HERSHEY

Making *Goodness* Together

2024 Responsible Business Report



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Making Good for Our Future



Our purpose is to Make More Moments of Goodness for consumers today and for future generations.

Our global sustainability strategy, Our Shared Goodness Promise, is integral to our long-term success in achieving that purpose.

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A Message from Our CEO

Michele Buck



At Hershey, our vision of being a Leading Snacking Powerhouse is driven by a timeless purpose to make more moments of goodness with our consumers and a deep-rooted value to make a difference in the communities where we work and live. For more than 130 years our remarkable people have been building beloved brands and shaping a legacy of giving back.

In 2024, we continued to drive impact through our global sustainability strategy, Our Shared Goodness Promise. This strategy is grounded in the issues that matter to our business and how we build a foundation for future resiliency, including:

- Investing in the farming communities and regions that grow our ingredients
- Reducing our impact on the environment to ensure long-term resiliency and operational efficiency
- Developing talent and enriching the communities where we do business

We believe our products should remain affordable and accessible for everyone to enjoy. That's why we are focused on sourcing all our ingredients responsibly and smartly so that our company can continue to make the iconic treats and snacks our consumers love for the next century.

While we continue to navigate through significant challenges in the external environment, what is clear is that the work we do as part of Our Shared Goodness Promise is critical to our business and to our stakeholders. We regularly engage with consumers, retailers, investors, governments, and NGOs who have a vested interest in how we are making progress on the sustainability issues that are material to our business. This report provides an overview of our work in these areas, including the steps we've taken toward our goals and the challenges we've encountered along the way.

We are focused on building resilience for our business and increasing efficiency, ensuring that we are able to deliver on our commitments. These are long-term aspirations, and our most significant strides in 2024 came in areas where we've made consistent, focused investment over time. We know there is more work to do, but we are proud of our progress.

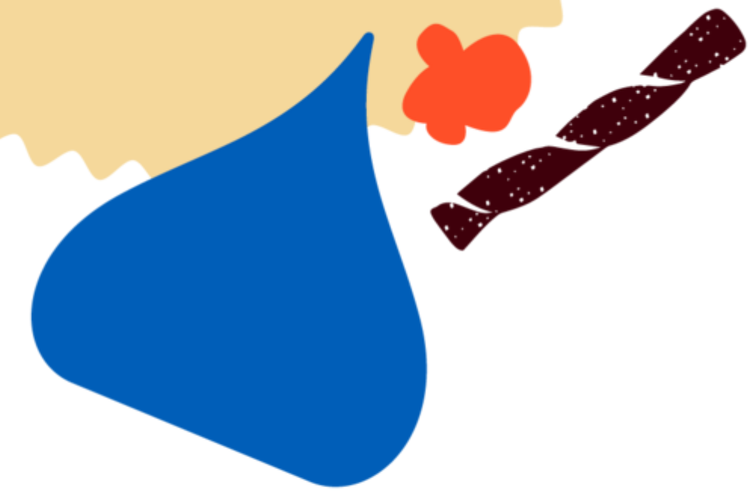
We are *Making Goodness Together*. No single company can do this alone, so we remain committed to collaborating to tackle the complex issues impacting our industry. Measurable improvements require sustained investment and collaboration with a wide range of partners from the public and private sectors, civil society and communities.

Hershey remains committed to leading where we can make the biggest impact and working tirelessly to build a stronger, more resilient business for the next 130 years. As you read through this report, we hope you will see the dedication and passion that drives our efforts and the progress we have made in our journey.

Thank you for your continued support and partnership.

Michele Buck
Chairman, President and CEO
The Hershey Company

"We believe our products should remain affordable and accessible for everyone to enjoy. That's why we are focused on sourcing all our ingredients responsibly and smartly so that our company can continue to make the iconic treats and snacks our consumers love for the next century."



A Message from Our Head of Sustainability



Whitney Mayer

“Sustainability is more professionalized and data-driven than ever, and it is increasingly central to business strategy and operations. We are navigating this shifting terrain with new skills and organizational capabilities, not losing sight of core priorities and the measurable progress that matters most to our business and our stakeholders.”

Becoming a more efficient and sustainable business is critical to our long-term success. It depends upon the well-being of the farmers who produce our ingredients. It depends upon the soil, water, and climate that sustain their crops. Critically, it depends upon the efficiency of our operations and the people who make the products our consumers know and love. Operating sustainably makes Hershey more resilient and better able to deliver moments of goodness to our consumers. I am pleased to report that we continue to make progress across our priority issues as we learn, adapt, and advance best practices.

Externally, the sustainability landscape is evolving with unprecedented speed and complexity. What were once cutting-edge practices are now often baseline expectations or even regulated activities. Work on environmental and social sustainability is more professionalized and data-driven than ever, and it is increasingly central to business strategy and operations. We are navigating this shifting terrain with new skills and organizational capabilities, not losing sight of core priorities and the measurable progress that matters most to our business and our stakeholders.

2024 was a year of both significant achievement and strategic recalibration. As Hershey continues to grow into a Leading Snacking Powerhouse, we are working diligently to ensure our sustainability strategy and capabilities evolve in tandem — driven by core business decisions, while continuing to pursue long-term goals and improve our understanding of the types of changes we can effect to achieve them.

In cocoa — which remains our highest sustainability priority — we’ve deepened our partnerships with farming communities. Through our Hershey Income Accelerator Program, which provides supplemental income to farming households, and our investments in educational infrastructure, we’re focused on supporting the people who make our products possible. The five-year agreement we signed with cocoa-producing cooperatives in Côte d’Ivoire is a step toward deepening lasting, mutually beneficial relationships that enable a more resilient supply chain.

Our reliance on agriculture means that environmental stewardship is integral to our business strategy. We have continued to focus on reducing emissions through agroforestry and regenerative agriculture projects across our supply chain, with multiple commodity-specific programs in cocoa, dairy, sugar and sugar beets. In our own operations, we achieved 83% renewable and zero emissions electricity coverage while implementing on-site solar in our Malaysia facility. To help eliminate commodity-driven deforestation, we expanded our partnership with Earthworm Foundation and Airbus’s Starling satellite monitoring solution.

We also continue to expand the capabilities needed to meet our goals. In 2024, we conducted a double materiality assessment, advanced our controls and assurance mechanisms, and began to implement data automation strategies designed to meet critical compliance requirements while driving improved performance.

We’ve also encountered challenges along the way. Like many companies, balancing growth with sustainability, reaching those final percentages of a goal, or finding the right technical solution for a more sustainable option is not easy. Our goals are ambitious by design, and progress may be slower than we hoped at times. This creates complexity, but it also presents valuable learnings on what it takes to operate responsibly while driving business value.

2025 marks the end of several of our multi-year sustainability commitments, and we’re already engaged in developing our next-generation sustainability strategy.

Our approach will continue to emphasize business integration, ensuring sustainability considerations inform decisions across our enterprise — from supply chain management to facility operations to the future of our portfolio. It will reflect our growing portfolio and geographic footprint as we aspire to be a Leading Snacking Powerhouse and category leader. Importantly, it will incorporate the latest climate and social science, stakeholder insights, and industry best practices.

As we develop our future strategy, our fundamental commitment to creating value for all stakeholders remains — including the farming communities that grow our ingredients, the employees who make our products, the consumers who enjoy them, and the planet.

This report provides a detailed account of our progress, challenges, and ongoing efforts across all dimensions of our sustainability strategy. I’m proud of what our team has accomplished and clear about the work that remains. I invite you to engage with the contents of this report and welcome your feedback as we continue our journey.

Whitney Mayer
Head of Global Sustainability
The Hershey Company

Double Materiality Assessment

We regularly evaluate our sustainability strategy to ensure we prioritize our time and investments on the issues that matter most to our business and stakeholders.

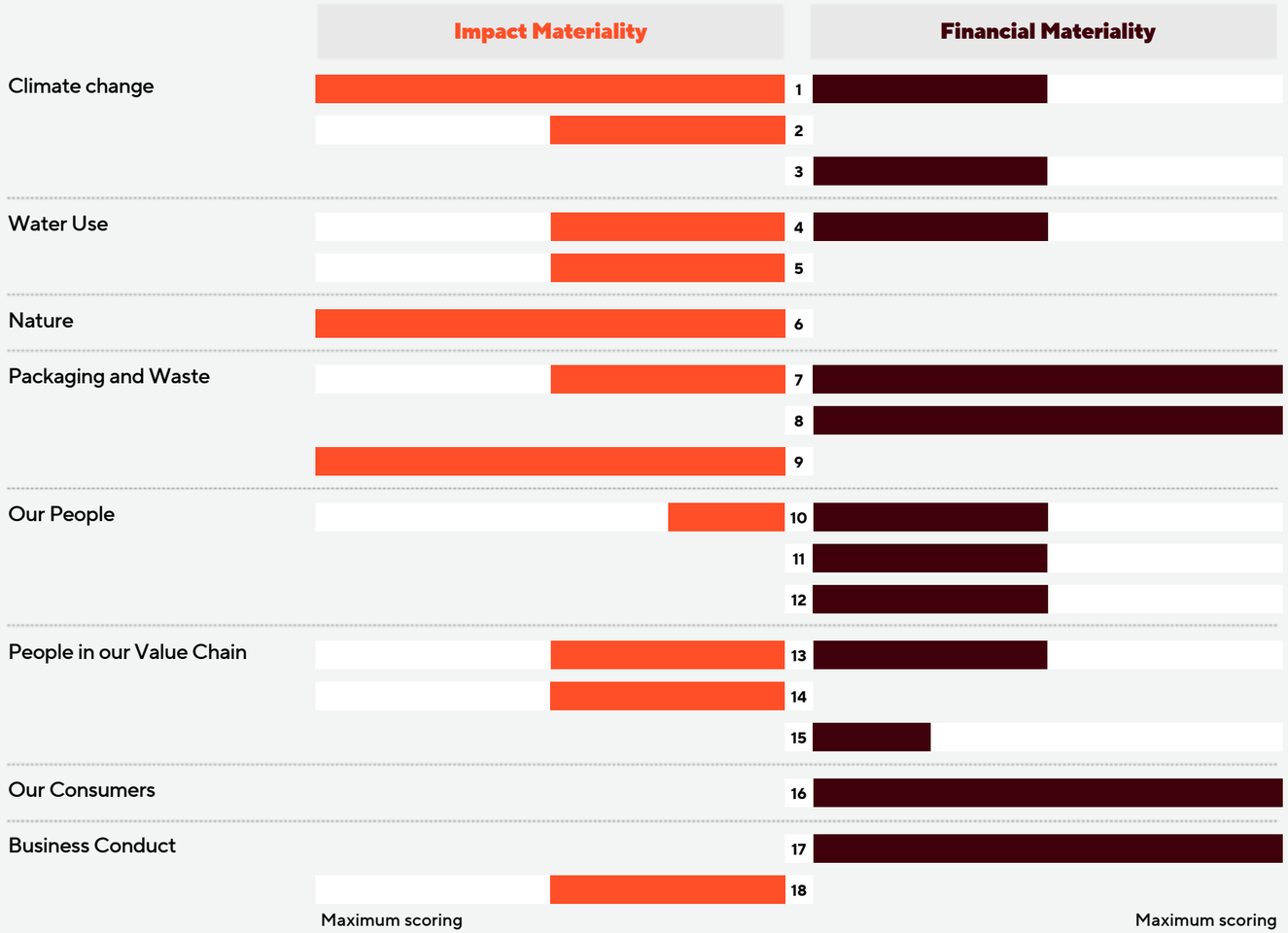
In 2024, we refreshed our double materiality assessment (DMA) to consider both the impacts of our business on society and the environment (impact materiality) and how sustainability topics affect our Company in the form of business risks and opportunities (financial materiality).

Through our DMA methodology, we then scored and ranked the most material topics for our business, to ensure we remain focused on the most material topics across our value chain.

2024 Double Materiality Assessment Methodology
Hershey completed a four stage process:

1. Understanding — assessed the full value chain, business activities and key stakeholders to understand potential sustainability issues for consideration
2. Identification — identified impacts, risks and opportunities (IROs) across the value chain and validated results with key stakeholders and subject matter experts
3. Assessment — reviewed IROs and determined materiality score based on the average of scores across underlying dimensions including financial magnitude and likelihood for risks and opportunities, and severity and likelihood for impacts
4. Determination — determined list of material issues based on quantitative materiality threshold

Double Materiality Assessment Results
The assessment identified 18 material topics from an extensive list of sustainability issues. All material issues remain a core part of our strategy and reaffirm that we are focused on the issues most material to our business.



Topic

1 Climate change mitigation
2 Energy management
3 Climate change adaptation
4 Water withdrawal and consumption
5 Water discharge
6 Land use change
7 Packaging and end-of-life
8 Ingredient and material use
9 Waste management
10 Fair pay
11 Pay equity
12 Employee development
13 Child labor
14 Working hours
15 Forced labor
16 Nutrition and health
17 Supplier management
18 Corporate culture

Our Sustainability Approach

Priority Areas
Our actions are informed by the issues identified in our double materiality assessment and organized around six priority areas. These priorities guide our global sustainability strategy, are critical to our business operations and align with core principles from our founder's legacy.

Addressing these priorities is essential for Hershey to thrive. Creating a more resilient world and business requires work on many fronts.

While each of Hershey's priority areas is given a dedicated chapter in this report, the work is deeply interconnected. For example, environmental impacts threaten the livelihoods of the farmers and communities we rely on for our most important ingredients. Improving farmer incomes and professionalizing farming practices promotes cocoa-growing communities' well-being, farm resiliency and the long-term security of cocoa supply.

We will continue to embrace this interconnectivity as we build on our progress. Hershey will continue to advance our legacy of goodness when we implement the next phase of responsible business practices with our new enterprise sustainability strategy in late 2025.

Governance
The governance of Hershey's sustainability program is structured to drive strategic alignment and operational execution across our priorities. Ultimate oversight resides with our Board of Directors.

More detailed information on our sustainability governance can be found on our corporate website.

Operating Priorities

Cocoa
Creating thriving communities and environments behind our most essential ingredient.

Responsible Sourcing and Human Rights
Using robust due diligence and leading standards to protect people across our value chain.

Environment
Enhancing our operations to meet high-impact climate, waste, water and packaging goals.

Our People
Creating more ways for more people to thrive.

Foundational Priorities

Youth
Giving youth the tools to create compassionate, successful and connected futures.

Community
Actively making a difference where we live and work.

United Nations Sustainable Development Goals (SDGs)

With the company's extensive global reach, our work supports many of the United Nations SDGs from managing the impact of our supply chain to nurturing resilient communities.

Our priorities contribute to achieving the following SDGs:



Progress on Our Priority Goals

- Achieved
- On Track
- In Progress
- At Risk

Priority Area	Priority Goals	Target	Progress (as of Dec. 31, 2024)	Status	Notes
Cocoa	100% independently verified cocoa	2020	100%	Achieved	1
	100% sourcing visibility of Hershey's cocoa volume in Côte d'Ivoire and Ghana	2025	88%	On Track	1
	100% of farmers producing Hershey's cocoa volume in Côte d'Ivoire and Ghana are polygon mapped by our suppliers to improve traceability and monitor deforestation	2025	98%	On Track	1, 2
	100% of farmers producing Hershey's cocoa volume in Côte d'Ivoire and Ghana are covered by Child Labor Monitoring and Remediation Systems (CLMRS) to prevent, monitor and remediate child labor	2025	95%	On Track	1, 3
Responsible Sourcing and Human Rights	**100%** of priority ingredients and materials to be responsibly sourced (by volume)	2025	95%	On Track	4
	85% of in scope supplier sites meet Hershey's Responsible Sourcing Supplier Program requirements	2025	56%	At Risk	5
Environment	50% absolute reduction in Scope 1 and 2 GHG emissions against a 2018 baseline	2030	42%	On Track	6
	36.4% absolute reduction in Scope 3 FLAG emissions against a 2018 baseline	2030	33%	On Track	7
	30.0% absolute reduction in Scope 3 Non-FLAG emissions against a 2018 baseline	2030	0%	In Progress	7
	100% of plastic packaging to be recyclable, reusable or compostable	2030	33%	At Risk	–
	25 million pounds of packaging to be eliminated	2030	17.8 million pounds	On Track	8
Our People	50% hazard reduction for job functions with ergonomic risks through process improvements	2025	34%	On Track	9
Youth	50 million children globally supported through education, nutrition, and social and emotional well-being	2025	41,576,503 children	On Track	10
	100,000 children take Heartwarming actions and impact their communities	2025	324,544 children	Achieved	11
Community	$105 million donated in cash and products to community partners focused on education, community economic development, inclusive communities and health and human services where we live and work	2025	$130.2 million	Achieved	12

1 In 2024, our independently verified volumes constituted 99.8% of purchases due to supply chain shortages faced at one facility. Sourcing visibility means cocoa from known farmers is segregated and traceable to the first buyer (i.e., to the port or the factory in origin). From here cocoa may be mixed, and independently verified cocoa flows into our supply chain under a mass balance traceability model. When we talk about farmers producing Hershey's cocoa volumes, these are the known farmers where we have sourcing visibility.

2 We are reporting results based on an analysis of supplier-provided polygon maps. This analysis follows World Cocoa Foundation guidelines which define a farmer as fully mapped when all farm plots managed by the farmer have polygon maps. We validate and compare the supplier data with polygon mapping.

3 This refers to households covered by CLMRS.

4 This result represents the percentage by volume of Hershey's five priority ingredients which met our definition of responsibly sourced in 2024. This definition varies by ingredient and is subject to change as Hershey's responsible sourcing programs evolve.

5 Compliance results are reported for suppliers enrolled in Hershey's Responsible Sourcing Supplier Program between program launch in 2020 through December 31, 2023. Suppliers enrolled in 2024 are assessed for compliance, but are not included in reporting against this public target.

6 Hershey's GHG emissions reduction goal for 2030 is based on Scope 1 and 2 (market-based). Our 2024 Scope 1 and 2 data received limited assurance by EY.Our 2024 Scope 3 FLAG and non-FLAG data is verified by Quantis.

7 Cumulative packaging waste eliminated (2021-2024) includes Candy, Mint and Gum products. It excludes all other product packaging and any non-Hershey purchased packaging materials.

8 All sites are on track to complete hazard reduction for ergonomic risks as planned.

9 More than 41 million children were supported cumulatively from January 1, 2020 to December 31, 2024.More than 320,000 children took action and impacted their communities cumulatively from January 1, 2020 to December 31, 2024.

10 Hershey donated more than $130 million dollars in cash and products cumulatively from January 1, 2020 to December 31, 2024.

Partnerships

We work with partners across all sectors throughout our initiatives to drive even greater and lasting impact from our investments.

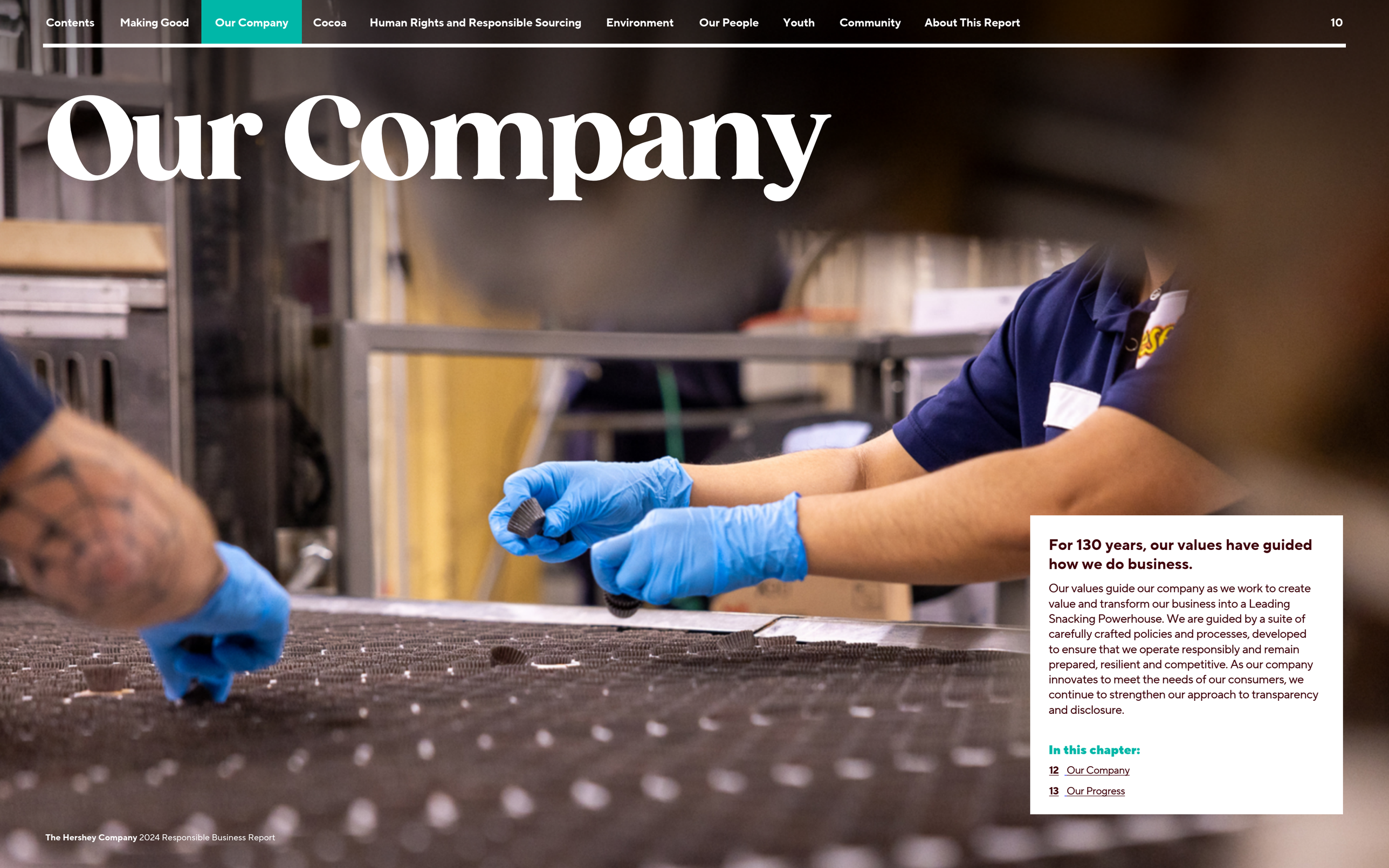
Select Memberships and Partnerships

Priority area	Select Partners and Suppliers
Cocoa	• 60 Decibels • Aceres • Airbus • Association of Chocolate, Biscuit and Confectionery Industries of Europe (CAOBISCO) • CARE International • Children of Africa Foundation • Conseil du Café-Cacao (Côte d'Ivoire) • Côte d'Ivoire's CNS (National Oversight Committee of Actions Against Child Trafficking, Exploitation and Child Labor) • Earthworm Foundation • EU Cocoa Coalition • Farmerline • Foundation for the Parks and Reserves of Côte d'Ivoire • Ghana Cocoa Board • Government of Côte d'Ivoire Ministry of Water Resources and Forests (MINEF) • Government of Ghana — The Forestry Commission • International Cocoa Initiative (ICI) • Jacobs Foundation • National Confectioners Association • Nature Conservation Research Centre (NCRC) • ProducerPlus Foundation • PUR • Rainforest Alliance • Save the Children • Sourcemap • Sustainable Food Lab • UBS Optimus Foundation • Verité • World Cocoa Foundation (WCF)

Priority area	Select Partners and Suppliers
Responsible Sourcing and Human Rights	• AIM-Progress • Airbus • Alliance for the Chesapeake Bay • Earthworm Foundation • Embode • Living Wage For US • New Foresights • Partners in Food Services • Proforest • Responsible Labor Initiative • SEDEX • Sustainable Dairy Partnership • Sustainable Dairy PA • Trusted Advisor Partnership • Wage Indicator • &Wider
Environment	• Arbor Day Foundation • Chesapeake Bay Foundation • Ceres • Environmental Defense Fund's Climate Corps • The Biodiversity Consultancy • Anthesis • 3Degrees • Quantis

Priority area	Select Partners and Suppliers
Our People	• Asian Americans Advancing Justice • Manufacturers' Association of South Central PA • NAACP ACT-SO Achievement Program • Thurgood Marshall College Fund • The Center for Innovation & Entrepreneurship (CIE) at Harrisburg University
Youth and Community	• American National Red Cross (ANRC) • Boys & Girls Clubs of America • Children's Miracle Network (CMN) • Crisis Text Line • Feeding America • Girl Up • Girls on the Run • Global Nomads Group • Hazleton Integration Project (HIP) • Junior Achievement • Memphis Music Initiative • Milton Hershey School • United Service Organizations (USO) • Youth Service America

Our Company



For 130 years, our values have guided how we do business.

Our values guide our company as we work to create value and transform our business into a Leading Snacking Powerhouse. We are guided by a suite of carefully crafted policies and processes, developed to ensure that we operate responsibly and remain prepared, resilient and competitive. As our company innovates to meet the needs of our consumers, we continue to strengthen our approach to transparency and disclosure.

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Our Company

Excellence in Food Safety

Hershey is committed to creating goodness by delivering quality products that meet the highest food safety standards in the industry. We go beyond compliance with national and international standards, and every part of our manufacturing process is subject to rigorous auditing and oversight.

Our Proactive Approach to Food Safety

Our Product Excellence Program (PEP) is our comprehensive quality management system that is designed to identify, reduce and eliminate risk through the entire product lifecycle. It seeks to identify food safety, product quality and regulatory opportunities at every stage of our value chain. This ensures Hershey products comply with all applicable laws and regulations and are manufactured under strict requirements.

