disaggregate your agricultural/forestry by GHG emissions category.

Activity

Processing/Manufacturing

Emissions category

<Not Applicable>

Emissions (metric tons CO2e)

688938

Methodology

Default emissions factor

Please explain

These emissions are calculated from the volume or energy content of fuels used within our operational boundaries.

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Africa and Middle East	48071	47798
CIS and Asia <i>Includes Australia</i>	321883	266111
Europe	189519	33186
Americas	489418	167486

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.  
By business division

C7.6a

(C7.6a) Break down your total gross global Scope 2 emissions by business division.

Business division	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Mars Wrigley	521617	234990
Mars Food	33168	11470
Mars Petcare	341009	121373
Mars Edge	1499	1499
Offices and Retail	151597	145249

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?  
Increased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	3497	Decreased	0.31	In Australia we have increased renewable coverage from 71 TJ in 2020 to 239 TJ in 2021, resulting in a 41,340 tCO2e emissions reduction. However, our US wind project underperformed due the winter storm in TX with output reduced from 2620 TJ in 2020 to 2295TJ in 2021,resulting in a net increase in Scope 2 emissions of 37,843 tCO2e We therefore calculated the overall decrease in emissions as a result of the change in renewable energy consumption at 41,340-37,843 = 3,497 t. Our total Scope 1 and Scope 2 emissions in 2020 were 1,142,226 tCO2e, therefore we arrived at -0.31% through (3,497/1,142,226) * 100= 0.31%.
Other emissions reduction activities	9904	Decreased	0.87	This decrease is due to efficiency initiatives (energy efficiency: processes) described in C4.3b. Our total Scope 1 and Scope 2 emissions in 2020 were 1,142,226 tCO2e, therefore we arrived at -0.87% through (-9904/1,142,226) * 100= - 0.87%.
Divestment		<Not Applicable >		
Acquisitions		<Not Applicable >		
Mergers		<Not Applicable >		
Change in output	74695	Increased	6.54	This increase in emissions reflects an increase in energy consumption related to greater output in the more energy intensive parts of our business. Our total Scope 1 and Scope 2 emissions in 2020 were 1,142,226 tCO2e, therefore we arrived at +6.54% through (- 74,695/1142226) * 100= 6.54%.
Change in methodology		<Not Applicable >		
Change in boundary		<Not Applicable >		
Change in physical operating conditions		<Not Applicable >		
Unidentified		<Not Applicable >		
Other		<Not Applicable >		

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Market-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	Yes
Consumption of purchased or acquired steam	Yes
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	Yes

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)	63540	3586624	3650164
Consumption of purchased or acquired electricity	<Not Applicable>	1296557	1146023	2442580
Consumption of purchased or acquired heat	<Not Applicable>	2936	0	2936
Consumption of purchased or acquired steam	<Not Applicable>	37930	80945	118875
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	1701	<Not Applicable>	1701
Total energy consumption	<Not Applicable>	1402664	4813592	6216257

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	Yes

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

**Sustainable biomass**

**Heating value**

HHV

**Total fuel MWh consumed by the organization**

0

**MWh fuel consumed for self-generation of electricity**

<Not Applicable>

**MWh fuel consumed for self-generation of heat**

0

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

0

**Comment**

**Other biomass**

**Heating value**

HHV

**Total fuel MWh consumed by the organization**

43358

**MWh fuel consumed for self-generation of electricity**

<Not Applicable>

**MWh fuel consumed for self-generation of heat**

43358

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

0

**Comment**

**Other renewable fuels (e.g. renewable hydrogen)**

**Heating value**

HHV

**Total fuel MWh consumed by the organization**

20182

**MWh fuel consumed for self-generation of electricity**

<Not Applicable>

**MWh fuel consumed for self-generation of heat**

6347

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

13835

**Comment**

This is biogas generated at our facilities.

Coal

Heating value  
HHV

Total fuel MWh consumed by the organization  
0

MWh fuel consumed for self-generation of electricity  
<Not Applicable>

MWh fuel consumed for self-generation of heat  
0

MWh fuel consumed for self-generation of steam  
<Not Applicable>

MWh fuel consumed for self-generation of cooling  
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration  
0

Comment

Oil

Heating value  
HHV

Total fuel MWh consumed by the organization  
34545

MWh fuel consumed for self-generation of electricity  
<Not Applicable>

MWh fuel consumed for self-generation of heat  
34545

MWh fuel consumed for self-generation of steam  
<Not Applicable>

MWh fuel consumed for self-generation of cooling  
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration  
0

Comment  
Diesel, Fuel Oil Number 4, Fuel Oil Number 5, Petrol

Gas

Heating value  
HHV

Total fuel MWh consumed by the organization  
3552079

MWh fuel consumed for self-generation of electricity  
<Not Applicable>

MWh fuel consumed for self-generation of heat  
3552079

MWh fuel consumed for self-generation of steam  
<Not Applicable>

MWh fuel consumed for self-generation of cooling  
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration  
264108

Comment  
Natural gas, Liquefied Petroleum Gas (LPG)

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value  
HHV

Total fuel MWh consumed by the organization  
0

MWh fuel consumed for self-generation of electricity  
<Not Applicable>

MWh fuel consumed for self-generation of heat  
0

MWh fuel consumed for self-generation of steam  
<Not Applicable>

MWh fuel consumed for self-generation of cooling  
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration  
0

Comment

Total fuel

Heating value  
HHV

Total fuel MWh consumed by the organization  
3650164

MWh fuel consumed for self-generation of electricity  
<Not Applicable>

MWh fuel consumed for self-generation of heat  
3372220

MWh fuel consumed for self-generation of steam  
<Not Applicable>

MWh fuel consumed for self-generation of cooling  
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration  
277944

Comment

C8.2d

(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	67457	67457	8925	8925
Heat	0	0	0	0
Steam	58902	58902	2204	2204
Cooling	0	0	0	0

C8.2g

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

Country/area  
Argentina

Consumption of electricity (MWh)  
24637

Consumption of heat, steam, and cooling (MWh)  
0

Total non-fuel energy consumption (MWh) [Auto-calculated]  
24637

Is this consumption excluded from your RE100 commitment?  
No

Country/area  
Australia

Consumption of electricity (MWh)

73845

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

73845

Is this consumption excluded from your RE100 commitment?

No

---

Country/area

Austria

Consumption of electricity (MWh)

16061

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

16061

Is this consumption excluded from your RE100 commitment?

No

---

Country/area

Belgium

Consumption of electricity (MWh)

14391

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

14391

Is this consumption excluded from your RE100 commitment?

No

---

Country/area

Brazil

Consumption of electricity (MWh)

71298

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

71298

Is this consumption excluded from your RE100 commitment?

No

---

Country/area

Canada

Consumption of electricity (MWh)

47709

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

47709

Is this consumption excluded from your RE100 commitment?

No

---

Country/area

China

Consumption of electricity (MWh)

143469

Consumption of heat, steam, and cooling (MWh)

46499

Total non-fuel energy consumption (MWh) [Auto-calculated]

189968

Is this consumption excluded from your RE100 commitment?

No

---

Country/area



Czechia

**Consumption of electricity (MWh)**

18047

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

18047

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

Egypt

**Consumption of electricity (MWh)**

14879

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

14879

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

France

**Consumption of electricity (MWh)**

181844

**Consumption of heat, steam, and cooling (MWh)**

42802

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

224646

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

Germany

**Consumption of electricity (MWh)**

50719

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

50719

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

Hungary

**Consumption of electricity (MWh)**

27956

**Consumption of heat, steam, and cooling (MWh)**

2936

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

30892

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

India

**Consumption of electricity (MWh)**

29584

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

29584

**Is this consumption excluded from your RE100 commitment?**

No

---

---

**Country/area**

Indonesia

**Consumption of electricity (MWh)**

2797

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

2797

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

Japan

**Consumption of electricity (MWh)**

1181

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

1181

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

Kenya

**Consumption of electricity (MWh)**

4079

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

4079

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

Lithuania

**Consumption of electricity (MWh)**

20460

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

20460

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

Mexico

**Consumption of electricity (MWh)**

61137

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

61137

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

Netherlands

**Consumption of electricity (MWh)**

71864

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

71864

---

Is this consumption excluded from your RE100 commitment?

No

---

**Country/area**

Philippines

**Consumption of electricity (MWh)**

5528

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

5528

Is this consumption excluded from your RE100 commitment?

No

---

**Country/area**

Poland

**Consumption of electricity (MWh)**

110908

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

110908

Is this consumption excluded from your RE100 commitment?

No

---

**Country/area**

Republic of Korea

**Consumption of electricity (MWh)**

9774

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

9774

Is this consumption excluded from your RE100 commitment?

No

---

**Country/area**

Russian Federation

**Consumption of electricity (MWh)**

187712

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

187712

Is this consumption excluded from your RE100 commitment?

No

---

**Country/area**

Saudi Arabia

**Consumption of electricity (MWh)**

12727

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

12727

Is this consumption excluded from your RE100 commitment?

No

---

**Country/area**

South Africa

**Consumption of electricity (MWh)**

9525

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

9525

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

Spain

**Consumption of electricity (MWh)**

11621

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

11621

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

Taiwan, China

**Consumption of electricity (MWh)**

3636

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

3636

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

Thailand

**Consumption of electricity (MWh)**

40388

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

40388

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

United Kingdom of Great Britain and Northern Ireland

**Consumption of electricity (MWh)**

118935

**Consumption of heat, steam, and cooling (MWh)**

29574

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

148509

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

United States of America

**Consumption of electricity (MWh)**

1002972

**Consumption of heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

1002972

**Is this consumption excluded from your RE100 commitment?**

No

---

**Country/area**

Other, please specify (Africa, India, Middle-East (offices))

**Consumption of electricity (MWh)**

3745

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

3745

Is this consumption excluded from your RE100 commitment?

No

---

Country/area

Other, please specify (Asia (offices))

Consumption of electricity (MWh)

16232

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

16232

Is this consumption excluded from your RE100 commitment?

No

---

Country/area

Other, please specify (CIS (offices))

Consumption of electricity (MWh)

8060

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

8060

Is this consumption excluded from your RE100 commitment?

No

---

Country/area

Other, please specify (Europe (offices))

Consumption of electricity (MWh)

19013

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

19013

Is this consumption excluded from your RE100 commitment?

No

---

Country/area

Other, please specify (Latin America (offices))

Consumption of electricity (MWh)

5565

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

5565

Is this consumption excluded from your RE100 commitment?

Please select

---

Country/area

Other, please specify (Oceania (offices))

Consumption of electricity (MWh)

1986

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

1986

Is this consumption excluded from your RE100 commitment?

No

**(C8.2h) Provide details of your organization's renewable electricity purchases in the reporting year by country****Country/area of renewable electricity consumption**

China

**Sourcing method**

Purchase from an on-site installation owned by a third party

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

501

**Tracking instrument used**

Contract

**Total attribute instruments retained for consumption by your organization (MWh)**

501

**Country/area of origin (generation) of the renewable electricity/attribute consumed**

China

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2016

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Brand, label, or certification of the renewable electricity purchase**

No brand, label, or certification

**Comment****Country/area of renewable electricity consumption**

Austria

**Sourcing method**

Green electricity products from an energy supplier (e.g. Green Tariffs)

**Renewable electricity technology type**

Renewable electricity mix, please specify (Various projects)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

16061

**Tracking instrument used**

GO

**Total attribute instruments retained for consumption by your organization (MWh)**

16061

**Country/area of origin (generation) of the renewable electricity/attribute consumed**

Austria

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2021

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Brand, label, or certification of the renewable electricity purchase**

No brand, label, or certification

**Comment**

Supply contract from various projects

**Country/area of renewable electricity consumption**

Belgium

**Sourcing method**

Green electricity products from an energy supplier (e.g. Green Tariffs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

14391

**Tracking instrument used**

GO

**Total attribute instruments retained for consumption by your organization (MWh)**

14391

**Country/area of origin (generation) of the renewable electricity/attribute consumed**

Belgium

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2021

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Brand, label, or certification of the renewable electricity purchase**

No brand, label, or certification

**Comment**

Supply contract from various projects

---

**Country/area of renewable electricity consumption**

Czechia

**Sourcing method**

Green electricity products from an energy supplier (e.g. Green Tariffs)

**Renewable electricity technology type**

Renewable electricity mix, please specify (Solar/Wind)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

18332

**Tracking instrument used**

GO

**Total attribute instruments retained for consumption by your organization (MWh)**

18332

**Country/area of origin (generation) of the renewable electricity/attribute consumed**

Czechia

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2021

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Brand, label, or certification of the renewable electricity purchase**

No brand, label, or certification

**Comment**

Supply contract from various projects

---

**Country/area of renewable electricity consumption**

Spain

**Sourcing method**

Green electricity products from an energy supplier (e.g. Green Tariffs)

**Renewable electricity technology type**

Hydropower (capacity unknown)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

11621

**Tracking instrument used**

GO

**Total attribute instruments retained for consumption by your organization (MWh)**

11621

**Country/area of origin (generation) of the renewable electricity/attribute consumed**

Spain

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2021

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Brand, label, or certification of the renewable electricity purchase**

No brand, label, or certification

**Comment**

Supply contract from various projects

---

**Country/area of renewable electricity consumption**

France

**Sourcing method**

Green electricity products from an energy supplier (e.g. Green Tariffs)

**Renewable electricity technology type**

Renewable electricity mix, please specify (Hydro/Wind)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

---

181844

**Tracking instrument used**

GO

**Total attribute instruments retained for consumption by your organization (MWh)**

181844

**Country/area of origin (generation) of the renewable electricity/attribute consumed**

France

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2021

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Brand, label, or certification of the renewable electricity purchase**

