



The Hershey Company

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The Hershey Company's Community Relations Evaluation

Mission and Vision

Our Vision:

Our Chief Executive Officer, President and Chairman of the Board, Michele Buck, set a vision for the company to be an innovative snacking powerhouse. The vision is anchored in four interconnected strategies (Company Vision & Strategy, Hershey):

1. Driving growth by capturing more snacking occasions
2. Profitable and sustainable international expansion
3. Operating with best-in-class capabilities and partnerships
4. Investing in people and communities

Our Purpose:

Our Founder, Milton Hershey, had a vision to make chocolate accessible to everyone. His dedication to creating a better world continues to inspire our mission statement or as we call it, our purpose, of making more moments of goodness. (Hershey, 2)

Our Values:

Our brands and values create a unique place in people's hearts and minds, differentiates our business and inspires our future growth.

We are inspired by our long standing values of togetherness, integrity, making a difference and excellence. These values make our company a special place to work and can be seen in the daily actions of each of our employees around the world.

Caring for our people and communities, taking care of the planet, helping children succeed and making the best quality, affordable snacks for people everywhere to enjoy have driven us for more than 125 years and will continue to do so. (Hershey, 2)

Goals:

Hershey has set and is working toward several ambitious goals designed to help us create positive change across global environmental and social areas, supported by robust governance. We publicly track and report our progress to stay transparent and accountable.

Community Relations & CSR Programming Overview

In the 2020 sustainability report, Michele Buck stated that their top priorities are accelerating our sustainable cocoa strategy, further strengthening diversity, equity and inclusion and our differentiated

culture, ensuring our ingredients are responsibly sourced, delivering our environmental goals, and continuing our focus on youth and communities. (Hershey, 5)

Responsible Growth

- *Child Labor Monitoring and Remediation System (CLMRS)*- Hershey sources most of the company's cocoa from Ghana and Cote d'Ivoire, located in West Africa. Unsafe child labor practices are common in impoverished communities where families need their children to work in family businesses.

In many cases these working conditions consist of long hours of labor making it difficult for these kids to focus on things such as education and socialization. CLMRS is a program that was put in place to monitor these communities for practices such as these and assist those communities in finding safer ways to run their family businesses. It has proven to be successful for the organization and the communities the program helps. (Hershey, 36-38)

Environmental Impact

- *Caring for Forests Today to Ensure Clear Skies Tomorrow*- The Hershey Company has been putting forth great efforts to shrink the organization's footprint. In 2020 the company set a science-based greenhouse gas reduction goal to decrease direct and indirect GHG emissions by 50% and value chain emissions by 25% by 2030 in comparison to 2018. (Hershey, 45-50)

Our People

- *The Pathways Project*- The Pathways Project Is a 5 year plan that was created in the wake of the death of George Floyd. This program was created to ensure the work environment would be accepting of all employees from all different backgrounds. Hershey created new hiring policies for diverse candidates, supported education for Black and Brown communities, and supported unconscious bias training. (Hershey, 6)

Children and Youth

- *The Heartwarming Project*- The Heartwarming Project is a program for children and teens with social, emotional, learning based approaches that increase youth wellbeing and prepare them for success in the workplace. In 2020 Hersheys partnered with Boys & Girls Clubs of America's Keystone Club teen program where teens would work together on community-focused projects, building leadership, character and other critical social and emotional skills in the process.
- *Our Shared Goodness Legacy*: Milton Hershey School - Since 1909 the Milton Hershey school has offered children from low-income backgrounds in the U.S. a residential, cost-free, quality pre-kindergarten through 12th-grade education.

Community Relations & CSR Programming Assessment

Our People

The Pathways Project- Hershey's goals are to increase representation of employees so that 47 to 50 percent of employees are women and 30 to 40 percent are people of color by 2025. Hershey will be investing \$3 million over the next decade to predominantly black colleges and universities. This is the first time that a company has committed to endow a Thurgood Marshall College fund.

In the sustainability report, pay equity in 2020 for salaried women is \$1 for \$1 compared to men. Pay equity for ethnicity is \$1 for \$1 compared to non-POC.

Progress within the company for gender diversity for females are 2018: 48.7%, 2019 47.9%, 2020 48.1%. For males it is 2018 51.3%, 2019 52.1%, and 2020 51.9%.

Progress for gender diversity for management positions in the company for females are in 2018 36.2%, 2019 36.6%, and in 2020 37.4%. For males in 2018 it was 63.8%, 2019 63.4%, and in 2020 it was 62.6%. (Hershey, 55)

Children and Youth

The Heartwarming Project (HWP) - Hershey's goal was to have 10,000 children take Heartwarming actions and impact their communities cumulatively by 2025. Through this the company wants to increase the reach of children through HWP partnerships, Youth Directly benefiting from HWP investments.

In the sustainability report, 61,243 children took heartwarming actions in 2020. Which is up 392% from 2019.

Progress for increased reach of children through HWP Partnerships are: 2018: 6,086,000 children reached, 2019: 6,710,696 children reached, 2020: 6,705,120 children reached.

Progress for the number of youth directly benefiting from HWP investments are: 2018: 697,522 youth benefitted, 2019: 775,386 youth benefitted, 2020: 667,000 youth benefitted.

Our Shared Goodness Legacy: Milton Hershey School

The Hershey Trust company, Hershey's largest stakeholder, receives a substantial portion of dividends paid each year. Meaning Hershey's success directly benefits the school and its over 2,100 students.

According to the sustainability report, Milton Hershey School provides cost-free and life-changing educational opportunities for more than 2,100 students yearly.