The Quality Center of Excellence team oversees the PEP to ensure its rigorous controls, monitoring and auditing practices are applied throughout the value chain. The Global Regulatory team continually reviews and evaluates emerging regulations and industry practices to ensure that we meet the latest requirements and best practices.

The PEP meets or exceeds current Global Food Safety Initiative (GFSI) standards and all Hershey-owned manufacturing facilities are GFSI-certified.

Food Safety is Everyone's Responsibility

Food safety is the responsibility of everyone at a food manufacturing company. We train people in every type of role, with:

- Standardized onboarding for all manufacturing facility personnel, with annual refresher training
- Food safety basics training as part of our required onboarding for all new salaried employees, which was updated in 2024
- Training targeted to equip people in specific roles to work and advocate for food safety, such as the onboarding and annual refresher training for Quality Assurance, Engineering and R&D personnel

Food Safety Throughout Our Value Chain

Hershey sources 100% of ingredients from suppliers approved through the Supplier Quality Management Program. We take a broad look at the supplier's food safety system and potential risks given the ingredient type. This ensures compliance with applicable GFSI and regulatory requirements.

We also work throughout our value chain to improve practices by helping suppliers achieve GFSI certification. 97.4% of our suppliers globally are GFSI certified, covering 99.96% of our sourced ingredients by spend.

We also want to promote food safety among consumers and the wider industry. We therefore collaborate with others as a member of the Alliance to Stop Foodborne Illness (ASFI) to provide resources such as free food safety webinars and an online toolkit.

Ethics and Compliance

Our Code of Conduct

Our Code of Conduct (the "Code") sets out who we are, what is important to us and our commitment to acting ethically. It guides how we do business, detailing our approach in areas such as human rights, anti-corruption, antitrust, whistleblower protection and health and safety.

We also have a range of policies on:

- Responsible sourcing of key ingredients
- Standards we expect from our suppliers
- Issues of key concern to us, such as environmental management, human rights and food safety

Hershey's Board of Directors and Corporate employees are trained on the Code at onboarding and annually thereafter. Corporate employees must acknowledge that they have read and understood the Code of Conduct. Our Ethics and Compliance training program is designed to guide employees and provide information on how to adhere to the Code, our purpose and values. It includes required online training, targeted training and live sessions.

We audit our compliance program every two years, supported by regular fraud and corruption audits and risk assessments.

Hershey encourages employees and external stakeholders to raise concerns and ask questions through our reporting channels if they ever notice something that may not follow our ethical business practices.

One such reporting channel is the Concern Line, for anonymous, confidential ethics and compliance-related questions and reports. The Concern Line is available 24/7, in over 60 countries and more than 47 languages, with toll-free numbers available in each of our locations. More detail on our process to raise and address concerns is available here.

Lobbying and Transparency

Consistent with our Code, Hershey does not make political contributions using corporate funds and only engages in political giving through The Hershey Company Political Action Committee (Hershey PAC).

Funds raised through the Hershey PAC, which consist of voluntary employee contributions, are used to support candidates for elected office who demonstrate a commitment to:

- The growth of our business and the communities where our employees live
- Values and goals that align with our vision and Code



All contributions are disbursed in accordance with our internal contribution guidelines and applicable election laws. The Hershey PAC is bipartisan and distributes funds equally between both major political parties at federal and state levels. See the Hershey PAC Annual Report for more information.

Corporate funds are used to support and advocate for issues, legislation or referenda of importance to Hershey. These funds, classified under the U.S. Internal Revenue Code as non-deductible lobbying expenditures, are paid primarily to industry trade associations and as salaries to our internal Government Relations personnel. Hershey files all lobbying reports required under U.S. federal and Pennsylvania law, outlining the company's federal and state-based advocacy work. See our Annual Report of Lobbying and Advocacy Expenditures for more information.

Our Company
continued

Data Protection and Cybersecurity

Consumers, customers and employees rely on Hershey to be responsible with their data. We earn their trust by respecting the privacy of everyone whose data we have access to, maintaining high data protection standards and handling their personal information with care. That includes endeavoring to avoid any negative impacts from data mismanagement.

Our processes comply with data privacy laws prescribing how to collect, store, use, share, transfer and dispose of personal information responsibly, wherever we operate. Our Privacy Center of Excellence (Privacy Center) prepares Hershey to comply with any new or expanded data privacy rules. The Privacy Center's cross-functional team, established in 2021, designs and implements appropriate physical, technical and administrative measures to prevent the unauthorized access, use, disclosure, alteration or destruction of personal data.

Through the expanded Governance, Risk and Compliance team within our Information Security function, we are also committed to adapting quickly to the ever-changing landscape of cybersecurity risk, laws, regulations and disclosure requirements.

The company's Incident Response Plan is reviewed annually. It includes business continuity and contingency plans related to data protection and cybersecurity.

Engaging Employees in Security

Employees play a critical role in safeguarding data. We regularly educate and engage our people on this topic. Every professional employee at Hershey is required to complete training on:

- Acceptable Use
- Responsible AI Use
- Data Classification
- The importance of cybersecurity for safeguarding our digital assets

We annually promote Cybersecurity Awareness Month, an enterprise-wide event that keeps employees updated on the latest cybersecurity news and best practices, and raises their awareness of how important it is to respect privacy, safeguard data and earn trust.

A Robust Privacy Policy

Hershey's Privacy Policy is available on all our websites. It describes in detail:

- How we use personal information collected when consumers interact with us
- The types of information we collect
- How Hershey complies with all applicable privacy laws in the U.S. and where we do business

If there is a need to use personal information for purposes beyond the scope previously disclosed to consumers, we provide additional notice or seek consumer consent where required by applicable laws.

We also have a job applicant privacy policy on our website.



Marketing Responsibly

Hershey's strong values guide our behavior in all aspects of our brand-building work and consumer communications. We respect that caregivers play a crucial role in teaching children positive eating habits and the appropriate role of treats and snacks in a balanced diet. Adult consumers equally deserve access to clear, credible information about the nutritional content and other attributes of our wide array of snacks and confections.

Our teams are trained in and must follow detailed internal advertising guidelines, including on advertising to children. The guidelines govern how we advertise and who we target, and they specify advertising guardrails.

High Standards

Hershey complies with self-regulation programs through:

- Membership in the U.S. Children's Food and Beverage Advertising Initiative (CFBAI)
- Participation in the Canadian Children's Food and Beverage Advertising Initiative (CCFBA)

CFBAI is designed to improve food advertising directed at children in the U.S. Under our individual CFBAI pledge, we commit not to advertise to children under 13 in accordance with CFBAI Core Principles. Further, we undertake annual reviews to certify compliance with our commitments and continue to be a leader in compliant advertising practices.

Hershey has also committed to Canada's CCFBA. As with CFBAI, this means we will not primarily direct advertising toward anyone under 13 unless the advertised product meets CCFBA nutrition criteria.

Clear, Credible Claims

Hershey seeks to give consumers clear, honest, accessible information on all products, including on ingredients, nutrition and origin. Our U.S.-based Food Claims Review Council guides teams on many topics, including nutrition, ingredients, sustainability and product certifications.

The council works closely with marketing and product development teams so all new products meet or exceed relevant third-party certifying bodies' standards, e.g., U.S. Department of Agriculture (USDA) Organic and Non-GMO Project Verified. It also ensures that all claims and required labeling elements on any updated packaging comply with applicable law and regulations.

Our Progress

Financial Performance	Unit	2024	2023	2022	Notes
Countries in which our products are marketed	# of countries	**70**	80	80	–
Countries in which our products are manufactured (Hershey-owned facilities)	# of countries	**6**	6	6	–
Manufacturing facilities (Hershey wholly owned/joint ventures)	# of manufacturing facilities	**16**	16	15	–
Consolidated net sales	USD in millions	**$11,202**	$11,165	$10,419	–
One-year net sales growth	%	**0.3%**	7.2%	16.1%	–
Shareholder return	%	**(6.5)%**	(18.3)%	21.9%	1
Adjusted diluted earnings per share	USD	**$9.37**	$9.59	$8.52	–
Income taxes paid	USD in millions	**$201.8**	$303.9	$221.3	–
Worldwide payroll	USD in millions	**$1,210.8**	$1,177.6	$1,069.0	–
Investment in R&D	USD in millions	**$55.8**	$50.0	$46.9	–
Brands	# of brands	**>90**	>90	>100	–
Weight of products sold	Metric tons	**908,329**	909,909	1,101,919	2

1 For more information, please see page 21 of Hershey's 2024 Form 10-K.
2 2023 has been restated to reflect the weight of products sold associated with net sales from gross sales, which is in alignment with how management internally uses this data.

Nutrition and Health	Unit	2024	2023	2022	Notes
Revenue from products labeled and/or marketed to promote health and nutrition attributes	USD (in millions)	$1,292.6	$1,256.7	$1,203.6	1
Revenue from products labeled non-GMO	USD (in millions)	$629.6	$702.3	$643.6	2

1 These values represent revenue from our snacks portfolio, which includes ready-to-eat popcorn with no artificial ingredients, baked and trans-fat-free snacks, protein bars and other better-for-you snacks.
2 This result includes non-GMO confectionery and salty snack products.

Food Safety	Unit	2024	2023	2022	Notes
Facilities certified against a GFSI standard	# of facilities	**21**	21	14	1
Food safety - Major non-conformances identified	Number	**0**	1	0	–
Food safety - Major non-conformances rate	Rate	**0**	0	0	–
Food safety - Minor non-conformances identified	Number	**99**	85	44	2
Food safety - Minor non-conformance rate	Rate	**4.7**	4.0	3.1	3
Product recalls	# of recalls	**0**	2	1	4
Product recalls - Total amount of food product recalled	Metric tons	**0.00**	90.40	22.45	–

1 All Hershey-owned manufacturing facilities are certified against a recognized GFSI standard. As such, all facilities are audited annually to assess compliance against the provisions of the standards. In 2024, the facilities certified against a GFSI standard included 21 Hershey-owned plants manufacturing confectionery and salty products.
2 The number of non-conformances was affected by a plant with a different certification body. All plants are transitioning to a consistent certification body.
3 This rate is calculated based on the total number of audits completed in the calendar year, and total number of minor non-conformances identified for the same time period.
4 Hershey did not recall any Hershey manufactured products in 2024. One licensing partner did issue a single recall in August 2024 due to an undeclared allergen cross-contact at their manufacturing facility in August 2024.

Cocoa



Cocoa is one of Hershey's most important ingredients, used in many of the products our consumers love.

Our aspiration is to achieve a more resilient cocoa value chain by strengthening cocoa farming communities and families and co-creating the support needed for farmers to improve cocoa farming. To achieve this, we collaborate with a range of stakeholders through Cocoa For Good, our approach to creating a resilient future by tackling systemic social and environmental challenges. We are also exploring the role of technology in improving cocoa production and continuing to build the support systems needed to create a thriving cocoa future. In 2024, we continued to implement ambitious and holistic programs to protect the environment, and improve farmers' income resilience, children's education, and cocoa producing communities' well-being across our supply chain.

Link to UN SDGs:



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Cocoa For Good

Cocoa For Good focuses on supporting the people who make our products possible. We aim to drive positive impact in a rapidly evolving cocoa sector.



Cocoa For Good is backed by Hershey's 12-year, $500 million investment in building a cocoa supply chain where farmers and their families can prosper. In 2023, we made an incremental $40 million investment dedicated to the Hershey Income Accelerator Program. As of December 2024, we have invested nearly 60 percent of our commitment announced in 2018.

Supporting the people who make our products possible means creating solutions that recognize the realities many cocoa farmers face today. Cocoa farmers are often managing small farms in rural areas with limited economic opportunities and they rely on regular rain, soil health, and community services (e.g. health centers, roads) to effectively manage their yields and income. Our goal is to help create more resilient cocoa communities across our sourcing footprint.

Partnering with farmers requires a multifaceted and collaborative approach. We are proud that our holistic efforts — adapting our sourcing approach, combining income support, education access and environmental protection — continue to receive positive feedback from farmers, their families, cooperatives and field teams.

Our programs aim to:

- Support children's well-being
- Strengthen communities and
- Protect the environments in which cocoa grows

To do this, we work with partners across sectors and geographies. These partnerships are essential as we build new programs and apply what we have learned in Côte d'Ivoire and Ghana to our work in other origins.

$500M

12-year investment in building a more resilient cocoa supply chain announced in 2018



Improving Farmer Income and Livelihoods

We believe that cocoa farmers deserve the opportunity to earn a living income. The Hershey Income Accelerator is how we put this belief into practice.

Hershey Income Accelerator Program

In April 2023, Hershey launched the Hershey Income Accelerator Program (HIAP) in Côte d'Ivoire, which provides incentives to farmers participating in the program, and 2024 marked its first full year of implementation. HIAP was designed in collaboration with the Conseil du Café-Cacao and it is aligned with objectives in the Government of Côte d'Ivoire's National Strategy for Sustainable Cocoa. HIAP field work commenced in August 2023, and is implemented through partnerships with Rainforest Alliance, CARE, PUR, International Cocoa Initiative (ICI), and Sustainable Food Lab, as well as in close collaboration with our suppliers Sucden and ETG.

HIAP rewards cocoa farming families for positive actions at home and on the farm, and for improving the environment and their communities. Recognizing the contribution of cooperatives to HIAP's success, the program provides professional support to cooperatives and rewards actions that promote farmers' adoption of good agricultural practices and cocoa traceability. Here is how it works:

- Coaches and cocoa farmers co-create tailored farm enterprise plans (FEPs) that are individualized at the farmer, farm and family level. This plan prioritizes actions that improve cocoa yields.
- Specialized coaches closely engage with cocoa farming households on how to prioritize financial decisions and improve cash flow management.
- Farmers who prove they follow their tailored FEP, adopt sustainable farm practices and send their children to school receive cash incentives.
- Family members are encouraged to participate in Village Savings and Loan Associations (VSLAs). VSLAs are also open to all people living in the community.
- Cooperatives receive expert financial and entrepreneurial skill building support.

Program Growth and Scale

The program expanded significantly in 2024:

- Farming families that received cash incentives: 3,492 as of March 2025, nearly double the 1,850 farmers reached by March 2024 as reported in our 2023 report
- New cooperatives: Four new cooperatives joined, expanding HIAP to a total of seven cooperatives

As HIAP grew, we maintained our focus on creating a strong foundation for lasting impact. In 2024, we started working with Wageningen University & Research to design a robust monitoring, evaluation and learning system for Cocoa for Good, with a focus on HIAP in Côte d'Ivoire.

While we are just starting on this journey, we are encouraged by the early results from implementers' progress reports comparing year 1 (2023) and year 2 (2024) among HIAP beneficiaries:

- We adopted the Multidimensional Poverty Index, an international measure to assess poverty developed by the Oxford Poverty & Human Development Initiative and the United Nations Development Programme. This index is a way to measure poverty that looks beyond just income. We observed the index decrease from 43.7 to 41.0, and school deprivation fell from 63% to 51%. In other words, living standards, health and education improved.
- Farmers participating in HIAP spent more time on their farms and invested in farm inputs.
- Income from farming other crops more than doubled from approximately 236,000 FCFA to 539,000 FCFA.
- Income from other activities, outside the farm rose by a third from 330,185 FCFA to 486,530 FCFA in the same period.
- The percentage of participants with savings grew from approximately 52% to approximately 60%.

Conditional Cash Incentives

Conditional cash incentives have been shown to help reduce poverty. In HIAP, they provide additional income while incentivizing sustainable practices and school attendance.

Building on our initial payment of 60,000 FCFA to participating farmers in 2023, we expanded the program in 2024 to include targeted incentives based on adoption of sustainable agricultural practices and school attendance.

Farm Enterprise Plans

A cornerstone of HIAP is the co-creation of Farm Enterprise Plans with coaches and participating farmers. These customized plans provide tailored coaching to help farmers improve yields while adopting sustainable practices. The FEP process begins with a comprehensive farm diagnostic that evaluates current farming practices based on 21 criteria. Based on this assessment, farmers receive guidance on regenerative and yield-enhancing production practices relevant to their unique context. The criteria used to assess compliance relate to crop resilience, soil health, pest management and other regenerative farming practices.

This approach enables farmers to receive additional support for implementing the sustainable practices identified in their tailored FEP. Farmers actively manage their FEP and receive conditional cash incentives based on direct observation that they have adopted sustainable practices. Conditional cash incentives are paid on top of the price set by local governments and any premiums for independently verified cocoa.



"The first payment received was a very pleasant surprise, and I quickly reinvested the money in my farm. But this program goes beyond the financial aspect — the training gives us the ability to boost our production while preserving our environment."

Siméon Oulaï, a cocoa producer in Duékoué

Improving Farmer Income and Livelihoods
continued



> **Improving farmer incomes requires a holistic approach and collaboration across public and private sectors. Collaboration happens best when you have trust. Trust is built over time through strong, long-lasting relationships."**
>
> **Tricia Brannigan, Chief Procurement Officer**

School Attendance Incentives
In 2024, Hershey introduced a school incentive payment structure to encourage HIAP families to enroll and keep their children in school. This payment of 60,000 FCFA per household is divided into two parts: 75% is provided at the start of the school year to support enrollment and school kits and 25% is provided at the end of the year based on attendance.

By the end of 2024, 2,227 farmers had received the first part of the school incentive payment. These farmers are members of four cooperatives: Carebo, Coodig, Cafum and Allah-Kaboo. The second part of the payment is planned for July 2025. These payments are made to dedicated mobile money accounts, to encourage shared financial decision-making within families, with the aim that the supplemental financial resources benefit the entire household.

Village Savings and Loan Associations
VSLAs — a method that has shown to improve income — play a pivotal role by providing banking and financial services in cocoa-producing communities. They are also key to our holistic approach to income generation.

VSLAs allow members to pool resources, access credit and start small businesses, contributing to financial resilience. They also help empower women and support economic diversification beyond cocoa farming.

In partnership with CARE, we strengthened 200 existing VSLAs in 2024 and helped establish 120 new ones. Our goal is to reach 550 VSLAs supporting 15,000 direct beneficiaries.

In 2024, VSLA members diversified their income through various entrepreneurial activities, including:

- Rice farming
- Small retail businesses
- Local commerce

> **Today, I know how to keep track of my goods coming in and going out, and I can calculate my profits and expenses with confidence. Even though I've never had the chance to go to school, CARE is planning to give us the opportunity to benefit from literacy courses... My journey is proof that, with the right support, it is possible to turn challenges into opportunities and build a better future for oneself and one's family."**
>
> **Kamagate Kouboura, VSLA member in Mene Centre**

The Crucial Role of Cooperatives
Cooperatives are integral to the success of HIAP, serving as a bridge between farmers and the larger supply chain. Building long-term relationships that enable progress over time with these farmer cooperatives is a key component of this innovative sourcing approach.

In October 2024, we signed a groundbreaking five-year agreement with nine cocoa-producing cooperatives in Côte d'Ivoire aimed at:

- Partnering with cocoa cooperatives to improve cocoa farming
- Investing in community-based resources that improve household well-being
- Preserving the environment and strengthening farm resilience
- Enhancing cooperatives' profitability and entrepreneurial skill building

Children's Well-being

Educational Infrastructure Investment

Hershey works with many stakeholders to seek the opportunities children deserve. Research shows that communities with better access to education have fewer children working to support family farms. High-quality school infrastructure is key to creating a safe, protective and attractive environment where children can learn.

In 2024, we made significant progress on our commitment to build primary school educational infrastructure. Our efforts are aimed toward helping children receive a quality education to achieve their full potential.

CNS and ICI

In April 2023, Hershey signed an agreement with Côte d'Ivoire's National Oversight Committee of Actions Against Child Trafficking, Exploitation and Child Labor (CNS) and the International Cocoa Initiative (ICI) to fund the construction of 12 public primary schools in cocoa-producing communities that currently lack school infrastructure.

In late 2024, we agreed to expand the program to include five more schools beyond its original scope.

Progress in 2024 included:

- 10 schools completed to date
- 7 additional schools are under construction and will be completed in 2025

CLEF Partnership

In addition to our direct school construction efforts, we are partnering with the Jacobs Foundation, Côte d'Ivoire Ministry of National Education and Literacy, UBS Optimus Foundation and 15 other cocoa sector companies to build new classrooms through the Child Learning and Education Facility (CLEF) initiative. CLEF aims to improve literacy and numeracy for four million primary school children by 2027.

In 2024, CLEF has made significant progress by training more than 10,000 teachers, enrolling over 4,200 children, training regional advisors, producing educational materials, distributing motorbikes for school visits, identifying communities for childcare infrastructure, and starting school construction.

Progress Toward Eliminating Child Labor

We aim to eliminate child labor in our supply chain by working with governments, suppliers and farming communities to prevent and remediate issues. Limited economic opportunities lead to many challenges, including child labor. Addressing this requires tackling root causes by improving farming family livelihoods, supporting health and well-being in cocoa-growing communities and increasing access to quality education. We are committed to eliminating inappropriate child labor in our supply chain, working with governments, suppliers and farming communities to prevent and remediate these issues.

Access to education is a means to prevent child labor. As noted previously, we introduced a school incentive conditional cash transfer program in 2024 to encourage families to enroll and keep their children in school. The program has shown promising early results.

In addition to tackling root causes, such as our work on school building and income generation, we address instances of child labor in cocoa farming communities through Child Labor Monitoring and Remediation Systems (CLMRS), the leading method of child labor detection and remediation for children aged 5-17 years. Hershey has used industry-aligned best practices, implemented by supply chain and community partners, since 2018.

CLMRS are implemented in local communities in Côte d'Ivoire and Ghana. Suppliers are responsible for collecting and reporting CLMRS data.

Building on What We Have Learned: Nigeria

In 2024, we expanded our child protection efforts to Nigeria, the world's fourth-largest cocoa producer. In partnership with Save the Children, we launched a comprehensive program that aims to improve children's well-being by emphasizing child labor prevention, and involving a wider set of stakeholders in cocoa producing areas. Key elements of the Nigeria program include:

- Strengthening community-based protection committees
- Training case workers on holistic child protection approaches
- Providing vocational skills and entrepreneurship support
- Conducting awareness campaigns through radio and educational materials

By engaging local authorities, religious leaders and community members, the program seeks to create sustainable systems that can improve children's well-being in cocoa-growing regions.

Early accomplishments include:

- Completion of situation analysis and community mapping
- Training 275 caregivers on positive parenting skills
- Deploying digital tools for field teams
- Regular meetings with local authorities to facilitate referral pathways



> **"Supporting children's education has been a central part of Hershey's mission since the company was founded more than 130 years ago. Today, we're continuing this work through our investments in education systems in cocoa-farming communities in Cote d'Ivoire and Ghana."**
>
> **James Turoff, Senior Vice President and General Counsel**

Creating a More Resilient Supply Chain

Supplier Development

Our suppliers are critical partners in enabling a more resilient supply chain. Hershey recognizes the importance of collaboration while ensuring the local knowledge of farmers and communities are taken into account as critical context.

In 2024, we advanced traceability capabilities and adapted the management of good agricultural practices, environmental and social programs by leveraging collective learnings of Hershey, our suppliers and implementation partners. Specifically, we made the following enhancements:

- Formalized reviews of suppliers' internal traceability systems, documentation and physical controls to ensure segregation of cocoa beans from the farm to the supplier's processing facility in origin.
- Conducted cocoa bean material flow assessments of suppliers' processing factories to assess strengths, opportunities and pragmatic considerations to ensure segregated production for Hershey.
- Supported supplier's continuous improvement efforts to achieve Hershey's key requirements specification
- Conducted joint field assessments to better understand quantitative and qualitative impact on farmers.

Deforestation Monitoring

In 2024, we made progress toward our efforts to achieve a deforestation and conversion-free supply chain for cocoa in line with our Deforestation and Conversion-Free (DCF) Policy. We continue to monitor and assess DCF supply chains through our expanded partnership with Earthworm Foundation and Airbus's Starling satellite monitoring solution across our priority forest-risk commodities, including cocoa.

Agroforestry Initiatives

In 2024, we expanded our agroforestry efforts through a partnership with PUR in Côte d'Ivoire. The program supports farm resilience and creates businesses in rural areas, ultimately advancing Hershey's ambition to create a resilient supply chain.

Some key achievements in 2024 included:

- 1,345 farmers participated in the PUR program in HIAP cooperatives
- 86,853 tree seedlings pre-registered for distribution

This agroforestry project will enable five waves of tree planting beginning in 2024, with an overall ambition to plant 1.18 million trees by the end of 2028.

Protecting Biodiversity

We also continued our multi-year forest protection activities for key biodiversity areas in West Africa, focusing on two priority conservation areas.

Mabi-Yaya Nature Reserve

In partnership with the Foundation for Parks and Reserves of Côte d'Ivoire (FPRCI), we're investing $1 million over three years (beginning in 2023) for the conservation of the Mabi-Yaya Nature Reserve, where the critically endangered Western chimpanzee lives.

The project aims to restore 1,020 hectares of deforested areas, maintain 75 kilometers of park borders, deploy 15 camera traps for wildlife monitoring and support 15 environmental school clubs in surrounding communities.