No brand, label, or certification

**Comment**

Supply contract from various projects

---

**Country/area of renewable electricity consumption**

United Kingdom of Great Britain and Northern Ireland

**Sourcing method**

Direct procurement from an offsite grid-connected generator e.g. Power Purchase Agreement (PPA)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

118935

**Tracking instrument used**

REGO

**Total attribute instruments retained for consumption by your organization (MWh)**

118935

**Country/area of origin (generation) of the renewable electricity/attribute consumed**

United Kingdom of Great Britain and Northern Ireland

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2016

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Brand, label, or certification of the renewable electricity purchase**

No brand, label, or certification

**Comment**

---

**Country/area of renewable electricity consumption**

Hungary

**Sourcing method**

Green electricity products from an energy supplier (e.g. Green Tariffs)

**Renewable electricity technology type**

Renewable electricity mix, please specify (Various projects)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

27956

**Tracking instrument used**

GO

**Total attribute instruments retained for consumption by your organization (MWh)**

27956

**Country/area of origin (generation) of the renewable electricity/attribute consumed**

Hungary

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2021

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Brand, label, or certification of the renewable electricity purchase**

No brand, label, or certification

**Comment**

Supply contract from various projects

---

**Country/area of renewable electricity consumption**

Lithuania

---



**Sourcing method**

Green electricity products from an energy supplier (e.g. Green Tariffs)

**Renewable electricity technology type**

Renewable electricity mix, please specify

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

20460

**Tracking instrument used**

GO

**Total attribute instruments retained for consumption by your organization (MWh)**

20460

**Country/area of origin (generation) of the renewable electricity/attribute consumed**

Lithuania

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2021

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Brand, label, or certification of the renewable electricity purchase**

No brand, label, or certification

**Comment**

Supply contract from various projects

**Country/area of renewable electricity consumption**

Poland

**Sourcing method**

Green electricity products from an energy supplier (e.g. Green Tariffs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

113170

**Tracking instrument used**

GO

**Total attribute instruments retained for consumption by your organization (MWh)**

113170

**Country/area of origin (generation) of the renewable electricity/attribute consumed**

Poland

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2021

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Brand, label, or certification of the renewable electricity purchase**

No brand, label, or certification

**Comment**

Supply contract from various projects

**Country/area of renewable electricity consumption**

Australia

**Sourcing method**

Direct procurement from an offsite grid-connected generator e.g. Power Purchase Agreement (PPA)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

66501

**Tracking instrument used**

Australian LGC

**Total attribute instruments retained for consumption by your organization (MWh)**

66501

**Country/area of origin (generation) of the renewable electricity/attribute consumed**

Australia

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Brand, label, or certification of the renewable electricity purchase**

Other, please specify (LGC)

**Comment**

---

**Country/area of renewable electricity consumption**

Argentina

**Sourcing method**

Green electricity products from an energy supplier (e.g. Green Tariffs)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

8284

**Tracking instrument used**

Contract

**Total attribute instruments retained for consumption by your organization (MWh)**

8284

**Country/area of origin (generation) of the renewable electricity/attribute consumed**

Argentina

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2019

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Brand, label, or certification of the renewable electricity purchase**

No brand, label, or certification

**Comment**

---

**Country/area of renewable electricity consumption**

Mexico

**Sourcing method**

Direct procurement from an offsite grid-connected generator e.g. Power Purchase Agreement (PPA)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

61137

**Tracking instrument used**

Contract

**Total attribute instruments retained for consumption by your organization (MWh)**

61137

**Country/area of origin (generation) of the renewable electricity/attribute consumed**

Mexico

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2018

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Brand, label, or certification of the renewable electricity purchase**

No brand, label, or certification

**Comment**

---

**Country/area of renewable electricity consumption**

United States of America

**Sourcing method**

Direct procurement from an offsite grid-connected generator e.g. Power Purchase Agreement (PPA)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

637364

**Tracking instrument used**

US-REC

**Total attribute instruments retained for consumption by your organization (MWh)**

637364

**Country/area of origin (generation) of the renewable electricity/attribute consumed**

United States of America

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2015

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Brand, label, or certification of the renewable electricity purchase**

Other, please specify (ERCOT REC)

**Comment**

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## C8.2i

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**(C8.2i) Provide details of your organization's low-carbon heat, steam, and cooling purchases in the reporting year by country.**

**Country/area of consumption of low-carbon heat, steam or cooling**

United Kingdom of Great Britain and Northern Ireland

**Sourcing method**

Heat/steam/cooling supply agreement

**Energy carrier**

Steam

**Low-carbon technology type**

Sustainable biomass

**Low-carbon heat, steam, or cooling consumed (MWh)**

29574

**Comment**

---

**Country/area of consumption of low-carbon heat, steam or cooling**

France

**Sourcing method**

Heat/steam/cooling supply agreement

**Energy carrier**

Steam

**Low-carbon technology type**

Sustainable biomass

**Low-carbon heat, steam, or cooling consumed (MWh)**

37930

**Comment**

---

**Country/area of consumption of low-carbon heat, steam or cooling**

Hungary

**Sourcing method**

Heat/steam/cooling supply agreement

**Energy carrier**

Heat

**Low-carbon technology type**

Other, please specify (Geothermal)

**Low-carbon heat, steam, or cooling consumed (MWh)**

2936

**Comment**

---

## C8.2j

---

**(C8.2j) Provide details of your organization's renewable electricity generation by country in the reporting year.**

**Country/area of generation**

Netherlands

**Renewable electricity technology type**

Solar

**Facility capacity (MW)**

0.16

**Total renewable electricity generated by this facility in the reporting year (MWh)**

135

**Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)**

135

---

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)

0

Renewable electricity sold to the grid in the reporting year (MWh)

0

Certificates issued for the renewable electricity that was sold to the grid (MWh)

0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)

0

Type of energy attribute certificate

<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]

135

Comment

Onsite PV

---

Country/area of generation

Australia

Renewable electricity technology type

Solar

Facility capacity (MW)

0.22

Total renewable electricity generated by this facility in the reporting year (MWh)

257

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)

257

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)

0

Renewable electricity sold to the grid in the reporting year (MWh)

0

Certificates issued for the renewable electricity that was sold to the grid (MWh)

0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)

0

Type of energy attribute certificate

<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]

257

Comment

Onsite PV

---

Country/area of generation

Poland

Renewable electricity technology type

Sustainable biomass

Facility capacity (MW)

1

Total renewable electricity generated by this facility in the reporting year (MWh)

2262

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)

2262

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)

0

Renewable electricity sold to the grid in the reporting year (MWh)

0

Certificates issued for the renewable electricity that was sold to the grid (MWh)

0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)

0

Type of energy attribute certificate

<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]

2262

Comment

**Country/area of generation**

Czechia

**Renewable electricity technology type**

Sustainable biomass

**Facility capacity (MW)**

0.06

**Total renewable electricity generated by this facility in the reporting year (MWh)**

285

**Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)**

285

**Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)**

0

**Renewable electricity sold to the grid in the reporting year (MWh)**

0

**Certificates issued for the renewable electricity that was sold to the grid (MWh)**

0

**Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)**

0

**Type of energy attribute certificate**

&lt;Not Applicable&gt;

**Total self-generation counted towards RE100 target (MWh) [Auto-calculated]**

285

**Comment**

Biogas cogeneration from waste

**Country/area of generation**

France

**Renewable electricity technology type**

Solar

**Facility capacity (MW)**

0.1

**Total renewable electricity generated by this facility in the reporting year (MWh)**

71

**Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)**

71

**Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)**

0

**Renewable electricity sold to the grid in the reporting year (MWh)**

0

**Certificates issued for the renewable electricity that was sold to the grid (MWh)**

0

**Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)**

0

**Type of energy attribute certificate**

&lt;Not Applicable&gt;

**Total self-generation counted towards RE100 target (MWh) [Auto-calculated]**

71

**Comment**

Office rooftop Solar

**Country/area of generation**

India

**Renewable electricity technology type**

Solar

**Facility capacity (MW)**

0.5

**Total renewable electricity generated by this facility in the reporting year (MWh)**

1238

**Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)**

603

**Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)**

0

Renewable electricity sold to the grid in the reporting year (MWh)

0

Certificates issued for the renewable electricity that was sold to the grid (MWh)

0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)

0

Type of energy attribute certificate

<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]

603

Comment

On site ground PV

Country/area of generation

Russian Federation

Renewable electricity technology type

Sustainable biomass

Facility capacity (MW)

0.25

Total renewable electricity generated by this facility in the reporting year (MWh)

1982

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)

1982

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)

0

Renewable electricity sold to the grid in the reporting year (MWh)

0

Certificates issued for the renewable electricity that was sold to the grid (MWh)

0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)

0

Type of energy attribute certificate

<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]

1982

Comment

Co-gen using Biogas from AD

## C8.2k

(C8.2k) Describe how your organization's renewable electricity sourcing strategy directly or indirectly contributes to bringing new capacity into the grid in the countries/areas in which you operate.

As a result of our direct involvement, our renewable sourcing strategy has enabled new projects to be implemented in 15 countries where we operate. For example, in India we invested directly in both an onsite and offsite projects which will lead to 100% renewable electricity at our Chocolate site in PUNE.

Indirectly we supported policy engagement in different markets to encourage positive changes in regulation & policy in favour of increase renewable electricity deployment in markets we operate in.

## C8.2l

(C8.2l) In the reporting year, has your organization faced any challenges to sourcing renewable electricity?

	Challenges to sourcing renewable electricity	Challenges faced by your organization which were not country-specific
Row 1	Yes, in specific countries/areas in which we operate	<Not Applicable>

## C8.2m

(C8.2m) Provide details of the country-specific challenges to sourcing renewable electricity faced by your organization in the reporting year.

Country/area	Reason(s) why it was challenging to source renewable electricity within selected country/area	Provide additional details of the barriers faced within this country/area
China	Regulatory instability	No offsite project at scales, local policy barrier from grid company, and no VPPA option.
Russian Federation	Lack of credible renewable electricity procurement options (e.g. EACs, Green Tariffs) Regulatory instability	Geopolitical risk, economics and financing risk.
Thailand	Lack of electricity market structure supporting bilateral PPAs Regulatory instability	Limited on-site size interconnect, no offsite project allowed
Republic of Korea	Regulatory instability	
Canada	Prohibitively priced renewable electricity	Cannot scale to offsite project due to FIT policy
Germany	Prohibitively priced renewable electricity	Most projects in Germany participate in FIT scheme, new projects are in high demand
Netherlands	Prohibitively priced renewable electricity	GOs from Netherlands are in high demand and costly
Ecuador	Lack of electricity market structure supporting bilateral PPAs Regulatory instability	Regulated market

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

<b>Description</b>
Land use
<b>Metric value</b>
2626300
<b>Metric numerator</b>
Total hectares of land in our value chain
<b>Metric denominator (intensity metric only)</b>
Not applicable, this is not an intensity metric
<b>% change from previous year</b>
8
<b>Direction of change</b>
Increased
<b>Please explain</b>
This metric relates to land use change and deforestation in our agricultural supply chain— both contributors to climate change. To calculate our land area, Mars utilized a combination of our raw material sourcing data and global peer-reviewed data-sets, such as the World Food Life Cycle Assessment database and ecoinvent. From these data sources, we estimated our total land footprint to be around 2.7 million hectares in our 2015 base year. Our goal is to hold flat the total land area associated with our value chain, even as we grow our business. We aim to do this by improving productivity and yields and addressing deforestation. Mars is accelerating our efforts to stop deforestation and conversion of natural ecosystems in Mars supply chains identified as most at risk for driving deforestation: beef, cocoa, palm oil, pulp and paper, and soy. In 2021, the land area used in our supply chain grew due to increased purchased volumes. We remain over 3% below baseline.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

**Verification or assurance cycle in place**  
Annual process

**Status in the current reporting year**  
Complete

**Type of verification or assurance**  
Limited assurance

**Attach the statement**  
Mars CY21 Assurance Statement\_ASRAuthorized\_final.pdf

**Page/ section reference**  
Entire Document

**Relevant standard**  
ISO14064-3

**Proportion of reported emissions verified (%)**  
100

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C10.1b

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(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

**Scope 2 approach**  
Scope 2 market-based

**Verification or assurance cycle in place**  
Annual process

**Status in the current reporting year**  
Complete

**Type of verification or assurance**  
Limited assurance

**Attach the statement**  
Mars CY21 Assurance Statement\_ASRAuthorized\_final.pdf

**Page/ section reference**  
Entire Document

**Relevant standard**  
ISO14064-3

**Proportion of reported emissions verified (%)**  
100

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C10.1c

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(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

**Scope 3 category**  
Scope 3: Purchased goods and services  
Scope 3: Business travel

**Verification or assurance cycle in place**  
Annual process

**Status in the current reporting year**  
Complete

**Type of verification or assurance**  
Limited assurance

**Attach the statement**  
Mars CY21 Assurance Statement\_ASRAuthorized\_final.pdf

**Page/section reference**  
Entire Document

**Relevant standard**  
ISO14064-3

**Proportion of reported emissions verified (%)**  
50.1

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C10.2

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**(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?**

Yes

**C10.2a**

**(C10.2a) Which data points within your CDP disclosure have been verified, and which verification standards were used?**

Disclosure module verification relates to	Data verified	Verification standard	Please explain
C6. Emissions data	Other, please specify ((Scope 3 GHG emissions related to the purchase of cocoa, dairy and rice))	ISO 14064-3:2006	This year LRQA verified the scope 3 GHG emissions in our supply chain associated with the sourcing of cocoa, dairy, and rice products as raw materials for our products. This year's assurance of rice added the dimension of water impacts in addition to GHG. Rice alone represents a majority of our scope 3 water impacts. This data is included in our response to C-FB6.9. Mars CY21 Assurance Statement_ASRauthorized_final.pdf
C8. Energy	Energy consumption	ISO 14064-3:2006	We also obtain assurance of energy consumption data to support our GHG emissions disclosure. See "Energy, direct operations" in the LRQA assurance statement. This relates to our response to C8.2a. Mars CY21 Assurance Statement_ASRauthorized_final.pdf

Mars CY21 Assurance  
Statement\_ASRauthorized\_final.pdf

**C11. Carbon pricing**

**C11.1**

**(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?**

Yes

**C11.1a**

**(C11.1a) Select the carbon pricing regulation(s) which impacts your operations.**

Beijing pilot ETS  
EU ETS  
Shanghai pilot ETS

**C11.1b**

**(C11.1b) Complete the following table for each of the emissions trading schemes you are regulated by.**

**Beijing pilot ETS**

**% of Scope 1 emissions covered by the ETS**

0.04

**% of Scope 2 emissions covered by the ETS**

2.4

**Period start date**

January 1 2021

**Period end date**

December 31 2021

**Allowances allocated**

0

**Allowances purchased**

0

**Verified Scope 1 emissions in metric tons CO2e**

287

**Verified Scope 2 emissions in metric tons CO2e**

12339

**Details of ownership**

Facilities we own and operate

**Comment**

Allowances for 2021 have not yet been defined. These will be allocated in Q3 2022.

