

MARS

**Gender pay
gap report
2019**





Fiona Dawson

**Global President Mars Food,
Multisales and Global Customers**

President of the Women's Business Council

“Women play a powerful role in our history and current leadership. Enabling their success at work is key to creating the business and society we want to see tomorrow. This year, we are proud to report that our gender pay gap remains below 2% and we will continue to strive for equality at all levels of the company.

Globally, we have set an ambition to have gender balanced leadership teams by 2023, with a minimum of 40% of either gender. To achieve this, we recognise that collective action is needed and it is the responsibility of all of us across the business to create a working environment where both women and men can thrive.

We believe diversity can only flourish in an inclusive business culture. Mars UK is consistently recognised for being a great place to work, which we attribute to the drive and commitment of our Associates who help us to shape our policies and maintain openness, transparency and fairness at all levels. From normalising the conversation about the menopause to creating a new Returning Parents Group – Associates across the business are actively fostering a supportive working environment for everyone.”

Our gender pay gap explained

Looking at our total UK workforce, our gender pay gap analysis shows the following:

	2019		2018		2017	
	Mean:	Median:	Mean:	Median:	Mean:	Median:
Gender pay gap:	0.9%	-1.5%	0.1%	0.1%	2.2%	2.5%
Bonus pay gap:	-7.3%	1.7%	4.7%	-2.8%	5.2%	4.6%

At Mars our goal is to close the gender pay gap for good. We are pleased to report that our 2019 results show that we have been able to maintain our gender pay gap at below 2%.

Mars strives for gender equality, as we believe this is a fundamental and mutual benefit for Associates and our business.

This year, our data shows that our overall median hourly gender pay gap is -1.5%, showing a small difference between our male and female Associates and representing a -1.6% move from our 2018 report. Year-on-year fluctuations can be caused by a number of factors and we continue to strive for as much consistency as possible, aiming for a gender pay gap of 0%.

We have highlighted our median gender pay gap as the overall figure because this is typically more representative as the mean can be skewed by a handful of highly paid people. However, this year our mean hourly gender pay gap is 0.9%, a 0.8% increase from 2018. The difference between our median and mean gender pay gap reflects general patterns we have identified which influence the data. For example, in certain areas of the business, we have seen trends in the types of roles men and women are more likely to hold, such as a higher proportion of men working in technical manufacturing roles.

We also have a small number of senior global executives, both male and female, paid from our UK business segments, and these pay and bonus figures have impacted some of the results.

We are proud that our gender pay gap remains significantly below the national average, but we remain aware that our progress can be influenced by a great number of factors, and that we must always continue to create and sustain gender balance in our team design, pay and leadership opportunities.

