



The *Goodness* Inside



2022 ESG Report
Executive Summary



It's What's *Inside* That Counts



“

We have an ambitious goal to become a Leading Snacking Powerhouse as we delight consumers with our sweet and salty portfolio. Embedded in that goal — and in everything we do — is a robust environmental, social and governance (ESG) agenda that focuses our efforts to deliver long-term business resilience and success and create positive impact for people and the planet.

For us, ESG is not a program; it's a way of doing business. The work detailed in our report is the steady and strong foundation we need to take our company to the next level. Anything — and everything — is possible when passion and excellence combine to make a difference.”

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



This document is intended as a summary of our 2022 ESG Report highlighting Hershey's strategy, commitments and progress in ongoing ESG priority areas. Our full 2022 ESG Report and additional ESG-related policies and resources can be found on our Sustainability Reports, Policies and Resources webpage.

Additional Disclosures/Reports

[2022 ESG Report](#)

[2022 GRI](#)

[2022 SASB](#)

[2022 TCFD](#)

[2022 UNGPRF](#)

Driving business impact through ESG

We view our global sustainability strategy, Our Shared Goodness Promise, as critical to our long term business success.

A Bold Strategy for Growth

We are transforming our company to become a Leading Snacking Powerhouse. We are expanding our portfolio, elevating our capabilities and growing supply chain capacity to meet more consumers in more snacking occasions. Following our 2018 acquisition of Amplify Snack Brands, Inc and our 2021 acquisitions of Dot's Pretzels, LLC (Dot's) and Pretzels Inc. (Pretzels), we now offer two of the fastest growing salty snack brands in 2022: *Dot's* pretzels and *SkinnyPop* popcorn.¹

Guided by Our Values

Operating as an ethical company is fundamental to building trust and consistent with our focus on creating value for all stakeholders. Our values make Hershey a special place to work. They are part of the legacy that guides our actions today and powers our goals for the future.

Togetherness
Making a Difference
Integrity
Excellence

Shaping Our ESG Strategy

Hershey aligns to best-in-class practices when it comes to evaluating strategy and prioritizing how we take action on issues that matter most to our stakeholders. In 2022, we conducted an inaugural double materiality assessment to identify and rank the ESG issues that affect us financially, as well as to understand those areas and ways in which our operations affect the world. Building on our previous materiality assessment, this work confirmed we are focused on the right ESG issues for our business.

→ **Learn more in Double Materiality on page 7 of our [2022 ESG Report](#).**

In addition, we reviewed and updated our human rights saliency assessment, in accordance with the guidance of the UN Guiding Principles on Business and Human Rights. We undertook this process to ensure that our Human Rights Due Diligence systems and broader human rights programs are focused on the most pressing human rights risks in our full value chain and the areas where we can make the biggest impact. The results reaffirmed the importance of many of the human rights issues we identified in our initial saliency assessment and areas where we already have significant programming such as child labor, forced labor, living wage and income.

→ **Learn more in Maintaining Focus on Our Most Salient Human Rights on page 44 of our [2022 ESG Report](#).**

Maximizing Our Impact

We are maximizing our impact through enhanced governance and measurement.

Stronger governance

Expanded ESG oversight by the full executive team and named our first Chief Sustainability Officer in early 2023.

Better insights

Conducted our first climate scenario planning to further sharpen our approach in determining the most effective climate change mitigation strategies; and engaged Ipsos consulting to establish a baseline assessment of the effectiveness of our Cocoa For Good program.

Greater assurance of our data and progress

Received limited assurance from EY for our 2022 Scope 1 and Scope 2 data, and independent data verification by Quantis for our 2022 Scope 3 data and additional environmental data.

→ **Learn more on pages 127-131 of our [2022 ESG Report](#).**

¹ "Hershey Eyes Opportunities In Snacking," Food Navigator, May 31, 2022.

Our ESG Governance

As we integrate our ESG approach more deeply into our business strategy and operations, we've expanded the oversight and execution of our ESG management. We utilize a multi-level operating structure to ensure we are aligned on the most important issues facing the company and are allocating resources to drive progress within Our Shared Goodness Promise.