## EU ETS

**% of Scope 1 emissions covered by the ETS**  
8.03

**% of Scope 2 emissions covered by the ETS**  
0

**Period start date**  
January 1 2021

**Period end date**  
December 31 2021

**Allowances allocated**  
13553

**Allowances purchased**  
21991

**Verified Scope 1 emissions in metric tons CO2e**  
54577

**Verified Scope 2 emissions in metric tons CO2e**  
0

**Details of ownership**  
Facilities we own and operate

**Comment**

## Shanghai pilot ETS

**% of Scope 1 emissions covered by the ETS**  
1.3

**% of Scope 2 emissions covered by the ETS**  
2.9

**Period start date**  
January 31 2021

**Period end date**  
December 31 2021

**Allowances allocated**  
0

**Allowances purchased**  
0

**Verified Scope 1 emissions in metric tons CO2e**  
8959

**Verified Scope 2 emissions in metric tons CO2e**  
14866

**Details of ownership**  
Facilities we own and operate

**Comment**  
Allowances for 2021 have not yet been defined. These will be allocated in Q3 2022.

## C11.1d

### (C11.1d) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?

We ensure compliance with carbon pricing and tax systems through our Sustainable in a Generation Plan. Within this plan, our targets are to reduce scope 1 & 2 emissions by 40% by 2025 and 100% by 2040.

Increasing operational and capital efficiency and investing in energy-efficient new technologies are helping reduce emissions as far as possible. Examples of operational efficiency include driving down energy use through Associate behavior change and smarter equipment use. We also invest in technology and processes that use less power, such as heat pump systems that recover waste heat, and in the development of new technology such as DryF, an EU Horizon 2020 project to develop high temperature heat pumps for recovering waste heat in pet food manufacture. At specific sites covered by the EU ETS and China ETS pilots, we have invested in heat pumps, waste heat recovery, equipment efficiency and extended cooling capacity. At one European site, a study has been commenced to exchange the spare gas-fired steam boiler for an electric boiler, which would potentially remove the site from the scope of the EU ETS.

We are eliminating the remaining emissions by investing in renewable electricity. Our operations in 10 countries have already fully transitioned to renewable electricity sources. Around 52% of our electricity used globally is renewable. We invest in three ways – by installing on-site renewable generation, through short-term power purchase agreements in Europe, and through long-term power purchase agreements in Australia, Mexico, the USA and the UK. In some cases these agreements help finance renewable infrastructure development

## C11.2

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**(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?**

No

## C11.3

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**(C11.3) Does your organization use an internal price on carbon?**

Yes

### C11.3a

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**(C11.3a) Provide details of how your organization uses an internal price on carbon.**

**Objective for implementing an internal carbon price**

Change internal behavior  
Drive energy efficiency  
Drive low-carbon investment  
Identify and seize low-carbon opportunities

**GHG Scope**

Scope 1  
Scope 2  
Scope 3

**Application**

Financial planning across the whole organization.

**Actual price(s) used (Currency /metric ton)**

20

**Variance of price(s) used**

We use Uniform Pricing, as the price is the same throughout our organization.

**Type of internal carbon price**

Shadow price

**Impact & implication**

In our Integrated Value Creation Plan (our yearly strategic planning process, with a rolling 3-years horizon) we take into account our carbon commitments and we ring fence a budget to implement all necessary actions to deliver on them. In practice every ton of CO<sub>2</sub>e of reduction needed, is valued at 20 USD, which is a high level proxy of what we would have to pay to buy high quality carbon credits on the open market. The financial targets, in terms of earnings, take into account that investment. The consequence of this is an incentive for everyone in the organization to identify ways to reduce carbon at a lower cost than the plan. For example, if an initiative could reduce 1 ton of carbon emissions for 13 USD, it would automatically create an "over-delivery" of earnings of 7 USD. This is a powerful incentive to change behavior and keep carbon in mind at every level in the organization.

## C12. Engagement

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### C12.1

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**(C12.1) Do you engage with your value chain on climate-related issues?**

Yes, our suppliers  
Yes, our customers/clients  
Yes, other partners in the value chain

#### C12.1a

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**(C12.1a) Provide details of your climate-related supplier engagement strategy.**

**Type of engagement**

Information collection (understanding supplier behavior)

**Details of engagement**

Collect climate change and carbon information at least annually from suppliers

**% of suppliers by number**

5

**% total procurement spend (direct and indirect)**

40

**% of supplier-related Scope 3 emissions as reported in C6.5**

80

**Rationale for the coverage of your engagement**

At the heart of our Sustainable in a Generation plan is a determination to drive sustainable practices throughout our value chain. This starts with our tier-1 suppliers. Our Supplier Code of Conduct articulates our expectations, including compliance with applicable environmental laws, of all first-tier suppliers. The Code states that Mars expects suppliers to share information regarding their relevant supply chain policies and practices, conditions or risks, upon request. In 2019, we began assessing the sustainability performance of prioritized suppliers using the EcoVadis online platform. EcoVadis is a widely recognized supplier evaluation tool that enables us to unlock increased visibility and insights into supplier performance. Through it, we ask first-tier suppliers in 25 priority categories whether they are taking action to reduce their energy consumption and GHG emissions, including by completing the CDP disclosures. Suppliers are asked to respond either annually or every three years, depending on their overall EcoVadis score

**Impact of engagement, including measures of success**

We measure the percentage of suppliers in our prioritized categories who are reporting actions to reduce energy consumption and GHG emissions via EcoVadis, and aim to increase this percentage year-on-year toward 100%. In 2021, 48% of suppliers engaged through the EcoVadis platform reported taking action to reduce their energy consumption and GHG emissions, and 17% were reporting via CDP.

**Comment****Type of engagement**

Engagement & incentivization (changing supplier behavior)

**Details of engagement**

Other, please specify (Engagement in sustainable agriculture programs)

**% of suppliers by number**

1

**% total procurement spend (direct and indirect)**

9

**% of supplier-related Scope 3 emissions as reported in C6.5**

41

**Rationale for the coverage of your engagement**

Beyond our Supplier Code of Conduct and the EcoVadis platform, our primary focus is on materials that account for a disproportionate amount of our supplier-related Scope 3 emissions. We prioritize deeper engagement with suppliers of these priority raw materials through our sustainable agriculture programs, category sourcing requirements, and supplier evaluation processes. Supplier engagement on sustainability is an integrated element of the Mars Strategic Sourcing Methodology (MSSM), our six-step process for guiding buyers in all aspects of procurement, including supplier evaluation, selection and management, which often involves working closely with suppliers and farmers who supply Mars to develop mutually beneficial & sustainable solutions.. For example, in palm, we reach all of our supply to ensure deforestation-free palm. In Cocoa, we are engaging all of our suppliers to supply us with cocoa which meets our requirements for Responsible Cocoa, including polygon mapped farm boundaries and meeting our preserving forests requirements. In dairy, we contributed to the launch of the Sustainable Dairy Partnership and are engaging our suppliers to join, which includes setting climate-related targets and action plans. In Rice, we're engaging suppliers and farmers who supply Mars to increase adoption of climate- and water-smart agricultural practices. And in Wheat, Mars Petcare developed program together with Gold Standard and the Sustainable Food Lab to help farmers measure and reduce net GHGs from wheat while improving yields and resilience.

**Impact of engagement, including measures of success**

As part of MSSM, buyers work with suppliers to develop sustainable sourcing KPIs to include in tenders and contracts for supplying our raw materials. This process involves collecting data on key impacts including climate change and deforestation prevention from our suppliers, and the KPIs are used to monitor supplier performance over time. Each category has specific metrics to grade success of their program. For example, we have created a scorecard that rates palm oil suppliers' efforts across six sustainability criteria: policies, transparency, traceability, transformation programs, verification processes and grievance mechanisms. To focus on actions rather than words, the scorecard applies greater weighting to the last three areas. Each of our direct suppliers receives the results of their scorecard as part of our annual supplier selection and review process. In Cocoa, the team is working to deliver 100% Responsible Cocoa by 2025, which means that our supply chain will be deforestation-free. To support this, our cocoa buyers review supplier compliance with our Responsible Cocoa specification, and award volumes based in part on the results as part of our annual contracting process. In dairy, the team is engaging key dairy suppliers to deliver quantifiable GHG emission reductions toward a 27% reduction by 2025. Expected reductions are managed through the business' planning process. On our wheat program, Mars and SFL worked with Gold Standard to conduct a preliminary review to confirm that the program's quantification approach and data are aligned with Gold Standard's Value Chain Intervention Guidance. The goal was to design a program that can support farmer-driven outcomes that also ladder up to reductions in GHGs that benefit both Mars and planet. As of 2020 the amount of land tracked under this project has increased since the baseline was established: 20,991 hectares were tracked in 2020, up from 9,056 hectares in 2017. This land base is representative of 59,947 total wheat hectares under production and 188,580 total farmed hectares. In total, these engagement and incentivization programs with suppliers are contributing to our 6.1% reduction of GHGs in 2021 compared to 2015. Mars tracks delivery at the segment and commodity level to gauge program effectiveness.

**Comment****Type of engagement**

Engagement & incentivization (changing supplier behavior)

**Details of engagement**

Run an engagement campaign to educate suppliers about climate change

**% of suppliers by number**

0.5

**% total procurement spend (direct and indirect)**

24

**% of supplier-related Scope 3 emissions as reported in C6.5**

33

**Rationale for the coverage of your engagement**

In 2020, Mars created a new coalition, the Supplier Leadership on Climate Transition (Supplier LoCT), to mobilize suppliers on climate action. The partnership aims to drive industry-wide movement by providing suppliers with the knowledge, resources, and tools to develop their own climate plans to reduce their impact on the planet. In its first year, the program will focus on helping suppliers understand the foundations of greenhouse gas (GHG) reductions in their own businesses, including core knowledge of how to calculate their own GHG footprints and to set their own science-based targets.

**Impact of engagement, including measures of success**

The S-LoCT program was launched late in 2020 and continued throughout 2021. Mars is a founding partner of Supplier LoCT, with global businesses PepsiCo and McCormick also joining and enrolling suppliers to take part. This consortium approach will allow greater scale of suppliers reached as the program recruits additional brands. So far, Mars suppliers representing 33% of Mars' supplier related Scope 3 emissions have been enrolled. Our metrics for success will be the number of these suppliers that set science-based targets and make GHG reductions, and the amounts of these reductions.

**Comment**

**C12.1b**

**(C12.1b) Give details of your climate-related engagement strategy with your customers.**

**Type of engagement & Details of engagement**

Collaboration & innovation	Run a campaign to encourage innovation to reduce climate change impacts
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**% of customers by number**

**% of customer - related Scope 3 emissions as reported in C6.5**

43

**Please explain the rationale for selecting this group of customers and scope of engagement**

Mars' CEO co-chairs the Consumer Goods Forum's Forest Positive Coalition of Action, with the CEO of Carrefour, one of our major customers. We have selected this forum as it enables us to engage with almost 30 major retail customers, representing approximately 43% of downstream scope 3 GHG emissions, allocated based on volumes. The Forest Positive Coalition of Action is working to: - Accelerate efforts to remove commodity-driven deforestation from our individual supply chains. - Set higher expectations for traders to act across their entire supply base. - Drive more transformational change in these key commodity landscapes. - Transparently report on progress to ensure accountability. More information on the Coalition's work is available at: <https://www.theconsumergoodsforum.com/environmental-sustainability/forestpositive/> We also collaborate with customer programs to reduce emissions, such as Walmart's Project Gigaton, an initiative launched in 2017 to eliminate one gigaton of GHG emissions from Walmart's supply chain. Walmart is our largest customer, providing an opportunity to make a meaningful difference by making a shared effort to reduce emissions from our considerable combined value chains.