Our plan to address gender balance

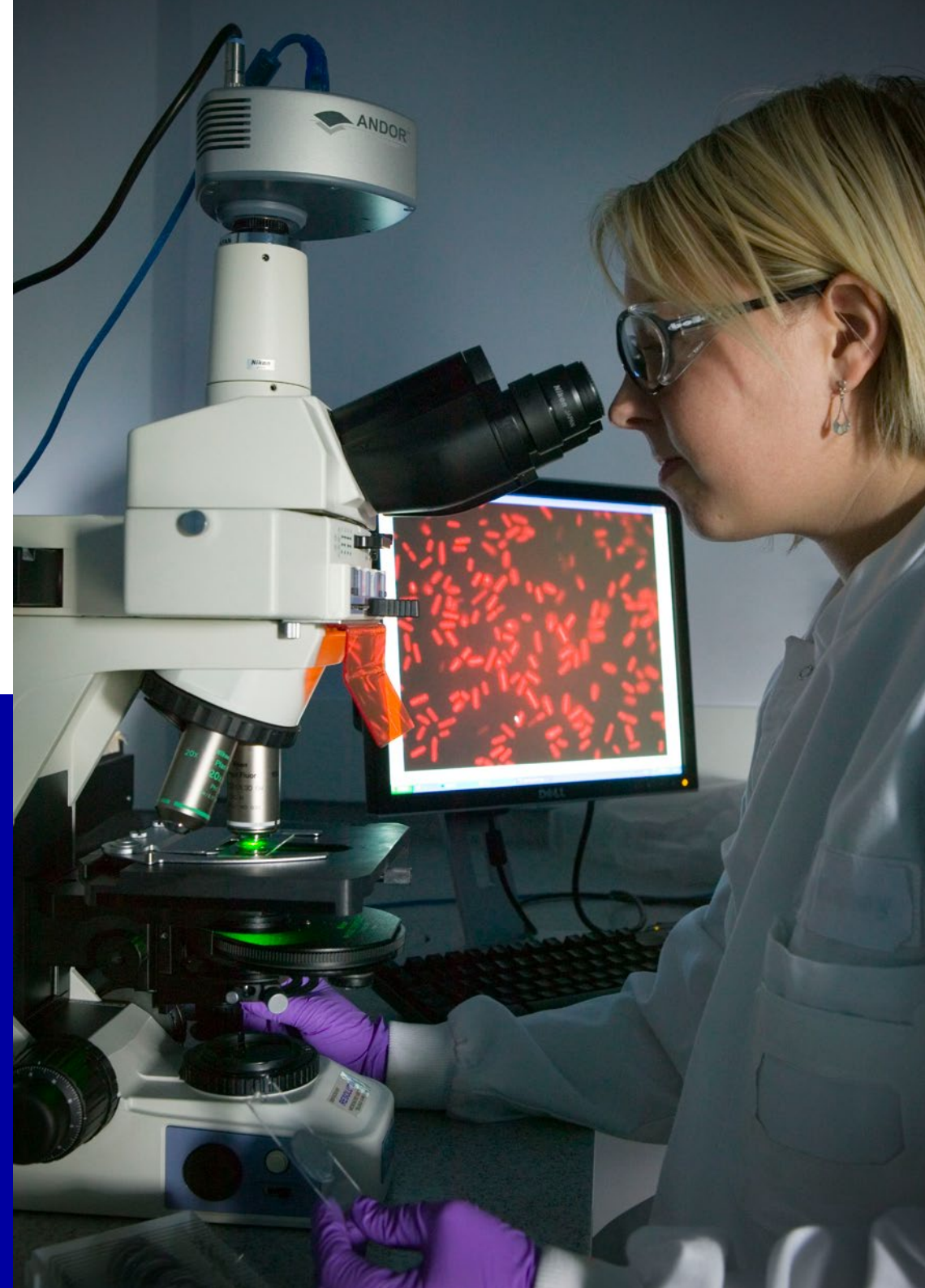
We remain committed to achieving gender balance across the business. At the end of 2019, 43.3% of roles were filled by women, a 1.3% increase on last year. However, the gap in female representation remains wider in the upper quartiles than it is in the lowest quartile, which is reflected in our gender pay and bonus gap results. We will continue our work to increase the number of women at senior levels by investing in mentoring and coaching programmes, new flexible working policies, and challenging bias in our talent processes. For 2020, we are focussing on boosting, instilling and encouraging confidence within our workforce as our ongoing research has shown that confidence is a key enabler for positive wellbeing, progression and uptake of flexible working among women in the business, especially at mid-career level.

Our Inclusion & Diversity strategy calls out three priorities to encourage gender balance:

Flexible Working for All

Career Progression

Total Wellbeing



Flexible Working for All

Flexible working in all of its forms is a vital pillar of our Inclusion and Diversity strategy and we regard it as a key to unlocking gender balance at all levels of the organisation. Our ambition is to make flexible working 'available to all and limiting to none' and so in 2019 we invested significantly in Associate education about flexibility whilst creating a framework to enable term-time working as a contract option. As part of these efforts, we also developed an internal app available to all Associates which adds practical advice and insights on the various flexible working options available. In 2020, we will continue embedding this knowledge and awareness of the flexible working options, as well as fully reviewing our policies to ensure they are supporting all family structures.