The governance of Hershey's Environmental, Social and Governance (ESG) program is structured to drive strategic alignment and operational execution against our priorities. Pursuant to our Corporate Governance Guidelines, ultimate responsibility for our ESG and sustainability governance oversight rests with the Board of Directors.

Board of Directors

Our Board of Directors oversees our ESG strategies and priorities, along with the most important emerging ESG trends, risks and opportunities. Oversight of specific ESG responsibilities and reporting requirements are assigned to relevant Board committees, as stated in their respective charters. Board committees conduct regular in-depth reviews of significant ESG issues to help carry out these responsibilities.

ESG Management

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

Executive Team

Our CEO and her direct reports conduct monthly reviews of Our Shared Goodness Promise strategy, data and progress against our commitments and targets, as well as emerging ESG and sustainability challenges and opportunities. The team ensures our sustainability initiatives are aligned with business strategy and finalizes ESG-related investments. Compensation of this team is linked to our DEI goals.

Disclosure Committee

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

Sustainability Steering Committee

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

Global Sustainability Team

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

→ **Learn more in Our ESG Governance on pages 12-14 of our 2022 ESG Report.**

“

In 2022 we strengthened our governance and continued to integrate ESG into our business. We are taking the important steps to ensure the right engagement and oversight at all levels of the organization as exemplified through Board education, the establishment of our energy and water steering team, the completion of our inaugural climate scenario planning and moving to more robust assurance and impact measurement.”

Leigh Horner
Chief Sustainability Officer



A Legacy of Doing the Right Thing

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

A Look at Recent ESG Progress



Milton Hershey's legacy lives on today through our business strategy.



1894

Milton Hershey founded The Hershey Chocolate Company

1909

Milton and Catherine Hershey founded what would become the Milton Hershey School

1918

Milton Hershey gifted his fortune to create the Hershey School Trust

1930

The Great Building Campaign began

→ Learn more about Hershey's accomplishments in our [2022 ESG Report](#).

Our ESG Approach and Priorities

We leverage our size and scale as we embrace interconnected systems with the intent to achieve the change needed for future business resilience and thriving future generations.

Building a sustainable future is a shared responsibility. We have reaffirmed our most material issues which inform and shape our long-term business strategy while positively impacting the people, planet and society around us. Our four operating priorities and two foundational priorities remain the same.

We continue to embed ESG considerations into the fabric of our organization through our policies, strategies and processes. Addressing these priorities is more than doing what's right — it's taking action so that our organization can thrive amid growing societal and environmental challenges.

→ Learn more in the **Our ESG Approach and Priorities** section on page 8 of our **2022 ESG Report**.



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 and packaging goals



People

Creating more ways for more people to be themselves and 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

Progress Towards Our Priority Goals

Priority Area	Priority Goals	Target	Progress (as of Dec. 31, 2022)	Status	Notes
Cocoa	100% independently verified cocoa	2020	100%	Achieved	—
	100% sourcing visibility of Hershey's cocoa volume in Côte d'Ivoire and Ghana	2025	77%	On Track	—
	100% of farmers producing Hershey's cocoa volume in Côte d'Ivoire and Ghana are polygon mapped by our suppliers to improve traceability and monitor deforestation	2025	64%	On Track	1
	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	72%	On Track	2
Responsible Sourcing and Human Rights	100% of priority ingredients and materials to be responsibly and sustainably sourced (by volume)	2025	84%	On Track	3
	85% of in scope supplier sites meet Hershey's Responsible Sourcing Supplier Program requirements	2025	37%	On Track	—
Environment	50% absolute reduction in Scope 1 and 2 GHG emissions against a 2018 baseline	2030	41%	On Track	4
	25% absolute reduction in Scope 3 GHG emissions against a 2018 baseline	2030	10%	In Progress	5
	100% of plastic packaging to be recyclable, reusable or compostable	2030	17%	On Track	6
	25 million pounds of packaging to be eliminated	2030	13.7M lbs	On Track	7
Our People	Achieve pay equity for similar job categories across our global salaried employees	2025	In 2022, we maintained fair and equitable pay achievements, including 1:1 aggregate people of color pay equity for salaried employees in the United States (2021) and 1:1 aggregate gender pay (2020).	On Track	—
	47–50% women representation across all employees globally	2025	47.8%	Achieved	—
	30–40% people of color (POC) representation across U.S. employees	2025	27.5%	On Track	8
	50% hazard reduction for job functions with ergonomic risks through process improvements	2025	22.0%	On Track	—
Youth	50 million children globally supported through education, nutrition, and social and emotional well-being	2025	26.2M children	On Track	9
	100,000 children take Heartwarming actions and impact their communities	2025	208,257 children	Achieved	10
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	\$73.5M	On Track	11