**Impact of engagement, including measures of success**

Consumer Goods Forum members represent combined sales of 3.5 trillion Euros, and the major customers we engage with through our work with the CGF represent approximately 43% of our downstream scope 3 GHG emissions, allocated based on volumes. Our involvement in the Forest Positive Coalition has both informed and been informed by our own work to update our position on Deforestation and Land Use Change: <https://www.mars.com/about/policies-and-practices/deforestation-policy>. The customers we engage with through CGF will also seek to implement the Coalition's approach and commodity action plans in their agricultural supply chains. For example, in 2020 the CGF published the Soy Commodity Roadmap, a foundational guide for removing deforestation and conversion from Soy supply chains and an outline of Coalition commitments. Our measures of success include continued positive engagement year-on-year with our global customers and achievement versus performance thresholds on customer assessments. For example, Mars is recognized as a "Giga-guru" by Walmart's Project Gigaton, having met all the requirements of the program and reported carbon savings of 222 thousand tonnes CO2e in 2020, and 5.3 million tonnes since the program began (as calculated using the Project Gigaton methodology).

**C12.1d**

**(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.**

Mars supports the SDGs and recognizes the need for engaging others to collectively play our part in addressing climate change. We prioritize stakeholder engagement on GHG emissions and climate change in our agricultural supply chain, as our largest source of S3 emissions. We have in place a number of raw material sustainable sourcing strategies where we work with partners and farmers beyond our tier-1 suppliers to reduce environmental impacts. These strategies usually also involve industry bodies, NGOs, third-party experts, and governments. For example: Through our work co-chairing the Consumer Goods Forum Forest Positive Coalition of Action Beef Work Group, our partnership with Proforest and our membership in the Brazil Roundtable on Sustainable Beef and the SAI Beef Platform, we are engaged in industry efforts to reduce deforestation and other emissions related to livestock production. In 2020, we chaired the SAI Platform's Sustainable Dairy Partnership, a framework to improve dairy sustainability in business-to-business settings, with participation of buyers and dairy processors who represent over 30% of global milk supply, and 70% of Mars' purchasing volumes. We are partnering closely with our suppliers to build climate smart agriculture plans, investing together in reducing on-farm GHG.

We are active in the WCF Cocoa and Forests Initiative and have published action plans for addressing deforestation from cocoa production in Cote d'Ivoire and Ghana, in collaboration with our suppliers. In 2021 this program in Côte d'Ivoire and Ghana through our suppliers reached 90,700 farmers on Good Agricultural Practices training initiatives, included around 272,000 hectares within a deforestation risk assessment and distributed 1,100,000 multi-purpose trees for on-farm planting bringing the total to more than 2 million since 2018 exceeding our CFI target, and through our partnerships more than 73,500 farmers were trained on forest protection.. In 2021 we also updated the public interactive map showing the names, locations and total number of farmers in each farmer group from which we sourced cocoa in the 2019-2020 crop year as part of our Responsible Cocoa program. The map will be updated for 2021 later in the year.

Through our ShubhMint program, we have trained more than 24,000 farmers in India on Good Agricultural Practices. Yields have increased by roughly 60%, and input costs have been reduced by more than 20%. This has led to an increase in mint crop income of over 250% and a reduction in GHG emissions of 28% per unit of mint sourced.

Through our partnership with the Earthworm Foundation (formerly The Forest Trust), Mars works with the Areal Prioritas Transformasi (APT) program to address the challenges of deforestation in palm oil caused by poverty. Together, we're engaging local government, preventing deforestation inside concession, forming community-based conservation plans and providing alternative livelihood options.

In May 2021, Mars launched another 10-year project as part of our continued commitment to the Livelihoods fund for Family Farming (L3F) to help 2,500 smallholder palm oil farmers achieve sustainable livelihoods in North Sumatra, Indonesia. The project aims to build a transparent and deforestation-free supply chain thanks to locally adapted agroforestry models, regenerative agriculture, and biodiversity enhancement. Since 2018, Mars, in partnership with Conservation International and other initial supporters, has facilitated the development of the Coalition for Sustainable Livelihoods (CSL) to advance sustainable development in North Sumatra and Aceh. CSL is a place-based platform that aims to align initiatives, financing opportunities, and local, government and market interests to jointly promote livelihood benefits for farming communities, economic development, and better management of natural resources. By aligning public and private sector efforts, the CSL aims to help advance government programs and policies as well as contribute to supply chain sustainability for companies operating in and purchasing products from North Sumatra and Aceh.

In our pulp & paper supply chain, we also partner with the Earthworm Foundation (EF) and other EF members to address challenges in high priority fiber landscapes. One is around the Dvinsky forest in western Russia, where WWF has legally protected 300,000 hectares of intact forest. The project ensures that the forest continues to be protected in practice, while expanding protection via ecological zones and engaging with industry and communities to value sustainable forest management. The other project is in British Columbia, Canada. We work with local industry and indigenous group (Tsay Keh Dene) to protect HCV forests, restore caribou ranges and ensure FPIC is carried out going forward. We are also actively participating in CGF's Forest Positive Coalition Landscapes working group.

## C12.2

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**(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?**

Yes, climate-related requirements are included in our supplier contracts

## C12.2a

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**(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization's purchasing process and the compliance mechanisms in place.**

**Climate-related requirement**

Climate-related disclosure through a non-public platform

**Description of this climate related requirement**

At the heart of our Sustainable in a Generation plan is a determination to drive sustainable practices throughout our value chain. This starts with our tier-1 suppliers. In 2019, we began assessing the sustainability performance of prioritized suppliers using the EcoVadis online platform. EcoVadis is a widely recognized supplier evaluation tool that enables us to unlock increased visibility and insights into supplier performance. Through it, we ask first-tier suppliers in 25 priority categories whether they are taking action to reduce their energy consumption and GHG emissions, including by completing the CDP disclosures. Suppliers are asked to respond either annually or every three years, depending on their overall EcoVadis score. Our prioritized suppliers – selected based on risk and relevance - will complete the EcoVadis process, receiving a performance score and the opportunity to receive customized external advice, guidance and support as they take steps to improve or maintain their scores. With these insights, our suppliers can strengthen their management systems to address social, environmental and ethical improvement areas. Our requirement covers 100% of suppliers in our 25 priority categories, accounting for 40% of Mars' total procurement spend. At the end of 2021, about 26% of suppliers in these categories had valid EcoVadis scorecards. As of 2022, we have reached 40% in compliance, equating to approximately 16% of total procurement spend.

**% suppliers by procurement spend that have to comply with this climate-related requirement**

40

**% suppliers by procurement spend in compliance with this climate-related requirement**

16

**Mechanisms for monitoring compliance with this climate-related requirement**

Supplier scorecard or rating

**Response to supplier non-compliance with this climate-related requirement**

Other, please specify (Non-compliant suppliers are asked to follow a Corrective Action Plan. Suppliers that are unable or unwilling to improve over a period of maximum two years are escalated to the Commercial head for a final decision on business relationship termination)

**Climate-related requirement**

Setting a science-based emissions reduction target

**Description of this climate related requirement**

Strategic dairy suppliers are required to set a Science-Based Target inclusive of Scopes 1, 2 & 3 as part of their commercial contract by a specified date before 2025.

**% suppliers by procurement spend that have to comply with this climate-related requirement**

1.5

**% suppliers by procurement spend in compliance with this climate-related requirement**

1.2

**Mechanisms for monitoring compliance with this climate-related requirement**

Certification

**Response to supplier non-compliance with this climate-related requirement**

Other, please specify (Work with supplier to unlock barriers and if not able to overcome challenges within defined time period, will result in volume reduction/less business.)

**C-AC12.2/C-FB12.2/C-PF12.2**

**(C-AC12.2/C-FB12.2/C-PF12.2) Do you encourage your suppliers to undertake any agricultural or forest management practices with climate change mitigation and/or adaptation benefits?**

Yes

**C-AC12.2a/C-FB12.2a/C-PF12.2a**

**(C-AC12.2a/C-FB12.2a/C-PF12.2a) Specify which agricultural or forest management practices with climate change mitigation and/or adaptation benefits you encourage your suppliers to undertake and describe your role in the implementation of each practice.**

**Management practice reference number**

MP1

**Management practice**

Agroforestry

**Description of management practice**

Through the Livelihoods Fund for Family Farming (L3F) set up by Mars and Danone in 2015, we encourage investment in large-scale projects that enable farmers to produce greater yields of higher quality using sustainable agricultural practices including agroforestry systems. Projects create additional benefits such as biodiversity preservation, water resources management, and carbon dioxide sequestration. Specific to cocoa: Through our commitment to the Cocoa and Forest Initiative (CFI), we are investing in actions including the provision of improved planting materials, training in good agricultural practices and restoring soil fertility, land tenure reform, and capacity building of farmers' organizations. The journey toward sustainable livelihoods and income diversification for cocoa farmers is being accelerated through food crop diversification, agricultural inter-cropping, and the development of mixed agroforestry systems and shade-grown cocoa. Mars has partnered with PUR Project, an agroforestry expert organization to address deforestation and improve livelihoods of smallholder cocoa farmers in Côte d'Ivoire. Their work began in 2019 with field assessments to identify the causes of deforestation, the results of which led to the implementation of community-based agroforestry projects within cocoa-sourcing communities. In Indonesia, through our pilot ACTIVE (Advancing Cocoa Agroforestry Towards Income, Value & Environmental Sustainability) –an alliance of collaborating partners aims to promote cocoa agroforestry practices that address both climate change mitigation and adaptation, while improving smallholder farmer livelihoods. We also closely work together with Mars Sustainable Solutions, a global team with a mission to enable scalable solutions that increase the regenerative capacity of ecosystems we depend on and improve the resilience and livelihoods of the communities we work with. We are investing in modern large-scale cocoa farming by partnering with investors and farm management companies to plant and operate large-scale farms with thousands of hectares with the best cocoa trees and farming practices that should deliver higher yields. This builds on learnings from operating and researching at our La Chola farm in Ecuador. The initial investments will be in Latin America, but we plan to bring

this model to both Southeast Asia and Africa in time.

#### Your role in the implementation

Financial  
Knowledge sharing  
Procurement

#### Explanation of how you encourage implementation

L3F proposes a new approach to supply chains. Through the Fund, we invest in large-scale projects enabling farmers to produce greater yields of higher quality through sustainable agricultural practices including agroforestry systems. Projects strengthen the connection between groups of family farmers and business supply chains. Investors, including Mars, commit to purchasing the commodities originating from these projects over a 10-year period. Projects also create benefits for society as a whole through biodiversity preservation, water resources management, and CO2 sequestration. L3F receives results-based payments in order to guarantee tangible social, economic and environmental impacts. Mars currently invests in L3F projects in vanilla, coconut, shea, cocoa and palm, and is exploring a watershed project in Mexico. Specific to cocoa: As part of our CFI commitments, through our cocoa suppliers we have committed to the planting of a specified number of multi-purpose shade trees and promoting cocoa agroforestry. As part of our annual contracting process for cocoa, Mars asked suppliers to provide an update on progress toward this and other CFI commitments. PUR Project aims to restore ecosystems such as soil fertility, biodiversity and microclimates, and foster sustainable farming practices to help stabilize cocoa yields and improve farmer income. I4DI, Mars, and USAID co-designed ACTIVE with the aim of providing farmers with access to appropriate technologies, market infrastructure and improved financing. ACTIVE builds on evidence gathered by Mars and I4DI over a six-year period. The Mars Sustainable Solutions team is re-inventing sustainable cocoa farming through testing crop diversification scenarios by integrating agroforestry tree species into cocoa farms. Increasing farmer income is the primary objective, while seeking to increase the carbon sequestration capacity of cocoa farmlands and regenerate cocoa soils. The output is a menu of tree species options and farm management guidelines that gives farmers the flexibility to choose what suits their situation best. In September 2021, Mars Wrigley announced a new venture with 12Tree and ECOM. Andean Cacao is a climate-smart venture that seeks to catalyze sustainable farming, by changing how cocoa is grown and pioneering modern agriculture practices that regenerate soil and positively impact communities.

#### Climate change related benefit

Emissions reductions (mitigation)  
Increasing resilience to climate change (adaptation)  
Increase carbon sink (mitigation)

#### Comment

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#### Management practice reference number

MP2

#### Management practice

Biodiversity considerations

#### Description of management practice

Through the Livelihoods Fund for Family Farming (L3F) set up by Mars and Danone in 2015, we encourage investment in large-scale projects that enable farmers to produce greater yields of higher quality using sustainable agricultural practices including agroforestry systems. Projects create additional benefits such as biodiversity preservation, water resources management, and carbon dioxide sequestration.

#### Your role in the implementation

Financial  
Knowledge sharing  
Procurement

#### Explanation of how you encourage implementation

L3F proposes a new approach to supply chains. Through the Fund, we invest in large-scale projects enabling farmers to produce greater yields of higher quality through sustainable agricultural practices including agroforestry systems. Projects strengthen the connection between groups of family farmers and business supply chains. Investors, including Mars, commit to purchasing the commodities originating from these projects over a 10-year period. Projects also create benefits for society as a whole through biodiversity preservation, water resources management, and CO2 sequestration. L3F receives results-based payments in order to guarantee tangible social, economic and environmental impacts. Mars currently invests in L3F projects in vanilla, coconut, shea, cocoa and palm, and is exploring a watershed project in Mexico.

#### Climate change related benefit

Emissions reductions (mitigation)  
Increasing resilience to climate change (adaptation)  
Increase carbon sink (mitigation)

#### Comment

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#### Management practice reference number

MP3

#### Management practice

Land use change

#### Description of management practice

Integrated landscape approaches are a critical complement to supply chain management to achieve a deforestation-free transformation, especially in the most critically threatened or highest conservation value landscapes. Mars is deeply engaged with initiatives such as the Consumer Goods Forum and Tropical Forest Alliance to catalyze collective action in support of landscape approaches. These initiatives involve collaboration among multiple stakeholders in the landscape and integration of ad hoc initiatives on the ground that are addressing deforestation or landscape restoration.

