

# One Billion More Healthy Meals

Health & Wellbeing Ambition  
Progress Report 2019



# MARS Food

We are a segment  
of family-owned  
Mars, Incorporated

Headquartered in London, UK

We have over 2000 Associates  
united by our Purpose



We have 12 manufacturing sites  
across the world



And our 13 brands are available  
in more than 30 countries



We know that what we  
eat, who we share it  
with and where it comes  
from are important.

That's why we're  
working towards



Democratizing  
healthier food



Inspiring  
shared  
dinnertimes



Creating  
a thriving  
planet

## One Billion More Healthy Meals Shared on Dinner Tables around the World

Food matters. It means more than just what is on our plates. We know that what we eat, where it comes from and who we share it with are important. Food is the foundation for a healthy lifestyle and it's a way for us to bond, laugh, talk and teach each other how to make our favorite meals. For farmers, it's a way to make a living and it has a direct impact on our planet.

We are aware of all of this when we make decisions about how we want to contribute today to build a more positive tomorrow. That is why we shared our global Mars Food Health & Wellbeing Ambition in 2016 to deliver **One Billion More Healthy Meals Shared on Dinner Tables Around the World** by 2021.

Through this Ambition we will grow our business by providing healthier, affordable, convenient, and tasty foods for people to enjoy; inspire shared dinnertimes around the world; and support our own Associates' wellbeing.

The targets we set for ourselves in 2016 were not easy to achieve, but the right things to do. We set out to go further than many others with stretching commitments that would raise the bar. I am delighted that our progress has accelerated over the last year against these ambitious goals and that, in several areas, we will deliver our commitments earlier than we set out to.

- Since we launched our Ambition we have delivered an additional **920 million more healthy meals** and we expect to deliver our target of one billion more shared on dinner tables around the world by the end of 2019, one year ahead of target. This would bring the total number of healthy meals delivered by Mars Food across the world to four billion.
- We have already **exceeded our 2021 target to reduce sodium** in our products by an average of 20% globally – delivering a 22.3% sodium reduction since 2016.
- **Over 77% of our products meet World Health Organization recommendations** for calories, added sugar, sodium, and fats as set out in our Mars Food Nutrition Criteria. We're making steady progress towards ensuring 95% of our dinnertime products are within these limits by 2021 so they can be enjoyed any day as part of dinner.
- **99% of our 'any day' dinnertime portfolio meets WHO recommendations for added sugar intake**, and we are committed to adding more wholegrains, fruits, vegetables and legumes to our products.

- We are **helping consumers to make more informed choices** about the meals they can cook with our products – by continuing to be transparent about what is in our products through online and on pack information, providing recipe inspiration for healthier meals and rolling out labeling that helps consumers identify any day meals and those that are more indulgent and best enjoyed as part of a balanced weekly diet.
- Through our best loved brands, we are continuing to **celebrate the importance of shared dinnertimes and inspiring people to cook and eat together**. In particular, we are teaching children about nutrition by encouraging parents to involve them in cooking so they can learn essential skills for life.
- The **health and wellbeing of our Mars Food Associates remains one of our key priorities**. All of our sites offer healthy canteen meals and nutritional education, and the majority of our Food sites globally have kitchens accessible to Associates so they can cook and share meals.

These are just the highlights. You can read more about our progress in the rest of this report. We still have work to do in order to achieve our ambitious targets by 2021, but I know that these commitments are the right thing to do for the people that use our products, for our Associates and for our business.

As ever, we are guided by our Purpose: **Better Food Today. A Better World Tomorrow**. It drives our commitment to reaching more people in more places with better food. By delivering on our Health & Wellbeing Ambition, I know that we are living our Purpose every single day.



A stylized, handwritten signature in black ink that reads "Fiona".