As the only snacking company involved in this conservation partnership, we achieved several milestones in 2024 including:

- Constructed potable water storage facilities for park rangers
- Provided a drone for monitoring deforestation risk



- Established "green rewards" for schools engaged in protecting the reserve through environmental clubs
- Decreased land converted to cocoa in the Reserve from 1.6 hectares to 0.6 hectares (out of 1,000 hectares) since the project's inception
- Exceeded forest regeneration targets, with areas previously deforested now expected to be reforested within 5 years

Kakum National Park

Kakum National Park is one of the most biologically rich forests in Ghana. We continued projects here to protect biodiversity and promote the financial well-being of people who live and farm near the park.

+ For more information on the history of this project, see our 2023 report.

1,020

hectares of deforested areas to be reforested through the conservation of the Mabi-Yaya Nature Reserve

What's Next in Cocoa

We remain committed to building on the progress we've made while proactively addressing emerging challenges in the cocoa sector.

Hershey is focused on delighting the consumer and ensuring we're sourcing responsibly to support the long-term resiliency of the cocoa sector and our business.

We remain optimistic our collaborative efforts and programs will continue to have a positive impact.

There are no shortage of challenges ahead of us and our progress may not always be linear, but there's also a lot to be optimistic about. Our focus in 2025 will be on expanding successful initiatives and adapting our approach to create lasting, positive change across our cocoa supply chain by:

- Strengthening and scaling HIAP Cote d'Ivoire: refining the model based on learnings from the first two years of implementation in collaboration with Wageningen University & Research. In 2025, we plan to reach all phase I HIAP 5,000 cocoa farming families with cash incentives for adoption of good agricultural practices and pruning. Together with HIAP farmers we are looking forward to see the results of pruning.
- **Continuing our school construction commitment**: building seven additional public primary schools in Cote d'Ivoire
- **Advancing environmental protection**: continuing our agroforestry initiatives toward the goal of planting 1.18 million trees by 2028, while strengthening our deforestation monitoring efforts

Hershey's vision is to create a robust cocoa value chain that meets today's demands and prepares for future challenges while balancing what is economically feasible, environmentally resilient, and socially desirable. By embracing an impact-driven, continuous learning approach, we navigate the complex dynamics of the cocoa sector with informed decision-making to enable sustainable operations both now and well into the future.

> **"Cocoa equals opportunity. Opportunity for millions of people to make a living. Opportunity for companies to put their values into practice. Opportunity for consumers to connect with farmers. Together, we can create more and better opportunities."**
>
> **Angela Tejada Chavez, Director Sustainable Sourcing Cocoa**

Through our commitment to continuous improvement and partnership with farming communities, we aim to make meaningful progress toward creating a resilient cocoa supply chain that benefits everyone and promotes a sustainable future for the cocoa industry.



Our Progress

Cocoa[1]	Target Year	Progress (as of Dec. 31, 2024)	Goal Status	Notes
100% independently verified cocoa	2020	**100%**	Achieved	2
100% sourcing visibility of Hershey's cocoa volume in Côte d'Ivoire and Ghana	2025	**88%**	On Track	3
100% of farmers producing Hershey's cocoa volume in Côte d'Ivoire and Ghana are polygon mapped by our suppliers to improve traceability and monitor deforestation	2025	**98%**	On Track	4
100% of farmers producing Hershey's cocoa volume in Côte d'Ivoire and Ghana are covered by Child Labor Monitoring and Remediation Systems (CLMRS) to prevent, monitor and remediate child labor	2025	**95%**	On Track	5

1 Data reflects results as provided by Hershey suppliers and implementing partners. Hershey strives to align our KPIs to industry best practices and methodologies, including those recommended by the International Cocoa Initiative (ICI), which are constantly improving and evolving.
2 In 2024, our independently verified volumes constituted 99.8% of purchases due to supply chain shortages faced at one facility.
3 Sourcing visibility means cocoa from known farmers is segregated and traceable to the first buyer (i.e., to the port or the factory in origin). From here cocoa may be mixed, and independently verified cocoa flows into our supply chain under a mass balance traceability model. When we talk about farmers producing Hershey's cocoa volumes, these are the known farmers where we have sourcing visibility.
4 We are reporting results based on an analysis of supplier-provided polygon maps. This analysis follows World Cocoa Foundation guidelines which define a farmer as fully mapped when all farm plots managed by the farmer have polygon maps. We validate and compare the supplier data with polygon mapping.
5 This refers to households covered by CLMRS.

Preventing Child Labor[1]	Unit	2024	2023	2022	Notes
Households covered by CLMRS	# of households	**81,744**	72,737	40,377	2
Children monitored	# of children	**129,111**	114,259	66,164	2
Children identified via CLMRS in Côte d'Ivoire and Ghana doing inappropriate work and in process of remediation	# of children	**10,631**	7,562	5,389	2
Children identified as no longer doing inappropriate work at most recent follow-up visit	# of children	**7,428**	5,225	2,676	2
Children identified as no longer doing inappropriate work at two most recent follow-up visits	# of children	**4,271**	2,284	1,591	2
Capacity building — monitoring and remediation agents and community liaisons (paid and volunteers)	#	**483**	2,283	1,686	3
Children enrolled in primary schools that benefited from quality education interventions	# of children	**Not applicable**	4,509	34,851	4
School kits provided	# of school kits	**3,181**	4,924	9,203	—
Birth certificates obtained to enable access to school	# of birth certificates	**243**	396	632	—
Classrooms built or renovated	# of classrooms	**51**	27	17	5

1 Data reflects results as provided by Hershey suppliers and implementing partners. Hershey strives to align our KPIs to industry best practices and methodologies, including those recommended by the International Cocoa Initiative (ICI), which are constantly improving and evolving.
2 Results are cumulative and begin with the establishment of CLMRS in each community. After the first three years of implementation, these cumulative figures may be reported on a rolling basis.
3 This metric includes all individuals who were trained to raise awareness, monitor and provide support for child labor. As some of these individuals are volunteers, they may not all regularly act as monitoring agents or community liaisons.
4 In previous years, we primarily delivered educational interventions through suppliers. In 2024, we are delivering support through our direct investment in school construction in partnership with ICI and CNS. We also continue to work with our suppliers and peers in the CLEF initiative.
5 This includes classrooms built or renovated under the agreement between Hershey, Côte d'Ivoire's CNS and the ICI.

Lifting Up Rural Livelihoods[1]	Unit	2024	2023	2022	Notes
Cocoa For Good Commitment	USD (in millions)	**$304**	$254	$200	2
Farmer groups supported through Cocoa For Good	# of farmer groups	**136**	149	129	–
Farmers supported through Cocoa For Good	Total # of farmers (% female)	**105,099 (15% female)**	119,847 (12% female)	105,664 (10% female)	–
Farm development plans	% (Total # of plans)	**31% (32,121 plans)**	32% (38,781 plans)	41% (39,961 plans)	–
Farmers receiving individual coaching	% (Total # of farmers coached)	**40% (42,115 farmers coached)**	30% (36,174 farmers coached)	38% (39,768 farmers coached)	–
Community members trained on nutrition and health	Total # of members trained	**10,948**	3,074	11,033	–
Community members trained in alternative income-generating activity	# of community members	**4,101**	2,724	4,036	–

1 Data reflects results as provided by Hershey suppliers and implementing partners. Hershey strives to align our KPIs to industry best practices and methodologies, including those recommended by the International Cocoa Initiative (ICI), which are constantly improving and evolving.
2 $304 million is the cumulative amount invested since 2018 as part of our Cocoa For Good commitment. This does not include our additional $40 million commitment and spending for the Hershey Income Accelerator Program.

Supporting Women in Achieving Economic Independence[1]	Unit	2024	2023	2022	Notes
VSLAs supported	# of VSLAs	**681**	384	362	–
VSLA members	Total # of members (% female)	**19,196 (80% female)**	11,964 (77% female)	10,073 (77% female)	–
Total savings and interest accrued annually	USD	**$1,611,198**	$1,354,120	$1,693,285	–

1 Data reflects results as provided by Hershey suppliers and implementing partners. Hershey strives to align our KPIs to industry best practices and methodologies, including those recommended by the International Cocoa Initiative (ICI), which are constantly improving and evolving. This metric includes VSLAs supported by our suppliers and those supported directly by the Hershey Income Accelerator Program.

Fighting Deforestation[1]	Unit	2024	2023	2022	Notes
Non-cocoa trees distributed	Total # of trees	**1,104,905**	877,157	1,073,933	2
Cocoa seedlings distributed across global cocoa origins	Total # of seedlings	**442,189**	216,505	73,450	–
Land titles acquired with Hershey's assistance	#	**252**	122	1,188	–
Farmers with all their farm boundaries mapped via GPS polygon mapping	Total # of farmers in Côte d'Ivoire and Ghana with all farms mapped	**69,145**	64,823	49,674	3
Farm area mapped in Côte d'Ivoire and Ghana	Total # hectares	**189,831**	204,321	176,838	3
Cocoa For Good farmers in Côte d'Ivoire and Ghana trained on climate-smart cocoa	%	**36%**	38%	40%	–

1 Data reflects results as provided by Hershey suppliers and implementing partners. Hershey strives to align our KPIs to industry best practices and methodologies, including those recommended by the International Cocoa Initiative (ICI), which are constantly improving and evolving.
2 Non-cocoa trees include trees that provide environmental (cocoa companions), nutrition (e.g., fruit) or economic (e.g., timber) benefits.
3 This metric is based on an analysis of supplier-provided polygon maps. This analysis follows World Cocoa Foundation guidelines which define a farmer as fully mapped when all farm plots managed by the farmer have polygon maps. This metric is generated by checking information provided by suppliers: the list of fully mapped farmers is compared against the files with the polygons maps.

Human Rights and Responsible Sourcing



Protecting human rights and sourcing responsibly are fundamental to Hershey's long-term success and resilience.

As we pursue our goal of becoming a Leading Snacking Powerhouse, our commitments to human rights and responsible sourcing remain central. Working closely with industry, civil society and government partners, we will continue to build resilience throughout our value chain. Additional details on Hershey's approach to human rights and responsible sourcing can be found in our 2024 Statement Against Human Trafficking and Slavery.

Link to UN SDGs:



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27 Responsibly Sourced Ingredients

30 Our Progress

Our Human Rights Due Diligence Approach

Our human rights strategy is guided by our salient issues.

We implement our human rights strategy through due diligence processes based on the United Nations Guiding Principles on Business and Human Rights (UNGPs) and Organisation for Economic Co-operation and Development Guidelines for Multinational Enterprises (OECD Guidelines).

To enable rightsholders to exercise their fundamental human rights, we regularly identify, evaluate and prioritize action on the most significant, relevant risks through our Human Rights Due Diligence (HRDD) process.[1] When we identify negative impacts, we seek to mitigate them and take corrective action.

We also recognize the growing intersection between human rights and the environment as part of a broader Human Rights and Environmental Due Diligence (HREDD) approach. Hershey continues to advance our understanding and approach to HREDD, including supporting industry-led efforts such as the HREDD Convergence Tool developed by AIM-Progress, Proforest and the Fair Labor Association.

Our six-step HRDD process includes:

1. **Identifying and prioritizing salient human rights:** We conduct saliency assessments that cover our value chain in line with the UNGPs and OECD Guidelines, focusing on risk to individuals.
2. **Further refining and prioritizing our risk assessment process:** We tailor our HRDD approach to specific features of our value chain and operations, including geographic locations.
3. **Update and communicate policies and expectations:** We refine our human rights and responsible sourcing policies and expectations to reflect our salient risk assessment and risk prioritization process. We communicate these policies to suppliers and stakeholders through various channels, ranging from our contract agreements and direct supplier engagement, to our website and annual Responsible Business Report.
4. **Implement tailored HRDD programming:** Our risk prioritization influences how and where we implement programs like our Responsible Sourcing Supplier Program and our responsible ingredient sourcing strategies.
5. **Transparently report on progress:** We publish updates on our HRDD process and programs annually through our website, Form 10-K, Responsible Business Report and Statement Against Slavery and Human Trafficking.
6. **Repeat:** We routinely evaluate our HRDD process for effectiveness. We update our approach based on learnings from program implementation, identified risks and evolving regulations, among others.



[1] Human Rights Due Diligence (HRDD) is an ongoing risk management process that enables us to identify, prevent and mitigate current and potential human rights risks throughout our value chain.

Our Human Rights Due Diligence Approach
continued

Grievance Mechanisms
In line with the UNGPs, we seek to offer access to effective remedy whenever our operations may cause or contribute to adverse human rights impacts. We also expect suppliers and business partners to provide remedy when we find such impacts connected to our supply chain.

Our Concern Line is a resource that:

- Is available in more than 47 languages
- Is accessible to employees, contractors, suppliers, third parties and any other stakeholders, and
- Accepts all types of complaints, including human rights issues, deforestation and Code of Conduct violations

Where relevant, employees, suppliers and other stakeholders may use our mechanisms in addition to other channels or procedures, such as local law enforcement.

Hershey does not retaliate nor permit retaliation or retribution against anyone who has reported a concern in good faith or collaborated with Hershey on an investigation.

Assessing Grievance Mechanism Effectiveness
We also partner with others to help prevent, mitigate and remedy adverse impacts.

In 2024, we partnered with human rights consultancy, Embode, to assess our current suite of grievance mechanisms against the UNGP effectiveness criteria, Hershey policies and various legislation. Through this partnership, we learned that our grievance mechanisms could benefit from increasing the accessibility and the variety of our grievance mechanisms to reach a greater diversity of rightsholders.

The outcomes of this work are now informing our 2025 investments and efforts.

Human Rights Training
We provide a diverse range of human rights training for all Hershey corporate employees. Training is offered in multiple languages, including English, Spanish, French, Chinese, Portuguese and Hindi.

We include a human rights module in our mandatory Code of Conduct training which covers how to be an internal champion for human rights, Hershey's salient human rights issues, the UNGPs, and human rights considerations in purchasing practices.

Employees can also access supplemental human rights training through our online Learning Management System.

In 2024, we partnered with Verité, a labor-rights non-profit, to deliver a training session for our Procurement team on human rights and our salient issues. We continue to work with Verité to develop an online training on human rights in our supply chain. This training will be available to employees starting in 2025.

Living Wage and Income
Hershey believes that every person deserves an opportunity to earn a decent living. We recognize the concepts of living wage and living income as human rights for people working for Hershey directly or within our value chain. We also understand that poverty increases the risk of human rights violations.

Transition to New Benchmarks
In 2020, we committed to paying all full-time employees a living wage compared against BSR benchmarks.

In 2023, landscape players such as the ILO, nongovernmental organizations (NGOs) and companies began to work to streamline and coalesce benchmarks. As a part of this initiative, BSR announced that they would no longer provide benchmarking data for living wages.

Therefore, in 2024, our team reviewed available ILO-aligned benchmarks and selected WageIndicator for international locations and Living Wage 4 US for U.S. locations for use from 2024 onwards.

By changing benchmarks, we are supporting shifts needed to drive progress on living wages including access to transparent and consistent benchmarks, while staying true to our living wage commitment. Given the increased rigor in these new benchmarks, we are partnering closely with our data providers to understand any gaps to inform our remediation plan.

We will continue to refine our approach in line with the expectations of the living wage movement.

Leading in Living Wage Mapping
Hershey continues to advance living wage initiatives through our investments in the broader living wage landscape such as:

- Serving as a founder of WageMap, a multi-stakeholder coalition with a mission to support the achievement of living wages globally by creating consistent standards and benchmarking across various industries
- Supporting data provider, WageIndicator as a core funder to make their living wage benchmarks publicly available worldwide
- Co-chairing the AIM-Progress Living Wage Working Group

Living Wage and Income in Our Supply Chain
Read more on the targeted approach Hershey is taking on living wage and income in our cocoa and sugar supply chains.

Hershey Policies

Our approach to human rights is anchored in policies and documents, including:

- Code of Conduct
- Deforestation and Conversion-Free Policy
- Ethics & Compliance Concern Line
- Human Rights Policy
- Living Wage & Income Position Statement
- Responsible Palm Oil Sourcing Policy
- Responsible Pulp & Paper Sourcing Policy
- Responsible Recruitment & Employment Policy
- Responsible Sourcing Supplier Program Guidebook
- Statement Against Slavery and Human Trafficking
- Supplier Code of Conduct

Responsible Sourcing Supplier and Recruitment Programs

Hershey is committed to protecting workers' rights throughout our manufacturing supply chain.

Our Responsible Sourcing Supplier Program (Supplier Program) and Responsible Recruitment and Employment Programs verify our Tier 1 suppliers' compliance with our policy expectations. The programs also emphasize and support improving suppliers' management systems, capabilities and practices around the topics of human and labor rights, health and safety, environment and business ethics.

Supplier Program Compliance

Hershey's Supplier Program provides a comprehensive continuous supplier engagement process for near-term impact and to address systemic challenges.
It encompasses due diligence, corrective action planning, remediation and capability building.

In 2024, supplier compliance[2] with our Supplier Program maintained at 56% toward our goal of 85%[3] by 2025. While we do not anticipate fully achieving our 85% ambition, we continue to partner diligently with suppliers and partners to drive continuous improvement and address challenges in reaching the compliance target, including:

- Supporting differential supplier capability building throughout 2025 for approximately 40 suppliers through one-to-one consultative support with LRQA, aimed at addressing and remediating root causes for difficult issues
- Investing in supplier capability building through AIM-Progress and other partners

Our Supplier Program is based on a continuous improvement and supplier development philosophy. We continue to learn and evolve the capacity building and support required, especially for less mature suppliers. We are also assessing targets that may better monitor and measure improvement and impact.

2024 Highlights

We made several advances in 2024, including in the following two initiatives:

Improvements in our Malaysia Supply Base

We concluded phase one of the Embode-led Ganapati Responsible Recruitment Project in Malaysia. The project worked with five Tier 1 Malaysia-based suppliers engaged in our Supplier Program, providing them with individually guided capacity building on responsible recruitment and hiring management systems.

Progress varied by supplier, with several showing demonstrable improvements. For example, one supplier completed corrective action plans that prioritized training their human resources team on legal requirements for foreign employment, developing pre- and post-arrival training for workers, and ensuring compliance with Malaysian labor laws regarding working hours and breaks.

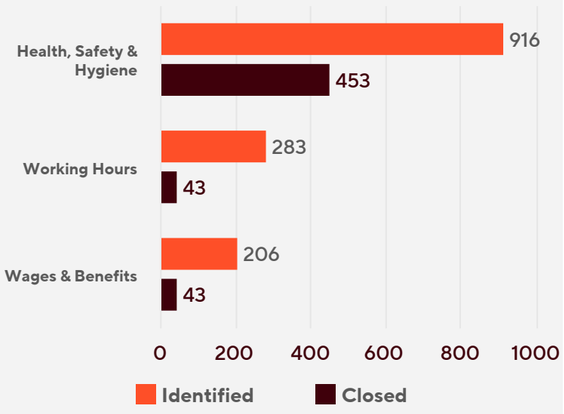
Multifaceted Training in India and Mexico

We co-funded two eight-month programs through AIM-Progress, one in India and the other in Mexico. Through these programs, suppliers can enhance their understanding of Human Rights Due Diligence (HRDD) processes and integrate them into their own policies and practices.

These programs include monthly webinars, an in-person event and access to Quizrr's digital training platform. Quizrr was an organizing partner on both programs, with Centre for Responsible Business co-organizing in India.

+ **Learn more about our Responsible Sourcing Supplier Program requirements on our website.**

2024 Top Non-Compliance Issues, as captured in Supplier Audit Reports



+ **For our 2024 Non-compliance issues by category data, see Our Progress on page 14.**

Responsible Recruitment Highlights

Our Responsible Recruitment and Employment Program verifies labor and service providers' compliance with our Responsible Recruiting & Employment Policy, and the Employer Pays and Priority Industry Principles.

In 2024, we delivered the following:

- Reimbursed nearly $11,000 in total to 34 third-party recruited workers in one of our Canadian plants. This represented medical exam fees, which the recruiter had incorrectly required them to pay in their home country prior to employment.
- Delivered training to 11 labor and service providers (Providers) that support our India plant as a result of 2023 labor agency assessment findings. Training covered Indian labor law requirements and Hershey expectations for Providers. Through this training, Providers were given corrective actions to improve policies, documentation and procedures, such as those related to appointment letters, grievance committee, and business license filings.
- Co-funded Verité's development of an online training, Responding to Child Labor and Forced Labor in U.S. Manufacturing, which is now open access and free to the public. Hershey deployed this e-training to over 75 people, both internally and across 60 labor providers, co-manufacturers and co-packers.

+ **Learn more about our Responsible Recruitment & Employment Program requirements on our website.**

Supplier Development

Our Responsible Sourcing and Supplier Development practices support competition, job creation, innovation, and community development. We work closely with suppliers that meet our high standards and who are qualified small businesses, businesses located in historically underutilized business zones (HUBZone), or businesses owned by disadvantaged populations. Supporting these businesses not only stimulates local economies, but small businesses often bring greater agility in responding to fast-moving market changes and needs.

[2] Compliance is based on number of suppliers that have a green audit result on their most recent audit out of all audits completed by suppliers enrolled between program launch in 2020 through December 31, 2023. Audit results are determined by our internal audit grading matrix which allows Hershey to assess and score the number and severity of non-compliance issues.
[3] Scope of goal is limited to suppliers enrolled between program launch in 2020 through December 31, 2023.

Responsibly Sourced Ingredients

This map shows the origin countries from which we source the majority of our priority ingredients and materials for Hershey products.





* Coconut and eggs are not listed in this Responsible Business Report as key ingredients and materials. They appear on this map because Hershey has public commitments related to sourcing both ingredients. Responsible sourcing ingredient commitments and progress may be found on page 35.

Responsibly Sourced Ingredients
continued

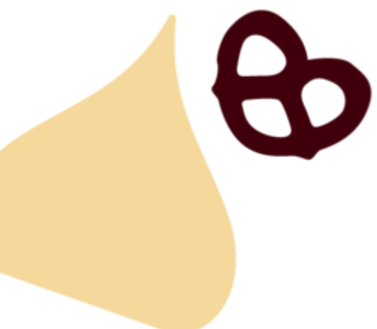
Hershey prioritizes our key ingredient and material supply chains to focus responsible sourcing efforts on making the biggest impact, while reducing and mitigating risks.

We take a supply chain-specific, risk-based approach to both social and environmental challenges. Our priority ingredients and materials beyond cocoa include dairy, sugar, palm oil, and pulp and paper.

Our management strategies are underpinned by:

- The principles of supply chain traceability
- Monitoring and verification
- Origin transformation
- Operational excellence
- External engagement

See more about our approach to the responsible sourcing of priority ingredients and materials on our website.



Dairy

Ensuring Compliance

We monitor and verify supplier sustainability performance using the Sustainable Dairy Partnership (SDP) Dairy Sustainability Framework. In 2024, Hershey sourced 98% of U.S. supplier volumes from suppliers enrolled in SDP. We remain committed to continuing to work toward 100% across our global supply base.

Investing at Farm Level

We partner with suppliers and others in the dairy industry on various farm-level projects to create a more climate-resilient, lower impact milk supply.

We continued our partnership with Land O'Lakes and the Alliance for the Chesapeake Bay on the Sustainable Dairy PA Initiative which aims to reduce GHG emissions and protect water quality across dairy farms in our Pennsylvania supply chain. In 2024, the Alliance for the Chesapeake Bay completed projects which provided three farms with proper facilities to compost and store manure to avoid runoff into nearby streams, as well as improve soil diversity. This resulted in improved yield opportunity and environmental benefits across all farms including carbon emissions reductions as well as reducing nitrate, phosphate and sediment run off.

+ Additional details are on the dairy sourcing section of our website.

Sugar

Traceability and Compliance

Tracing supply to mills helps us understand if sugar we purchase has any connection to areas or mills with concerns such as deforestation, water pollution or the exploitation of workers. In 2023, we achieved 98% traceability and expect similar results once 2024 data is available.[4]

With 93% of our volumes from farms certified by or verified to a recognized sustainability standard, or covered by Bonsucro credits, we remain on track to achieve our 2025 target for 100% verified volumes.

Investing in the Supply Chain

In 2024, we continued to engage suppliers on continuous improvement opportunities related to environmental and human rights risks. We also advanced our GHG emissions reduction roadmap and progressed collaborative projects across the U.S., Mexico, India and Brazil with peers and NGOs:

North Dakota Trusted Advisor Partnership (TAP)
TAP, through its trained Certified Crop Advisors (CCAs), offers financial incentives to growers to adopt one or more regenerative practices for soil health.

Through our joint investment with peer brands and a federal grant, the CCAs enrolled 30 North Dakota growers representing nearly 19,000 acres of crops, of which approximately 4,000 were sugar beets in 2024. The most commonly adopted practice on sugar beet farms was cover crops, which limit soil erosion, improve nutrient cycling, help with weed suppression and keep carbon in the ground.

Cover crops over time reduce farmer reliance on inputs such as fertilizer and herbicide. Sugar beet emission factors from acres enrolled in TAP are expected to be lower than the region's average. Hershey's specific attribution results on emissions reduction will be reported once data is available.[4]

India Sugar Collaboration
Due to heightened forced labor risks in India's sugarcane sector, Hershey joined the Coalition for Responsible Sugarcane in India. The Coalition aims to address human rights risk in India's sugar sector, particularly in the state of Maharashtra.

Separately, we co-funded a landscape assessment by &Wider to gather insights from farm laborers across high-risk areas of the Indian sugar sector. Assessment results are expected in 2025, which will inform follow-up actions.

Practical Guide for HRDD in Brazil Sugar
Along with Bonsucro and several peer companies, Hershey co-funded the Practical Guide for Human Rights Due Diligence in the Sugarcane Sector in Brazil by Imaflora and Proforest. This valuable resource helps sugar suppliers fulfill their commitments to respect human rights.