#### Your role in the implementation

Financial  
Knowledge sharing  
Procurement

#### Explanation of how you encourage implementation

While landscape approaches for addressing deforestation are still nascent, Mars is engaging in several promising pilot efforts. In cocoa, Mars is engaging with partners such as ProForest and Verra to pilot jurisdictional approaches in Ghana, Cameroon and other countries. In palm oil, Mars is partnering with Conservation International and other organizations on the Coalition for Sustainable Livelihoods to support smallholders and sound natural resource management in Aceh and North Sumatra, Indonesia. Mars partnered with Earthworm in Aceh, Indonesia to reduce deforestation and demonstrate balancing commodity production, conservation and good social and labor practices at scale. Mars is also working with Earthworm on stopping ecosystem degradation in pulp and paper production landscapes, including Northwest Russia and British Columbia. Mars also supports landscape-level initiatives, such as the Cerrado Manifesto, which engages companies to halt soy-driven deforestation and promote



sustainable land management in the Cerrado grasslands in Brazil. Through these efforts, we're engaging local government, addressing deforestation, planning with communities, and supporting farmer livelihoods.

#### Climate change related benefit

Emissions reductions (mitigation)  
Increasing resilience to climate change (adaptation)  
Increase carbon sink (mitigation)

#### Comment

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#### Management practice reference number

MP4

#### Management practice

Crop diversity

#### Description of management practice

Through the Livelihoods Fund for Family Farming (L3F) set up by Mars and Danone in 2015, we encourage investment in large-scale projects that enable farmers to produce greater yields of higher quality using sustainable agricultural practices including intercropping. Projects create additional benefits such as biodiversity preservation, water resources management, and carbon dioxide sequestration. For example, our coconut project aims to provide farmers with training, affordable inputs, high-yield planting materials and extension services, to help them increase productivity and diversify their crops and income. Intercropping is a key part of the model. Farmers will plant smaller, perennial cash crops such as coffee and bananas between coconut trees, to provide a higher and more regular income. Depending on location, they will also introduce annual food and cash crops such as roots and vegetables. Through our work within Mars Sustainable Solutions (MSS) we are aiming to enable scalable solutions that increase the regenerative capacity of ecosystems we depend on and improve the resilience and livelihoods of the communities we work with.

#### Your role in the implementation

Financial  
Knowledge sharing  
Procurement

#### Explanation of how you encourage implementation

L3F proposes a new approach to supply chains. Through the Fund, we invest in large-scale projects enabling farmers to produce greater yields of higher quality through sustainable agricultural practices including agroforestry systems. Projects strengthen the connection between groups of family farmers and business supply chains. Investors, including Mars, commit to purchasing the commodities originating from these projects over a 10-year period. Projects also create benefits for society as a whole through biodiversity preservation, water resources management, and CO2 sequestration. L3F receives results-based payments in order to guarantee tangible social, economic and environmental impacts. Mars currently invests in L3F projects in vanilla, coconut, shea, cocoa and palm, and is exploring a watershed project in Mexico. The Mars Sustainable Solutions team is re-inventing sustainable cocoa farming through testing crop diversification scenarios by integrating agroforestry tree species into cocoa farms. Increasing farmer income is the primary objective, while also seeking to increase the carbon sequestration capacity of cocoa farmlands and regenerate cocoa soils. The output is a menu of agroforestry tree species options and farm management guidelines that gives farmers the flexibility to choose what suits their situation best. In Indonesia the output from our work has been integrated into the Mars Implementation Guide, the Sustainable Farming In Tropical Asian Landscapes (SFITAL) program, and the Advancing Cocoa Agroforestry Towards Income, Value & Environmental Sustainability (ACTIVE) program, which involve more than 11,000 cocoa farmers.

#### Climate change related benefit

Increasing resilience to climate change (adaptation)

#### Comment

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#### Management practice reference number

MP5

#### Management practice

Diversifying farmer income

#### Description of management practice

Mars buys a range of raw materials from suppliers who in turn source these materials from an estimated 1,000,000 smallholder farmers worldwide. The majority of these smallholder farmers are from West Africa or Asia, with fewer from Central and South America. These farmers grow crops like cocoa, rice and mint. Each supply chain provides a unique context and different set of challenges. At Mars, we believe everyone working within our extended supply chains should earn sufficient income to maintain a decent standard of living. Lifting smallholder farmers and farm workers out of poverty on its own will not ensure long-term supply security for critical raw materials. Our ultimate ambition is for people working in our supply chain to have sufficient income to provide a decent standard of living and to want to keep growing the crops we use. In our efforts to support entrepreneurship and close the living income gap, we are also investing in innovating income models and crop protection science, testing and learning about scalable solutions that can help cocoa farmers achieve living incomes.

#### Your role in the implementation

Financial  
Knowledge sharing  
Procurement

#### Explanation of how you encourage implementation

Our sustainable rice program works with more than 4,400 rice farmers in Cambodia, Thailand, Pakistan and India and includes technical support for increasing yields and reducing input costs, including water efficiency methods that also reduce methane emissions. In Pakistan and India, pilots have shown a 30% increase in farming household income in addition to water use and GHG reductions since the project began. A similarly structured project on rice in Thailand has led to over 40% income increase for farmers, mainly through reducing their input costs. As of 2021, a total of 84% of rice farmers at risk of poverty linked to our supply chains have been enrolled in programs designed to enable them to thrive. To further advance cooperation on farmer income among other priorities, Mars is an active member of the Sustainable Rice Platform. As another example, we have engaged more than 24,000 mint farmers in India through our AdvanceMint program. Over the next five years we're training more than 20,000 smallholder farmers in Uttar Pradesh in good agricultural practices. By 2025 we aim to improve productivity, reduce water consumption by 30% and improve smallholder farmer's incomes. In April 2022, we announced two groundbreaking programs that aim to improve the livelihoods of 14,000 smallholder farmers in Côte d'Ivoire and Indonesia. These programs build on the knowledge and insights of the Farmer Income Lab (FIL) which Mars founded in 2017. The FIL reviewed more than 1,500 studies detailing common interventions to increase farmer income and found that only three of them raised incomes by more than 50 percent and could be sustained over time. Through the FIL's research, we have begun identifying what actions and activity can drive meaningful change – and be scaled. These factors have informed our two new farmer-first programs and what could be the industry's most comprehensive effort to date for improving cocoa farmer livelihoods: ACTIVE and LEAP. These programs are tailored to varying sizes of smallholdings in different environments, contexts, and markets to meet farmers' specific challenges with customized combinations of interventions. Through these programs, we will adjust, learn, and share insights with partners and peers. By tracking progress and sharing learnings, we are optimistic about realizing a blueprint that can make systemic change a possibility.

#### Climate change related benefit

Emissions reductions (mitigation)  
Increasing resilience to climate change (adaptation)

#### Comment

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##### Management practice reference number

MP6

##### Management practice

Fertilizer management

##### Description of management practice

Wheat is an important ingredient in many of our pet food brands. In Australia, Mars Petcare is working with Gold Standard and the Sustainable Food Lab (SFL) to help farmers measure and reduce net greenhouse gas emissions from wheat while improving soil health and yields and increasing resilience to weather shocks. Four decades have been spent working in collaboration with others toward achieving sustainable cocoa production and we believe the use of the scientific method is absolutely critical to this endeavor. We are convinced that good science is needed to ensure healthier, more resilient and more productive plants that lead to thriving cocoa farmers and contribute to forest preservation by helping farmers grow more cocoa on less land.

##### Your role in the implementation

Financial  
Knowledge sharing  
Procurement

##### Explanation of how you encourage implementation

Mars designed a program in partnership with SFL to provide agronomic support to wheat farmers to improve farm productivity and soil health, and use to the Cool Farm Tool to measure reductions and sequestration of GHG emissions. We plan to recruit 200 farmers over approximately 700,000 hectares to adopt practices such as reducing fertilizer use, applying controlled traffic farming, and using cover crops and brown manures. We are investing in innovative agricultural research to help deliver on our Cocoa for Generations ambitions. Mars believes its research efforts can help boost the productivity of the farmers who supply us by further encouraging greater funding into cacao research. Through our suppliers we are also investing in trainings on Soil Fertility Management (including training on fertilizer readiness). In 2021, 132,547 cocoa farmers received these trainings.

##### Climate change related benefit

Emissions reductions (mitigation)  
Increasing resilience to climate change (adaptation)  
Increase carbon sink (mitigation)  
Reduced demand for fertilizers (adaptation)

#### Comment

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##### Management practice reference number

MP7

##### Management practice

Rice management

##### Description of management practice

Our Ben's Original brand offers a wide range of dry rice, microwave rice and microwaveable rice pots. Rice is the staple food for 3.5 billion people, and consumption continues to rise. However, rice cultivation is responsible for 17% of global methane emissions from agriculture. Mars Food is committed to ensuring the production of more sustainable rice. We have reduced the climate impact of our BEN'S ORIGINAL branded rice products by working with farmers to ensure our rice comes from farmers working towards the Sustainable Rice Platform (SRP) standard, and by using innovative technology to reduce the cooking time on our BEN'S ORIGINAL® rice by half, resulting in a 23% reduction of GHG emissions during the cooking phase.

##### Your role in the implementation

Knowledge sharing  
Procurement

##### Explanation of how you encourage implementation

The main intervention we support in our supply chain is alternate wetting and drying (AWD). AWD & its variations introduce periods of soil aeration (i.e., not flooding fields) for defined periods of time. There is strong scientific evidence that this practice reduces GHG emissions by reducing activity of soil microorganisms producing methane. As methane's global warming potential is 25x higher than CO<sub>2</sub>, this is the most potent lever in rice agriculture to reduce GHG and it also reduces water use (by about 20–35%). As an example of how we encourage implementation, our sustainable rice program works with more than 4,400 rice farmers in Cambodia, Thailand, Pakistan and India and includes technical support for increasing yields, reducing inputs, reducing cropping season, deploying AWD, which lead to decrease in GHG emissions, though we are still in the process of quantifying the precise decrease. In Europe, Mars, Ebro/Herba and Danone have partnered with agronomy experts under the project "Oryzonte" in Spain to understand and help farmers implement evolved rice farming methods reducing GHG emissions, water use and supporting biodiversity. After 3 years of research and field trials, the preliminary trials have shown that a change in practices could decrease water use by 22% and reduce GHG emissions by 42% compared to a control field. These are promising early results that still need to be validated at larger scale. The underlying principle is to reduce water flow into the fields at specific times throughout the year, so that the plant growth is not affected but the total amount of water used is reduced. These periods of drying out the field also help reduce the GHG emissions from bacteria living in the soil. At the end of 2021, we have started engaging US-based suppliers in a similar approach. In Italy, farmers follow the Sustainable Rice Platform standard. SRP is a global alliance working to promote eco-friendly rice farming, empower small farmers and reduce the environmental footprint of rice.

##### Climate change related benefit

Emissions reductions (mitigation)  
Increasing resilience to climate change (adaptation)

#### Comment

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## C-AC12.2b/C-FB12.2b/C-PF12.2b

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(C-AC12.2b/C-FB12.2b/C-PF12.2b) Do you collect information from your suppliers about the outcomes of any implemented agricultural/forest management practices you have encouraged?

Yes

**(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?****Row 1****Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate**

Yes, we engage directly with policy makers

Yes, we engage indirectly through trade associations

**Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?**

Yes

**Attach commitment or position statement(s)**

Limiting global warming to 1.5C will also require transformational change across industry, government, and wider society. Mars will continue its advocacy for policies to help deliver against the ambitions of the Paris Agreement. For example, Mars will advocate for a simple, clear, and transparent price on carbon. This could make the business case even more compelling and drive a greater number of companies to take more decisive action to reduce emissions.

Mars Pledges to Achieve Net Zero Emissions \_ Mars, Incorporated.pdf

**Describe the process(es) your organization has in place to ensure that your engagement activities are consistent with your overall climate change strategy**

Limiting global warming to 1.5C will require transformational change across industry, government, and wider society. Mars recognizes our responsibility to address the environmental and social impacts of our business. Tracking and reducing GHG emissions to lessen our climate change impact are key aspects of our Sustainable in a Generation (SIG) Plan, and provide important opportunities to help drive momentum for global climate action. Mars will continue its advocacy for policies to help deliver against the ambitions of the Paris Agreement. Mars participates in all policy engagement and research that we support, enabling us to ensure these activities remain consistent with our climate change strategy. As paying members of the organizations we support, we can influence their positions, policies and research objectives. We work with many trade associations around the world, and hold leadership positions in some of them. On some issues, our views are different from these organizations. On the rare occasions we cannot reach a compromise, we are willing to advocate independently or adopt internal policies to govern our activities. The Mars Associates who work on climate action policy initiatives are involved with multiple organizations, ensuring our positions are consistently communicated across all activities. The selection of the organizations and policy initiatives we support is managed by our internal Sustainability Working Group and overseen by our Sustainability Leadership Team. This is intended to ensure that we work only with those organizations whose positions and policies are consistent and supportive of our own approach. In all external engagements, we follow the policies in the Mars Guide to Global Standards, Policies and Practices, which help us to act with integrity, honesty and in line with The Five Principles. We make sure all relevant Associates understand and abide by these policies. Further, we ensure a common approach to our climate engagement activities across business divisions and geographies by developing global policies and positions to guide our engagement across markets.

**Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate**

<Not Applicable>

**Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate**

<Not Applicable>

## C12.3a

**(C12.3a) On what policy, law, or regulation that may impact the climate has your organization been engaging directly with policy makers in the reporting year?****Focus of policy, law, or regulation that may impact the climate**

Other, please specify ( Deforestation, clean energy, sustainable agriculture)

**Specify the policy, law, or regulation on which your organization is engaging with policy makers**

H.R.5508/S.2950, "Fostering Overseas Rule of law and Environmentally Sound Trade Act of 2021" or the "FOREST Act of 2021." The bill seeks to combat illegal deforestation by prohibiting the importation of certain goods made in whole or in part of certain designated commodities produced on land undergoing illegal deforestation.

**Policy, law, or regulation geographic coverage**

National

**Country/region the policy, law, or regulation applies to**

United States of America

**Your organization's position on the policy, law, or regulation**

Support with major exceptions

**Description of engagement with policy makers**

In December 2021, Mars participated in a Congressional roundtable with members of the influential Ways and Means Committee on the need for legislative action to combat deforestation in supply chains. Mars was accompanied by NGO participants the World Resources Institute and the Environmental Investigative Agency (EIA). We shared with the committee our belief that any legislation aimed at addressing deforestation risks in the agricultural supply chains should include a global approach –so that the UK, EU, US and others work to drive harmonization and effectiveness.

**Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation**

We believe it is essential that any legislative approach to this important issue is coordinated across international governments, including the EU and UK, which are also actively working to develop deforestation-related proposals to address deforestation; include adequate resources and realistic implementation timelines; provide trade certainty for suppliers and companies; ensure a clear incentive and penalty structure; prioritize credible requirements to help further ensure supply chain due diligence, transparency and reporting; and create strong frameworks to advance appropriate policy environments in host countries, as well as U.S. enforcement capacity. These actions together will expedite the global transition of the supply base to more responsibly sourced forest-derived commodities and facilitate accountability and trust from all stakeholders.

**Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

**Focus of policy, law, or regulation that may impact the climate**

Other, please specify (Climate change, clean energy, sustainable agriculture)

**Specify the policy, law, or regulation on which your organization is engaging with policy makers**

The Growing Climate Solutions Act (GCSA). The goal of the GCSA is to address climate issues through agriculture by reducing entry barriers for farmers, ranchers, and

foresters into voluntary environmental credit markets where agriculture and forestry credits may be bought or sold. The Infrastructure Investment and Jobs Act (IIJA), a \$1 trillion comprehensive infrastructure package, into law. The IIJA includes funding for the supply chain of clean energy technologies, fuel infrastructure, and energy efficiency.

**Policy, law, or regulation geographic coverage**

National

**Country/region the policy, law, or regulation applies to**

United States of America

**Your organization's position on the policy, law, or regulation**

Support with no exceptions

**Description of engagement with policy makers**

Mars advocates with policymakers in a bi-partisan way on policies that support carbon, clean energy incentives, and sustainable agriculture. We continue to meet with legislators in a bi-partisan manner

**Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation**

<Not Applicable>

**Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**Focus of policy, law, or regulation that may impact the climate**

Renewable energy generation

**Specify the policy, law, or regulation on which your organization is engaging with policy makers**

Pennsylvania Regional Greenhouse Gas Initiative (RGGI), a cap-and-investment program that is designed to reduce carbon emissions from coal-fired power plants in Pennsylvania.

**Policy, law, or regulation geographic coverage**

Sub-national

**Country/region the policy, law, or regulation applies to**

United States of America

**Your organization's position on the policy, law, or regulation**

Support with no exceptions

**Description of engagement with policy makers**

Together with BICEP, Mars met with Pennsylvania lawmakers to share our support for this initiative. We also penned an op-ed in the Philadelphia Inquirer: <https://www.inquirer.com/opinion/commentary/pennsylvania-carbon-emissions-rggi-business-community-support-20210412.html>

**Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation**

<Not Applicable>

**Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**Focus of policy, law, or regulation that may impact the climate**

Other, please specify (Deforestation)

**Specify the policy, law, or regulation on which your organization is engaging with policy makers**

European Commission Proposal for a regulation on deforestation-free products

**Policy, law, or regulation geographic coverage**

Regional

**Country/region the policy, law, or regulation applies to**

Europe

**Your organization's position on the policy, law, or regulation**

Support with minor exceptions

**Description of engagement with policy makers**

We have engaged directly as Mars with EU policy makers and through EU Trade Associations (AIM – the European Brands Association and FoodDrinkEurope. Further engagement through chocolate sector association CAOBISCO and through a coalition-of-the-willing called EU Cocoa Coalition. The EU Cocoa Coalition – a multistakeholder group of companies (Mars Wrigley, Ferrero, Mondelēz International, Nestle, Tony's Chocolonely, Unilever), NGOs (Fair Trade, VOICE Network, Fern) and multi-stakeholder organisations (International Cocoa Initiative, ECA and Caobisco) – has released a joint position paper regarding the EU legislative proposal aimed at tackling deforestation embedded in goods consumed in the EU. Since its creation the Cocoa Coalition has consistently called for the EU to introduce mandatory obligations of due diligence extending throughout the supply chain. The European Commission's proposed Regulation on Deforestation represents an important step forward in driving the necessary transformation of the cocoa and chocolate sector.

**Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation**

We believe this legislation could be further strengthened by: -Strengthening of the requirements on the Commission to develop partnerships with producer countries, recognising that effectiveness of the legislation will be limited unless it is coupled with the creation of the enabling environment required to address the root causes of deforestation. -We also call on the Commission to conduct a comprehensive needs assessment of the challenges that will be faced by smallholder farmers in complying with the regulation; this should not wait for the regulation to enter into force. -The extension of the scope of the regulation to other natural ecosystems as well as forests. -A change in the threshold company size for traders from SMEs to micro-enterprises. -An obligation on operators to engage with relevant stakeholders, including smallholder farmers, as part of the due diligence procedure, and measures to ensure that the ownership of the geolocation data provided as part of the information requirements remains with the farmers. -The extension of the benchmarking analysis to include a wider range of elements in the producer country. -Development by the European Commission of a delegate acts laying out commodity specific guidance for traceability requirements so that obligations for traceability are adapted to the capabilities and future possibilities of each commodity covered in scope (eg: polygon mapping for cocoa)

**Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**Focus of policy, law, or regulation that may impact the climate**

Other, please specify (Mandatory Human Rights and Environment Due Diligence)

**Specify the policy, law, or regulation on which your organization is engaging with policy makers**

Proposal for a DIRECTIVE on Corporate Sustainability Due Diligence.

**Policy, law, or regulation geographic coverage**

Regional

**Country/region the policy, law, or regulation applies to**

Europe

**Your organization's position on the policy, law, or regulation**

Support with minor exceptions

**Description of engagement with policy makers**

The legislative process is ongoing but we engage – or will engage – policymakers directly and through out trade associations – mainly AIM-The European Brands Association, FoodDrinkEurope, CAOBISSCO. The Corporate Sustainability Due Diligence Directive is a set of human rights and environmental obligations for about 17,000 large companies that have significant turnover in the EU, that requires: - Integrating human rights and environmental due diligence into corporate policies - Conducting due diligence to identify actual or potential adverse impacts - Taking measures to prevent and mitigate those impacts (or exit relationships if not possible to address) - Evaluating effectiveness of those measures - Communicating the results of assessments, risk mitigation measures and their effectiveness - Adopting grievance mechanisms - Ensuring Board responsibility for oversight of due diligence actions, policy and approach - Companies must adopt a climate transition plan in line with the 1.5 degree target of the Paris climate agreement. Mars supports strengthened regulation of human rights due diligence requirements for companies in global supply chains, aligned with the UN Guiding Principles on Business and Human Rights. We believe this will both benefit people working across supply chains and set clear expectations for companies – raising the bar so that everyone is held to the same high standards. Stronger regulation is a key part of creating the change that's needed: supply chains where rights are respected and everyone has the opportunity to thrive. We recognize the draft directive as an important and significant step toward raising the bar for all companies to conduct human rights and environmental due diligence. But several critical areas need more attention and debate. Business, governments and civil society must work together to get the "due diligence" measures right in this directive. If not, we risk a compliance-oriented approach that prioritizes administrative processes over people. We're committed to building more sustainable and inclusive supply chains, and meaningfully due diligence system that matter for people and for our planet are an essential foundation.

**Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation**

- The scope of due diligence should be risk-based – directing companies to prioritize efforts where risks to people are greatest, aligned with the UNGPs. - The current directive risks relying too heavily on contractual cascades and traditional audit approaches that have proven ineffective. We believe it should include clearer expectations around capability and capacity building support, particularly to smaller companies so that they can implement meaningful due diligence over time. - More guidance on engagement with affected stakeholders as part of due diligence processes should be provided. Additional sectoral guidance over time will add more clarity of expectations, examples, tools and approaches in specific contexts. - The directive should more clearly define principles of "responsible exit" if prevention and mitigation measure are not possible, and key new legal terms like "established business relationship."

**Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**Focus of policy, law, or regulation that may impact the climate**

Other, please specify (Packaging and Packaging Waste)

**Specify the policy, law, or regulation on which your organization is engaging with policy makers**

Forthcoming EU Directive on Packaging and Packaging Waste

**Policy, law, or regulation geographic coverage**

Regional

**Country/region the policy, law, or regulation applies to**

Europe

**Your organization's position on the policy, law, or regulation**

Support with minor exceptions

**Description of engagement with policy makers**

Directly as Mars, through FoodDrinkEurope, European, Ceflex, and through a coalition called Flexible Packaging Initiative (composed of Mars, Mondelez, Nestle, Pepsi Co and Unilever) we engage the European Commission and Members of Parliament to shape the regulation according to the position outlined above.

**Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation**

-Policy changes to incentivise circularity: more ambitious recycling targets, landfill ban, minimum incineration for recyclable packaging -Maximised collection: intensify consumer awareness on circularity, mandatory collection of flexible packaging and harmonised packaging disposal instructions -Waste management actors to co-pilot for flexibles: better sorting leads to more recycling -Incentives for recycling: regulatory and investment predictability needed to scale recycling -Our commitment: substantial investments in realisation of fully circular flexible packaging

**Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**Focus of policy, law, or regulation that may impact the climate**

Renewable energy generation

**Specify the policy, law, or regulation on which your organization is engaging with policy makers**

Commission proposed a revision of the Renewable Energy directive in July 2021, as part of the package to deliver on the European Green Deal. The proposal raises the ambition of the existing legislation to align it with EU's increased climate ambition.

**Policy, law, or regulation geographic coverage**

Regional

**Country/region the policy, law, or regulation applies to**

Europe

**Your organization's position on the policy, law, or regulation**

Support with minor exceptions

**Description of engagement with policy makers**

We adopted this position jointly with 4 other companies (Mondelez, Nestle, Pepsi Co and Unilever) in the context of our Flexible Packaging Initiative.

**Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation**

We support amendments to the Commission proposal tabled by certain Member of Parliament to the EU proposal to shorten the originally proposed deadline and extend the application of the EU Emissions Trading Scheme to municipal waste incineration as of 1 January 2026. Including incineration under the EU ETS will incentivize recycling, yielding both climate benefits and limiting the amount of packaging that is wasted. It is, therefore, crucial that such step forward should be taken as soon as possible.

**Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**C12.3b**

**(C12.3b) Provide details of the trade associations your organization engages with which are likely to take a position on any policy, law or regulation that may impact the climate.**

**Trade association**

Other, please specify (Ceres - Business for Innovative Climate and Energy Policy (BICEP))

**Is your organization's position on climate change consistent with theirs?**

Consistent

**Has your organization influenced, or is your organization attempting to influence their position?**

We publicly promote their current position

**State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)**

The Ceres BICEP initiative advocates for innovative climate and clean energy policies. Its members are proponents of renewable energy, greener transportation and stricter pollution controls on power plants. Mars has signed BICEP's Climate Declaration, which calls upon U.S. federal policymakers to seize the economic opportunity of addressing climate change. Through BICEP, Mars advocates for policies that will enable cleaner, more efficient energy use and generate solutions for the threats of climate change. In 2021, BICEP has advocated in support of several U.S. legislative initiatives, including Growing Climate Solutions Act (GCSA), and the Pennsylvania Regional Greenhouse Gas Initiative (RGGI). BICEP supported a stronger bipartisan infrastructure package to include new funding for clean energy and transportation within the Infrastructure Investment and Jobs Act (IIJA) – specifically, Ceres sent a letter to key senate and house moderates and centrists calling for passage and climate ambition in the bipartisan infrastructure package and the budget reconciliation package.

**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)****Describe the aim of your organization's funding**

<Not Applicable>

**Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**Trade association**

Other, please specify (The Sustainable Food Policy Alliance)

**Is your organization's position on climate change consistent with theirs?**

Consistent

**Has your organization influenced, or is your organization attempting to influence their position?**

We publicly promote their current position

**State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)**

Mars is a founding member of the Sustainable Food Policy Alliance, launched in 2018 with Danone, Unilever and Nestle. We are represented on its Leadership Council and Governing Board and in this role have been able to shape the organization's positions on climate change, which is outlined here: Microsoft Word - SFPA - Climate Policy Principles - FINAL.docx (foodpolicyalliance.org). The SFPA seeks to drive progress in public policies that shape what people eat and how it impacts their health, communities, and the planet. It advocates for innovative, science-based solutions to take action against the costly impacts of climate change, build more resilient communities, promote renewable energy, and further develop sustainable agriculture systems. SFPA has built strong bona fides within Congress and throughout 2021 regularly provided input to policymakers before the introduction of legislation. Mars participated in all these consultations and led advocacy work in support of legislation once introduced. Specific policies the Alliance engaged on in 2021 include the FOREST Act, the Growing Climate Solutions Act (GCSA), Infrastructure Investment and Jobs Act (IIJA) (includes funding for climate and clean energy), Pennsylvania Regional Greenhouse Gas Initiative (RGGI), Federal and state EPR legislation, renewable thermal energy. Additionally, in November 2021, SFPA submitted comments on the U.S. Department of Agriculture's (USDA) "Climate-Smart Agriculture and Forestry Partnership Program," building on our climate policy principles: SFPA Shares Comments on USDA's Request for Information regarding "Climate-Smart Agriculture and Forestry Partnership Program" - Food Alliance (foodpolicyalliance.org).