1 Beginning in 2021, to be considered polygon mapped, all farm plots managed by the farmer must be mapped, as defined by the World Cocoa Foundation. Previously, a farmer was considered polygon mapped if at least one plot of land was mapped.

2 This refers to households covered by CLMRS.

3 This result represents the percentage by volume of Hershey's five priority ingredients, which met our definition of responsibly and sustainably sourced in 2022. This definition varies by ingredient and is subject to change as Hershey's responsible sourcing programs evolve. More information may be found in the Responsible Sourcing Ingredient Commitments and Progress table on page 63.

4 Hershey's GHG emissions reduction goal for 2030 is based on Scope 1 and Scope 2 (market-based). Our 2022 Scope 1 and Scope 2 data received limited assurance by EY.

5 Our 2022 Scope 3 data is verified by Quantis. In 2023, we will be undertaking a rebaselining for our Scope 3 emissions.

6 The progress for this commitment currently represents Hershey North American produced products only (e.g., U.S., Canada, Monterrey (Mexico), and all export items from these countries) that are recyclable.

7 In 2021, we expanded our commitment to eliminate an additional 25 million pounds of packaging by 2030. Results represent cumulative packaging waste eliminated (2021-2022).

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

9 More than 26.2 million children were supported, cumulatively from January 1, 2020 to December 31, 2022.

10 More than 208,200 children took action and impacted their communities, cumulatively from January 1, 2020 to December 31, 2022.

11 Hershey donated nearly \$73.5 million in cash and products cumulatively from January 1, 2020 to December 31, 2022.



→ Learn more in the Cocoa chapter on pages 24-41 of our 2022 ESG Report.

Cocoa remains our highest ESG priority. Our Cocoa For Good strategy is designed to positively impact systemic, social and environmental challenges in cocoa communities.



Priority Goals

100%

independently verified cocoa (by 2020)

Progress (as of Dec. 31, 2022)

100%

Achieved in 2020, 2021 and 2022

100%

sourcing visibility of Hershey's cocoa volume in Côte d'Ivoire and Ghana (by 2025)

77%

On Track

100%

of farmers producing Hershey's cocoa volume in Côte d'Ivoire and Ghana are polygon mapped by our suppliers to improve traceability and monitor deforestation (by 2025)¹

64%

On Track

100%

of farmers producing Hershey's cocoa volume in Côte d'Ivoire and Ghana are covered by Child Labor Monitoring and Remediation Systems (CLMRS) to prevent, monitor and remediate child labor (by 2025)²

72%

On Track

Programs

Cocoa For Good

We are committed to improving the quality of life for cocoa farmers, their families, their communities and the environment. Our Cocoa For Good strategy is embedded within our sourcing practices and supported by our multi-million dollar investment which targets improving income resiliency and livelihoods, eliminating child labor and improving children's well-being and protecting the environment.

Improving Income Resiliency and Livelihoods

- Launched an Income Accelerator Program focused on improving farmer incomes in Côte d'Ivoire, to address cocoa farmer poverty while also supporting sustainable farming practices and mitigating the risk of child labor
- Strengthen existing Village Savings and Loan Associations (VSLAs) and establish new VSLAs to provide members a local structure for increasing savings and accessing loans at low interest rates in farming communities where formal banking and micro-financing services are scarce
- In partnership with the Rainforest Alliance, distribute mobile cash transfers of up to \$600 per household per year to approximately 5,000 cocoa farming households within our supply chain
- Support income diversification by training more than 4,000 community members in alternative income-generating opportunities