Fiona Dawson

Global President, Mars Food, Multisales and Mars Global Customers

## Making Our Products Healthier

### Healthier Food

For us, healthier food means ensuring nutrition is never compromised by convenience. Not only are we focusing on making our existing portfolio healthier but we are also innovating to create our portfolio of the future to help billions of people lead healthier, happier lives. We want to help consumers make choices that are better for them and create an environment that supports healthier food, in our own business, supply chains and society.

Since we launched our Health & Wellbeing Ambition in 2016, we've been working to one clear ambitious goal – to have one billion more healthy meals shared on dinner tables around the world by 2021.

In 2018, we added **520 million more healthy meals** through growth and reformulation, taking our total of additional healthy meals to approximately 920 million since our 2015 baseline. With current plans to reformulate our existing portfolio in 2019, we expect to deliver one billion more healthy meals by the end of this year – well ahead of our 2021 deadline. This will bring the total number of healthy meals provided by Mars Food to four billion.

To help us track our progress against these goals, we developed the Mars Food Nutrition Criteria which includes targets for calories, added sugar, salt and fat content in all of our products. We adopt the strictest and most widely agreed upon nutrition recommendations issued by the World Health Organization (WHO) and other leading public health authorities. The Mars Food Nutrition Criteria sets stretching, industry-leading targets to reformulate and enhance our products to create healthier meals. Today, 77.4% of our portfolio (by sales volume) meets our criteria for calories, sodium, added sugar and saturated fat, which is an increase from 72% last year. We're working to make sure that by 2021 95% of our products meet our Mars Food Nutrition Criteria and can be enjoyed any day.

### Mars Food Nutrition Criteria Daily Reference Values:

	Mars Food Targets:	WHO Targets:
Energy	2000kcal	2000kcal
Added Sugars	50g	50g
Fat	67g	67g
Saturated Fat	22g	22g
Trans-fatty Acids	2.2g	2.2g
Sodium	2000mg	2000mg
Whole Grains	48g	n/a
Fruits/Vegetables	400g	n/a
Legumes	40g	n/a





## Making Our Products Healthier

### Nutrition Transparency

Making sure our consumers know and trust what is in the food they share with family and friends is at the heart of our Health & Wellbeing Ambition. We are committed to transparency through clear nutrition labeling on our packs and information on our brand websites. By providing information to consumers about our products, we can help them to make informed choices.

Today **100% of our products meet our commitment to front-of-pack nutrition labeling** clearly identifying the amount of calories, sodium, sugar and fats per serving. In some markets, we've also signed up to labeling initiatives that help consumers interpret this information via colors, symbols or other graphics such as the traffic light system in the UK. In addition to on-pack labeling, nutritional information is available online for 96% of our products (by sales volume), flat versus last year.

A critical part of our Health & Wellbeing Ambition was to make it easier for consumers to understand the recommendation of how frequently they should consume our products, using global nutrition guidance from the WHO and other public health authorities as our guide. All of our products that meet our Mars Food Nutrition Criteria can be enjoyed any day. The smaller percentage of products that fall outside of this Criteria due to their indulgent nature (like lasagna) are designed to be enjoyed as part of a balanced weekly diet.

We are **continuing to roll out labeling to help consumers understand this difference between 'any day' and 'balanced weekly' products**. These labels are already on our DOLMIO™ products in the UK and we are aiming to have this on pack for all DOLMIO™, UNCLE BEN'S® and MASTERFOODS™ products by 2021 as we update our labels. We know this can take time so we are also working to provide guidance on product websites, and today this information is online for approximately 70% of our portfolio (by sales volume). While this is flat from last year, 'any day' and 'balanced weekly' messaging will be part of the updated websites (including MASTERFOODS™) planned in 2019, bringing us closer to 90% by the end of 2019.



"I am proud that we take a leading holistic approach to health and wellbeing as a business. While many food companies are working to make their products healthier and educate consumers on making the right choices, Mars Food differs in that we look beyond our products in isolation and consider the meals our products help to create. I am thrilled to see on-pack and online guidance that helps consumers to more easily make healthier choices when they are planning their dinnertime meals."