**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)****Describe the aim of your organization's funding**

<Not Applicable>

**Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**Trade association**

Consumer Goods Forum (CGF)

**Is your organization's position on climate change consistent with theirs?**

Consistent

**Has your organization influenced, or is your organization attempting to influence their position?**

We publicly promote their current position

**State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)**

CGF is a global industry network that brings together CEOs and senior corporate managers to collaborate on sustainability and consumer issues. CGF's position is that "Climate change is a major strategic threat, one which could affect our customers and their habitats, our businesses and the wider economy and society". Mars' CEO co-

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chairs the Consumer Goods Forum's Forest Positive Coalition of Action, with the CEO of Carrefour, one of our major customers. We engage with almost 30 major retail customers through this forum, representing 30% of our sales of manufactured product (excluding veterinary services). The Forest Positive Coalition of Action is working to: - Accelerate efforts to remove commodity-driven deforestation from our individual supply chains. - Set higher expectations for traders to act across their entire supply base. - Drive more transformational change in these key commodity landscapes. - Transparently report on progress to ensure accountability. Our involvement in the Forest Positive Coalition has both informed and been informed by our own work to update our position on Deforestation and Land Use Change: <https://www.mars.com/about/policies-and-practices/deforestation-policy> The customers we engage with through CGF will also seek to implement the Coalition's approach and commodity action plans in their agricultural supply chains. More information on the Coalition's work is available at: <https://www.theconsumergoodsforum.com/environmental-sustainability/forest-positive/>

**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**

**Describe the aim of your organization's funding**

<Not Applicable>

**Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**Trade association**

Other, please specify (Renewable Thermal Collaborative)

**Is your organization's position on climate change consistent with theirs?**

Consistent

**Has your organization influenced, or is your organization attempting to influence their position?**

We publicly promote their current position

**State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)**

The Renewable Thermal Collaborative works to establish policies that will put the U.S. on the path to reduce industrial sector thermal emissions 30% by 2030 and full sector decarbonization by 2050. The Renewable Thermal Collaborative supports policies to accelerate deployment of affordable and sustainable renewable thermal technologies, in line with its policy principles. Mars is a co-author and initial signatory of the Renewable Thermal Policy Principles: Renewable Thermal Policy Principles – Renewable Thermal Collaborative In 2021, the Renewable Thermal Collaborative advocated in support of the Infrastructure Investment and Jobs Act (IIJA), which passed in Nov 2021 and includes funding for climate and clean energy.

**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**

**Describe the aim of your organization's funding**

<Not Applicable>

**Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**Trade association**

Other, please specify (The Recycling Partnership )

**Is your organization's position on climate change consistent with theirs?**

Consistent

**Has your organization influenced, or is your organization attempting to influence their position?**

We publicly promote their current position

**State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)**

The Recycling Partnership's Circular Economy Accelerator advocates for sustainable funding, policy which incentivizes recycling over disposal, and developing new models to expedite public-private partnership solutions for circular systems. Members of the Circular Economy Accelerator represent more than 30 companies across the value chain. Together, we are working to solve the challenges facing the U.S. residential recycling system through consensus building and informing and advocating for attainable policy and legislative solutions that rapidly advance the circular economy. In 2021, the Circular Economy Accelerator was active in advocating for extended producer responsibility (EPR) at both the state and federal level.

**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**

**Describe the aim of your organization's funding**

<Not Applicable>

**Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**Trade association**

Other, please specify (FoodDrinkEurope (FDE) – Environment & Sustainability Committee and working groups reporting to this committee (e.g., Circular Economy expert group, Climate Ad Hoc group, Sustainable Food Systems Expert Group etc))

**Is your organization's position on climate change consistent with theirs?**

Consistent

**Has your organization influenced, or is your organization attempting to influence their position?**

We are attempting to influence them to change their position

**State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)**

The FoodDrinkEurope (FDE) Association represents the commercial, technical, economic, legal and scientific interests of the food and drink manufacturing industry in the European Union. The Environment and Sustainability Committee oversees all working groups pertaining to these topics. Mars is an active member in the committee and the working groups. The latest position paper published by the organisation in Dec. 2020 pertaining to climate change (<https://www.fooddrinkurope.eu/resource/climate-change-position-paper/>) recognises that climate change is one of the greatest threats to the planet today (including through rise in global temperatures with devastating impacts on people, biodiversity, the environment and our food production). FoodDrinkEurope voiced its commitment to help the European Union become the first climate neutral continent by 2050, and to achieve the Paris Agreement objective to keep the global temperature increase below 2°C above 1990 levels. FoodDrinkEurope recognises the food and drink industry will play an integral role in helping the EU reach carbon neutrality by 2050, but also the need for changes across the entire farm-to-

fork process. FoodDrinkEurope works closely with other actors across the food chain, especially farmers, retailers and consumers, and across public and private sectors in order to collectively drive sustainability in the way we grow and consume our food. According to FoodDrinkEurope research, Food and drink manufacturers are already integrating climate change measures into their business strategies and working to minimize the environmental impacts of their products. Mars plays an active role in all committees and working groups pertaining to environment sustainability including where positions are developed pertaining to climate change. Furthermore we are members of the FoodDrinkEurope Board and exert our influence to help guide the strategic positioning of the organization.

**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**

**Describe the aim of your organization's funding**

<Not Applicable>

**Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**Trade association**

Other, please specify (Flexible Packaging Initiative )

**Is your organization's position on climate change consistent with theirs?**

Consistent

**Has your organization influenced, or is your organization attempting to influence their position?**

We publicly promote their current position

**State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)**

Mars, Mondelez, Nestle, Pepsi Co. and Unilever have come together under the banner of 'Flexible Packaging Initiative', to support a circular economy for flexible packaging built on the principles of resource efficiency, prevention of waste and pollution, and lowering the overall environmental impact of the packaging: 1. POLICY CHANGES TO INCENTIVISE CIRCULARITY: more ambitious recycling targets, landfill ban, minimum incineration for recyclable packaging 2. MAXIMISED COLLECTION: intensify consumer awareness on circularity, mandatory collection of flexible packaging and harmonised packaging disposal instructions 3. WASTE MANAGEMENT ACTORS TO CO-PILOT CIRCULARITY FOR FLEXIBLES: better sorting leads to more recycling 4. INCENTIVES FOR ADVANCED RECYCLING: regulatory and investment predictability needed to scale recycling OUR COMMITMENT: substantial investments in realisation of fully circular flexible packaging As one of the core members of this initiative, we have shaped and fully support the positions of this group.

**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**

**Describe the aim of your organization's funding**

<Not Applicable>

**Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**Trade association**

Other, please specify (AIM – the European Brands Association)

**Is your organization's position on climate change consistent with theirs?**

Consistent

**Has your organization influenced, or is your organization attempting to influence their position?**

We have already influenced them to change their position

**State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)**

AIM (Association des Industries de Marque) is the European Brands Association, representing manufacturers of branded consumer goods in Europe on key issues which affect their ability to design, distribute and market their brands. AIM represents 2500 businesses ranging from SMEs to multinationals, directly or indirectly through its corporate and national association members. Our members are united in their purpose to build strong, evocative brands, placing the consumer at the heart of everything they do. AIM's mission is to create for brands an environment of fair and vigorous competition, fostering innovation and guaranteeing maximum value to consumers now and for generations to come. Building sustainable and trusted brands drives investment, creativity and innovation to meet and exceed consumer expectations. AIM's corporate members alone invested €14 billion in Research & Development in Europe in 2014, placing them fifth in the EU ranking of R&D investment. AIM, the European Brands Association, believes that climate change is one of the greatest challenges we face, as society and as businesses. Tackling the accelerating pace of climate change requires transformational changes to the broader systems in which brands operate. As brands we are committed to mitigate climate change by reaching the global consumer goods industry's goal of driving down carbon emissions through innovation in our production processes, our supply chains and our products. We also need government policies that create the right context for change and business action to advance the goal of the Paris Agreement to limit global temperature rises to 1.5 degrees by the end of the century. Only by working together with all concerned stakeholders, in full transparency and with a long-term view, can we embrace what we believe to be the essential purpose of corporations: to improve our society, where CEOs are truly committed to meeting the needs of all stakeholders, not only primary shareholders.

**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**

**Describe the aim of your organization's funding**

<Not Applicable>

**Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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**Trade association**

Other, please specify (Business Council for Sustainable Energy)

**Is your organization's position on climate change consistent with theirs?**

Consistent

**Has your organization influenced, or is your organization attempting to influence their position?**

We publicly promote their current position

**State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)**

The BCSE International Policy Committee advocates for renewable energy at international climate fora, including UN COP climate change conferences. Mars is a paying member of the BCSE International Policy Committee and supports its advocacy for renewable energy.



**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**  
8000

**Describe the aim of your organization's funding**

Supports International Policy Committee work including engagement at the UNFCCC COP26.

**Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

---

**Trade association**

Other, please specify (The Sustainable Packaging Coalition)

**Is your organization's position on climate change consistent with theirs?**

Consistent

**Has your organization influenced, or is your organization attempting to influence their position?**

We publicly promote their current position

**State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)**

The Sustainable Packaging Coalition is a membership-based collaborative that believes in the power of industry to make packaging more sustainable. It defines packaging as sustainable when it: - Is beneficial, safe, and healthy for individuals and communities throughout its life cycle - Meets market criteria for both performance and cost - Is sourced, manufactured, transported, and recycled using renewable energy - Optimizes the use of renewable or recycled source materials - Is manufactured using clean production technologies and best practices - Is made from materials that are healthy throughout the life cycle - Is physically designed to optimize materials and energy - Is effectively recovered and utilized in biological and/or industrial closed loop cycles Mars associates participate in the coalition's activities. Mars is supporting the development of a tool to assess deforestation risk in the pulp and paper supply chain in the SE United States.

**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**

**Describe the aim of your organization's funding**

<Not Applicable>

**Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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## C12.4

**(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).**

**Publication**

In voluntary sustainability report

**Status**

Underway – previous year attached

**Attach the document**

SIGP-Scorecard-2020\_072729.pdf

**Page/Section reference**

Page 1 of our scorecard show progress against our science-based GHG emissions reduction target. The scorecard is supported by more detailed information about our climate action strategy on our website: <https://www.mars.com/sustainability-plan/healthy-planet/climate-action> . As a family-owned private company, we do not publish a mainstream financial report. Instead, for transparency we publish our progress on sustainability in an annual Sustainable in a Generation Plan Scorecard.

**Content elements**

Strategy  
Emissions figures  
Emission targets  
Other metrics

**Comment**

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## C13. Other land management impacts

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### C-AC13.2/C-FB13.2/C-PF13.2

**(C-AC13.2/C-FB13.2/C-PF13.2) Do you know if any of the management practices mentioned in C-AC12.2a/C-FB12.2a/C-PF12.2a that were implemented by your suppliers have other impacts besides climate change mitigation/adaptation?**

Yes

---

### C-AC13.2a/C-FB13.2a/C-PF13.2a

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(C-AC13.2a/C-FB13.2a/C-PF13.2a) Provide details of those management practices implemented by your suppliers that have other impacts besides climate change mitigation/adaptation.

Management practice reference number

MP3

Overall effect

Positive

Which of the following has been impacted?

Biodiversity  
Soil  
Water  
Yield  
Other, please specify (Smallholder farmer income)

Description of impacts

Production of crops — including palm oil that Mars sources — supports thousands of smallholder farmers and helps drive the regional economies in North Sumatra and Aceh, in Indonesia. These smallholders and nearby communities are often dependent on healthy forests and natural resources that provide fresh water, reduce risks of floods and landslides, and buffer against the impacts of climate change. There are numerous government, private sector and civil society initiatives aiming to advance economic, social and environmental sustainability, but many of these efforts are not aligned to achieve the desired scale or impacts.

Have any response to these impacts been implemented?

Yes

Description of the response(s)

The Coalition for Sustainable Livelihoods aims to improve smallholder productivity and sustainable development in Aceh and North Sumatra. With members including Conservation International, IDH Sustainable Trade Initiative, The Livelihoods Fund, Earthworm, the United Nations Development Program and other multinational food companies, the Coalition aims to develop a landscape approach that builds sustainable livelihoods and improves natural resource management. By aligning public and private sector efforts, the Coalition aims to help advance government programs and policies while contributing to supply chain sustainability. By aligning public and private sector efforts, Mars and other members of the Coalition for Sustainable Livelihoods aim to help advance government programs and policies while contributing to supply chain sustainability.

Management practice reference number

MP5

Overall effect

Positive

Which of the following has been impacted?

Water  
Yield  
Other, please specify (Smallholder farmer income)

Description of impacts

Rice and mint are both critical raw materials for our business. Our BEN'S ORIGINAL brand offers a wide range of dry rice, microwave rice and microwaveable rice pots. Mint is a key ingredient for Mars Wrigley gum and confectionery brands including EXTRA. In addition to GHG reductions, our sustainable sourcing programs for these raw materials have identified water consumption and smallholder farmer incomes as priority impacts to address in certain sourcing regions, including India and Pakistan (rice) and India (mint).