Following the launch, Proforest and Imaflora are conducting capacity building for mills, producers and service providers in Brazil, and piloting the guidance with two mills and two producer associations.

Living Wage Roadmap
Hershey is also co-funding a project led by CNV Internationaal to develop a roadmap to achieve a living wage for the most vulnerable workers in the sugarcane sector. The initial focus is on cane cutters and other outsourced field workers in Central America and Brazil, particularly women and ethnic minorities.

+ Additional details are on the sugar sourcing section of our website.

[4] 2024 data will become available in the second half of 2025.

Responsibly Sourced Ingredients
continued

Palm Oil

Progress on Commitments

Hershey's high sourcing standards are detailed in our Responsible Palm Oil Sourcing Policy.

We upheld our palm oil commitments in 2024 by:

- Maintaining 100% of volumes physically certified as Roundtable on Sustainable Palm Oil (RSPO) Mass Balance or Segregated
- Continuing to publish our palm oil grievance log
- Maintaining 100% traceability to mill level

We traced 83% of our volume to plantation level. This declined from 97.7% in 2023 because we strengthened our traceability to plantation criteria. We no longer accept a supplier-reported score, and instead require GPS coordinates or polygon maps of the plantation.

We assessed 69% of our volume as deforestation-free.

+ Additional details are on the Palm Oil section of our website.

+ Additional details on our deforestation monitoring progress are in the Environmental section of this report

Forest Conservation

In 2024, Hershey began investing in a project to conserve 12,000 hectares of the Lobu Tayas Village Forest in North Sumatra Province, Indonesia near palm sourcing areas.

In its first year, Hershey funding has supported program efforts including:

- Capacity building for the Village Forest Management Committee to oversee conservation management and community development. This capacity building has supported the community to define a ten-year forest management plan.
- Defining and developing species conservation action plans for six priority threatened species confirmed in the Lobu Tayas conservation landscape.
- Developing teams to conduct regular forest patrol activities.
- Conducting conservation education for local school students, raising awareness about the importance of protecting and conserving their rainforest.
- Supporting community livelihood improvement through agroforestry.

+ 2024 progress and impact reports are available on the Forest Conservation Fund's website.

Other Forest Commodities

We work with Earthworm Foundation to conduct supply chain traceability assessments across additional forest commodity supply chains, including pulp and paper and soy.

The data collected through our traceability work helps us understand potential deforestation, conversion, degradation and human rights risks in our supply chain, which helps inform our supplier engagement strategy and actions.

+ Additional details on our deforestation monitoring progress are in the Environmental section of this report

Pulp and Paper

Our Responsible Pulp & Paper Sourcing Policy establishes our sourcing requirements and global 2025 targets. In 2024, we made progress towards our targets:

- Sourced 88% of pulp and paper packaging from recycled or certified sources
- Traced 76% of virgin pulp and paper packaging back to the country of harvest

Through our annual traceability assessment, we collect data about the volume of recycled and virgin fiber we source, as well as country of harvest and certification data for virgin fiber. We continue to publish our list of suppliers and mill groups annually to maintain transparency in our sourcing practices.

+ Additional details are on the Pulp and Paper section of our website.

Soy

In line with our Deforestation and Conversion-Free Policy, we conducted a traceability assessment for the soy volumes we source. Based on 2023 volumes, we traced 47% back to the crushing facility and 40% to the farm.[5]

In 2025, we'll continue to work with Earthworm Foundation and suppliers with the aim to improve visibility into our supply chain.

What's Next in Human Rights and Responsible Sourcing

We remain committed to building on the progress we've made while evolving our HRDD and responsible sourcing efforts to address identified supply chain risks.

In 2025, we will:

- Advance current Human Rights and Responsible Sourcing strategies and efforts towards existing targets, while updating our post-2025 Strategy and defining future targets
- Continue advancing our living wage agenda
- Strengthen our HRDD approach through work on grievance mechanisms and access to remediation
- Support targeted one-to-one capability building with approximately 40 suppliers in the Supplier Program

[5] 2024 data will become available in the second half of 2025.

Our Progress

Responsible Sourcing and Human Rights	Target Year	Progress (as of Dec. 31, 2024)	Goal Status	Notes
100% of priority ingredients and materials to be responsibly sourced (by volume)	2025	**95%**	On Track	1
85% of in-scope supplier sites meet Hershey's Responsible Sourcing Supplier Program requirements	2025	**56%**	At Risk	2

1 This result represents the percentage by volume of Hershey's five priority ingredients which met our definition of responsibly and sustainably sourced in 2024. This definition varies by ingredient and is subject to change as Hershey's responsible sourcing programs evolve.
2 Compliance results are reported for suppliers enrolled in Hershey's Responsible Sourcing Supplier Program between program launch in 2020 through December 31, 2023. Suppliers enrolled in 2024 are assessed for compliance, but are not included in reporting against this public target.

Engagement on Human Rights	Unit	2024	2023	2022	Notes
Worker engagement surveys completed	# of engagement surveys	**1**	2	8	1
Workers and farmers surveyed during worker engagement surveys	# of workers and farmers surveyed	**34**	315	1,690	1
Hershey employees who have completed additional, optional human rights training	# of employees	**1,689**	1,613	1,580	3

1 In 2024, Hershey deployed a worker survey to 34 third-party recruited workers at one of our Canadian plants in partnership with &Wider.
2 Human rights training was not required in 2024 as the human rights module of our mandatory Code of Conduct training is included on a 3-year basis. The next time it will be included will be in 2025.
3 From 2021-2024 over 1,600 employees have cumulatively completed additional, optional human rights training.

Local Supplier	Unit	2024	2023	2022	Notes
Proportion of spending on local suppliers	%	**74%**	82%	81%	1

1 These results show the percentage of our procurement budget spent on local suppliers based in the same country as the Hershey facility to which they were supplying goods or services.

Responsible Recruitment Program	Unit	2024	2023	2022	Notes
Labor agencies enrolled in Responsible Recruitment Program	#	**101**	84	65	1
Labor agency enrollment by Hershey site location					
Brazil	#	**10**	9	9	–
India	#	**14**	13	14	–
Malaysia	#	**7**	8	6	–
Mexico	#	**18**	5	5	–
U.S. and Canada	#	**52**	49	31	–
Labor agency enrollment by category					
Contingent labor providers (manufacturing)	#	**27**	34	19	–
Contract packaging	#	**8**	9	8	–
Labor service providers	#	**66**	41	38	–
Progress on Responsible Recruitment Program requirements					
Responsible Recruitment and Employment Policy Acknowledgment	% completed	**100%**	96%	100%	–
Self-Assessment Questionnaire (SAQ)	% completed	**87%**	47%	45%	2
SAQ Corrective Action Plan	% submitted	**79%**	27%	50%	3
On-site due diligence assessments	#	**11**	23	Not Disclosed	4
On-site due diligence assessments requiring Corrective Action Plans	% required	**45%**	91%	Not Disclosed	5
On-site due diligence assessments with Corrective Action Plans	% submitted	**80%**	60%	Not Disclosed	6

1 The Responsible Recruitment Program applies to all contract labor providers that supply contingent labor or labor services to Hershey-owned and operated offices and manufacturing sites, as well as select strategic contract packers.
2 70 SAQs were required in 2024. Nine SAQs were pending submission by end of 2024.
3 28 SAQ CAPs were required in 2024. Six providers were pending SAQ CAP submission by end of 2024.
4 Assessments conducted on labor providers may include worker surveys, Sedex's SMETA 2-Pillar audits, and/or LRQA's Labor Agency Assessment Tool. Additionally, if a labor provider is identified with a noncompliance during a Hershey-owned operation SMETA 4-Pillar audit, this is categorized as the labor provider undergoing an on-site assessment.
5 Corrective Action Plans are required of labor providers with noncompliances identified during on-site due diligence assessments.
6 Of the five on-site due diligence assessments requiring Corrective Action Plans (CAP), four were submitted. The remaining CAP is pending submission.

Responsible Sourcing Supplier Program (Supplier Program)	2024		2023		2022		Notes
Suppliers and manufacturing sites enrolled in Supplier Program	**806**		628		571		1
Enrollment of manufacturing sites and audits performed by location	**# of manufacturing sites enrolled and subject to audit**	**# of audits performed**	**# of manufacturing sites enrolled and subject to audit**	**# of audits performed**	**# of manufacturing sites enrolled and subject to audit**	**# of audits performed**	
Africa	**6**	**2**	4	2	4	2	–
Brazil	**33**	**33**	34	34	38	26	–
China	**159**	**185**	97	98	112	44	–
Europe	**13**	**12**	9	2	9	9	–
India	**50**	**55**	44	22	46	60	–
Malaysia	**26**	**21**	26	23	19	17	–
Mexico	**41**	**65**	34	25	26	22	–
North America (U.S. and Canada)	**155**	**130**	137	73	118	72	–
Rest of Asia & Oceania	**69**	**59**	35	33	38	16	–
Rest of Latin America	**5**	**4**	3	4	3	1	–
Enrollment of manufacturing sites and audits performed by supplier category	**# of manufacturing sites enrolled and subject to audit**	**# of audits performed**	**# of manufacturing sites enrolled and subject to audit**	**# of audits performed**	**# of manufacturing sites enrolled and subject to audit**	**# of audits performed**	
Contract manufacturing and contract packaging	**68**	**82**	72	52	70	43	–
Ingredients and raw materials	**181**	**140**	170	119	175	144	–
Licensing	**225**	**269**	98	78	81	31	–
Packaging	**41**	**40**	42	36	31	32	–
The Hershey Experience, World Travel Retail and Indirect	**42**	**35**	41	31	56	19	–

1 Suppliers and manufacturing sites enrolled in the Responsible Sourcing Supplier Program (RSSP) since 2020 program launch through end of 2024 that are subject to RSSP requirements.

People demographics at manufacturing sites where audits were conducted (as documented in the audit reports)	2024	2023	2022	Notes
Total workers at manufacturing sites	**133,829**	69,628	60,908	–
Female workers	**61,935**	25,722	15,860	–
Male workers	**71,894**	43,906	45,048	–
Domestic and international migrant workers	**8,384**	6,572	3,301	–

Supplier Program Audit Results[1]	Unit	2024	2023	2022	Notes
Audits submitted in reporting year	# of audits	**566**	316	269	–
Non-compliance results	Total # of non-compliance results	**1,663**	977	1,001	–
Non-compliances corrected and closed	#	**658**	327	290	–
Minor non-conformances					
Total findings	%	**14.6%**	15.9%	18.3%	–
Non-conformance rate	Rate	**0.43**	0.49	0.68	–
Total findings corrected and closed	%	**47.5%**	38.7%	30.6%	–
Moderate non-conformances					
Total findings	%	**79.2%**	74.7%	73.3%	–
Non-conformance rate	Rate	**2.33**	2.31	2.72	–
Total findings corrected and closed	%	**37.2%**	31.8%	29.4%	–
Major non-conformances					
Total findings	%	**6.3%**	9.4%	8.4%	–
Non-conformance rate	Rate	**0.18**	0.29	0.31	–
Total findings corrected and closed	%	**51.0%**	38.0%	21.4%	–

1 At Hershey, major non-conformances include issues rated as critical or zero-tolerance issues.

2024 Non-Compliance Issues By Category

Non-compliance issue category (# and % of total non-compliances)	Business Ethics	Child Labor & Young Workers	Environment	Freedom of Association and Collective Bargaining	Harassment & Discrimination	Health, Safety & Hygiene	Indicators of Forced Labor	Land Rights	Management Systems	Wages & Benefits	Working Hours	Notes
	14 (1%)	7 (0.4%)	78 (5%)	9 (0.5%)	32 (2%)	916 (55%)	78 (5%)	6 (0.4%)	34 (2%)	206 (12%)	283 (17%)	–
Average number of non-compliance issues per audit (Non-compliance rate = number of non-compliance issues by category identified in a location's 2024 audit reports/total # of location's 2024 audit reports)												
Africa	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.5	0.0	–
Brazil	0.0	0.1	0.2	0.0	0.3	2.4	0.2	0.0	0.1	0.2	0.6	–
China	0.0	0.0	0.1	0.0	0.0	1.5	0.0	0.0	0.0	0.7	0.9	–
Europe	0.1	0.0	0.1	0.0	0.0	1.6	0.1	0.0	0.0	0.3	0.0	–
India	0.0	0.0	0.3	0.0	0.1	1.4	0.2	0.0	0.2	0.4	0.1	–
Malaysia	0.0	0.0	0.3	0.0	0.0	1.9	0.5	0.0	0.0	0.0	0.5	–
Mexico	0.0	0.0	0.3	0.0	0.0	2.3	0.3	0.0	0.1	0.2	0.4	–
North America	0.0	0.0	0.1	0.0	0.0	1.3	0.2	0.0	0.0	0.1	0.1	–
Rest of Asia & Oceania	0.1	0.0	0.1	0.1	0.1	1.8	0.2	0.0	0.1	0.2	0.4	–
Rest of Latin America	0.0	0.0	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	–

Responsible Sourcing Ingredient Commitments & Progress

Ingredient	Commitment	Goal	2024	2023	2022	Notes
Total food ingredients	Percentage of food ingredients sourced (by cost) certified to third-party environmental and/or social standards (e.g., Fair Trade USA, Rainforest Alliance, RSPO and Bonsucro)	N/A	**34%**	38%	41%	–
Cocoa	Source independently verified cocoa (by volume) through Fair Trade USA, Rainforest Alliance (UTZ) and verified supplier program standards meeting international criteria	100% by 2020 Achieved	**100%**	100%	100%	–
	Sourcing visibility of Hershey's cocoa volume in Côte d'Ivoire and Ghana	100% by 2025 On Track	**88%**	89%	77%	–
Dairy	Source dairy volumes from suppliers enrolled in and assessed through the SDP	100% by 2024 On Track	**98%**	73%	76%	–
Sugar	Achieve traceability to the mill (by volume)	100% by 2025 On Track	**Data for 2024 is pending**	98%	95%	1
	Procure sugar (by volume) from sources certified or verified to a recognized sustainability standard covering the farm level	100% by 2025 On Track	**90%**	82%	72%	–
Palm Oil	Source RSPO-certified mass balance palm oil (by volume)	100% by 2020 Achieved	**100%**	100%	100%	2
	Achieve 100% traceability to the mill	100% by 2020 Achieved	**100%**	100%	100%	3
	Achieve traceability to plantation	100% by 2025 In Progress	**83%**	98%	93%	4
	Achieve a verified deforestation-free palm oil supply chain	100% by 2025 At Risk	**69%**	63%	58%	5
Pulp and paper	Trace virgin pulp and paper packaging sourced globally back to the country of harvest	100% by 2025 On Track	**76%**	64%	87%	6
	Source pulp and paper packaging (by volume) from recycled or certified sources globally	100% by 2025 On Track	**88%**	87%	89%	6
Coconut	Source certified coconut (by volume) through Fair Trade USA	100% by 2020 Achieved	**100%**	100%	100%	–
Eggs	Source certified cage-free eggs (by volume) for the U.S. and Canadian markets from cage-free farms that are in accordance with the American Humane Certified program	100% by 2020 Achieved	**100%**	100%	100%	–
	Source certified cage-free eggs (by volume) globally	100% by 2025	**No eggs or egg products were sourced from international regions in 2024**	No eggs or egg products were sourced from international regions in 2023	No eggs or egg products were sourced from international regions in 2022	–

1 Data for 2024 will be published in 2025.
2 In 2024, Hershey sourced (by volume) 27% as RSPO Segregated and 73% as RSPO Mass Balance. 0.03% percent of volume was covered by RSPO Credits due to supply limitations. Volumes are based on goods received during the reporting period.
3 Traceability to mill results are based on supplier-reported scores. Due to delays in suppliers reporting their H2-2024 results, reported traceability to mill results are only based on H1-2024 volumes. Full year 2024 data will be made available in next year's report and on our website once available.
4 The decline in traceability to plantation results is because we strengthened our traceability to plantation criteria. Hershey no longer accepts supplier-reported scores, and instead requires GPS coordinates or polygon maps of the plantation. Due to delays in suppliers reporting their H2-2024 results, reported traceability to plantation results are only based on H1-2024 volumes. Full year 2024 data will be made available in next year's report and on our website once available.
5 The 2024 verified deforestation-free palm supply chain results are based on mill lists from mid-year 2023 to mid-year 2024. Volumes were assessed as deforestation-free through Airbus and Earthworm Foundation's Starling satellite solution, based on the deforestation cut-off date of December 31, 2015.
6 Results are based on supplier-reported information for full year 2024 data.

Environment

Doing good by the planet is good business.

Our business depends upon the health of the planet — the air we breathe, the water that nourishes the earth and the soil in which our ingredients grow. That's why environmental stewardship continues to be integral to our business strategy. From driving operational efficiency and reducing greenhouse gas (GHG) emissions to tracking and combating deforestation, our goal remains clear — to put more goodness into the products our consumers love. In 2024, we continued to make progress across multiple environmental priorities. We updated our Scope 3 goals to follow the latest scientific standards, made significant progress in achieving those goals and expanded our renewable and zero-emissions energy coverage. We hit our reduction targets at priority sites where water is most scarce and we eliminated nearly two million pounds of packaging materials. We also enhanced our organizational capabilities to understand, measure and manage our environmental impacts across the value chain.

Link to UN SDGs:

In this chapter:

37 Our Climate Strategy

38 Climate Scenario Planning

39 Progressing Emissions Reductions

40 Emissions from Operations under Our Control

41 Value Chain Emissions

42 Water and Nature Stewardship

44 Packaging Progress

45 Green Teams and What's Next in Environment

46 Our Progress

Our Climate Strategy

Acting on Environmental Challenges

Global challenges related to climate change and resource scarcity continue to grow. To strengthen long-term business resilience, Hershey pursues strong sustainability practices throughout our operations and value chain.

We also recognize we have a role to play in a world deeply impacted by environmental challenges, including:

- Increasing frequency and severity of extreme weather events
- Rising temperatures and heat stress
- Growing water scarcity
- Accelerating biodiversity loss

In 2024, Hershey strengthened our ability to understand, respond to and adapt to such challenges.

Our Climate Strategy

Our strategy is focused on resilience for the planet and for our business by reducing our carbon footprint and managing our climate risk.

Climate Governance

Ultimate responsibility for sustainability governance, including climate oversight, resides with our Board of Directors. Board committees with specific climate governance responsibilities include our:

- Finance and Risk Management Committee, which has oversight of environmental risk and opportunity
- Governance Committee, where we review progress on GHG emissions reductions and climate-related strategies

In 2024, the Board, Executive team, and Disclosure Committee reviewed our environmental performance, updated SBTi targets and progress on goals related to environmental compliance, water performance and packaging. Day-to-day implementation and oversight of progress is managed through our Sustainability Steering Committee (as described on page 12) and our Energy and Water Steering Committee which includes senior leaders from across the company, including our manufacturing, engineering and health and safety divisions. This committee meets quarterly to drive progress toward achieving our science-based target of 50% absolute reduction in Scope 1 and 2 emissions by 2030.

+ For more information on climate governance, please see our website and page 3 of our 2023 TCFD report.

Building a Robust Data Foundation

In 2024, we developed a comprehensive data and technology roadmap to meet critical environmental compliance requirements and drive improved performance for our environmental strategy.

Our work involved mapping the types of data already in our systems, the data we need to collect going forward and the technical systems, architecture and processes we need to effectively use that data.

In 2025, we are working to implement automated tools that will provide better insight into our environmental performance.



Climate Risk Management

Risk Identification and Scenario Planning

Our approach to identifying, assessing and managing climate-related risks and opportunities aligns with Task Force on Climate-related Financial Disclosures (TCFD) recommendations. It is part of our broader Enterprise Risk Management (ERM) program that identifies, evaluates, manages and mitigates the company's exposure to a wide range of risks. The Resiliency team leads the ERM program.

We manage climate-related risks through several integrated processes.

Supply Chain Risk Management

Our Procurement team proactively monitors immediate risks to our supply chain. This proactive management enhances our ability to mitigate and respond to near-term and longer-term climate risks and supply chain challenges.

Operations Risk Management

We use climate risk insights to inform decision-making in our manufacturing operations, such as reducing our demand for energy and thus lessening our exposure to increasing utility prices.

We focus on identifying opportunities to make improvements on energy and water use, setting ambitious targets and implementing projects to achieve them.

Cross-Functional Collaboration

We collaborate across functions and with external partners to address climate challenges that require collective action. This approach has been particularly important in our work on responsible sourcing, agroforestry and regenerative agriculture initiatives.

Climate Scenario Planning

Hershey has been building capabilities to understand the potential risks of various future climate scenarios on our business since 2022.

In 2024, we began a holistic refresh of our latest scenario planning. The analysis scope includes all three segments of our business for the first time and ensures we are incorporating learnings across the geographies and ingredients that support the growth of our business. We expect this work to be completed in late 2025 and look forward to integrating additional insights into our business processes.

As we improve our understanding of how climate change impacts us, we will develop further adaptation and mitigation strategies. In the meantime, we continue to apply insights from earlier climate scenario planning assessments.

Financial Impact of Physical Risks

We continue to act on insights from the physical risk modeling described in detail on pages 5-6 of our 2023 TCFD report. Based on this modeling, our near-term financial risk is manageable but accelerates in 2030 across all climate change scenarios.

In the most probable baseline scenario (the Intergovernmental Panel on Climate Change's "RCP 4.5 scenario"), we estimate potential financial impacts ranging upwards of $40-50 million annually for facilities and upwards of $80 million in ingredients, beginning in 2030.

Key contributors to these physical risks include:

- Disruption and uncertainty in our supply chain, particularly for key ingredients
- Extreme temperatures, drought and other climatic conditions impacting crop yields and resilience
- Water stress affecting both agricultural production and manufacturing
- Extreme weather events that could damage or force closure of our facilities

Our analysis indicates that climate change has a greater impact on ingredient supply chains than on our facilities, across multiple scenarios.

Financial Impact of Transition Risks

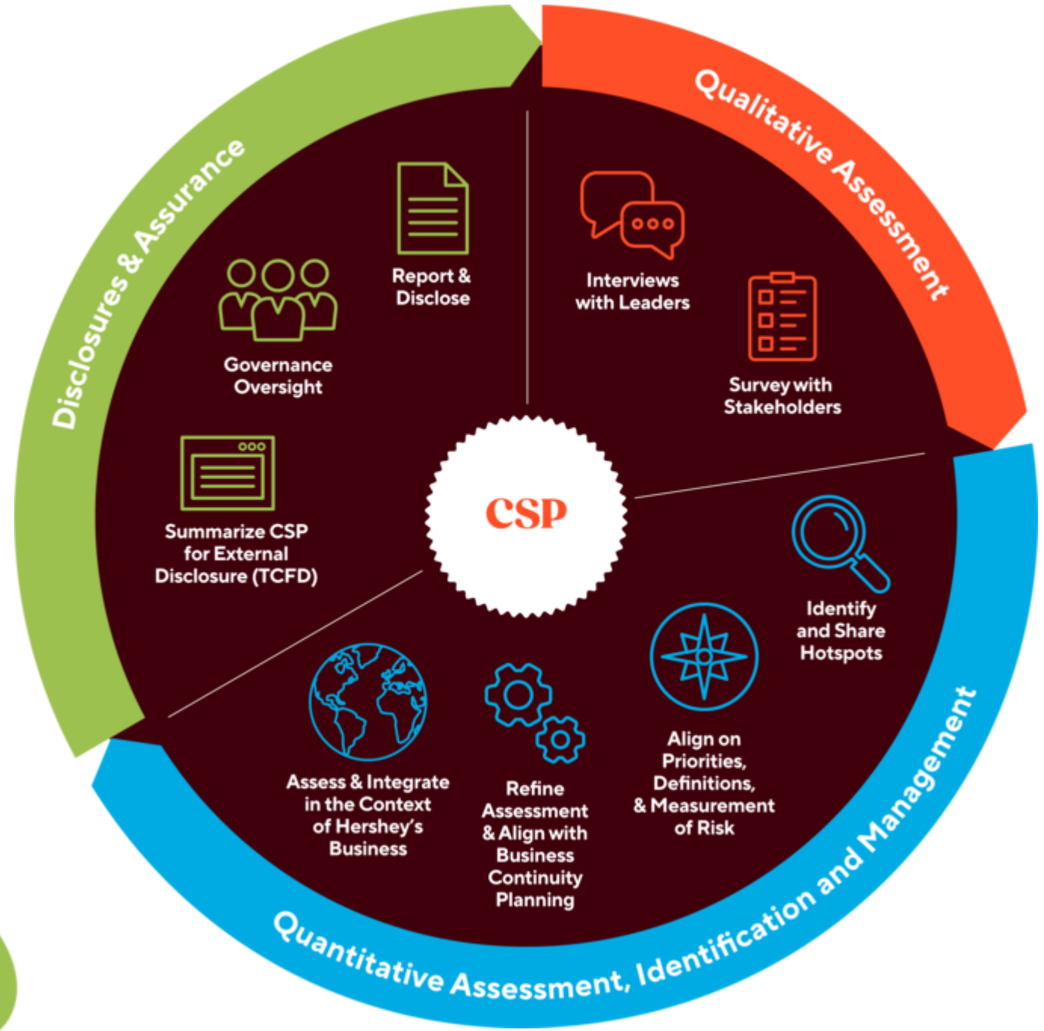
We also seek to understand climate-related transition risks — those arising from the transition to a lower carbon economy. In evaluating the financial risk of changing regulations, such as carbon taxes, we see the potential for these risks to occur in the near term, and for their annual impact to be in the range of $10-25 million (for carbon taxes). We will refresh our financial risk assessment as part of the current refresh of our climate scenario planning.