Eliminating Child Labor and Improving Children's Well-being

- Continue to leverage CLMRS to monitor for and remediate instances of child labor
- Increase access to education by investing in new schools, renovating classrooms and securing birth certificates so children avoid being involved in hazardous activities
- Produce and distribute ViVi, a vitamin-fortified, peanut-based, ready-to-use therapeutic food, to schoolchildren to improve nutrition and encourage school attendance

Protecting the Environment

- Improve traceability and monitor deforestation risk through polygon mapping and satellite monitoring
- Provide resources and education on responsible agricultural practices and shade-grown cocoa
- Help farmers secure affordable land titles to enable forest and farm rejuvenation

¹ Beginning in 2021, to be considered polygon mapped, all farm plots managed by the farmer must be mapped, as defined by the World Cocoa Foundation. Previously, a farmer was considered polygon mapped if at least one plot of land was mapped.

² This refers to households covered by CLMRS.

Responsible Sourcing and Human Rights

→ Learn more in the **Responsible Sourcing and Human Rights** chapter on pages 42-63 of our **2022 ESG Report**.

We seek to infuse goodness into our entire value chain by respecting the rights of people and communities, and by insisting on responsibly sourced, sustainably grown ingredients.

Priority Goals

100%

of priority ingredients and materials to be responsibly and sustainably sourced (by volume, by 2025)¹

85%

of in-scope supplier sites meet Hershey's Responsible Sourcing Supplier Program requirements (by 2025)

Progress (as of Dec. 31, 2022)

84%



On Track

37%



On Track

Programs

Guided by our Supplier Code of Conduct, Human Rights Policy, Environmental Policy and Responsible Recruitment Policy, we're focused on sourcing goods and services responsibly.

Promote transparency in sourcing and foster sustainable agricultural communities

- Continued driving positive impact and mitigating risks across priority ingredient and material supply chains by focusing on supply chain traceability, monitoring and verification, origin transformation, and supplier and industry engagement
- Refreshed our risk assessment to confirm our priority ingredients and materials while accounting for changes in our supply chain
- Conducted a gap analysis of our current strategies against existing ESG commitments and focus areas to identify potential risks and opportunities and create action plans to drive improvement in our own programs

Source goods and services responsibly

- Support high-risk suppliers in their responsible sourcing journeys by enrolling them in our Responsible Sourcing Supplier Program, which includes self-assessment questionnaires, independent third-party audits, capability building and continuous improvement
- Engage directly with those impacted by our work, including temporary and contract workers through Worker Voice surveys
- Combat forced labor in our supply chain by requiring labor service providers to uphold the highest standards for responsibly sourcing workers outlined in the Responsible Recruiting & Employment Policy

¹ This result represents the percentage by volume of Hershey's five priority ingredients, which met our definition of responsibly and sustainably sourced in 2022. This definition varies by ingredient and is subject to change as Hershey's responsible sourcing programs evolve.

Environment

→ Learn more in the Environment chapter on pages 64-89 of our 2022 ESG Report and in our 2022 TCFD Report.

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



Priority Goals

Progress (as of Dec. 31, 2022)

Programs

50%

absolute reduction in Scope 1 and 2 GHG emissions against a 2018 baseline (by 2030)¹

41%

On Track



25%

absolute reduction in Scope 3 GHG emissions against a 2018 baseline (by 2030)²

10%

In Progress

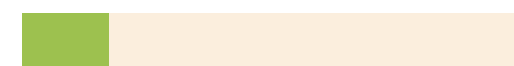


100%

of plastic packaging to be recyclable, reusable or compostable (by 2030)³

17%

On Track



25M lbs

of packaging to be eliminated (by 2030)⁴

13.7M lbs

On Track



Hershey is committed to doing our part to create positive change, safeguarding our planet and our business for continued success in the decades to come.