**Walter De Man, Global Nutrition and Scientific & Regulatory Affair Director Mars Food**

## Making Our Products Healthier

### Reducing sodium in our products

We are delighted that we have already exceeded our target to reduce sodium in our products by an average of 20% globally by 2021. This is in line with the WHO recommendation that individuals should not consume more than 2000 mg of sodium a day.

As a result of the reformulation and portfolio renovation in 2018, **we have now achieved an average 22.3% reduction in the sodium of our products.** This is equivalent to **reducing 1261 tonnes of salt** in the marketplace versus 2015. We are proud of this clear improvement versus 2017 when we had reduced sodium in our products by an average of 8%. This improvements have been achieved across our markets.



In South Africa, for example, we have reformulated our ROYCO™ soups, gravies and savoury sauces to reduce sodium by 3500mg, 1500mg & 800mg respectively. This is equivalent to reducing salt used in our ROYCO™ factory by 200 tonnes per year. This is in line with the South African Department of Health's targets to substantially reduce sodium content.



"It is with great pride that we present this range to the market. ROYCO™ was one of the first brands to take this proactive step to comply with new sodium regulations, three months earlier than required. Not only that, but I am delighted with the quality of the product. South Africans now have great tasting and healthier option in creating family favorite meals."

**Craig Luck, R&D Director Mars Food South Africa**



Similarly, in the US we have been transitioning our portfolio towards lower salt propositions. For example, we have discontinued UNCLE BEN'S® Country Inn products which were higher in sodium and introduced new offerings such as UNCLE BEN'S® dry Jasmine and SEEDS OF CHANGE™ Ready-to-Heat Jasmine rice earlier this year which are 0% sodium.

Despite having met our global target, our work isn't finished. We remain committed to continuing to make our products healthier, including exploring further reductions to sodium without compromising on the taste, quality or affordability of our products, particularly in North America. Our current sodium progress follows a 25% reduction made between 2007 and 2012.



"As the producer of some of the UK's most popular dinnertime brands we have a responsibility to make it easier for people to eat healthy, balanced diets – and that includes reducing their salt intake. I'm very proud of the leadership position we've taken on sodium reduction that's helped us meet the 2017 Public Health England targets"

**Craig Sargeant, General Manager Mars Food UK**

### Reducing added sugar

In line with the WHO guidance, our Mars Food Nutrition Criteria recommends that added sugar should not provide more than 10% of an individual's daily calories. **Today 99% of our 'any day' dinnertime portfolio by volume is in line with our reduced added sugar targets,** up from 96% last year.

We have seven products left to reformulate. This is an increase in the number of individual SKUs from five last year due to the launch of two new products that were developed and launched before our commitment that any new products must meet our added sugar targets. However, at a total volume level we are making good progress and with our reformulation and portfolio simplification roadmap, we are confident that all of our products will be within the target by 2021.

## Making Our Products Healthier

### Adding vegetables, wholegrains, and legumes

As well as reducing the amount of salt and added sugar in our products, we are also working to increase the amount of legumes, wholegrains and servings of fruit and vegetables in our portfolio.

Since 2016, **all of our tomato-based cooking sauces include at least one serving of fruit and vegetables** per portion. Building on this, we are launching new products that contain more portions of fruit and vegetables per serving such as DOLMIO™ Veggie Goodness in the UK which contains two of your five a day per serving. The sauce was even voted Product of the Year in 2019.



We are continuing to make progress on the number of servings of wholegrains and legumes in our rice products. **37% of our portfolio now provides at least one serving** which is an increase versus 35% in 2017. Last year, we launched more new products that contain wholegrains and legumes, such as SEEDS OF CHANGE™ and UNCLE BEN'S® Rice and Beans in the US and relaunching the EBLY™ brand in France with a new range of four grains and legumes blends (including one organic SKU). We will continue to develop and innovate our range as we work towards our goal of 50% of our rice and grains products delivering one serving of wholegrains and/or legumes per portion by 2021.