Other transition risks we've identified include:

- Higher ingredient costs due to increased competition for sustainably sourced ingredients and materials
- Changing regulations such as those related to packaging and extended producer responsibility

Our climate strategy is evolving to address both the risks and opportunities we see ahead.

+ **For more details, please see our 2023 TCFD report.**



Progressing Emissions Reductions

Our SBTi-approved targets align with the best available science and UN climate goals. Having such targets challenges us to work toward robust levels of GHG emissions reduction. We're working towards the following 2030 reductions, against a 2018 baseline:

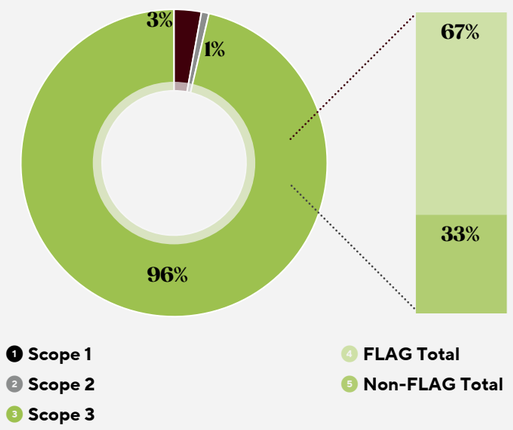
- Scope 1 and Scope 2 emissions by 50%
- Scope 3 Forest, Land and Agriculture (FLAG) by 36.4%
- Scope 3 non-FLAG emissions by 30.0%

In 2024, we reduced our total Scope 3 emissions, and we made progress towards our FLAG goals. We ended the year holding emissions flat against our non-FLAG target. Scope 3 represents the majority of our total emissions.

Whilst our Scope 2 emissions decreased, our Scope 1 emissions increased. That caused a slight regression on our Scope 1 and 2 goal.

Emissions Overview: 2024

Our 2024 Emissions Breakdown



GHG Emissions Across Our Value Chain

Transparency to Our Carbon Footprint

Sourcing our Ingredients — 77%

- Cocoa **42%**
- Dairy **26%**
- Sugar **7%**
- Peanuts **4%**
- Palm **3%**
- Other Ingredients **18%**

Manufacturing our Products — 12%

- Fuel **29%**
- Electricity **17%**
- Capital Goods and other purchased goods and services **32%**
- Co-manufacturers and co-packaging **15%**
- Waste generated in operations **4%**
- Employee Commuting **3%**

Packaging our Products — 5%

- Plastic **37%**
- Pulp & Paper **34%**
- Metal **27%**
- Other materials **2%**

Transporting our Products to Customers — 5%

- Truck and rail **91%**
- Ocean Freight **1%**
- Business Travel **7%**

Packaging End-of-Life — 1%

- Packaging End-of-Life **100%**

Percentages for sourcing ingredients, manufacturing our products, packaging our products, transporting our products to customers and packaging end-of-life represent the portion of Hershey's total 2024 greenhouse gas inventory (Scope 1, 2 and 3 emissions). Percentages within each category represent the portion of those categories. Manufacturing our products includes upstream fuel and energy-related emission activities.

Emissions from Operations Under Our Control

We are working to execute on energy efficiency strategies which are integral to achieving our goals and business resilience.

Reporting on Science-Based Targets

Overall, we attained a 42% reduction in Scope 1 and 2 emissions against our 2018 baseline, a slight regression from 2023 performance (43%).

Scope 1 emission increases came mainly from greater consumption of natural gas by manufacturing due to expansion and growth in our business. This expansion included warehousing, production space and manufacturing equipment at select sites that began operations in late 2023. We were able to partially offset increases in natural gas by reduced emissions from vehicles and aircraft and reduced fuel oil, propane and gasoline. Through 2025, we will utilize best practices to enable further reductions in natural gas consumption.

Scope 2 market-based method (MBM) emissions decreased primarily due to the procurement of renewable energy.

The two primary levers for reducing our operational emissions continue to be:

- Using less energy by improving efficiency
- Increasing our sourcing of renewable and zero-emissions energy

We are confident that our focus on energy efficiency as a priority strategy will get us back on track to achieve our goal of 50% absolute reduction of Scope 1 and 2 emissions by 2030.

We also continue to improve our data by capturing more emissions sources and developing better processes and controls to drive business decisions.

Working Toward Improved Energy Efficiency

Reducing the energy consumption of Hershey manufacturing is a critical driver for reducing our emissions and improving our operational efficiency. We maintain a strong focus on performance through the active oversight of our Energy and Water Steering Committee, which regularly evaluates progress on energy performance and guides initiatives to enhance energy efficiency. In 2024, we established more rigor and governance at the plant level through:

- Centralized management,
- Activating our network of energy champions across all facilities
- Integrating plant level energy data into our internal performance management systems

Looking ahead, we are implementing a robust plan to improve energy performance. Steps will include additional energy audits, integration of energy performance into individual performance contracts and embedding energy management into our continuous improvement and Lean manufacturing processes.

Renewable and Zero-Emissions Electricity

We continue to advance towards our goal to source 100% of electricity from renewable and zero-emission sources by 2030. We procured 83% of our electricity from renewable and zero emission electricity sources in 2024. This represents an increase from 80% in 2023.

We are proud to have many of our facilities around the world leveraging renewable and zero-emissions electricity. This includes almost all domestic North American manufacturing and multiple international manufacturing facilities and offices.

A 2024 highlight was the installation of solar generation capabilities at our Malaysia facility. This came online in August and is expected to generate 800 MWh of electricity, reducing CO_2 emissions by an estimated 555 tons annually.

We will continue to advance our recently updated roadmap to ensure renewables coverage advances.



Real Estate Portfolio Management

We emphasize green building design, such as LEED, and are focused on incorporating energy and water efficiency into leased and owned new buildings, including our new manufacturing facility in Derry Township, Pennsylvania.

Value Chain Emissions

Progress on Science-Based Targets

Scope 3 emissions continue to represent the vast majority of our greenhouse gas footprint, with a significant portion coming from our agricultural ingredients.

In 2024, we formally updated our science-based targets for GHG emissions, reflecting changes in our business and aligning with the new SBTi FLAG guidance.

Our updated targets are:

- Reduce Scope 3 FLAG emissions by 36.4% by 2030 from a 2018 baseline
- Reduce Scope 3 Non-FLAG emissions by 30.0% by 2030 from a 2018 baseline

We made progress towards our goals including:

- A total reduction of 1.6 million metric tons of carbon vs 2023
- A 33% reduction in FLAG emissions from 2018
- We ended the year holding emissions flat (0%) v's our non-FLAG target
- Continuing to improve our carbon accounting inventory with more precise data in multiple Scope 3 categories

Scope 3 FLAG Reductions

Addressing agricultural emissions remains our primary focus. We prioritize actions to reduce emissions through:

- Strong responsible sourcing practices
- Avoiding land use change for forest-based commodities
- Investing in sustainable farming practices

We tailor our strategies to create more detailed roadmaps in our most significant emissions areas. Many of these involve agriculture and land use change. For more details on our emissions reduction efforts in our major emissions sources please see:

- Cocoa — Improving Farmer Income and Livelihoods
- Dairy — Investing at Farm Level
- Sugar — Investing in the Supply Chain
- Palm Oil — Progress on Commitments

Scope 3 Non-FLAG

Since setting our target last year, we now have greater insights into our non-FLAG footprint and where to focus and accelerate reduction actions to make progress.

These actions include:

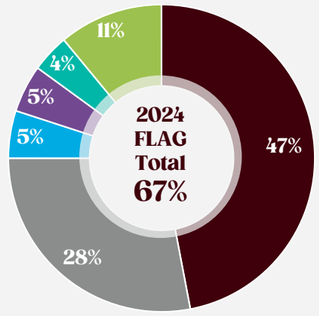
- Packaging design and reduction
- Logistics footprint optimization
- Internal waste reduction

For more details on emissions focus in our most significant non-FLAG emissions sources please see below:

- **Packaging**: We focus on improving packaging efficiency, using less energy and reducing waste. See Packaging Progress on page 44.
- **Logistics**: Improving fuel efficiency in global brand delivery, optimizing our network to reduce truck numbers and travel distances, conversion to intermodal and exploring new supply chain technologies and practices.
- **Retail**: Improving recyclability of retail display packaging and enhancing distribution efficiency through design solutions.

Understanding Our Scope 3 Emissions

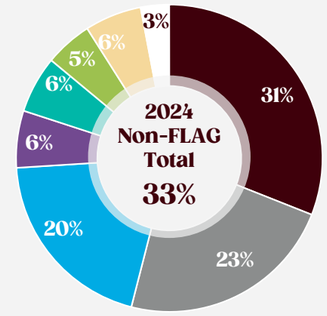
2024 FLAG Emissions Breakdown



1. Cocoa
2. Dairy
3. Specialty
4. Sugar
5. Peanuts
6. Other

Other is a combination of Vegetable Oil, Palm, Wheat, Corn, Almonds and Packaging (Pulp and Paper)

2024 Non-FLAG Emissions Breakdown



1. Transportation of goods and products
2. Upstream processing raw ingredients
3. Packaging, including end-of-life
4. Other purchased goods and services
5. Capital goods
6. Upstream fuel and energy-related activities
7. Co-manufacturing and co-packaging of our products
8. Business travel, food waste by consumers, and waste from operations

Water and Nature Stewardship

Conserving supplies of clean water and protecting the natural environments in which our ingredients grow is crucial to our continued success. We work toward both goals using multiple strategies and tactics.

Water Use Awareness

In 2024, we exceeded our goal of reducing absolute water consumption by 20%, against a 2018 baseline, in priority facilities where water is most scarce.

We achieved this goal through targeted equipment and process improvements, behavioral change and by integrating energy and water data across our company's supply chain performance management systems. This provided greater visibility into usage patterns and opportunities for improvement.

As we regularly update our water risk assessments in line with changes in our business we will look to define additional opportunities for reduction efforts.

Even with progress in sites where water is most scarce, the growth of our business creates challenges for reducing overall water usage across our entire network. In 2024, we saw slight increases in both overall intensity and water usage.

Looking to 2025, our Energy and Water Steering Committee and site teams will focus on identifying water management opportunities across our operations.

31%

absolute water reduction. at priority sites where water is most scarce in 2024 against a 2018 baseline

2020/21

Our water journey started by:

- Participating in SBTN Corporate Engagement Program to align with emerging best practices.
- Analyzing our water footprint across our facilities and ingredients sourcing locations, looking contextually at water impacts, risks and opportunities.
- Taking swift action to reduce water consumption and increase employee awareness through training and water awareness at facilities located in water stressed regions

2023

Announced a water target.
Prioritized action in Hershey operations: 20% absolute water use reduction at priority sites where water is most scarce by 2030 against a 2018 baseline.

2024

Target achievement.
Our target achievement is the result of previous years' focus on water.

31% absolute water use reduction at priority sites where water is most scarce by 2030 against a 2018 baseline achieved.

Understanding our Biodiversity Footprint

Our approach to biodiversity recognizes the deep interconnections between climate change, water stress and biodiversity loss. In 2024, we completed a biodiversity assessment with The Biodiversity Consultancy (TBC) to better understand our biodiversity footprint and how to address any challenges.

Acknowledging best practice frameworks for nature, such as the Science Based Targets Network (SBTN) and the Taskforce on Nature-related Financial Disclosures (TNFD), TBC conducted an impacts and dependencies screening using the SBTN Materiality Screening Tool and High Impact Commodity List.

TBC's screening has helped us prioritize areas for deeper biodiversity assessment. Sugar, cocoa, corn, dairy and palm have the highest biodiversity impact, primarily due to land use change for ingredients. For our operational activities, water was identified as having the highest dependencies.

The areas identified by this assessment:

- Reinforces our strategy to invest in programs focused on building resilience against multiple aspects of environmental sustainability including climate change, water stress and biodiversity loss
- Recognizing the fundamental interconnections between these challenges

In addition to our formal assessment with TBC we continue to gain valuable biodiversity insights through our ongoing work with partners around the world.

Water and Nature Stewardship
continued

Taking Action to Protect and Restore Nature
Our responsible sourcing strategy includes considerations for biodiversity, which are referenced in our Environmental Policy, Deforestation and Conversion-Free Policy and our commodity-specific policies. Our work focuses on both addressing deforestation and taking proactive measures to support biodiversity in key ingredient supply chains.

In 2024, we continued several significant conservation and restoration initiatives:

- **Mabi-Yaya Nature Reserve**: We advanced our partnership with the Foundation for Parks and Reserves of Côte d'Ivoire on conservation efforts in the Mabi-Yaya Nature Reserve.
  + See Cocoa chapter for more details.
- **Kakum National Park**: We continued our work with partners to protect both the biodiversity of the Kakum Conservation Area and the financial well-being of the people who live and farm nearby.
  + See Cocoa chapter for more details.
- **Lobu Tayas Village Forest**: With the Forest Conservation Fund, we invested to empower the people of Lobu Tayas to protect their local forest by securing land rights for over 12,000 hectares of forest in North Sumatra Province, Indonesia.
  + See the Palm Oil section on page 29 for more details.
- **Arbor Day Foundation**: In 2024, we planted 125,000 trees globally and restored 220 acres in partnership with the Arbor Day Foundation. Over 90% of that reforestation was in Brazil, India and the U.S. states of California and Georgia.

Biodiversity conservation extends into agricultural landscapes. That's why we are advancing regenerative agriculture practices across multiple U.S.-based efforts. For example:

- **Dairy**: We partner with suppliers and others in the dairy industry on various farm-level projects to make milk supply lower impact and more climate-resilient.
- **Sugar**: In our sugar beet supply chain, we're working with the North Dakota Trusted Advisor Partnership and United Sugar and the Soil and Water Outcomes Fund. These initiatives help farmers implement more sustainable growing practices while also supporting biodiversity.

+ See the Dairy and Sugar sections on page 28 for more details.

Toward a Deforestation and Conversion-free Supply Chain
Forests and other natural ecosystems are critical for mitigating climate risks, improving climate change resiliency and safeguarding biodiversity. They also provide livelihoods for forest-based communities and Indigenous peoples. Deforestation, forest degradation and natural ecosystem conversion remain major global challenges with far-reaching implications for future generations.

We continue to monitor and assess Deforestation and Conversion-Free (DCF) supply chains for our priority forest-risk commodities, through our expanded partnership with Earthworm Foundation and Airbus's Starling satellite monitoring solution — a critical enabler to understanding performance. This helps us identify potential deforestation or conversion events and enables response and remediation.



"Climate change, water scarcity and biodiversity losses are intensifying at an unprecedented rate. We are actively strengthening our sustainable business practices to support long-term resilience and continued success. Thoughtful and innovative environmental stewardship is critical to address our generation's most complex challenges."
Rachel Grunberg, Head of Environmental Sustainability

In 2024, we made the following progress assessing deforestation-free supply chains for cocoa, palm oil, pulp and paper and direct soy,[6] in line with our DCF Policy.[7] Progress is measured by the percentage of ingredient or material volume assessed as DCF divided by the total volume sourced during the given year.

- Cocoa — 42% assessed as DCF through Starling.[8]
- Palm Oil — 69% assessed as DCF.[9] 23% is considered unknown DCF status as additional supply chain traceability is required. 5% is linked to deforestation alerts identified through Starling satellite for which Hershey follows up with suppliers to investigate.
- Pulp and Paper — 88% assessed as DCF.[10] The 12% gap is largely due to virgin fiber volumes from potentially at-risk countries that are not yet certified under schemes recognized as DCF nor verified using satellite, field verification, or additional control mechanism.
- Soy — DCF status remains unknown as Hershey is earlier in its journey with soy. We are leveraging our expanded partnership to continue our work with suppliers to improve access to supply chain traceability data for DCF monitoring and will include updates in next year's report.

We recognize that achieving our DCF goals by end of 2025 is challenging and we are not likely to fully meet our goals on our original timeline. We continue to work with suppliers, industry and partners, such as Earthworm Foundation, to address challenges in achieving our DCF targets, including:

- Increasing supply chain traceability to farm level or supply shed and access to polygon maps, particularly for smallholders and bulk commodities
- Evolving a "one size fits all" deforestation monitoring and response approach across commodities to address differences in sourcing models and supply chain complexities
- Focusing impact at origin where deforestation risk exists through landscape investments, agroforestry and tree planting

As we go forward, we remain focused on the opportunities for collaborative projects that protect forests, improve biodiversity and reduce emissions.

6 Direct soy is soy that Hershey buys for use in our finished good products, as opposed to embedded soy. Embedded soy includes soy that may be used to feed animals, such as dairy cows.
7 Results are based on supply chains that are assessed as DCF, based on farm-level, supplier or sourcing area monitoring, or certifications. Hershey does not make DCF claims for any finished good product.
8 Cocoa: Based on an assessment of the farm maps (polygons) received for cocoa that was visibly sourced in 2023 from Cote d'Ivoire, Ghana, Nigeria, Cameroon, Ecuador and Indonesia. We require that visibly sourced cocoa is segregated and traceable from the farmers to the first buyer (i.e., to the port or the factory in origin). These volumes then enter our supply chain under origin matching mass balance. DCF status is assessed via Starling at farm level, based on a 2018 cut-off date.
9 Palm: Based on H2-23 and H1-24 mill lists. DCF status is assessed via Starling at sourcing area and farm level based on the cut-off date of cut-off date of December 31, 2015.
10 Pulp & Paper: Based on FY 2024 volumes and supply chain and a cut-off date of January 1, 2020. DCF status is assessed based on certification and deforestation control mechanisms of suppliers which is also aligned with the Consumer Foods Forum's Guidance on the Forest Positive PPP Roadmap.

Packaging Progress

Packaging is essential to ensure that our customers can enjoy safe, high-quality products. We also know that creating a sustainable future requires reducing the impact of packaging and therefore we are making progress by using less material, making sustainable design choices and enabling circular solutions.



Material Reduction

Reducing materials not only improves our environmental footprint, it also creates efficiencies for our business. We continued to reduce packaging material in 2024, eliminating two million pounds of packaging and progressing to our 2030 goal to eliminate 25 million pounds of packaging materials.

Our efforts extended beyond continuous improvement initiatives to identify broader reduction opportunities. In 2025, we plan to pilot reusable alternatives to reduce single use corrugate in our internal logistics network.

Circularity Improvements

We recognize the importance of and remain focused on improving the circularity of our packaging portfolio and mitigating our impact through material choices and design improvements. In 2024, 33% of our plastic packaging portfolio was recyclable. In pursuing recyclable packaging solutions, we gained important insights on technical and consumer requirements.

At the same time, solving for flexible plastics continues to be a challenge due to limited recycling infrastructure and availability of scaled recyclable material solutions.

Given these challenges, we began to adjust our packaging strategy to be more responsive to the realities of the evolving infrastructure and regulatory landscape, while continuing to explore emerging solutions that drive circularity.

Our focus areas include:

- Implementing Sustainable Design Principles
- Converting, where applicable, to mono-material packaging to improve recyclability
- Increasing recycled content in appropriate applications
- Eliminating PVC from our packaging portfolio

We continue to implement expanded reporting capabilities to meet emerging Canadian and U.S. compliance requirements and are preparing for continued expansion.

Waste Reduction

At Hershey, we recognize the importance of waste reduction to environmental stewardship.

Effective waste management is essential to protecting natural resources and helping our business. It enables us to:

- Reduce demand on landfills and limit impact from waste disposal
- Improve reuse, and avoid the need for new resources to make new things
- Reduce costs by reusing resources or generating income by selling waste for beneficial use

We understand that what we see as waste may have value for others and has the potential to be repurposed. This understanding underpins our approach to recycling and our work to extend circular economy initiatives in our operations.

Reduce, Reuse, Recycle

Our waste management strategy is simple — comply with applicable laws and regulations and do what we can to be less wasteful throughout our network and supply chains.

Employees consistently seek new ways to reduce, reuse and recycle materials, and we work closely with our Green Teams to keep waste management front-of-mind.

In 2024, we had the following successes:

- We improved our company-wide waste recycling rate, from 66% in 2023 to 69% in 2024
- We increased the waste from our manufacturing sites that could be diverted to animal feed by about 9,500 metric tons compared to 2023

Green Teams and What's Next in Environment

Green Teams Spread Goodness

In addition to our reforestation efforts with Arbor Day, our Green Teams planted over 1,600 trees in 2024. Tree planting and restoration efforts were supported by our Green Teams in the U.S. in Pennsylvania as well as internationally in Brazil and Malaysia.

What's Next in Environment

Action on environmental sustainability is an ongoing effort and critical to ensuring our resilience. We are committed to continue to lessen our impact on the planet and to take actions necessary to reduce our exposure and vulnerability to natural risk factors.

As we look ahead, we will:

- Continue to capitalize on opportunities for efficiency in our operations to reduce energy consumption and waste
- Advance our climate scenario planning efforts and broader resilience strategies to protect our business and the Earth it depends upon
- Continue to build out our supply chain decarbonization strategies across agricultural ingredients, and energy and industry emissions
- Evolve our packaging and product strategies to meet changing regulatory requirements as well as our material reduction and circulatory ambitions
- Update our post-2025 Deforestation and Conversion-Free strategy and targets for forest-risk commodities



Employee Engagement

Our Green Teams remain a driving force for environmental action across Hershey. These passionate employees lead in their own spaces, from organizing Earth Day activities to implementing litter collection events.

From Hershey, Pennsylvania to India, Canada and other locations around the world, our Green Teams engage colleagues in sustainability initiatives that make a tangible difference. They help build awareness, identify opportunities for improvement and implement projects that reduce our environmental footprint while strengthening connections with local communities.

Our Progress

Environment	Target Year	Progress (as of Dec. 31, 2024)	Goal Status	Notes
50% absolute reduction in Scope 1 and 2 GHG emissions against a 2018 baseline	2030	**42%**	On Track	1
36.4% absolute reduction in Scope 3 FLAG emissions against a 2018 baseline	2030	**33%**	On Track	2
30.0% absolute reduction in Scope 3 Non-FLAG emissions against a 2018 baseline	2030	**0%**	In Progress	2
100% of plastic packaging to be recyclable, reusable or compostable	2030	**33%**	At Risk	–
25 million pounds of packaging to be eliminated	2030	**17.8 million pounds**	On Track	3

1 Hershey's GHG emissions reduction goal for 2030 is based on Scope 1 and Scope 2 (market-based). Our 2024 Scope 1 and 2 data received limited assurance by EY.
2 Our 2024 Scope 3 data is verified by Quantis.
3 Cumulative packaging waste eliminated (2021-2024) is 17.8 million pounds. This value includes Candy, Mint and Gum products. It excludes all other product packaging and non-Hershey purchased packaging materials.

GHG Emissions	Unit	2024	2023	2022	Notes
Total GHG footprint	$MTCO_2e$	**6,623,403**	7,503,635	6,189,527	1, 2, 3
Direct (Scope 1) emissions	$MTCO_2e$	**190,984**	178,001	179,211	2
Change in Scope 1 emissions (against a 2018 baseline)	%	**6.30%**	(0.90)%	(0.27)%	–
Indirect (Scope 2): market-based emissions	$MTCO_2e$	**53,000**	61,592	68,639	2
Change in Scope 2: market-based emissions (against a 2018 baseline)	%	**(78.18)%**	(74.60)%	(71.74)%	–
Indirect (Scope 2): location-based emissions	$MTCO_2e$	**220,505**	224,083	232,579	2
Value chain (Scope 3) emissions	$MTCO_2e$	**6,379,418**	7,264,041	5,941,676	3
Change in Scope 3 emissions (against a 2018 baseline)	%	**(25.10)%**	(14.70)%	(9.80)%	–
Biogenic carbon dioxide emissions	$MTCO_2$	**7,815**	7,214	9,472	4

1 The Sour Strips brand was acquired in 2024 and will be included in Hershey's inventory beginning in 2025.
2 Hershey's 2024 Scope 1 and Scope 2 data received limited assurance by EY. The corresponding limited assurance statement is found on our corporate website.
3 Hershey's 2024 Scope 3 data has been independently verified by Quantis. The corresponding letter is available on our corporate website.
4 This metric includes carbon emissions from biofuel, such as biomass and biogas, for energy production. Hershey's 2024 biogenic carbon dioxide emissions data received limited assurance by EY. The corresponding limited assurance statement is found on our corporate website.

Scope
Hershey's 2023 and 2024 GHG emissions data includes all brands in Hershey's portfolio, except for Sour Strips, which will be added to the inventory beginning in 2025.
The 2022 data excludes Weaver Popcorn Manufacturing, Inc.

Methodology
Hershey's total GHG footprint is calculated based on Scope 1, Scope 2 (market-based) and Scope 3 emissions.

Scope 1, 2 and 3 GHG emissions are disclosed in aggregate as CO_2e. Individual gases are identified though not independently disclosed, with the majority of CO_2e consisting of CO_2.
All calculations include relevant GHG emissions as specified by the Greenhouse Gas Reporting Protocol.