Responsible Growth

Child Labor Monitoring and Redemation System- Hershey sources most of the organization's cocoa from West Africa, specifically Cote d'Ivoire and Ghana. In remote countries such as these, unsafe child labor practices are an ongoing issue. In 2020, Hershey partnered with various experts in stakeholder groups, suppliers, and other partners to fight back against unsafe child labor practices.

To aid the organization in its fight to protect children from unsafe child labor practices, Hershey has put a Child Labor Monitoring and Remediation System. This system is used to prevent instances of child labor and bring tools and awareness to communities where these practices occur.

The most recent sustainability report states, the number of children monitored jumped from 33,956 in 2018 to 63,241 in 2020.

The number of children identified doing inappropriate work and in the process of remediation was 2,948 (33% girls) in 2018 and 6,829 (37% girls) in 2020.

The number of children who were identified in forced labor stayed steady at zero from 2018 to 2020.

The number of monitoring and remediation agents and community liaisons, paid and volunteers, went from 1,041 in 2018 to 1,514 in 2020. (Hershey, 18-36)

Environmental Impact

Caring for Forests Today to Ensure Clear Skies Tomorrow- Hershey has taken a very hands-on approach to shrinking the organization's footprint, lowering the company's greenhouse gas emissions, and reducing waste. Hershey has set a goal based on greenhouse gas, GHG, -reduction science to reduce the organization's direct and indirect emissions by more than 50% and value chain emissions by 25% by 2030 compared to a baseline from 2018.

Based on the 2020 sustainability progress report, direct GHG emissions dropped from 156,001 metric tons in 2018 to 147,224 metric tons in 2020.

Indirect GHG emissions went down from 225,060 metric tons in 2018 to 143,616 metric tons in 2020.

Value chain GHG emissions lowered from 6,592,148 metric tons in 2018 to 5,762,402 metric tons in 2020. (Hershey, 45-50)

Ethical Assessment

Energizing our remarkable people to share goodness is Hershey's sustainability strategy. In doing so Hershey promises to support bright futures, drive responsible growth with purpose, improve lives across communities, and reduce environmental impact. Hershey has a SDG (Sustainable development goals) footprint for over 125 years. There are 17 different goals and 169 different sub targets to fulfil the agenda. (Hershey, 7) The goals include:

1. No poverty
2. Zero hunger
3. Good health and well-being
4. Quality education
5. Gender equality
6. Clean water and sanitation
7. Affordable and clean energy
8. Decent work and economic growth
9. Responsible consumption and production
10. Climate change
11. Life on land
12. Peace, justice and strong institutions
13. Partnerships for the goals

Hershey is an ethical company. Each message is honest with the programs that have been created and the programs align directly with Hershey's goals. The results within the sustainability report show that

there are no conflicts of interest as there are progress and results for each program. The programs are received as authentic and easily describable. (Hershey, 1-70)

There have been numerous “first time” investments, such as investing \$3 million into the Thurgood Marshall College Fund scholarship, that no company has committed to before. In the sustainability report, it was stated that Hershey pays men and women equality within the company. (Hershey, 55)

Recommended Campaign Ideas

Program Overview 1

“For You and The Youth” is the name of the program. For You and The Youth will be a philanthropy event to raise money and awareness of the programs that The Hershey Company has created and funded.

The money will be put towards The Pathways Project, The Heartwarming Project, Caring for Forests Today to Ensure Clear Skies Tomorrow, Our Shared Goodness Legacy, and other programs. Internally, many employees know about these programs, but externally it is not often covered with the media. With an event as such, it should be able to raise awareness of everything Hershey does for the community.

The Hershey Company could make For You and The Youth come to life because it is about so much more than chocolate. It is for the future and for the people living now. It is a genuine and honest company creating moments of goodness.

The program will come to life after a venue has been selected and promotion has begun. This event will be promoted on news outlets and personalized invites to be sent to wanted attendees.

Program Overview 2

The program is to hold a speakers bureau. The goal of our speakers bureau is to connect a successful speaker to help bring more of an influence to Hershey as well as more credibility. This will show that there are other influencers that believe and support the communities that Hershey does.

The Hershey Company has many goals to withhold sustainability within many communities. Allowing a speaker to add to or voice the goals of the company will add another professional touch. The company can do this because it is very reputable and genuine.

To make the program come to life it is important for Hershey to publicize the speakers bureau and those who will be speaking. The event will be held in person with a livestream for anyone to be able to view. It will be promoted on the news and throughout newsletters, blogs, and The Hershey Company website.

Proven Maxims

Messages related to goals are more readily acceptable than messages related to the steps and methods of attaining the goals. Every message that the Hershey Company wants to convey, is backed up by a goal. For example, their message to support the environment. Their goal is to make an impact using more eco-friendly strategies in their production process.

Participation in, or awareness of, the decision process increases the likelihood of acceptance. The Hershey Company takes on many ongoing issues in the community. The organization has created supportive programs and utilized its sustainability programs to make a difference. Their environmental impact has shown to grow from year to year.

Degree of clarity, simplicity, and symbolism has a direct and measurable effect on message acceptance. Hershey has a goal to make chocolate accessible to everyone, creating a place of simple happiness in people's lives.

Citations

Company Vision & Strategy | The Hershey Company. (n.d.). Retrieved October 4, 2021, from https://www.thehersheycompany.com/en_us/home/about-us/the-company/strategy.html.

Hershey. (2020). Goodness in Action 2020 Sustainability Report
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