Gemma Roberts

Returning Parents Associate Group

The creation of a Returning Parents Associate Group has been pivotal in leading the work to enhance confidence in our parent population, and to increase understanding of our flexible working options. Founded in 2019, the Returning Parents Group now has two sectors in the north and south of the UK.

Gemma Roberts is a Supply Chain Collaboration Manager and the founder of

the Returning Parents Associate Group. Gemma set up the group, as she herself struggled with confidence on coming back from maternity leave and found that after talking to other parents this was a common theme that we needed to address business-wide. Through reaching out to the wider Inclusion and Diversity network, the group was started and grew steadily in number in 2019, reaching over 100 Associates regularly. One of the biggest pivotal moments for the group was the creation of their purpose and identity #itcanbedone, which rallied the group and is now used in all internal communications

Gemma has played a critical role in ensuring that the community is strong and growing, but also that the network supports UK-wide initiatives such as Parents Week celebrations, and the roll out of flexible working options. The voice of the Returning Parents Group has been one of the main influencers in the Mars UK decision to launch a new coaching platform for all parents in 2020, showing the influence and impact of the group in their first year.

We are hugely proud of the work that Gemma and the Returning Parents Group are leading to break down barriers and create a more inclusive and family-friendly approach to working life.



The flexible working panel launching our commitment to flexibility

Career Progression

For 2020, we are actively tracking and reviewing diversity indicators to understand the root causes of why women are under-represented in certain parts of the business. Insights will be shared across our HR and leadership teams to help raise awareness of any barriers and promote new policies to overcome them. We want to increase women's representation in roles and functions where they have historically been under-represented in the UK. Our work in this area is supported by our investment in confidence coaching, following a survey finding which indicated that women in middle-management roles have less confidence than their male equivalents in achieving their career ambition in Mars. In addition, we continue to mentor high-potential women to ensure they have the support they need to progress within the company.



Jackie Rawson

Women in Sales Leadership

Through many of our Associate networks, we hope to encourage a culture of coaching and peer-to-peer support for all Associates. One such example is the creation of our 'Women in Sales Leadership' network (WISL) which has existed for over two years, coaching and mentoring high potential female talent in our sales function.

Jackie Rawson, the original founder of the 'WISL' in Mars Wrigley UK has been instrumental in enabling the progression of

talented women into leadership positions in a function where women are typically under-represented, especially in senior positions.

The success and value of the Women in Sales leadership group is clearly demonstrated by a 65% internal promotion rate in 2019 for female Sales Associates who received coaching and support from this group. Based on the success of the Women in Sales Leadership programme, the initiative has been replicated in other UK business units, such as Pet Nutrition UK, and will continue to support many women UK-wide.

“In our Women in Sales Leadership Group, we now have a group of women who genuinely support and champion each other. I feel very proud to be part of the group”

Jackie Rawson



Total Wellbeing

An inclusive culture requires us to support the unique wellbeing needs of our Associates at every life stage. We know that the return to work from maternity or parental leave can sometimes be a challenge for Associates. That's why in 2020 we have invested in a new coaching platform for parents and their line managers: Talking Talent Online. This platform will be available to all Associates and their line managers, and provides critical support before, during and after a new child arrives. For many years, Mars has had a partnership with Talking Talent through face-to-face parental coaching, but this new investment means that all Associates can access advice, training and coaching 24/7 to support them in the transition before, during and after they have had a child.

Furthermore, our Generations Associate Group has prioritised the normalisation and discussion of the menopause in the workplace, creating internal advice for Associates' line managers and educating the business through events and discussion on the issue. We see this as a prime example of how some of the best ideas arise from our Associate Groups and have the potential to change our business for the better.



Phil Darby

Generations

One of the first Associate groups to be created as part of our Inclusion and Diversity Platform was 'Generations', a group dedicated to exploring the challenges and opportunities of a multi-generational workforce, and addressing relevant issues.

Phil Darby, the founder of the Generations group, has led Mars' work in the UK to normalise the discussion on how the menopause impacts men and women at work, championing a more inclusive environment

for Associates facing challenges to their wellbeing and confidence during this time. In October, Phil and the generations team will be hosting their second live panel, featuring internal and external senior leaders to reduce stigma and raise awareness of the menopause. They have also launched UK-wide advice on the menopause for line managers, written and co-edited by Associates who have experience of it.