**Aurélie Gatou,**  
EBLY™ Brand Manager Mars France

“I am very proud to work on EBLY™ since we offer delicious healthy products. With the new SKUs we have launched this year, I know we are making progress in offering consumers healthier meals that are easy to make and delicious”



## Making Our Products Healthier

### Updating On-Pack and Online Recipes

It's not just through our own products that we can help our consumers to eat a more balanced diet. We are continuing to provide recipe suggestions with more vegetables, fruits, lean proteins and wholegrains to inspire consumers to use our products to create healthier tasty meals.

We're doing this on-pack, for example with our new ROYCO™ Masterbrand packaging in South Africa. As part of the change in packaging, ROYCO™ has added new recipes and tips to educate consumers on how to use our products and replace salt while still providing their family and friends with delicious healthier meals.

But we are not stopping there. As well as on-pack recipes, we are also working to provide healthier mealtime inspiration online. In 2018, as part of our commitment to the 'Peas Please' initiative to encourage UK consumers to eat more vegetables, we have updated our recipes on the Dolmio.co.uk website. Over 70% of our dinnertime suggestions now including at least two portions of fruits and vegetables per serving.



"It has been a great privilege to be entrusted as the partner for ROYCO™ when they updated their packaging. We work with

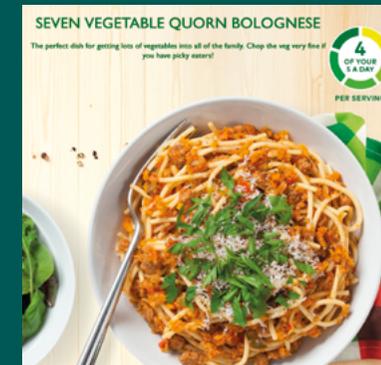
many brands and it is clear that ROYCO™ take their responsibility to educate the consumer seriously. We were given the opportunity for honest conversation and this has been a great example of collaboration and partnership to help families make healthier choices. We are proud to be associated with the new-look ROYCO™ brand and to have made a positive impact on South Africans' diet."

**Robert Sertic, Business Technical Director Fountainhead**



"People are looking for inspiration and ideas as to how they can enjoy healthier meals with more vegetables and our new recipe page on the DOLMIO™ website provides just that – tasty, easy healthy meal for the whole family to enjoy"

**Ian Nundy, Marketing Manager Mars Food UK**



We are not doing it alone. To promote healthier meal inspiration, in 2018 EBLU™ launched a partnership with famous culinary website 750g to encourage consumers to try recipes with our new grains blends. This word-of-mouth campaign received much positive consumer feedback.



Similarly, Mars Food Norway partnered with retailer NorgesGruppen's biggest banner Kiwi to inspire consumers to cook healthy meals using our UNCLE BEN'S® Ready to Heat Rice and Kiwi's protein innovation "Dinner for One". Through the activation, consumers were inspired by videos of healthy, quick and tasty dinners and recipes shared on the UNCLE BEN'S® Ready to Heat website.

## Inspiring Shared Dinnertimes

We are championing the importance of dinnertime by inspiring people to cook and eat together. We are also working to teach children basic kitchen skills because we believe it is important they know how to cook as well as they can read or write.

### UNCLE BEN'S® BEN'S BEGINNERS™

In the US, our UNCLE BEN'S® BEN'S BEGINNERS™ programme is now in its eighth year of inspiring families to cook together. So far, the programme has received over 2,900 contest entries from families, supported more than 50 schools and **benefitted over 30,000 students and families through awards totaling \$1.25m** to date. For 2019, we will continue UNCLE BEN'S® BEN'S BEGINNERS™ with a focus on encouraging families to cook and share dinnertime together.



