1. Please provide one or two examples that demonstrate how your company has identified, assessed, and mitigated risks to Human Rights Defenders through its human rights and environmental due diligence processes since the adoption of your commitment.

One example relates to our work on the land and resource rights of Indigenous Peoples and local communities (IP&LCs), a salient human rights issue for Nestlé. Recognizing that risks to land rights can also create heightened risks for Human Rights Defenders, we commissioned dedicated rightsholder and stakeholder consultations in Brazil and Colombia. These consultations were conducted in priority sourcing regions and involved Indigenous Peoples, Quilombola and Afro-descendant communities, local communities, government representatives, suppliers, industry associations and civil society organizations. The objective was to better understand land rights-related risks and impacts and identify opportunities to support respect for IP&LC rights in our supply chains.

Based on these consultations, we developed country-specific action plans. Actions include developing context-specific land rights requirements and guidance for suppliers, building the capacity of growers and processors on IP&LC land rights, strengthening supplier due diligence processes. In Brazil we are also supporting Quilombola communities in developing their own FPIC protocols and are supporting the land regularization process. In Colombia we are developing the capacities of local communities on land rights.

In Indonesia, Nestlé has identified land rights as a salient human rights issue in palm oil through a country-level risk assessment. In response, Nestlé has supported an initiative aimed at addressing some of the root causes of land conflicts and strengthening respect for the rights of Indigenous Peoples and local communities. Working with implementation partners and other companies, the initiative seeks to improve conflict prevention, resolution and remediation mechanisms at landscape level, strengthen stakeholder dialogue, build the capacity of local multi-stakeholder platforms, and support approaches that improve recognition and protection of community land rights. In addition, through landscape initiatives in regions such as Aceh, Nestlé supports programs that promote participatory land-use planning, strengthen land tenure security for local communities, and provide conflict resolution training in areas where previous assessments identified heightened risks of land disputes between communities and companies. These initiatives aim to address underlying drivers of conflict while supporting more inclusive decision-making and respect for the rights of affected communities.

2. What steps does your company take to ensure that affected or potentially affected stakeholders - including local communities, Indigenous Peoples, workers, and civil society organisations - are aware of its commitments regarding Human Rights Defenders? Please provide an example of how these commitments have been communicated in practice.

Nestlé communicates its commitment through publicly available policies, stakeholder engagement activities, and grievance mechanisms. Our Human Rights Policy and the Nestlé Responsible Sourcing Core Requirements are publicly available and states our commitment to respect and promote the rights of environmental, land and human rights defenders.

We also communicate publicly about our grievance channel, Speak Up, which stakeholders to raise any concern they may have related to human rights impacts and other topics. Speak up is accessible to external stakeholders and form an important part of our efforts to identify and address concerns, including those that may affect individuals acting to defend human rights.

We also contributed to the Consumer Goods Forum Best Practice Note for Business on Human Rights Defenders. Through this collaborative initiative, Nestlé and other companies are exploring practical approaches to help business partners better understand and address potential risks to Human Rights Defenders. The development of this guidance included consultations with civil society organizations.

3. **What steps does your company take to ensure that business partners - including suppliers, contractors, and other relevant business relationships - understand and respect its commitments regarding Human Rights Defenders? Please provide an example of how a business partner has engaged with or implemented these commitments.**

Our Nestlé Responsible Sourcing Core Requirements describe the requirements that need to be complied with by all actors forming, directly or indirectly, part of our supply chain. These include specific requirements on HRDs. The Requirements are an integral part of all of our purchase orders and supply contracts. We verify alignment to and compliance with these Requirements using different methods at different tiers of the supply chain. The tools used to assess compliance depend on the supply chain tier and the level of risk.

In high risk contexts, such as Brazil, Colombia and Indonesia, we engage our suppliers on this topic, assess their due diligence systems and help them improve through training and capacity building. More specifically, in our Indonesian palm oil supply chain we assess whether our direct suppliers (refineries) have a policy acknowledging the

rights of HRDs and a commitment to non-retaliation, conduct training for staff, and have a grievance mechanism accessible to HRDs.

4. **Please provide an example of how a Human Rights Defender or affected community member safely raised a concern related to your company's operations, projects, or business relationships, and describe the steps the company took to address the concern and prevent retaliation.**

Because of the sensitivity of Human Rights Defender-related cases, and the need to avoid creating additional risks for affected individuals, we are not in a position to share case-specific examples publicly. Our approach is based on building trust, transparency and accountability within our business and across our supply chain. A core element of our human rights due diligence is to ensure that stakeholders and rightsholders can raise their grievances through effective channels and have access to remedy.

Our Nestlé Supply Chain Grievance Management Process aims to provide a transparent process for grievance investigation, escalation and resolution. This process applies to all supply chain-related grievances received by us in relation to any alleged breaches of our Responsible Sourcing Core Requirements by our direct suppliers or in our upstream supply chain, and for alleged failure to respect local legislation or other issues relating to business ethics, environmental impacts and human rights. It is complemented by a standard operating procedure, a grievance protocol, and a monitoring and improvement guide.

In addition to the process above, we are also collaborating with other companies through the Consumer Goods Forum’s Human Rights Coalition to explore how to jointly address social grievances shared by different member companies.