Reduce direct and indirect emissions

- Announced our third PPA agreement to access clean and renewable energy, create local jobs and generate power for communities where solar project is located
- Invest in reporting systems that provide real-time utility usage data for electricity, natural gas and water at each of our facilities globally
- Removed carbon intensive fuels from use in our operations, including a transition from coal to rice husks as biofuels at our India plant

Reduce value chain emissions

- Drive emissions reduction in cocoa including ensuring deforestation-free sourcing and implementing agroforestry projects in cocoa-growing communities in our supply chain
- Support programs to make on-farm improvements to reduce emissions and improve waterways across dairy farms in our Pennsylvania supply chain
- Support regenerative agricultural practices in collaboration with partners and suppliers

Eliminate unnecessary packaging and convert to more eco-friendly alternatives

- Qualify and convert items across all manufacturing facilities to new packaging with updated labeling to educate consumers on its recyclable components
- Drive circularity by using more recycled materials across our portfolio

Packaging elimination and redesign

- Reduce secondary, transport and retail display packaging by investing in design solutions that improve distribution efficiency

¹ Hershey's GHG emissions reduction goal for 2030 is based on Scope 1 and Scope 2 (market-based). Our 2022 Scope 1 and Scope 2 data received limited assurance by EY.
² Our 2022 Scope 3 data is verified by Quantis. In 2023, we will be undertaking a rebaselining for our Scope 3 emissions.

³ The progress for this commitment currently represents Hershey North American produced products only (e.g., U.S., Canada, Monterrey (Mexico), and all export items from these countries) that are recyclable.
⁴ In 2021, we expanded our commitment to eliminate an additional 25 million pounds of packaging by 2030. Results represent cumulative packaging waste eliminated (2021-2022).

Our People

→ Learn more in the **Our People** chapter on pages 90-109 of our **2022 ESG Report**.

At Hershey, we foster a culture of togetherness and collaboration where our people feel heard, valued and supported to do their best work each day. We strive to nurture workplaces where inclusiveness is a reflex, not an initiative, and all employees can thrive.



Priority Goals

Achieve pay equity for similar job categories across our global salaried employees (by 2025)

Progress (as of Dec. 31, 2022)

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

On Track

Programs

The Pathways Project is our five-year DEI strategy to create an even more diverse and inclusive Hershey through more pathways to JOIN, REACH OUT, and GROW.

More Pathways to JOIN: Bringing in a wider range of talent and perspectives

- New hiring practices for 50% diverse slates of candidates and interviewers
- Continued progress on our commitment to spend \$400 million with diverse businesses throughout our supply chain by 2030

More Pathways to REACH OUT: Showing up for consumers and communities in new ways

- Improving access to education
- Fostering impactful community partnerships

More Pathways to GROW: Recognizing and developing talent from traditionally underrepresented groups

- Improve access to training and resources on leadership, racism, unconscious bias and well-being
- Invest in early-in-career and mid-career development and training to expand commercial skills and career building for POC and women

Safety First

- Began implementing a culture-based ergonomics program
- Completed implementation of our new EHS management system

47–50%

women representation across all employees globally (by 2025)

47.8%



Achieved

30–40%

people of color (POC) representation across U.S. employees (by 2025)¹

27.5%



On Track

50%

hazard reduction for job functions with ergonomic risks through process improvements (by 2025)

22.0%



On Track

¹ POC refers to Refers to Black, African American, Hispanic/Latino, Asian/Asian Pacific Islander, Hawaiian Pacific Islander and those who identify as two or more races.

Youth

Connecting kids to brighter futures is part of our DNA and a source of pride here at Hershey. Every child deserves the chance to reach their full potential.



→ Learn more in the Youth chapter on pages 110-116 and Community chapter on pages 117-124 of our [2022 ESG Report](#)

Priority Goals

50M

children globally supported through education, nutrition, and social and emotional well-being (by 2025)¹

100,000

children take Heartwarming actions and impact their communities (by 2025)²

Progress

26.2M children



208,257 children



Programs

- Continue to strengthen our relationship with Milton Hershey School on career preparation and pathways to employment
- Help kids and teens build critical social and emotional skills and celebrate the power of connection through The Heartwarming Project
- Support a range of organizations and programs that advance children's education, nutrition, and youth development in the communities where we operate

¹ More than 26.2 million children were supported, cumulatively from January 1, 2020 to December 31, 2022.
² More than 208,200 children took action and impacted their communities, cumulatively from January 1, 2020 to December 31, 2022.