Emission factor sources include:
Scope 1: UK Department for Environment, Food and Rural Affairs (Defra) Greenhouse Gas Reporting conversion factors (2024 version 1.1).
Scope 2 (market-based): Emissions & Generation Resource Integrated Database (eGRID 2023), ecoinvent version 3.10, Edison Electric Institute (EEI) Electric Company Carbon Emissions and Electricity Mix Reporting Database for Corporate Customers, Association of Issuing Bodies (AIB) 2023 European Residual Mix Emission Factors version 1.0 Mexico Emission Factor of the National Electrical System, Hydro-Quebec CO_2 Emissions, Malaysia Sustainable Energy Development Authority, Central Electricity Authority of India, other specific emissions rates from our electricity providers and Green-e® Energy Residual Mix Emissions Rate.
The Green-e residual mix emission factor applied to electricity consumption in the U.S. is an adjusted grid-average emission factor that accounts for all unique Green-e Energy certified sales.

GHG Emissions - Scope 3[1]	Unit	2024	2023	2022	Notes
Scope 3: Category 1 – Purchased Goods and Services	$MTCO_2e$	**5,333,992**	6,224,489	5,055,719	–
Scope 3: Category 2 – Capital Goods	$MTCO_2e$	**127,600**	203,526	Not Applicable	–
Scope 3: Category 3 – Fuel and Energy-Related Activities	$MTCO_2e$	**109,186**	131,901	136,489	–
Scope 3: Category 4 – Upstream Transportation and Distribution	$MTCO_2e$	**320,793**	299,367	363,671	–
Scope 3: Category 5 – Waste Generated in Operations	$MTCO_2e$	**31,539**	12,922	13,656	–
Scope 3: Category 6 – Business Travel	$MTCO_2e$	**25,445**	14,303	13,276	–
Scope 3: Category 7 – Employee Commuting	$MTCO_2e$	**25,898**	51,154	43,446	–
Scope 3: Category 8 – Upstream Leased Assets	$MTCO_2e$	**Not Applicable**	Not Applicable	Not Applicable	–
Scope 3: Category 9 – Downstream Transportation and Distribution	$MTCO_2e$	**317,855**	206,654	202,414	–
Scope 3: Category 10 – Processing of Sold Products	$MTCO_2e$	**Not Applicable**	Not Applicable	Not Applicable	–
Scope 3: Category 11 – Use of Sold Products	$MTCO_2e$	**Not Applicable**	Not Applicable	Not Applicable	–
Scope 3: Category 12 – End-of-Life Treatment of Sold Products	$MTCO_2e$	**87,111**	119,725	113,005	–
Scope 3: Category 13 – Downstream Leased Assets	$MTCO_2e$	**Not Applicable**	Not Applicable	Not Applicable	–
Scope 3: Category 14 – Franchises	$MTCO_2e$	**Not Applicable**	Not Applicable	Not Applicable	–
Scope 3: Category 15 – Investments	$MTCO_2e$	**Not Applicable**	Not Applicable	Not Applicable	–

1 Hershey's 2024 Scope 3 data has been independently verified by Quantis. The corresponding letter is available on our corporate website.

Scope
Hershey's 2023 and 2024 GHG emissions data includes all brands in Hershey's portfolio, except for Sour Strips, which will be added to the inventory beginning in 2025.
The 2022 data excludes Weaver Popcorn Manufacturing, Inc.

Methodology
All calculations include relevant GHG emissions as specified by the Greenhouse Gas Reporting Protocol and follow the Operational Control methodology. Downstream North American logistics emissions were updated using the Global Logistics Emissions Council Framework (GLEC), which aligns with the GHG Protocol.
Scope 3 emission factor sources include: Ecoinvent (3.7.1 and 3.9.1), World Food LCA Database (WFLDB versions 3.8), EPA's 2025 Emission Factors Hub, DEFRA Conversion Factors 2024 version 1.1, EPA's EEIO Supply Chain Emission Factors version 1.3, The Department of Energy GREET (Greenhouse gases, Regulated Emissions, and Energy use in Technologies), and supplier-specific emission factors.

Emissions Intensity[1]	Unit	2024	2023	2022	Notes
Direct (Scope 1)	$MTCO_2e$ per metric ton of product produced	**0.188**	0.167	0.160	–
Indirect (Scope 2): market-based	$MTCO_2e$ per metric ton of product produced	**0.052**	0.058	0.061	–
Scope 1 and Scope 2: market-based	$MTCO_2e$ per metric ton of product produced	**0.240**	0.224	0.222	2
Value chain (Scope 3)	$MTCO_2e$ per metric ton of product produced	**6.292**	6.035	4.638	3

1 Hershey's GHG emissions data includes all brands in Hershey's portfolio, except for Sour Strips, which will be added to the inventory beginning in 2025.
2 Hershey's 2024 Scope 1 and Scope 2 data received limited assurance by EY. The corresponding limited assurance statement is found on our corporate website.
3 Hershey's 2024 Scope 3 emissions intensity has been independently verified by Quantis. The corresponding letter is available on our corporate website.

Energy Consumption[1,2]	Unit	2024	2023	2022	Notes
Biogas	Gigajoules (GJ)	**69,015**	58,231	64,166	3
Biomass	Gigajoules (GJ)	**37,618**	50,521	Not applicable	4
Coal	Gigajoules (GJ)	**7,696**	2,933	7,650	4
Diesel	Gigajoules (GJ)	**7,972**	Not applicable	Not applicable	–
Distillate fuel oil no. 2	Gigajoules (GJ)	**10,412**	9,932	9,488	–
Electricity	Gigajoules (GJ)	**2,336,131**	2,249,874	2,271,168	5
Fuel oil no. 6	Gigajoules (GJ)	**–**	–	–	–
Jet fuel	Gigajoules (GJ)	**43,765**	57,978	56,152	–
Gasoline	Gigajoules (GJ)	**88,525**	77,833	68,986	6
Liquified petroleum gas	Gigajoules (GJ)	**29**	Not applicable	Not applicable	–
Natural gas	Gigajoules (GJ)	**3,106,972**	3,103,913	3,132,437	–
Propane	Gigajoules (GJ)	**1,398**	2,344	1,629	–
Energy consumption within the organization	Gigajoules (GJ)	**5,709,534**	5,613,559	5,683,133	–
Energy intensity	GJ per metric ton of product produced	**5.63**	5.26	4.47	7

1 Our 2024 energy consumption data received limited assurance by EY. The corresponding limited assurance statement is found on our corporate website.
2 Hershey's 2023 and 2024 energy consumption data includes all brands in Hershey's portfolio, except for Sour Strips, which will be added to the inventory beginning in 2025. The 2022 data excludes Weaver Popcorn Manufacturing, Inc.
3 In 2024, biogas was vented and captured in the inventory (non-biogenic CO_2 emissions).
4 Mandideep's husk boiler underwent maintenance in 2024 and as a result, decreases in biomass usage were offset by an increase in coal.
5 Sources include hydroelectric, renewable electricity, contractual instruments, zero-emissions contractual instruments, on-site solar and traditional grid electricity.
6 US sales fleet had about 7% fewer miles driven compared to 2023, driving a decrease in gasoline usage.
7 Represents total energy usage related to fuels (e.g., natural gas and gasoline) and electricity per total production volumes at operationally controlled manufacturing plants.

Electricity Mix[1,2]	Unit	2024	2023	2022	Notes
Percent of total electricity consumption that is supplied as grid electricity	%	**16.9%**	20.2%	23.0%	3
Percent of total electricity consumption that is covered by the purchase of a renewable energy-based contractual instrument	%	**32.3%**	26.6%	25.5%	–
Percent of total electricity consumption that is covered by the purchase of a zero-emissions energy based contractual instrument	%	**50.8%**	53.2%	51.5%	–
Percent of total electricity consumption that is covered by the purchase of a renewable energy and zero-emissions energy based contractual instrument	%	**83.1%**	79.8%	77.0%	–
Number of renewable energy certificates (RECs) instruments	# of RECs	**181,067**	130,400	75,500	4

1 Our 2024 electricity consumption data received limited assurance by EY. The corresponding limited assurance statement is found on our corporate website.
2 Hershey has invested in three solar farm projects, going into service in 2021, 2022 and 2024.
3 This calculation includes RECs and purchased unbundled RECs.

Air Quality[1]	Unit	2024	2023	2022	Notes
NOx emissions	Metric tons	**148.3**	205.6	91.3	–
SOx emissions	Metric tons	**10.8**	28.9	3.7	–
VOC emissions	Metric tons	**233.4**	174.7	176.6	–
CO emissions	Metric tons	**118.0**	109.7	78.4	–
Particulate emissions	Metric tons	**45.6**	73.2	94.6	2

1 2023 and 2024 air emissions data represents Hershey's 14 global confectionery manufacturing sites along with our six salty manufacturing sites. Salty sites are excluded from 2022 calculations. Hershey's salty sites utilize natural gas ovens in their processes which produce a combustion byproduct including NOx, SOx and CO. The data does not include Lily's or ONE Brands.
2 The decrease in particulate emissions is due to Hershey's transition away from coal in Mandideep, India.

Packaging[1]	Unit	2024	2023	2022	Notes
Eliminating hard-to-recycle PVC	%	**100%**	100%	Qualified alternatives identified for 100% of PVC	–
Total packaging sourced globally	Metric tons	**169,460**	176,157	172,766	–
Packaging waste eliminated	Millions of pounds	**2.0**	1.7	4.2	–
Product packaging by weight that is currently recyclable	%	**85%**	84%	77%	–
Packaging made from recycled and/or renewable materials	%	**78%**	76%	73%	–
Packaging in North America that is post-consumer recycled material	%	**31%**	30%	32%	–
Plastic Packaging portfolio that is recyclable	%	**34%**	32%	Not disclosed	–

1 Packaging data includes candy, mint and gum products only. It excludes all other product packaging and any non-Hershey purchased packaging materials, including our Salty segment.

Waste Management[1,2]	Unit	2024	2023	2022	Notes
Total non-hazardous waste generated	Metric tons	**119,405**	106,734	87,188	–
Total waste reused and recycled	Metric tons	**82,245**	70,964	68,302	–
Total waste: Composted	Metric tons	**149**	215	138	–
Total waste: Recycled	Metric tons	**35,886**	34,086	29,826	–
Total waste: Stock Feed	Metric tons	**46,210**	36,664	38,338	–
Waste to energy (incineration)	Metric tons	**11,439**	11,089	9,973	–
Waste to trash (landfill)	Metric tons	**25,721**	24,681	8,913	–
Company-wide waste recycling rate	%	**69%**	66%	78%	–
Hazardous waste	Metric tons	**182**	166	225	–
Waste intensity	Metric tons of waste generated/Metric tons of product produced	**0.12**	0.10	0.08	–

1 Waste management data within this table has been independently verified by Quantis. The corresponding verification letter may be found on our corporate website.
2 This data represents data available at operationally controlled Hershey sites.

Water Impact[1]	Unit	2024	2023	2022	Notes
Total water withdrawal	Millions of liters	**4,679**	4,520	5,783	2
Groundwater	% of total water use	**42%**	43%	54%	2
Purchased water	% of total water use	**58%**	57%	46%	2
Total water discharged	Millions of liters	**3,612**	3,230	4,898	–
Total water consumption	Millions of liters	**1,067**	1,290	885	3
Total water withdrawn in region of extremely high baseline water stress	%	**5.2%**	14.4%	11.5%	4
Total water withdrawn in region of high baseline water stress	%	**7.4%**	0.9%	1.0%	4
Total water consumed in region of extremely high baseline water stress	%	**10.9%**	33%	50%	4
Total water consumed in region of high baseline water stress	%	**23.5%**	1.7%	4.1%	4
Total water intensity	Liters per kilogram of product produced	**3.06**	2.85	2.78	–

1 Select metrics in the Water Impact data table have been independently verified by Quantis. The corresponding letter may be found on our corporate website.
2 Total water use, groundwater and purchased water represents available data from Hershey's global manufacturing facilities and owned U.S. distribution centers and corporate offices.
3 Water consumption is calculated as water use less water discharge.
4 Water withdrawn and water consumed in water-stressed regions represent data from manufacturing facilities.

Contextual Water Risk by Facility[1]	Water Stress Score per WRI Aqueduct 4.0	Notes
Total water intensity	Not applicable	–
Bethlehem, PA	Medium-high (20-40%)	–
Bluffton, IN	Medium-high (20-40%)	–
Edgerton, KS	Low-medium (10-20%)	–
Goodyear, AZ	Extremely high (>80%)	–
Granby, Quebec, Canada	Low-medium (10-20%)	–
Guadalajara, Jalisco, Mexico	Extremely high (>80%)	–
Hazleton, PA	Low (<10%)	–
Hershey, PA (Reese Manufacturing Plant)	Low (<10%)	–
Hershey, PA (West Hershey Manufacturing Plant)	Low (<10%)	–
Johor, Malaysia	Low (<10%)	–
Lancaster, PA	Low (<10%)	–

Water Risk by Facility[1]	Water Stress Score per WRI Aqueduct 4.0	Notes
Lawrence, KS	Low (<10%)	–
Lenexa, KS	Low-medium (10-20%)	–
Mandideep, Madhya Pradesh, India	Extremely high (>80%)	–
Memphis, TN	Low (<10%)	–
Monterrey, Nuevo León, Mexico	High (40-80%)	–
Plymouth, IN	High (40-80%)	–
Robinson, IL	Medium-high (20-40%)	–
São Roque, São Paulo, Brazil	Medium-high (20-40%)	–
St. Hyacinthe, Quebec, Canada	Low-medium (10-20%)	–
Stuarts Draft, VA	Medium-high (20-40%)	–
Velva, ND	Low-medium (10-20%)	–
Whitestown, IN	Medium-high (20-40%)	–

1 This data represents manufacturing sites under Hershey's operational control.

Biodiversity[1]	Unit	2024	2023	2022	Notes
Bethlehem, Pennsylvania, U.S.	%	**—%**	6.00%	Not Applicable	—
Bluffton, Indiana, U.S.	%	**1.00%**	0.33%	0.42%	—
Brantford, Ontario, Canada	%	**—%**	Not Applicable	Not Applicable	—
Edgerton, Kansas, U.S.	%	**—%**	0.82%	0.59%	—
Edwardsville, Illinois, U.S.	%	**1.00%**	1.23%	1.61%	—
Goodyear, Arizona, U.S.	%	**—%**	8.66%	17.69%	—
Granby, Quebec, Canada	%	**2.00%**	3.09%	2.04%	—
Guadalajara, Jalisco, Mexico	%	**—%**	15.33%	30.77%	—
Hazleton, Pennsylvania, U.S.	%	**—%**	3.61%	4.16%	—
Hershey, Pennsylvania, U.S.	%	**—%**	0.96%	0.82%	—
Johor, Malaysia	%	**—%**	5.67%	10.03%	—
Kennesaw, Georgia, U.S.	%	**—%**	Not Applicable	Not Applicable	—
Lancaster, Pennsylvania, U.S.	%	**—%**	0.58%	0.47%	—
Lawrence, Kansas, U.S.	%	**3.00%**	0.76%	0.75%	—
Lenexa, Kansas, U.S.	%	**—%**	0.66%	0.51%	—
Mandideep, Madhya Pradesh, India	%	**—%**	0.41%	0.00%	—
Memphis, Tennessee, U.S.	%	**5.00%**	2.69%	2.66%	—
Monterrey, Nuevo León, Mexico	%	**13.00%**	27.37%	79.30%	—
Ogden, Utah, U.S.	%	**—%**	8.17%	6.56%	—
Plymouth, Indiana, U.S.	%	**2.00%**	1.65%	1.58%	—
Robinson, Illinois, U.S.	%	**—%**	4.11%	4.14%	—
São Roque, São Paulo, Brazil	%	**9.00%**	26.85%	39.56%	—
St. Hyacinthe, Quebec, Canada	%	**—%**	2.81%	2.78%	—
Stuarts Draft, Virginia, U.S.	%	**18.80%**	7.61%	11.77%	—
Velva, North Dakota, U.S.	%	**—%**	1.29%	1.43%	—
Whitestown, Indiana, U.S.	%	**—%**	25.00%	Not Applicable	—
Zapopan, Jalisco, Mexico	%	**9.80%**	Not Applicable	Not Applicable	—

1 The data in the table above represents Hershey's owned and leased manufacturing facilities and distributions centers, specifically the percentage of nearby landscapes considered under protection in 2024 within 5 kilometers according to the World Database on Protected Areas (WDPA), the International Union for Conservation of Nature (IUCN) Red List species and national conservation list species with habitats within 50 kilometers by level of extinction risk, and the Biodiversity Importance Score from the Integrated Biodiversity Assessment Tool (IBAT) that integrates these global biodiversity datasets. The results reflected in this table are up to date as of February 2025. A 50km reporting boundary was previously used for 2023 and 2022 percentage of nearby landscapes considered under protection.

IUCN Red List Species[1]	2024					2023					Notes
Location	Critically Endangered	Endangered	Vulnerable	Near Threatened	Least Concerned	Critically Endangered	Endangered	Vulnerable	Near Threatened	Least Concerned	
Arizona, U.S.	**1**	**3**	**16**	**20**	**606**	3	5	9	9	616	–
Georgia, U.S.	**3**	**19**	**28**	**41**	**844**	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	2
Illinois, U.S.	**9**	**12**	**35**	**31**	**876**	3	12	26	22	737	–
Indiana, U.S.	**7**	**12**	**30**	**33**	**702**	5	13	21	26	663	–
Jalisco, Mexico	**9**	**24**	**42**	**43**	**1,141**	5	18	20	22	743	–
Johor, Malaysia	**43**	**284**	**208**	**199**	**3,500**	37	83	260	288	2,643	–
Kansas, U.S.	**5**	**12**	**26**	**28**	**732**	3	13	17	21	616	–
Madhya Pradesh, India	**5**	**12**	**24**	**29**	**743**	5	11	23	25	719	–
North Dakota, U.S.	**0**	**0**	**0**	**0**	**0**	1	5	11	11	439	–
Nuevo León, Mexico	**4**	**13**	**29**	**35**	**881**	3	8	14	20	699	–
Ontario, Canada	**5**	**11**	**26**	**36**	**768**	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	2
Pennsylvania, U.S.	**4**	**10**	**33**	**31**	**778**	3	10	28	26	660	–
Quebec, Canada	**5**	**11**	**30**	**28**	**601**	2	11	20	21	546	–
São Paulo, Brazil	**8**	**23**	**48**	**60**	**1,929**	8	15	38	55	1,319	–
Tennessee, U.S.	**7**	**9**	**32**	**28**	**796**	8	10	24	21	732	–
Utah, U.S.	**1**	**2**	**15**	**19**	**533**	2	4	9	10	489	–
Virginia, U.S.	**3**	**7**	**31**	**30**	**717**	3	6	23	22	606	–

1 The data shows the International Union for Conservation of Nature (IUCN) Red List species and national conservation list species with habitats within 50 kilometers of Hershey's owned and leased manufacturing facilities and distribution centers by level of extinction risk.
2 Georgia, U.S. and Ontario, Canada data was not collected in 2023.

Hershey Green Teams	Unit	2024	2023	2022	Notes
Hershey Green Team chapters (globally)	#	**11**	12	13	1
Hershey Green Team members	#	**>350**	>350	>350	–
Trees planted and tree seedlings distributed	#	**126,685**	214,272	262,396	2
Trees planted in partnership with the Arbor Day Foundation	# of trees	**125,000**	208,333	104,167	–

1 Represents active Green Teams globally.
2 The total trees planted represented in this metric includes the activities of Hershey Green Teams and ongoing partnerships like the Arbor Day Foundation. It does not include tree planting related to cocoa.

Our People

Hershey is a purpose-driven company guided by our deeply held values of Togetherness, Integrity, Excellence and Making a Difference. These values form the foundation of our culture, where investments in our people unlock exciting potential.

Our purpose, to Make More Moments of Goodness, drives how we empower our employees and create a culture founded on collaboration, innovation and motivation. Employees are the heart of our success. We are committed to providing them an environment where everyone feels heard, valued and supported to be their best selves. Our commitment to developing people has produced remarkable results, reflecting our strategy of creating opportunities for growth at every level of the organization. The passion, pride and sense of belonging transcends languages, borders, business units and roles. It's how we make more moments of goodness.

Link to UN SDGs:

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Transforming How We Work

In 2024, Hershey's workforce demonstrated remarkable resilience and adaptability as we worked together to transform the organization for the future.

We are shifting to a flatter organization structure that empowers our employees at all levels to have their voices and opinions heard.

The changes further establish our collaborative culture and encourage our employees to participate fully — as we continue to advance employee development, deepen our commitment to workplace innovation and strengthen our culture of Togetherness.

Transformation of Employee Communication

Listening to employee feedback, we reimagined how we communicate across the organization. We moved away from traditional town halls to create more meaningful, two-way dialogue through:

- Enterprise Connections — collaborative sessions bringing together diverse perspectives across the organization
- Ask Me Anything sessions — live dialogue with Executive Committee members and functional leadership for deeper discussions on relevant trends, strategies and priorities
- Executive coffee chats and listening sessions — informal gatherings where employees can connect directly with leadership
- Dive In & Take Out pre-recorded discussions — conversations with Hershey leaders diving into key business challenges or opportunities

Flexible Work Innovation

Our Best of Both framework, established in 2021, remains a critical tool for employees to balance personal needs with professional collaboration. Best of Both offers meaningful flexibility in how, when and where employees work while maintaining strong connections with teammates and the organization.

Our hybrid work model provides flexibility while encouraging in-person collaboration that sparks innovation. We introduced company quiet hours on Monday mornings and Friday afternoons, creating meeting-free periods dedicated to focus time and deep thinking.

We've extended our focus on flexibility to our manufacturing and retail teams. They now benefit from more adjustable scheduling options and the ability to flex their time for family and personal needs. This approach aims to help reduce overtime requirements, reinforcing our commitment to supporting work-life balance for all employees and reducing attrition.



Development for All

At Hershey, we believe that investing in our people is essential to our business success. Our Development for All philosophy means that we create meaningful growth opportunities for employees at every level of the organization.

In 2024, we expanded our talent development offerings and deepened our commitment to building a pipeline of future leaders.

RISE Program
We piloted the Relate, Inspire, Strategize and Empower (RISE) frontline leadership development program for supply chain leaders in 2024. This interactive and dynamic development journey with 58 participants was designed to enable early in-career leaders to upskill on 10 competencies.

Participants shared that the program was "highly interactive" and offered "practical exercises" that could be immediately applied to their work. As one participant noted, "Every aspect had a purpose and was well planned, organized and presented in a valuable way."

Pathways to Growth
We continued year three of our highly successful Pathways to Growth career accelerator program for pre-managerial talent. This program delivered impressive results:

- 93% of participants stay with Hershey and in 2024 38% of graduates experienced either a promotion or lateral movement
- Overall, program graduates seeking promotions are successful 15% more often than non-graduates

Enhanced Development Initiatives

We further strengthened our development ecosystem through enabling all employees with opportunities to learn, grow and lead in their roles. At Hershey, we invest in everyone, value our employees and appreciate what they bring to our innovation and growth. In 2024, we invested in the development of our early-in-career employees by executing an event for 76 employees focused on building critical skills, we held four experiential career development programs with 108 participants, conducted eight leadership essential training programs with 152 participants and completed three leader RISE sessions with 58 participants.

To retain and attract top-tier talent, we are committed to providing our employees with experiences filled with the opportunity to excel. In 2024, we focused on upskilling senior leaders through a monthly leader learning series, executing high performing team journeys and activating executive coaches for 11 senior leaders. Our Leadership Essentials workshops provided valuable opportunities for leaders to learn new feedback and coaching skills with 1:1 practice alongside certified coaches. Participants described it as "one of the more valuable trainings I've done in my life" and noted that "this training has changed the way I think about being a leader."

Development at Hershey means empowering our people to learn and practice new ideas, behaviors and skills. Enabling our people to develop themselves for tomorrow while executing with excellence today is critical to our long-term success. We know from listening that career growth and development are priorities for employees, and we have implemented these programs in response to this feedback.

Mentoring for Career Growth

Our internal Mentor Match platform has continued to grow, resulting in 20% of global employees either being a mentor or mentee as of 2024. This platform enables employees to connect with mentors across the organization, fostering knowledge sharing and creating development relationships that support career advancement.





"Empowering all employees to own their development ensures both technical skills and individual career aspirations are prioritized at every level of our company. This inclusion is foundational to our employee experience, from talent recruitment to retention, fueling how we transform and deliver business results."

Sharron Northern, Senior Manager Leadership Development

Employee Well-being

At Hershey, togetherness is one of our four company values and one of the driving forces behind our dedication to quality and our promise to Make More Moments of Goodness for our team and consumers.

Empowering our Business Resource Groups (BRG)

Our eight Business Resource Groups (BRGs) continue to function as cornerstones of our supportive company culture, contributing key input as we consider company policy, moving key business initiatives forward and developing colleagues.

In 2024, our BRGs demonstrated their strategic value through numerous impactful initiatives.

Asian & Pacific Islander BRG

- Partnered with commercial teams to create and deliver the 2024 Lunar New Year Hershey Branded Lantern gift box with Costco Stores, generating $1 million in sales across 139 stores
- Celebrated Lunar New Year at all U.S. Chocolate World retail locations, engaging over 17,000 guests and delivering more than 20,000 consumer impressions

Black Heritage BRG

- Hosted the fifth annual Juneteenth event with 901 attendees, a 23% increase from the previous year
- Led the third annual Book Drive with 1,600 books donated to Harrisburg Elementary Schools
- Delivered the fourth annual Investing In Your Growth Development Series attended by 4,100 employees in 2024
- Celebrated and attended the third annual Martin Luther King Jr. Commemorative Banquet

Veterans BRG

- Sponsored the Veterans Outreach of Central Pennsylvania Tiny Homes Community Kitchen and ribbon cutting celebration with 300 guests
- Delivered the third annual Veterans Day event at Chocolate World with over 5,000 guests
- Hosted the fifth annual Veterans Flag Placement at Indiantown Gap Cemetery



- Provided signed "Thank a Veteran" bar overwrap for veterans at the 80th Anniversary D-Day Celebration in Normandy, France

With 806 U.S. employees identifying as veterans in 2024, our commitment to supporting military members and their families has been recognized through our inclusion in multiple veteran employment recognition programs.

