May 16, 2018

Dirk Van de Put
Chairman and Chief Executive Officer
Mondelēz International, Inc.
Three Parkway North
Deerfield, Illinois 60015

Dear Mr. Van de Put:

We are writing regarding Mondelēz International's human capital management practices and its commitment to the United Nations Guiding Principles on Business and Human Rights. Mondelēz has long recognized that the risk of human rights violations across its supply chain could damage the company's reputation and brand image. We are writing to remind you that these same human rights risks apply equally to the company's own operations and your human capital management practices.

As you are aware, Mondelēz moved 600 Nabisco factory workers' jobs from Chicago, Illinois to Salinas, Mexico in 2016. According to a Mondelēz spokesperson, workers at its Salinas facility earn less in wages and benefits than the U.S. minimum wage. This offshoring of jobs to cut costs has resulted in negative publicity that has tarnished the company's iconic brands such as the Oreo cookie. ("Nearly a Year After Layoffs, Former Oreo Plant Workers Struggle To Find Their Way," Chicago Tribune, February 17, 2017).

Mondelēz's offshoring of jobs has strained the company's relationship with its remaining U.S. workforce. As described in a December 2017 report by Interfaith Worker Justice titled "Breaking Faith: Outsourcing and the Damage Done to our Communities," workers feel that they are trapped in a global race to the bottom. We believe that this cost cutting approach to human capital management undermines employee morale and productivity, and ultimately harms the long-term sustainability of the company.

Moving production lines from the United States to Mexico also creates human rights risks for Mondelēz's operations. The U.S. State Department has criticized Mexico for failing to guarantee the freedom of workers to come together in a union. In particular, it has noted that the use of "protection contracts" to prevent meaningful negotiations between workers and companies have been a problem in all sectors. ("Mexico 2016 Human Rights Report," U.S. State Department, April 7, 2017).

To address these risks, we urge Mondelēz to provide access to human rights grievance mechanisms such as mediation by National Contact Points for the OECD Guidelines for Multinational Enterprises. We note that in 2013, Mondelēz refused an offer of mediation by the U.S. State Department over alleged labor and human rights violations related to its manufacturing facilities in Egypt and Tunisia. ("U.S. NCP Final Statement: IUF and Mondelez International," U.S. State Department, October 29, 2013).

As long-term investors, we want Mondelēz to succeed and believe that success is most likely to result from employing best practices in human capital management and respecting international human rights. We urge Mondelēz to bargain in good faith with its workforce, raise up wages and productivity on both sides of the border, and ensure that rights are respected and protected. To do so would not just be the right thing to do, it would also be good for Mondelēz's business and its shareholders.

Sincerely,

Brandon J. Rees
Deputy Director, Corporations and Capital Markets
AFL-CIO

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Vice President, Shareholder Engagement Manager
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