Have any response to these impacts been implemented?

Yes

Description of the response(s)

Mars Food is committed to ensuring the production of more sustainable rice. We have reduced the climate impact of our BEN'S ORIGINAL branded rice products by working with farmers to ensure our rice comes from farmers working towards reducing environmental impacts of rice farming. In addition, we support smallholder rice farmers through livelihood programs to improve resiliency and increase income. As another example, we have engaged more than 24,000 mint farmers in India through our AdvanceMint program. Over the next five years we're training more than 20,000 smallholder farmers in Uttar Pradesh in good agricultural practices. By 2025 we aim to improve productivity, reduce water consumption by 30% and improve smallholder farmer's incomes.

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues	Description of oversight and objectives relating to biodiversity	Scope of board-level oversight
Row 1	Please select	<Not Applicable>	<Not Applicable>

C15.2

**(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?**

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity	Biodiversity-related public commitments	Initiatives endorsed
Row 1	Yes, we have made public commitments and publicly endorsed initiatives related to biodiversity	Other, please specify (Our goal is to hold flat the total land area associated with our value chain. Mars is also considering further steps to limit habitat and biodiversity loss, and to improve soil health to unlock crop yield potential and other environmental benefits.)	SDG

**C15.3****(C15.3) Does your organization assess the impact of its value chain on biodiversity?**

	Does your organization assess the impact of its value chain on biodiversity?	Portfolio
Row 1	Yes, we assess impacts on biodiversity in both our upstream and downstream value chain	<Not Applicable>

**C15.4****(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?**

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?	Type of action taken to progress biodiversity-related commitments
Row 1	Yes, we are taking actions to progress our biodiversity-related commitments	Livelihood, economic & other incentives Other, please specify (Other, please specify: Investment in sustainable agriculture)

**C15.5****(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?**

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	Yes, we use indicators	Other, please specify (Land use of our supply chain is measured annually)

**C15.6****(C15.6) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).**

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located
In voluntary sustainability report or other voluntary communications	Content of biodiversity-related policies or commitments Impacts on biodiversity	Managing Our Land for Generations to Come _ Mars, Incorporated.pdf SIGP-Scorecard-2020_072729.pdf Land Use Position Paper.pdf

**C16. Signoff****C-FI**

**(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.**

**C16.1****(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.**

	Job title	Corresponding job category
Row 1	Vice President, Supply, Research and Development and Procurement	Chief Operating Officer (COO)

**SC. Supply chain module**

SC0.0

(SC0.0) If you would like to do so, please provide a separate introduction to this module.

SC0.1

(SC0.1) What is your company’s annual revenue for the stated reporting period?

	Annual Revenue
Row 1	45000000000

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

Requesting member

Ahold Delhaize

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

1914

Uncertainty (±%)

10

Major sources of emissions

Fuel use at our factories and offices - our overall scope 1 emissions have been third-party verified - the allocation to individual customers has not.

Verified

Yes

Allocation method

Allocation based on the market value of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Direct collection of energy use data at sites - this is a global allocation based on Mars’ 2021 emissions and our business volume with the customer.

Requesting member

CVS Health

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

3098

Uncertainty (±%)

10

Major sources of emissions

Fuel use at our factories and offices - our overall scope 1 emissions have been third-party verified - the allocation to individual customers has not.

Verified

Yes

Allocation method

Allocation based on the market value of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Direct collection of energy use data at sites - this is a global allocation based on Mars' 2021 emissions and our business volume with the customer.

---

**Requesting member**

J Sainsbury Plc

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

2926

**Uncertainty (±%)**

10

**Major sources of emissions**

Fuel use at our factories and offices - our overall scope 1 emissions have been third-party verified - the allocation to individual customers has not.

**Verified**

Yes

**Allocation method**

Allocation based on the market value of products purchased

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Currency

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Direct collection of energy use data at sites - this is a global allocation based on Mars' 2021 emissions and our business volume with the customer.

---

**Requesting member**

Kellogg Company

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

707

**Uncertainty (±%)**

20

**Major sources of emissions**

Fuel use at our factories and offices - our overall scope 1 emissions have been third-party verified - the allocation to individual customers has not.

**Verified**

Yes

**Allocation method**

Allocation based on the market value of products purchased

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Currency

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Direct collection of energy use data at sites - this is a global allocation based on Mars' 2021 emissions and our business volume with the customer. In the case of Kellogg's we made an estimate of sales value, as this was not available at the corporate level.

---

**Requesting member**

Kesko Corporation

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

310

**Uncertainty (±%)**

10

**Major sources of emissions**

Fuel use at our factories and offices - our overall scope 1 emissions have been third-party verified - the allocation to individual customers has not.

**Verified**

Yes

**Allocation method**

Allocation based on the market value of products purchased

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Currency

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Direct collection of energy use data at sites - this is a global allocation based on Mars' 2021 emissions and our business volume with the customer.

---

**Requesting member**

S Group

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

757

**Uncertainty (±%)**

10

**Major sources of emissions**

Fuel use at our factories and offices - our overall scope 1 emissions have been third-party verified - the allocation to individual customers has not.

**Verified**

Yes

**Allocation method**

Allocation based on the market value of products purchased

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Currency

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Direct collection of energy use data at sites - this is a global allocation based on Mars' 2021 emissions and our business volume with the customer.

---

**Requesting member**

Target Corporation

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

8526

**Uncertainty (±%)**

10

**Major sources of emissions**

Fuel use at our factories and offices - our overall scope 1 emissions have been third-party verified - the allocation to individual customers has not.

**Verified**

Yes

**Allocation method**

Allocation based on the market value of products purchased

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Currency

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Direct collection of energy use data at sites - this is a global allocation based on Mars' 2021 emissions and our business volume with the customer.

---

**Requesting member**

Wal Mart de Mexico

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

2293

**Uncertainty (±%)****Major sources of emissions**

Fuel use at our factories and offices - our overall scope 1 emissions have been third-party verified - the allocation to individual customers has not.

**Verified**

Please select

**Allocation method**

Allocation based on the market value of products purchased

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Currency

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Direct collection of energy use data at sites - this is a global allocation based on Mars' 2021 emissions and our business volume with the customer.

---

**Requesting member**

Walmart, Inc.

**Scope of emissions**

Scope 1

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

56535

**Uncertainty (±%)**

10

**Major sources of emissions**

Fuel use at our factories and offices - our overall scope 1 emissions have been third-party verified - the allocation to individual customers has not.

**Verified**

Yes

**Allocation method**

Allocation based on the market value of products purchased

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Currency

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Direct collection of energy use data at sites - this is a global allocation based on Mars' 2021 emissions and our business volume with the customer.

---

**Requesting member**

Ahold Delhaize

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

1386

**Uncertainty (±%)**

10

**Major sources of emissions**

These emissions primarily represent electricity use at our factories and offices. We used our market- based scope 2 inventory for this allocation. Our overall scope 2 emissions have been third-party verified, the allocation to individual customers not.

**Verified**

Yes

**Allocation method**

Allocation based on the market value of products purchased

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Currency

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Direct collection of purchased energy use data at sites, multiplied (where possible) by a supplier specific emissions factor which is in compliance with Market based accounting under the Scope 2 Protocol, and collected by a 3rd party. (This is a global allocation based on Mars' 2021 emissions and our business volume with the customer.)

**Requesting member**

CVS Health

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1676

**Uncertainty (±%)**

10

**Major sources of emissions**

These emissions primarily represent electricity use at our factories and offices. We used our market- based scope 2 inventory for this allocation. Our overall scope 2 emissions have been third-party verified, the allocation to individual customers not.

**Verified**

Yes

**Allocation method**

Allocation based on the market value of products purchased

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Currency

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Direct collection of purchased energy use data at sites, multiplied (where possible) by a supplier specific emissions factor which is in compliance with Market based accounting under the Scope 2 Protocol, and collected by a 3rd party. (This is a global allocation based on Mars' 2021 emissions and our business volume with the customer.)

**Requesting member**

J Sainsbury Plc

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

2119

**Uncertainty (±%)**

10

**Major sources of emissions**

These emissions primarily represent electricity use at our factories and offices. We used our market- based scope 2 inventory for this allocation. Our overall scope 2 emissions have been third-party verified, the allocation to individual customers not.

**Verified**

Yes

**Allocation method**

Allocation based on the market value of products purchased

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Currency

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Direct collection of purchased energy use data at sites, multiplied (where possible) by a supplier specific emissions factor which is in compliance with Market-based accounting under the Scope 2 Protocol, and collected by a 3rd party. (This is a global allocation based on Mars' 2021 emissions and our business volume with the customer.)



**Requesting member**

Kellogg Company

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

398

**Uncertainty (±%)**

20

**Major sources of emissions**

These emissions primarily represent electricity use at our factories and offices. We used our market- based scope 2 inventory for this allocation. Our overall scope 2 emissions have been third-party verified, the allocation to individual customers has not.

**Verified**

Yes

**Allocation method**

Allocation based on the market value of products purchased

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Currency

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Direct collection of purchased energy use data at sites, multiplied (where possible) by a supplier specific emissions factor which is in compliance with Market-based accounting under the Scope 2 Protocol, and collected by a 3rd party. (This is a global allocation based on Mars' 2021 emissions and our business volume with the customer.) In the case of Kellogg's we made an estimate of sales value, as this was not available at the corporate level.

---

**Requesting member**

Kesko Corporation

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

224

**Uncertainty (±%)**

10

**Major sources of emissions**

These emissions primarily represent electricity use at our factories and offices. We used our market- based scope 2 inventory for this allocation. Our overall scope 2 emissions have been third-party verified, the allocation to individual customers not.

**Verified**

Yes

**Allocation method**

Allocation based on the market value of products purchased

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Currency

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Direct collection of purchased energy use data at sites, multiplied (where possible) by a supplier specific emissions factor which is in compliance with Market-based accounting under the Scope 2 Protocol, and collected by a 3rd party. (This is a global allocation based on Mars' 2021 emissions and our business volume with the customer.)

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**Requesting member**

S Group

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

427

**Uncertainty (±%)**

10

**Major sources of emissions**

These emissions primarily represent electricity use at our factories and offices. We used our market- based scope 2 inventory for this allocation. Our overall scope 2 emissions have been third-party verified, the allocation to individual customers not.

**Verified**

Yes

**Allocation method**

Allocation based on the market value of products purchased

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Currency

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Direct collection of purchased energy use data at sites, multiplied (where possible) by a supplier specific emissions factor which is in compliance with Market based-accounting under the Scope 2 Protocol, and collected by a 3rd party. (This is a global allocation based on Mars' 2021 emissions and our business volume with the customer.)

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**Requesting member**

Target Corporation

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

6174

**Uncertainty (±%)**

10

**Major sources of emissions**

These emissions primarily represent electricity use at our factories and offices. We used our market- based scope 2 inventory for this allocation. Our overall scope 2 emissions have been third-party verified, the allocation to individual customers not.

**Verified**

Yes

**Allocation method**

Allocation based on the market value of products purchased

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Currency

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

Direct collection of purchased energy use data at sites, multiplied (where possible) by a supplier specific emissions factor which is in compliance with Market-based accounting under the Scope 2 Protocol, and collected by a 3rd party. (This is a global allocation based on Mars' 2021 emissions and our business volume with the customer.)

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**Requesting member**

Wal Mart de Mexico

**Scope of emissions**

Scope 2

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

1294

**Uncertainty (±%)**

10

**Major sources of emissions**

These emissions primarily represent electricity use at our factories and offices. We used our market- based scope 2 inventory for this allocation. Our overall scope 2 emissions have been third-party verified, the allocation to individual customers not.

**Verified**

Yes

**Allocation method**

Allocation based on the market value of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Currency

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Direct collection of purchased energy use data at sites, multiplied (where possible) by a supplier specific emissions factor which is in compliance with Market-based accounting under the Scope 2 Protocol, and collected by a 3rd party. (This is a global allocation based on Mars' 2021 emissions and our business volume with the customer.

Requesting member

Walmart, Inc.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

40942

Uncertainty (±%)

10

Major sources of emissions

These emissions primarily represent electricity use at our factories and offices. We used our market-based scope 2 inventory for this allocation. Our overall scope 2 emissions have been third-party verified, the allocation to individual customers not.

Verified

Yes

Allocation method

Allocation based on the market value of products purchased

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please select

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Direct collection of purchased energy use data at sites, multiplied (where possible) by a supplier specific emissions factor which is in compliance with Market-based accounting under the Scope 2 Protocol, and collected by a 3rd party. (This is a global allocation based on Mars' 2021 emissions and our business volume with the customer.

SC1.2

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

SC1.3

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Allocation challenges	Please explain what would help you overcome these challenges
Other, please specify (Lack of supply chain knowledge linking our production sites to each customer)	Supply chain knowledge of the route from each Mars site to each final customer is not consolidated at a corporate level, thus is very difficult to obtain from within our company. If customers provided an estimate of the tonnage (or sales value) bought from each Mars business unit, by region, this would allow a more robust calculation.

SC1.4

(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Yes

SC1.4a

(SC1.4a) Describe how you plan to develop your capabilities.

We are developing our capabilities on product level foot-printing. This will start to build a foundation for linking product level data to end customer, through our supply chain teams.

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?  
No

SC4.1

(SC4.1) Are you providing product level data for your organization's goods or services?  
No, I am not providing data

Submit your response

In which language are you submitting your response?  
English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

Please confirm below  
I have read and accept the applicable Terms