Prism BRG (LGBTQ+)

- Sponsored the third annual Lancaster Pride event with 9,000 attendees
- Hosted the third annual Pride Month Hershey Stacks Lighting Event with food trucks and games for families

Abilities First BRG

- Hosted Everyday Accessibility Lunch 'n Learn with Secretary to the President of the National Organization on Disability
- Consulted with Hershey's Design teams delivering Olympics ads featuring athletes and Paralympians
- Hosted two Sensory Friendly Nights at Chocolate World
- Announced Susquehanna Service Dog Maren, the eighth Susquehanna service dog being raised through Hershey's Service Dog Program

These initiatives support our broader commitment to disability inclusion, which earned Hershey a 100% rating on the Disability Equality Index for the second consecutive year and the National Organization on Disability Seal for the ninth year. Additionally, Hershey Chocolate World was awarded as the 2024 Large Employer of the Year for Differently Abled Employees by the Lebanon & Lancaster Employment Coalition.

Women's BRG

- The International Women's Day Celebrate SHE campaign, designed in partnership with our U.S. Confection division and our Women's BRG, continued as a key business driver in our commercial portfolio
- Celebrated International Women's Day at Hershey headquarters, with 1,000 attendees
- Hosted guest speaker Alex Morgan, a two-time World Cup Champion, Olympic Gold Medalist and Entrepreneur
- Hosted quarterly sessions for employees who are new to Hershey or recently moved to a new role within the company to network, share resources and support

GenH Business Resource Group

- Hosted 5th Annual Summer Bash to engage leaders and colleagues through an afternoon with games, food trucks, and connecting.
- Hosted Managing Through Change and What It Means Across Generations with Kaye Foster, BCG Consultant & Executive Coach/Board Member, to enable colleagues to thrive through change.

Latino BRG

- Supported MHS Hispanos Exitosos program with 23 high school juniors and seniors presenting their capstone projects.
- Provided HSY branded portfolios and personalized bag tags for their graduation celebration.
- Hosted MHS Hispanos Exitosos program graduation celebration luncheon at corporate headquarters to recognize their efforts.
- Hosted Managing Challenges & Changes: The Reason for Adaptability Panel with the VP Global Supply Chain N.A. and Dir Lean Program & Mfg Transformation Strategy.



"The Business Resource Groups at Hershey are important to fostering our colleagues and culture. BRGs serve to increase employees' engagement and sense of belonging, play a role in developing future leaders and ensure that the collective voices and needs are heard. Sharing personal employee stories through the BRGs is one of the many ways we can connect more deeply with our workforce and communities."

Terry Finch, Resource Management & Portfolio Process Manager

What's Next in People

Hershey remains committed to evolving our workplace to meet the changing needs of our employees and business.

Building Future Talent

Milton Hershey School Partnership

We continue to deepen our partnership with the Milton Hershey School (MHS), a residential school founded in 1909 by Milton Hershey, serving over 2,100 underserved students from pre-K through grade 12 across 35 states.

We help students and alumni build the necessary skills and experiences to create generational change through career-focused work streams.

Recent milestones include:

- Hosted a total of 50 high school interns in 2024, a 60% increase compared to last year.
- Launched the second annual summer internship at The Hershey Company corporate office, with 26 high school juniors and seniors. We also increased the number of Hershey departments sponsoring high school interns from one in 2022 to 11 in 2024.
- Supported more than 38 students earning a Pennsylvania state-registered manufacturing pre-apprenticeship certificate since 2022.
- Engaged 154 Hershey leaders in facilitating over 70 commercial business interactive learning experiences.
- Sponsored the Hershey Honors Program with 17 MHS juniors and seniors.
- Expanded the MHS Hispanos Exitosos Program with 23 high school juniors and seniors.

Our focus areas will include:

- **Belonging for all**: We will strengthen our employee experience through expanded programming and deeper integration of our corporate value of Togetherness into everyday business operations.
- **Evolution of workplace flexibility**: We continue to adapt our flexible work model to support employee needs while driving collaboration and innovation. In 2025, we will be opening our first workplace hub in Dallas, Texas.
- **Investing in opportunities for all to learn, grow and lead**: We will expand our development offerings, with emphasis on pre-managerial talent and frontline employees.
- **Expanding focus on well-being initiatives**: Building on the success of our mental health and physical wellness programs, we will continue to expand resources that support employees' whole-person well-being.
- **Continue technology integration in talent processes**: We will leverage new technologies, including AI-powered tools like our recently implemented interview scheduling assistant, to streamline recruiting processes and enhance the employee experience.
- **Celebrating our people and their achievements**: We will enhance our recognition programs to highlight the exceptional contributions of Hershey employees at all levels of the organization.
- **Developing tomorrow's leaders**: We will continue to invest in identifying and nurturing all talent through targeted development programs that build critical leadership skills for our future.



Our Progress

Our People	Target Year	Progress (as of Dec. 31, 2024)	Goal Status	Notes
50% hazard reduction for job functions with ergonomic risks through process improvements	2025	**33.7%**	On Track	1

1 All sites are on track to complete hazard reduction for ergonomic risks as planned.

Employees	Unit	2024	2023	2022	Notes
Global employees: Total	# of employees	**20,030**	20,505	19,865	1
Global employees: Full-time	# of employees	**18,540**	18,650	18,077	1
Global employees: Part-time	# of employees	**1,490**	1,855	1,788	1
Union representation Collective Bargaining Employees	%	**33%**	31%	33%	2

1 Data in the table above represents approximate total global, full-time and part-time employees and is consistent with employee headcount data as reported in Hershey's 2024 Form 10-K.
2 This value represents the percentage of employees covered by collective bargaining agreements and includes employees worldwide.

	2024			2023			2022			Notes
Employees[1]	Total	Female	Male	Total	Female	Male	Total	Female	Male	
Global Employees	**20,035**	**9,470**	**10,558**	20,507	9,878	10,626	19,271	9,216	10,055	–
Full-time	**18,543**	**8,631**	**9,909**	18,650	8,866	9,784	17,489	8,252	9,237	–
Part-time	**1,492**	**839**	**649**	1,857	1,012	842	1,782	964	818	–
Regular	**19,345**	**9,080**	**10,262**	19,393	9,243	10,150	17,893	8,313	9,580	–
Temporary	**690**	**390**	**296**	1,113	635	475	1,378	903	475	–

1 Race/ethnicity and gender data in this table are based on employee self-identification in Hershey's HR data system as of December 31, 2024. Totals may not add up exactly as this data is not required.

	2024		2023		2022		Notes
Employees by Type and Region[1]	Regular	Temporary	Regular	Temporary	Regular	Temporary	
Globally	**19,345**	**690**	19,393	1,112	17,893	1,378	–
United States (including Puerto Rico)	**11,408**	**562**	11,657	593	10,788	551	–
Non-U.S.	**7,937**	**128**	7,737	519	7,105	827	–
Asia	**1,268**	**61**	1,216	105	1,191	116	–
Africa	**0**	**0**	0	0	0	0	–
North America	**986**	**0**	989	1	929	0	–
Europe	**52**	**2**	55	1	42	0	–
Latin America	**5,631**	**65**	5,477	412	4,943	711	–

1 Data in this table is based on information from Hershey's HR data system as of December 31, 2024. Totals may not add up exactly as some information is not required.

Global Workforce by Age[1,2]	2024			2023			2022			Notes
	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old	
Total workforce	**24.5%**	**47.7%**	**27.8%**	24.8%	47.1%	28.2%	24.4%	46.8%	28.8%	–
Non-management	**27.3%**	**44.5%**	**28.3%**	27.6%	43.9%	28.4%	27.1%	43.7%	29.1%	–
Management	**6.5%**	**68.4%**	**25.0%**	7.4%	66.2%	26.4%	6.5%	66.7%	26.8%	–
Senior leader	**0.0%**	**60.1%**	**39.9%**	0.0%	57.4%	42.6%	0.0%	53.9%	46.1%	–
Executive team	**0.0%**	**44.4%**	**55.6%**	0.0%	36.4%	63.6%	0.0%	40.0%	60.0%	–

1 Select data in the global workforce by age table received limited assurance by EY and the corresponding limited assurance statement is found on our corporate website.
2 Data may not equal 100% due to rounding. Employees include both full-time and part-time employees.

U.S. Workforce by Hershey Internal Job Category[1,2]	2024				2023				2022				Notes
	Female	Male	POC	White	Female	Male	POC	White	Female	Male	POC	White	
Executives/senior leaders	**34.8%**	**65.2%**	**18.2%**	**81.0%**	34.4%	65.6%	19.4%	80.6%	34.6%	65.4%	17.2%	82.8%	–
Entry-level professional employees	**46.8%**	**53.2%**	**19.1%**	**80.0%**	47.6%	52.4%	19.0%	81.0%	47.4%	52.6%	18.4%	81.5%	–
Leaders in commercial functions	**34.8%**	**65.2%**	**15.7%**	**84.3%**	34.6%	65.4%	15.4%	84.6%	34.2%	65.8%	14.1%	85.8%	–
Sales employees	**47.3%**	**52.7%**	**17.1%**	**82.9%**	46.7%	53.3%	16.6%	83.4%	46.9%	53.1%	16.9%	83.0%	–
Hourly manufacturing employees	**37.6%**	**62.4%**	**35.9%**	**64.1%**	38.7%	61.3%	34.8%	65.2%	38.5%	61.5%	33.5%	66.5%	–

1 Data in this table represents Hershey internal HR job category data and does not directly correlate to EEOC job category data. Data in this table is based on employee self-identification in Hershey's HR data system as of December 31, 2024.
2 Employee gender and race/ethnicity are based upon employee self-identification data as of December 31, 2024. Other indicators of diversity are defined as POC. POC includes U.S. employees identified as Black, African American, Hispanic/Latino, Asian/Asian Pacific Islander, Hawaiian Pacific Islander and those who identify as two or more races. However, we only disclose Asian, Black and Hispanic/Latino in the table above, so totals may not add up to 100%.

U.S. Workforce by Employee Category	2024	2023	2022	Notes
Senior leader as percentage of total workforce	**1.7%**	2.0%	1.9%	1
Management as percentage of total workforce	**13.6%**	14.1%	13.3%	–
Non-management as percentage of total workforce	**86.4%**	85.9%	86.7%	–
Proportion of senior management hired from the local community	**50.0%**	79.3%	100.0%	2

1 Senior leader-level data includes Hershey people leaders or employees at an internal pay band level of 3B or higher. This data is not mutually exclusive and overlaps with some headcount also included in the Management level data, which includes employees at an internal pay band level of 2B or higher. Race/ethnicity and gender percentages are based on employee self-identification in Hershey's HR data system as of December 31, 2024.
2 "Senior management" is defined as individuals hired as Senior Manager and above (up to Senior Vice President within the C-Suite). "Local" is defined as a permanent resident at time of hire in one of the following locations in the USA: Pennsylvania, New Jersey, New York, Ohio, West Virginia, Virginia, Maryland, District of Columbia and Delaware. "Significant locations of operation" is defined as the following locations: 19 East Office, Amplify 19 East Office, Annville Fulfillment Center, Hazleton Plant, Hbg Intl Airport Flt Ops, HCW Visitors Center, LicensingCo 19 East Office, Reese Plant, Sales Co HCW Visitors Center, Sales Co Office Northeast, SalesCo 19 East Office, Sourcing Co 19 East Office, Sourcing Co Tech Center, Stuarts Draft Plant, Technical Center, West Hershey Plant and Y&S Lancaster Plant.

Workforce Representation[1,2,3]

		Total Hershey			Senior Leader			Management			Non-Management			Notes
		2024	2023	2022	2024	2023	2022	2024	2023	2022	2024	2023	2022	
Global	Female	**47.3%**	48.2%	47.8%	**34.8%**	34.4%	34.6%	**40.5%**	39.4%	39.5%	**48.3%**	49.6%	49.1%	–
Global	Male	**52.7%**	51.8%	52.2%	**65.2%**	65.6%	65.4%	**59.5%**	60.6%	60.5%	**51.6%**	50.4%	50.9%	–
U.S.	Total POC	**30.3%**	28.5%	27.7%	**18.2%**	19.4%	17.2%	**18.0%**	17.7%	17.1%	**32.6%**	30.7%	29.7%	–
U.S.	Asian	**4.2%**	4.3%	4.2%	**8.6%**	9.0%	8.3%	**5.5%**	5.7%	5.6%	**3.9%**	4.0%	4.0%	–
U.S.	Black	**13.4%**	12.4%	12.9%	**2.3%**	2.9%	3.1%	**5.0%**	4.9%	4.7%	**15.0%**	13.9%	14.4%	–
U.S.	Hispanic/Latino	**10.2%**	9.6%	8.7%	**6.6%**	6.6%	5.3%	**6.4%**	6.2%	6.1%	**10.9%**	10.3%	9.1%	–
U.S.	White	**69.7%**	71.5%	72.3%	**81.8%**	80.6%	82.6%	**82.0%**	82.3%	82.8%	**67.4%**	69.3%	72.3%	–

1 Select data in the workforce representation table received limited assurance by EY and the corresponding limited assurance statement is found on our corporate website.
2 Employees include both full-time and part-time employees. Management-level data includes Hershey people leaders or employees at an internal pay band level of 2B or higher. This data is not mutually exclusive and overlaps with some headcount also included in the Senior Leader level data, which includes employees at an internal pay band level of 3B or higher.
3 Employee gender and race/ethnicity are based upon employee self-identification data as of December 31, 2024. Other indicators of diversity are defined as POC. POC includes U.S. employees identified as Black, African American, Hispanic/Latino, Asian/Asian Pacific Islander, Hawaiian Pacific Islander and those who identify as two or more races. However, we only disclose Asian, Black and Hispanic/Latino in the table above, so totals may not add up to 100%.

Executive Team[1,2,3]

	Unit	2024	2023	2022	Notes
Executive Team Members	#	**9**	11	10	–
Total Executive Team	% of total workforce	**0.1%**	0.1%	0.1%	–
Executive Team — Female	# (%)	**2 (22.2%)**	2 (18.2%)	2 (20.0%)	–
Executive Team — Male	# (%)	**7 (77.8%)**	9 (81.8%)	8 (80.0%)	–
Executive Team — POC	# (%)	**3 (33.3%)**	4 (36.4%)	3 (30.0%)	–
Executive Team — Asian	%	**2 (22.2%)**	2 (18.2%)	1 (10%)	–
Executive Team — Black	%	**0 (0.0%)**	0 (0.0%)	0 (0.0%)	–
Executive Team — Hispanic/Latino	%	**0 (0.0%)**	1 (9.1%)	1 (10.0%)	–
Executive Team — White	%	**6 (66.7%)**	7 (63.6%)	7 (70.0%)	–

1 Select data in the executive team data table received limited assurance by EY and the corresponding limited assurance statement is found on our corporate website.
2 The executive team includes employees who report to Hershey's CEO, including the CEO.
3 Employee gender and race/ethnicity are based upon employee self-identification data as of December 31, 2024. Other indicators of diversity are defined as POC as defined above. However, we only disclose Asian, Black and Hispanic/Latino in the table above, so totals may not add up to 100%.

Board of Directors[1]	Unit	2024	2023	2022	Notes
Total Directors	#	**11**	11	12	–
Board of Directors number – Female	#	**4**	5	5	–
Board of Directors percent – Female	%	**36%**	45%	42%	–
Board of Directors number – Male	#	**6**	6	7	–
Board of Directors percent – Male	%	**64%**	55%	58%	–
Board of Directors number – POC	#	**4**	3	2	–
Board of Directors percent – POC	%	**36%**	27%	17%	–
Board of Directors number – White	#	**6**	8	10	–
Board of Directors percent – White	%	**55%**	73%	83%	–

1 Board data relates to directors included in The Hershey Company's Proxy Statement for the respective year.

2024 Q4 Global Employee Engagement Results[1]	Global Enterprise	Age/Generation				Gender (Global)		Notes
		Boomer	Gen X	Gen Y	Gen Z	Male	Female	
Employee engagement (eNPS)	**21**	**27**	**21**	**19**	**42**	**22**	**20**	2
Intent to stay	**73%**	**75%**	**75%**	**72%**	**81%**	**74%**	**72%**	–
Expectations (meet/exceed)	**83%**	**84%**	**83%**	**83%**	**89%**	**83%**	**84%**	–

1 This employee engagement data represents results from The Hershey Company's 2024 Q4 Continuous Listening Survey, which included both salaried and hourly Hershey employees. Data by race/ethnicity reflects U.S. salaried employees only.
2 Employee Net Promoter Score (eNPS) is a measure of engagement.

2024 Q4 U.S. Employee Engagement Results by Race/Ethnicity[1]	Asian	Black	Latino	2 or More Races/ Ethnicities	White	Notes
Employee engagement (eNPS)	**19**	**30**	**12**	**(22)**	**(2)**	2
Intent to stay	**74%**	**80%**	**73%**	**67%**	**68%**	–
Expectations (meet/exceed)	**84%**	**85%**	**83%**	**74%**	**78%**	–

1 This employee engagement data represents results from The Hershey Company's 2024 Q4 Continuous Listening Survey, which included both salaried and hourly Hershey employees. Data by race/ethnicity reflects U.S. salaried employees only.
2 Employee Net Promoter Score (eNPS) is a measure of engagement.

Parental Leave[1]	2024			2023			2022			Notes
	Female	Male	Total	Female	Male	Total	Female	Male	Total	
Entitled to parental leave	**104**	**177**	**281**	66	124	190	35	72	107	–
Took intermittent leave	**1**	**3**	**4**	0	5	5	0	0	1	–
Took continuous leave	**68**	**158**	**226**	57	105	162	28	57	85	–
Employees who did not elect	**35**	**16**	**51**	9	14	23	7	14	21	2
Returned to work	**102**	**176**	**278**	54	105	159	28	57	85	–
Return to work rate	**98%**	**99%**	**99%**	95%	100%	98%	100%	100%	100%	–

1 We adhere to all relevant laws and regulations for maternity and paternity leave globally. Outside of the U.S. individual instances of parental leave are monitored; however, they are not aggregated. There are no specific plans to aggregate this data.
2 Employees have one year from the date of birth to use parental leave. "Did Not Elect" metrics include employees who did not elect to use their parental leave until 2025 due to the timing of the birth late in the year in 2024. Additionally, parental leave benefits were extended to our Salty manufacturing facilities and Hazelton plant, which increased the number of employees choosing to not elect.

Pathways to JOIN	Unit	2024	2023	2022	Notes
Veteran hires	%	**5.2%**	5.5%	Not disclosed	1

1 Represents U.S. veteran hires.

Pathways to GROW	Unit	2024	2023	2022	Notes
Online and classroom training courses available for employees	# of courses	**20,000**	40,000	20,000	1
Business Resource Groups (BRGs)	# of BRGs	**8**	8	8	–

1 The number of courses available doubled in 2023 when we integrated GetAbstract into our SuccessFactors LMS learning library. GetAbstract courses did not renew in 2024, resulting in fewer online training courses available in the library.

Average Hours of Training Per Year Per Employee[1]		2024			2023			2022			Notes
	Unit	Female	Male	Total	Female	Male	Total	Female	Male	Total	
Total	# of hours	**8.8**	**14.8**	**13.3**	9.4	14.4	12.0	8.4	11.9	10.2	–
Full-time	# of hours	**9.4**	**15.4**	**12.6**	9.9	15.1	12.7	8.9	12.6	10.9	–
Part-time	# of hours	**3.6**	**4.7**	**4.1**	4.4	5.4	4.9	3.5	3.4	3.4	–

1 The average hours of training shown above are based only on training hours logged through Hershey's Learning and Development Program. These hours do not account for outside team or individual training programs not offered through Hershey's centralized system.

New Employees Hired[1]		2024		2023		2022		Notes
		# employees	Rate (%)	# employees	Rate (%)	# employees	Rate (%)	
New employees hired		**6,892**		9,362		9,797		–
Age group	<18	**55**	**94.8%**	102	177.6%	80	139.1%	–
	18-24	**2,302**	**113.2%**	2,976	132.3%	3,177	144.2%	–
	25-34	**2,157**	**40.8%**	3,145	58.1%	3,207	65.2%	–
	35-44	**1,334**	**27.8%**	1,746	37.5%	1,758	40.6%	–
	45-54	**680**	**16.6%**	895	21.8%	997	25.5%	–
	55+	**364**	**9.5%**	498	12.7%	578	15.7%	–
Gender	Male	**3,262**	**31.0%**	4,109	38.7%	4,283	43.4%	–
	Female	**3,618**	**37.7%**	5,247	53.9%	5,514	59.8%	–
Region	Asia	**269**	**20.4%**	365	27.8%	443	36.7%	–
	North America	**3,064**	**23.3%**	3,881	29.3%	4,290	35.7%	–
	Europe	**11**	**19.8%**	19	38.4%	15	46.2%	–
	Latin America and the Caribbean	**3,546**	**62.8%**	5,097	88.0%	5,049	87.3%	–

1 Data is reliant upon employee self-identification in Hershey's HR data systems. Totals may not add up exactly as this data is not required. In some instances, the hire rate may be more than 100%. This is largely attributed to seasonal part-time employment. New employee hire and turnover data for Mexico is included in the Latin America and Caribbean region.

Employee Turnover[1]		2024		2023		2022		Notes
		# employees	Rate (%)	# employees	Rate (%)	# employees	Rate (%)	
Employee turnover		**7,281**		7,883		8,265		–
Age Group	<18	**28**	**48.3%**	33	56.9%	19	34.8%	–
	18-24	**1,939**	**95.3%**	2,438	108.4%	2,588	117.5%	–
	25-34	**2,206**	**41.7%**	2,601	48.1%	2,715	55.2%	–
	34-44	**1,416**	**29.5%**	1,414	30.3%	1,411	32.6%	–
	45-55	**797**	**19.5%**	705	17.2%	814	20.8%	–
	55+	**891**	**23.2%**	692	17.7%	718	19.5%	–
Gender	Male	**3,334**	**31.6%**	3,367	31.7%	3,527	35.7%	–
	Female	**3,940**	**41.1%**	4,514	46.4%	4,738	51.4%	–
Region	Asia	**235**	**17.8%**	265	20.2%	238	19.8%	–
	North America	**3,327**	**25.3%**	2,855	21.6%	3,173	26.4%	–
	Europe	**14**	**25.2%**	3	6.1%	1	6.2%	–
	Latin America and the Caribbean	**3,701**	**65.6%**	4,760	82.2%	4,853	84.0%	–

1 Data is reliant upon employee self-identification in Hershey's HR data systems. Totals may not add up exactly as this data is not required. In some instances, the turnover rate may be more than 100%. This is largely attributed to seasonal part-time employment. New employee hire and turnover data for Mexico is included in the Latin America and Caribbean region.

Safety[1]	Unit	2024	2023	2022	Notes
Total Recordable Incident Rate (TRIR)	Rate	**1.18**	1.18	1.26	–
Days Away, Restricted, Transferred (DART)	#	**0.90**	0.91	1.06	–
Lost Workday Incident Rate (LWIR)	Rate	**0.48**	0.40	0.58	–
Fatalities (work-related)	#	**0**	0	0	–

1 Our rates have been calculated on a per 200,000-hours-worked basis. We meet all regulatory record-keeping and reporting requirements for work-related injuries. Our statistics include all workers who are not employees but whose work is controlled by our organizations. We do not track metrics for contractors. Each contractor company is responsible for gathering this information and reporting it according to local requirements.

Youth

At Hershey, we believe every child should get the chance to fulfill their potential. Supporting brighter futures for children has been part of our DNA since Milton Hershey founded the Milton Hershey School in 1909.

We continue this legacy by investing in educational programs, nutrition and food security and social-emotional well-being efforts that help young people thrive. Our Heartwarming Project provides opportunities for young people to learn, grow and create positive change in communities through service, learning and leadership. Our connection with the Milton Hershey School continues to empower youth as they build the skills needed to thrive as compassionate, successful and connected leaders.

Link to UN SDGs:



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Connection and Well-being

Supporting young people's social and emotional well-being has never been more important and Hershey continues to step up to help.

Hershey's Heartwarming Project (HWP) invests in partnerships and initiatives that boost youth well-being via meaningful connection. When young people have opportunities to learn and practice critical social-emotional skills such as empathy and collaboration, they help create kinder and stronger communities.

In 2024, we continued our signature HWP programs, creating meaningful impact for young people across the U.S.

Sparking Change

We deepened our national partnership with Boys & Girls Clubs of America (BGCA) to help teens practice the skills they need to meaningfully connect with one another and create positive change in their communities.

Hershey continued its national sponsorship of BGCA's Think, Learn, Create Change (TLC) program, which teaches teens to work together to become effective year-round champions for change. The program encourages young people to:

- Think about what issues they care most about
- Research an issue in depth
- Develop a plan to take action
- Implement their plan to create change

In 2024, the program reached over 1,000 young people across the U.S.