“I am so proud to work for a business that places their Associates at the heart of everything we do. The future of the Generations group is to ensure all ages are thinking about the future, how we can support Associates in the Sandwich Generation (Associates who have children and parents to support) and continue ensuring that Line Managers understand how they can support Associates who are going through the menopause.”

Phil has been recognised internally through winning the coveted '5 principles award' for being 'the man behind the menopause' and his continued commitment to driving inclusion and diversity in our business, and we remain hugely proud of the pioneering work that he and the Generations group pursue to support all workers, regardless of age.



Panel event to raise awareness of the menopause

What is the gender pay gap?

The gender pay gap is the difference between average hourly earnings for men and women. It is influenced by a range of factors, including the demographics of a company's workforce, the types of jobs and roles men and women choose to work in, and whether or not an individual chooses to work part-time.

UK legislation requires employers in England, Scotland and Wales with 250 or more employees to report the following calculations:

- Hourly pay gap – mean and median
- Bonus pay gap – mean and median
- Proportion of men and women receiving a bonus
- Proportion of men and women in different salary quartiles, ranked from highest to lowest

The mean gender pay gap is the difference in the average hourly pay for female compared to male employees within a company. It is calculated when you add up the earnings of all employees and divide the figure by the number of employees.

The median represents the middle of the distribution. It is the difference between the employee in the middle of the range of male earnings and the middle employee in the range of female earnings.

How is the gender pay gap different from equal pay?

The gender pay gap is different from equal pay, which is about ensuring men and women in the same jobs and performing equal work receive equal rewards.

At Mars, we design our governance and structures to ensure equality in our pay for all Associates, including full transparency of target pay and ranges per role. Nevertheless, we always continue to assess the structural factors that can drive pay inequality so that we can make sure these continue to be addressed within our workforce.

“We strive to build workplaces where everyone feels included and can do what they do best every day”

How the gender pay gap is calculated:

Mean Pay:



Total pay of all employees



divided by



Number of employees

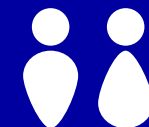
Median Pay:



Lowest paid



Median paid



Highest paid

Our results

We have a unique business structure with separate legal entities employing people across Food, Confectionery and Petcare. A key difference in this year's report is the sale of Mars Drinks UK which has influenced the gender pay gap figures. There has also been a movement in the organisational and financial structure of our Pet Nutrition

Supply teams in the UK, which has seen a shift in Associate numbers between Mars Petcare UK and Crown Pet Foods UK.

As our gender pay gap results vary across the separate entities, according to the demographics and the types of roles offered, we have set out in this report both our overall results for

the whole Mars UK business as well as separate data for our four business entities employing more than 250 people:

- Mars Wrigley Confectionery UK Ltd
- Mars Food UK Ltd
- Mars Petcare UK
- Crown Pet Foods UK Ltd

Employing entity	Total pay gap (Hourly)		Bonus pay gap		Receiving bonus pay	
	Mean	Median	Mean	Median	M	F
Mars Wrigley Confectionery UK	2.9%	-5.3%	8%	-11.5%	96.3%	95.8%
Mars Food UK	-67.4%	-36%	-247%	-174.6%	96.3%	97%
Mars Petcare UK	2.3%	1.7%	-15.8%	2.6%	96.9%	96.8%
Crown Pet Foods UK	32.9%	29.7%	58.2%	41.4%	92.3%	92.3%

Quartile split

	M	F
Lower	56.9%	43.1%
Lower Middle	62.3%	37.7%
Upper Middle	59.4%	40.6%
Top	57.3%	42.7%

Declaration

This statement has been published in accordance with the UK government's Equality Act 2010 (Gender Pay Gap Information) Regulations. This legislation requires UK employers with 250 or more employees to publish annual statutory calculations showing the pay gap between male and female employees.

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