“The UNCLE BEN'S® brand is all about inspiring shared meals and spending time together in the kitchen. The BEN'S BEGINNERS™ program is our way of bringing this mission to life. It's our goal to help kids learn the essential life skill of cooking and to provide convenient products - like our READY RICE™ - and family-friendly recipes to make it easy for parents.”

**Ashley Findlay, Senior Brand Manager  
UNCLE BEN'S® Mars Food US**

### Let's eat with Siphokazi

In South Africa, Let's eat with Siphokazi is a ROYCO™ brand TV show and social media group aimed at driving awareness and educating consumers on how to make delicious family favourite meals using ROYCO™. Recipes and tips are shared on how to introduce healthy meals like cooking with olive oil and replacing salt with ROYCO™ products alone.

## Time to Cook

In Belgium, we partnered with retailer Carrefour to co-develop a community initiative that would support our shared priority of health & nutrition and inspire families to cook healthy meals together. 'Time to Cook' was activated in-store by offering consumers a free child's stool when they purchased four UNCLE BEN'S® Ready to Heat products. **The stool encourages children to join in the fun of cooking** – with a height boost they are able to help parents prepare ingredients for a healthy meal while getting the perfect view of everything being cooked. Following this success, we are now looking at how we can roll this out with Carrefour elsewhere.



“At Carrefour, one of our key pillars is ‘Act for Food’ and the Time to Cook initiative plays straight to this, helping to promote a balanced diet for families. We are delighted to work with UNCLE BEN'S® on this initiative which encourages parents and children to cook together. The kids stool will motivate families to get started in the kitchen and prepare and eat healthy meals together.”

**Baptiste van Outryve, Director PR & Corporate  
Communication Carrefour Belgium**

## SEEDS OF CHANGE™ fund

In the US, the SEEDS OF CHANGE™ give-back program provided three grants to impact communities with a Mars presence – a **\$500,000 grant** is supporting Chicago Public Schools' Eat What You Grow program at 130 schools and funding summer gardening jobs for high school students; a **\$115,000 grant** is supporting sustainable urban farming via Washington, D.C.'s Building Bridges Across the River initiative; and a **\$40,000 grant** was awarded to the Greenville (Mississippi) Public School district to establish sustainable gardening programs.



“The single most important investment we can make in the future of Chicago is in our children and their education. I am thrilled that Mars Food is helping to build school gardens so that students can learn first-hand the importance of healthy eating.”

**Former Chicago Mayor Rahm Emanuel**

## Inspiring Shared Dinnertimes

### Make Dinnertime Matter™

In Australia, we piloted a Make Dinnertime Matter™ project with children in primary schools. The four week project aimed to help educate approximately 100 students in Year 3 (aged 8-9 years old) on the value of a shared dinnertime and what they can do to make it easier for the family to cook and eat together. The curriculum incorporated a variety of different homework that encouraged food related activities.

The Make Dinnertime Matter™ project is the next step in the journey that started with a white paper in 2015 to better understand the benefits of cooking and sharing meals. MASTERFOODS™ partnered with Flinders University to carry out a needs assessment which helped us identify the most significant barriers to family dinnertime behaviour and we worked to design the curriculum to tackle these. We are currently reviewing the project to see where we take this next.



“It’s critical that children learn to cook early in life and it’s great to see Make Dinnertime Matter™ project championing this valuable life skill. The curriculum is a great combination of in class and at home activities. It was fun for the children and delivered against the education department’s key learning areas so it didn’t add to our workload - it really was a win-win. The children loved the curriculum and many of them told me they were eating together more often as a family.”

**Jessica Forbes, Teacher at Seaforth Public School in Sydney**

### Mars Volunteer Programme

All Associates at Mars are encouraged to give back to their local community through the Mars Volunteer Programme. In **2018 Mars Food Associates spent 2,348 hours volunteering.** In Mars France, our Associates went into local schools and inspired 350 school children about healthy cooking, encouraging them to spend time in the kitchen and share dinner with their families.