Our sponsorship also directly supported 110 TLC participants across four Boys & Girls Clubs (BGC):

- BGC of Bellevue, Washington
- BGC of Lancaster, Pennsylvania
- BGC of Lawrence, Kansas
- BGC of Middle Tennessee

This support helped underwrite costs related to these clubs' TLC projects, which addressed issues including healthy relationships, community gun-violence awareness, mental health and civic education.

One standout project from BGC of Bellevue brought together over 70 community participants for an 8-mile bike ride and community block party in support of healthy relationships. Teens organized the event in partnership with the One Love Foundation and local officials to promote healthy interpersonal relationships. Twelve teens completed specialized training on healthy relationships, equipping them to support their peers and advocate for safer, healthier communities.

We also supported BGCA's 2024 Summit for America's Youth in Washington, D.C. Teens from Boys & Girls Clubs across the U.S., alongside their adult mentors, had the opportunity to present their TLC projects, learn about careers in public service, meet with lawmakers and explore the nation's capital. With Hershey's support, 17 teens and 8 staff from the four clubs listed above were able to attend this transformative experience.

Promoting Mental Health

Our ongoing partnership with Crisis Text Line (CTL) provided critical mental health support to teens and their families. In 2024, Hershey helped CTL support over 43,600 young adult texters in crisis in both English and Spanish.

Hershey's support also sponsored a refresh of CTL's popular well-being resource, the Mental Health School Supplies toolkit. This toolkit provides students, families and educators with resources to promote and support mental health throughout the school year, with a particular emphasis on the well-being challenges that are most often experienced at the start of a new school year.

Encouraging Community Engagement

The Heartwarming Project also drove remarkable youth engagement through its ongoing partnership with InnerView. This platform connects students across the U.S. with community service and other service learning opportunities. The app also makes it easy for students to track their impact and build service résumés that reflect their commitments to the communities they care about.

In 2024, InnerView achieved impressive results:

- 41,662 students took action on HWP-sponsored volunteer activities to boost connection and well-being
- 172,856 different activities were completed
- 653,093 hours were volunteered
- $21.8 million community impact value

Leading through Service

Hershey supports youth service and leadership development through our partnership with Youth Service America (YSA). Together we empowered young people to take action in their communities through volunteer service projects as part of Global Youth Service Day (GYSD).

YSA's Hershey Heartwarming Young Heroes GYSD microgrants program awarded 129 grants in the amounts of $100, $250 or $500 to young people whose projects aimed to create greater connection in their schools and communities. In 2024, this microgrants program exceeded its goals:

- 7,134 youth volunteers engaged (143% of 5,000 goal)
- 23,704 youth volunteer hours
- 48,449 people helped through youth-led service projects

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Milton Hershey School Partnership

Investing in children's education is fundamental for Hershey and for our connection with Milton Hershey School (MHS).

Our connection to MHS extends back to our founding principles. Not only did Milton Hershey found MHS, he bequeathed his ownership of the company to a trust with MHS as the sole beneficiary. That trust remains our largest shareholder, receiving a substantial portion of any dividends we pay. This means our success directly benefits MHS and its more than 2,100 students from low-income families, allowing them to receive a high quality education at no cost.

In 2024, we continued to build on this relationship, expanding programs that connect with MHS students and staff and providing them with the kind of skills and experiences that contribute to generational change.

Real World Business Experience

The Hershey Honors Business Program enables MHS students to experience the business world firsthand. This five-month program involves students:

- Learning various business topics in classes taught by Hershey employees
- Receiving mentoring and coaching from Hershey team members
- Pitching their own business ideas in presentations that close out the course

Building on previous years' success, the 2024 program continued to provide students with valuable insights into corporate operations and entrepreneurship, preparing them for future careers in business and beyond.

Project Fellowship

Our Project Fellowship program connects MHS students with caring people across the wider community. Monthly activities bring together student homes — the places students live together while at school — with Hershey employees and their families. More than 450 employees took part in this program by fostering connections with students at 50 student homes.

This program fosters meaningful connections that extend beyond the classroom, providing students with additional mentorship and support while creating opportunities for Hershey employees to make a direct impact in students' lives.

Internship Opportunities

Over the past three years, Hershey hosted 94 high school interns, providing them with valuable hands-on experience across multiple business functions. Our internships offer students:

- Exposure to various career paths within Hershey
- Visits to manufacturing facilities and research and development centers
- Opportunities to work on real business challenges and present solutions to company leadership
- Professional development and networking with Hershey employees

These experiences help students build their resumes, clarify career interests and develop the professional skills they'll need after graduation.

Apprenticeship Program Growth

Our pre-apprenticeship program for MHS students continued in 2024, giving participants the opportunity to learn about manufacturing operations and career options in this field.

Since 2022, 38 MHS students have earned their Pennsylvania-recognized pre-apprenticeship certificates, giving them a valuable credential as they plan their educational and career paths.

Continuing Education Scholarships

We expanded support for the Dearden Foundation and The Hershey Company Joint Scholarship for Continuing Education, which supports students in communities where we operate. This scholarship advances the legacy of William E. Dearden, one of MHS's most beloved alumni who worked at both the school and The Hershey Company before eventually becoming CEO in 1976.

Through these multifaceted programs, we're honoring Milton Hershey's legacy while preparing the next generation of leaders with the education, skills and experiences they need to succeed.

What's Next in Youth

As we look to the future, we're taking time to evaluate our impact, gather feedback and refine our approach to ensure we're addressing the most pressing needs for young people.

Our commitment to youth well-being remains steadfast as a foundational priority within Our Shared Goodness Promise. We recognize that investing in young people isn't just about addressing immediate needs — it's about building a stronger tomorrow for all.

As we look ahead, we're focused on:

- Reviewing our progress and connecting directly with young people to get their ideas and feedback on the issues they care most about and the challenges they face
- Continuing to connect with the country's experts and leaders on supporting young people as we shape the next chapter of our strategy



Our Progress

Youth	Target Year	Progress (as of Dec. 31, 2024)	Goal Status	Notes
50 million children globally supported through education, nutrition, and social and emotional well-being	2025	**41,576,503 children**	On Track	1
100,000 children take Heartwarming actions and impact their communities	2025	**324,544 children**	Achieved	2

1 More than 41 million children were supported cumulatively from January 1, 2020 to December 31, 2024.
2 More than 320,000 children took action and impacted their communities cumulatively from January 1, 2020 to December 31, 2024.

The Heartwarming Project	Unit	2024	2023	2022	Notes
Children reached through The Heartwarming Project (HWP) partnerships	# of children	**4,431,975**	7,552,577	9,650,047	1
Youth directly benefiting from HWP investments	# of youth	**649,759**	679,066	615,484	–
Youth taking part in Heartwarming actions	# of youth	**73,392**	42,895	79,434	–

1 In 2024 we made the strategic decision to discontinue support for one of the Heartwarming Project's national partners, resulting in a significant reduction of overall service population reached via partnerships.

Community



Hershey's commitment to making a difference in communities has been central to our identity for over 130 years.

Our legacy of community impact stems from Milton Hershey's vision of corporate citizenship — a vision we proudly continue, both through strategic philanthropy and through the remarkable generosity of our employees worldwide. Our employees consistently demonstrate their dedication to strengthening communities. We multiply our impact through employee volunteer programs and matched-giving campaigns. In 2024, we provided more than 300 strategic grants and contributions to nonprofit organizations with the aim of ensuring each of the communities where we operate can thrive. Our philanthropy focuses on education, workforce development, basic needs and cultural programs where our employees live and work.

Link to UN SDGs:

1 NO POVERTY | 2 ZERO HUNGER | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH

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Hershey for Communities

Since our earliest days as a company, Hershey has been committed to ensuring that the communities where our employees live and work can thrive.

Our corporate philanthropy team manages enterprise philanthropy and volunteerism efforts, leveraging the portion of Hershey's consolidated net sales dedicated to philanthropy each year. The team works closely with colleagues in each Hershey location around the world to ensure our partnerships and community investments can make the greatest difference. Together, they:

- Identify community needs
- Tailor Hershey's response
- Nurture relationships with nonprofit organizations
- Dispense grants and product donations
- Review impact reports
- Manage employee giving and volunteering programs

Strategic Priority: Basic Needs

Supporting programs and partnerships focused on providing basic needs — ensuring access to nutrition, health care, and housing — for the most vulnerable people in our communities is a core part of our philanthropic investment strategy.

Fighting Food Insecurity

Addressing food insecurity remained the priority in 2024. Hershey worked with more than 30 nonprofit partners to help reduce food insecurity at both local and national levels. Our funding supported a range of national hunger initiatives, local food pantries, school feeding programs, summer food programs and community farmers' markets and gardens.

Feeding America Partnership

Hershey continued its longstanding support for Feeding America, the nation's largest network of local food banks, with a donation of $225,000 in 2024. This support came via our SkinnyPop brand, which proudly participated in the "Fight Hunger. Spark Change." campaign, helping provide 750,000 meals to those in need. Hershey also supported child and family hunger programs at 10 Feeding America food banks in our U.S. manufacturing communities in Pennsylvania, Tennessee, Indiana, Illinois, Missouri, Arizona and Virginia.

Hunger Mapping Initiative

We also supported the Central Pennsylvania Food Bank's Hunger Mapping Project. This 18-month analysis produced valuable insights into better understanding food insecurity in Dauphin County, where our corporate headquarters is located. Published in February 2025, the report provides specific, locally focused recommendations to improve the nutritional safety net across the county. Hershey also funded capacity-building grants to help implement these recommendations.

International Teams Fight Hunger

The Hershey Manila team packed 7,200 meals in partnership with Rise Against Hunger and provided a $15,000 donation to feed children and families facing food insecurity.

In Dubai, our office team donated 10,000 Hershey products to support The Giving Family's distribution of Iftar meals during Ramadan to hardworking laborers. The Dubai team and their families joined in the distribution effort, reinforcing the Hershey ethos of creating moments of goodness.

Community Gardens & Farmers Markets

In addition to support for food banks and hunger prevention efforts at local, national and international levels, Hershey also supports initiatives such as local farmers' markets and community gardens.



In 2024, we celebrated the 20th anniversary of The Hershey Community Garden, which we co-founded with other Hershey entities in 2014. The community garden has 224 plots for community members to cultivate, including raised beds for individuals with physical disabilities. Our employee volunteers regularly tend a large, shared plot dedicated to supplying fresh produce to three community food pantries. In 2024, Hershey employees harvested and donated more than 2,300 pounds of produce to local food pantries. Community garden members also grew, assembled and distributed more than 1,500 flower bouquets to senior centers, healthcare organizations and community groups.

Healthcare Highlights

In 2024, the Hershey Company supported more than 30 organizations dedicated to ensuring access to quality healthcare across our communities, with a particular focus on children's health.

In Hazleton, Hershey provided funds to Geisinger Health's charitable efforts to support vital resources for mothers, newborns and families in need of a safe sleep space for their newborn or infant child. Our support helped to provide:

- 230 swaddles for mothers of newborn babies in northeast Pennsylvania
- 79 cribs to families in need
- A fun pediatric wagon to transport young patients around the hospital during their stay
- Over 130 meal vouchers for families to utilize while their child is staying in the hospital

Our partnership with Children's Miracle Network (CMN) at Penn State Health Children's Hospital also continued to change lives. Hershey's corporate philanthropy, combined with the efforts of an enthusiastic team of employees who plan fundraising events on behalf of CMN raised more than $530,000 last year. Hershey's support aids CMN's Child Life Program, which provides age appropriate supports and resources to help make medical treatment less stressful for kids. It also fueled research into childhood heart conditions and nutrition, equipped surgical teams with life-saving technology and ensured families had access to compassionate care when it was needed most.

Hershey for Communities
continued

Strategic Priority:
Education and Workforce Development

We have always believed that high-quality education and workforce development programs are critical for the long-term resilience of our communities and our company. This belief underpinned the creation of the Milton Hershey School in 1909 and continues to guide our educational partnerships today.

In 2024, Hershey supported more than 70 workforce development and educational programs in the communities where we operate, including:

- Science, technology, engineering, art and mathematics (STEAM/STEM) programs, such as robotics teams, coding and digital literacy initiatives
- Literacy programs
- Leadership and character development programs
- Summer and after-school academic programs
- Business and financial literacy programs
- Career exploration and mentorship programs
- Scholarships and dual credit programs at universities, community colleges and technical schools

Exploring Business & Civic Life

Our decade-long partnership with Junior Achievement (JA) of South Central Pennsylvania helps prepare young people for success after high school through financial literacy, entrepreneurship and career readiness programs. In 2024, Hershey supported the JA Biztown program, which hosts more than 10,000 fifth and sixth grade students each year in a fully immersive civic and business environment. We also support JA Inspire, a virtual career readiness resource serving over 5,000 high school students. Each year, approximately 40 Hershey employees volunteer as educators at JA programs in schools.

Investing in Early Childhood

In Robinson, Illinois, we supported the Crawford County Kids Association's initiatives to enhance early childhood education and provide quality childcare. Our contribution helped expand Crawford County's childcare capacity by 50% through a new early childcare facility, created more than 20 new jobs and established a scholarship program to help families struggling with childcare costs.

Training for Technical Careers

In Memphis, Hershey's partnership with the Boys and Girls Clubs of Memphis Technical Training Center helped equip young people with the job readiness skills and confidence they need to succeed. Through soft skills courses — including résumé building, conflict resolution, financial literacy, career development and customer service — students gained essential workplace competencies. Additionally, they received hands-on training in Culinary Arts, Logistics, Welding, STEM and Automotive Service, earning industry certifications to stand out in the job market.

Supporting Education Globally

In Mexico, our Research & Development team visited elementary schools in Huehuetán, Chiapas. Hershey staff taught children about Mexico's indigenous cocoa culture through reading and games.

In Dubai, the Hershey team worked with the Al Noor Training Centre to support holistic education for students with intellectual disabilities. Students at the center benefit from a range of special education programs, music and sports therapies, vocational training and STEM activities such as coding and robotics.

Product Donations

Hershey often augments our financial contributions by donating products to support community events and programs. Beyond creating moments of goodness, these donations provide practical support to organizations serving those in need.

In 2024, we provided cases of Hershey products and gift baskets for charity fundraising events to over 700 organizations in Pennsylvania alone. These helped organizations raise funds for nonprofit missions while bringing smiles to participants.

We also partner with a range of organizations, including Convoy of Hope, Feeding America and Operation Blessing, to enable larger-scale product donations. Together, we provided over 4.1 million pounds of product to children and families in need in 2024.



Hershey for Communities
continued

Strategic Priority: Community Culture
We believe communities truly thrive when they not only provide for basic needs and educational opportunities to residents — but when they also support a rich civic and cultural environment for all. Local arts, culture and civic initiatives help residents feel a greater sense of connection with one another and strengthen communities for generations to come.

In 2024, Hershey supported more than 70 organizations working in this space, including those focused on:

- Food, art and music festivals
- Downtown economic development programs
- Farmers' markets and community gardens
- Local first responder organizations and agencies
- Theaters and performing arts programs
- Recreational & wellness facilities and programs

Highlights from our portfolio of community partnerships follow.

Enhancing Recreational Resources
The Hershey Company proudly supported a range of essential renovations and enhancements at the Waynesboro Family YMCA in Virginia. Since these renovations were completed, the YMCA experienced a 20% increase in membership, highlighting both the need for services and the importance of this facility to the community.

Honoring a Hershey Legacy
Hershey collaborated with The Hershey Story Museum to support the creation of a unique exhibit telling the remarkable story of William "Bill" E. Dearden. The exhibit chronicles his humble beginnings as a boy who attended what is now Milton Hershey School and went on to become the school's only graduate to lead the Hershey Company as CEO, fulfilling Milton Hershey's vision for the school. "From Hershey Industrial School to Hershey CEO: The Story of Bill Dearden," opened on May 3, 2024. Since then, the exhibit has welcomed more than 100,000 guests and students.

Expanding the Annville Free Library
The Annville Free Library (AFL) has long been a major community resource, but was in need of renovations to better serve this community. Our contribution supported a dynamic expansion and renovation project in the community that hosts our newest fulfillment center.

With our donation, the AFL:

- Strengthened both accessibility and sustainability with improved ADA access and new energy-efficient, natural lighting
- Built dedicated programming space for children, young people and adults. The spaces include new study rooms, a community room and a multidisciplinary creativity center

Children continue to enjoy the library's expanded play areas, and local young people have a safe place to socialize and connect after school. Many different community groups utilize the programming space for educational programs, meetings and even exercise in a popular weekly yoga class. The renovation resulted in a 30% increase in annual attendance and allowed several new programs to take place each month.

Supporting Our Employees and their Families
We recognize that supporting our employees and their families is also essential to creating thriving communities. In addition to Hershey's range of benefits and resources for employees and their families, Hershey has several philanthropic programs focused on supporting employees:

- A scholarship program for children of employees
- A hardship grant program for employees

Together with our scholarship administrator Scholarship America, we reached the milestone of awarding our 1,000th scholarship since the program began supporting the educational goals of children of employees in 1991.

We also awarded a total of $500,000 in grants to employees and their families experiencing hardship. Potential causes of hardship include natural disasters, illness or injury or other extenuating circumstances.

These programs demonstrate our commitment to supporting our people beyond the workplace, reinforcing our values and strengthening the bonds between our company and the communities where we operate.



Supporting Those Who Serve

Hershey donates products to support deployed military service members.

We offer a care package program for employees who have friends or family members deployed overseas. We also partner with the United Service Organizations to include Hershey products such as Skinny Pop and ONE protein bars in USO2GO snack kits. These quarterly donations boost morale for service members stationed worldwide.

In 2024, these contributions reached an estimated 300,000 service members across 127 countries and 44 naval ships.

Employee Impact

Our employees generously give their time, talent and treasure to causes they care about. Hershey magnifies their generosity with corporate matching.

2024 Employee Impact in Numbers

101,000
hours volunteered by employees

$1.5M+
raised by Season of Giving Campaign

$3.2M+
total employee and matched giving



Volunteer Programs
Our employees actively engage in volunteer opportunities that make a tangible difference. Hershey offers up to two days of paid time off per year for employees to volunteer with the nonprofit organizations of their choice, encouraging meaningful community engagement.

Hershey's sales teams across the country exemplify this spirit of volunteer service. They regularly incorporate volunteerism into their meetings and gatherings, turning team-building activities into opportunities to give back to local communities. Hershey amplifies sales teams' volunteer impact by providing grants to local nonprofits that benefit from sales team volunteerism.

Employee volunteerism creates lasting relationships between Hershey and nonprofits. From taking part in pro bono micro-consulting conversations to engaging in virtual brainstorming sessions with nonprofit partners to provide feedback on new programs, Hershey employees and our nonprofit partners alike enjoy volunteer opportunities that foster deeper collaboration and learning from one another.

We also continued our skills-based volunteer collaboration with Partners in Food Solutions, which connects corporate volunteers with food companies in Africa to improve food security and nutrition. Through this program, our employees share their expertise in food production, marketing and business operations with African food processors, helping build sustainable local food systems.

Good to Give Back Month
Our annual Good to Give Back Month continues to be a powerful catalyst for collective action. In 2024, this enterprise-wide global month of service brought together employees to support dozens of community organizations.

Our month-long focus on serving our communities resulted in:

- 1,400 employees participating
- 3,500 total volunteer hours
- 45 nonprofit beneficiaries
- 65 volunteer events

Giving Campaigns
For more than 30 years, we have offered programs that match employees' charitable donations, significantly multiplying the impact of individual contributions.

These programs include:

- Annual Matching Gifts Program — Donations are matched 1:1 up to $5,000 per employee each year.
- Season of Giving Campaign — Donations made via payroll deduction are matched 1:1 up to $10,000 per employee each year. We extend this same match limit to retirees as part of this seasonal campaign. In 2024, employee and retiree pledges totaled nearly $1 million, an increase of $185,000 in employee giving.
- Dollars for Doers Program — When an employee volunteers 50 hours in a calendar year, Hershey rewards their volunteer service by providing a $500 grant to the nonprofit of their choice.

Hershey's combined employee giving and corporate matches across all of these programs raised over $3.2 million for community nonprofits in 2024.

By combining corporate philanthropy with employee-driven initiatives, we continue to create moments of goodness that extend far beyond our products.



Fundraising for Miracles

Our passionate team of employee volunteers supporting Children's Miracle Network at Penn State Milton S. Hershey Medical Center is dedicated to raising funds and awareness for the cause. Through their year-round efforts organizing community fundraising events including golf tournaments, a gaming challenge and a 5K race, employees have helped raise millions of dollars and demonstrated the remarkable impact of long-term employee engagement.

What's Next in Community

We remain committed to doing our part to help every Hershey community thrive.

As we look ahead, our work will focus on:

- Updating our corporate philanthropy and community investment strategy to ensure ongoing alignment with enterprise goals
- Working with community partners to enhance reporting on the outcomes and long-term impact of our community investments
- Exploring new opportunities to leverage employee expertise and passion in our volunteer programs
- Deepening partnerships with organizations addressing systemic challenges in our manufacturing communities



Our Progress

Community	Target Year	Progress (as of Dec. 31, 2024)	Goal Status	Notes
$105 million donated in cash and products to community partners focused on education, community economic development, inclusive communities and health and human services where we live and work	2025	**$130.2 million**	Achieved	1

1 Hershey donated more than $130 million dollars in cash and products cumulatively from January 1, 2020 to December 31, 2024.

Community Giving and Volunteering	Unit	2024	2023	2022	Notes
Cash donations	USD (in millions)	**$11.9**	$12.9	$11.1	1
In-kind/product donations	USD (in millions)	**$14.5**	$17.4	$19.4	2
Annual net sales directed to community philanthropic endeavors	%	**0.24%**	0.27%	0.29%	–
Employee volunteer hours	# of hours	**101,502**	127,440	108,794	–
Total employee volunteers during Good to Give Back Month	# of employees	**650**	1,400	800	–
Total organizations supported globally during Good to Give Back Month	# of organizations	**35**	45	30	3
Total volunteer hours during Good to Give Back Month	# of hours	**1,550**	3,500	1,800	4

1 The company maintained its current commitments in communities while managing a reduced giving budget.
2 Beyond our typical product donations, Hershey did not provide any other major in-kind donations in 2024 as compared to prior years, which included donations of property, equipment, and other non-product items.
3 The company continues to partner with non-profit organizations to offer in-person and virtual volunteer events.
4 The 2024 Good to Give Back campaign saw a decrease in volunteerism due to department transitions.

About This Report

Hershey's 2024 Responsible Business Report covers our most material sustainability topics and the issues where we can have the greatest impact.

This report covers the 2024 calendar year, which is also our fiscal year, unless otherwise stated.

All financial figures are reported in U.S. dollars, unless otherwise stated.

Where noted, select environmental data within this Responsible Business Report has been verified by Quantis, an independent verifier. Additional environmental and people data has received limited assurance by EY.

- 2024 EY Limited Assurance Statement
- 2024 Quantis data verification statement

Disclosure transparency is essential to living our values and operating responsibly, which is why we seek to provide meaningful disclosures in our reports. To support our commitment, we align to the following frameworks and standards:

- GRI Universal Standards
- UN Guiding Principles Reporting Framework
- Sustainability Accounting Standards Board (SASB)
- Task Force on Climate-related Financial Disclosures (TCFD)
- United Nations Global Compact (UNGC)
- UN Sustainable Development Goals (SDGs)

All sustainability-related disclosures, policies and resources can be found on our Sustainability Reports, Policies and Resources website as they become available.

Materiality
Hershey's 2024 Responsible Business Report contains references to "material" topics and "materiality." These terms should not be confused with the term, "material," as defined by and in accordance with securities or other laws or used in the context of financial statements and reports required by securities and other laws and regulations.

Forward-looking Statements
Hershey's 2024 Responsible Business Report contains certain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995.

Many of these forward-looking statements can be identified by the use of words such as "anticipate," "assume," "believe," "continue," "estimate," "expect," "forecast," "future," "intend," "plan," "potential," "predict," "project," "strategy," "target" and similar terms, and future or conditional tense verbs like "could," "may," "might," "should," "will" and "would," among others.

These forward-looking statements reflect our current assumptions and expectations, including statements regarding our environmental, social and governance targets, goals, commitments and programs and other business plans, initiatives and objectives. We are subject to changing economic, competitive, regulatory and technological risks and uncertainties that could have a material impact on our actual future results.

For information on factors that could cause our actual results to differ materially from the forward-looking statements, please see The Hershey Company's filings with the Securities and Exchange Commission, including our most recent annual report on Form 10-K and subsequent reports on Forms 10-Q and 8-K. The Hershey Company undertakes no obligation to publicly update or revise any forward-looking statements to reflect actual results, changes in expectations or events or circumstances after the date of this Responsible Business Report.

Our Company
The Hershey Company is an industry-leading snacks company with a purpose to make more moments of goodness through its iconic brands. With more than 20,000 remarkable employees worldwide, Hershey delivers delicious, high-quality products across approximately 70 countries, generating over $11.2 billion in annual revenues. The company's portfolio includes beloved chocolate and confectionery brands such as Hershey's, Reese's, Kisses, Kit Kat®, Jolly Rancher, Ice Breakers, and Shaq-A-Licious alongside popular salty snacks including SkinnyPop and Dot's Homestyle Pretzels.

For more than 130 years, Hershey has been committed to operating responsibly and supporting its people and communities. The candy and snack maker's founder, Milton Hershey, created Milton Hershey School in 1909, and since then, the company has focused on helping children succeed through access to education.

+ To learn more visit, www.thehersheycompany.com

We welcome any feedback you may have on our sustainability disclosures.

Please direct inquiries to
sustainability@hersheys.com

HERSHEY