Community

Hershey employees take great pride in living our value of Making a Difference. We all carry on Milton Hershey's legacy of kindness, support and showing up for our communities.



Priority Goals

\$105M

donated in cash and products to community partners focused on education, community economic development, inclusive communities and health and human services where we live and work (by 2025)³

Progress

\$73.5M



Programs

- Create connections between employees and communities through skills-based and hands-on volunteerism and fundraising efforts
- Support basic needs, education and workforce development, and advance inclusive community economic development via grants, contributions and partnerships
- Combat child hunger and food insecurity in the U.S. through support of Feeding America and many local food banks, and through support of Partners in Food Solutions in sub-Saharan Africa

³ Hershey donated nearly \$73.5 million in cash and products cumulatively from January 1, 2020 to December 31, 2022.

Sustainability In Action

Cocoa: Accelerating Cocoa Farmer Incomes



Poverty in cocoa-growing communities is the result of many factors including limited access to credit, weak pricing negotiating power, overreliance on cocoa for income, aging plant stock, lack of business tools, social imbalances and illiteracy. These factors can perpetuate the cycle of poverty and exacerbate the existence of child labor and deforestation in these communities. Our aim is to assist cocoa farmers' transition out of poverty through research-based programs.

In 2021, Hershey implemented an impact assessment methodology with Ipsos that included capturing data on

farmer and household income. We are now using these findings to measure the efficacy of our programs in addressing farmer livelihoods, including improving income, and informing our work in premiums, income diversification, and village savings and loan associations (VSLAs). Most significantly, this research shaped the development of our new Income Accelerator, launched in Côte d'Ivoire in 2023 following consultations with the Ivorian government, farmer groups and other local and international partners.

→ [Learn more on page 30 of our 2022 ESG Report.](#)

Responsible Sourcing: Collaborating with Dairy Farms



In 2022, we continued to collaborate with Land O'Lakes, our highest-volume dairy supplier and strategic partner, and the Alliance for the Chesapeake Bay on our three-year pilot program, Sustainable Dairy PA. Now in its second year, this program aims to reduce GHG emissions and protect water quality across dairy farms in our Pennsylvania supply chain. Hershey is providing funding to support the implementation of riparian forest buffers and other efforts to enhance conservation on

our supplying farms. Our work in 2022 included planting twelve acres of riparian buffer – that's over 3,000 trees – and almost a mile of stream coverage and fencing, among other projects. This will prevent over 700,000 pounds of sediment, 850 pounds of phosphorous and almost 4,000 pounds of nitrogen from entering waterways feeding the Chesapeake Bay annually.

→ [Learn more on page 55 of our 2022 ESG Report.](#)

Environment: Boosting Energy Efficiency



Our efforts to increase energy efficiency, especially in the use of electricity and natural gas, is a core part of our GHG emissions reduction plan. We are investing in reporting systems that provide real-time utility data for electricity, natural gas and water at each of our facilities globally, and expect these actions to reduce our energy intensity by approximately 10% over the next five years. We are also incorporating sustainability into

our design requirements and including energy efficiency as a required consideration in future choices for new production lines and equipment change outs. We continue our actions to limit and, when possible, remove carbon-intensive fuels, such as coal, at our facilities. In 2022, we transitioned from coal to rice husks as biofuel within our India plant.

→ [Learn more on page 67 of our 2022 ESG Report.](#)

People: Hershey Says "Hola" to Hispanic Workers



Through the Say Hola project, we launched our first bilingual manufacturing plant in Hazleton, Pennsylvania. We're proud that today both Spanish- and English-speaking employees work seamlessly side-by-side in a bilingual environment to create the goodness inside. The Hazleton plant employs more than 150 Spanish-speaking employees and our workplace reflects the communities in which our colleagues live. In the past 20 years, Hazleton's Hispanic population has grown from 5% to more than 60%.

Among other changes at the plant, we now conduct training in both English and Spanish and feature all signs, labels and forms in both languages. Bilingual employees and resources are available on the plant floor to help with communication, and workers can use a toll-free phone number for translation assistance on a 24/7 basis.

→ [Learn more on page 97 of our 2022 ESG Report.](#)