“Children are amazingly interested in knowing more about food and well-being, I am very proud that we could give them the keys to a healthier lifestyle as part of our daily job at Mars.”

**Sidonie Thebault, Strategic Revenue Management Analyst Mars Food France**



## Advancing Associate Health & Wellbeing

None of the progress on our Health & Wellbeing Ambition could happen without our 2,000+ Associates, which is why we are committed to putting their wellbeing first. We want them to be physically energized, emotionally resilient and mentally focused so they have the energy for what matters most – in the office and outside of it.

Today, **all of our sites continue to offer healthy canteen meals** that are compliant with the Mars Food Nutrition Criteria and offer **education about nutrition** to help Associates enjoy more balanced meals at work and at home.

In Mars Ireland our Associate chef Paddy Brady has been at the heart of the business for 20 years, cooking nutritious meals for Associates every day. Paddy designs weekly menus to ensure balance and variety in Associates' diets and showcases the exciting variety of Mars Food products, driving Associate awareness and ambassadorship of our great range.



"I know each Associate so well now that I know what everyone likes and dislikes. I'm always conscious to have healthy and vegetarian options available and to save them from themselves I limit chips to once a week."

**Paddy Brady, Associate Chef  
Mars Ireland**

Many of our sites go further with activities for Associates to promote healthy eating, such as hosting workshops on the benefits of regular and balanced eating in our Central Europe office. Our UK team has established a 'help yourself' store cupboard to make it easier to cook a healthy dinner at home after a day at work.

## Cooking 101

In Mars Food Australia, Associates have been taking part in a cooking and nutrition education program, Cooking 101, designed and delivered by R&D Associate Emma Satchell. Cooking 101 is a two hour class created to equip Associates with fundamental cooking skills. The program was designed to bring our Food Purpose to life by upskilling Associates so they can cook more nutritious meals at home for their family and friends, as well as promoting the benefits of eating together.



Since the start of the program in June 2016, over 300 factory and office Associates and completed the two hour class - that is thirty two hour cooking sessions! We are currently exploring how we can replicate this program in our other Mars Food offices including North America and the UK.



"I had a great afternoon attending Cooking 101. It was really nice to have the opportunity to cook and share a meal with my colleagues. I learnt some great new techniques and some exciting new recipes that I can't wait to try out at home!"

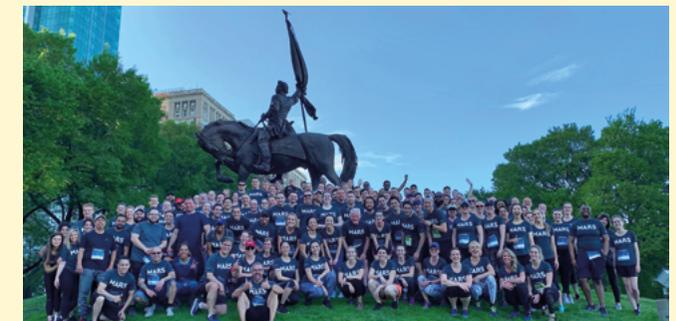
**Chelsey Cunard-Naramos,  
SRA Compliance Technologist  
Mars Food Australia**



"I am proud to be the Mars Be Well champion for our Goose Island site. Giving our Associates the opportunity to focus on their wellbeing and energy contributes to their success at Mars, as well as provides balance to their lives outside of work."

**Michael Macander, S&F Manager  
Mars Food North America**

We are making progress on our other goals around Associate health and wellbeing. Today **all but one of our Food sites have kitchens accessible to Associates** so that they can cook and share healthy meals together, flat at 92% with a clear plan to make this available across all sites by 2021. Similarly, **88% of our sites now have access to fitness facilities** (either on site or subsidized elsewhere), an improvement from 77% last year. We continue to test innovative and engaging programs to make it easier for Associates to stay active while at work, including treadmill and standing desks. In 2018 our US team also ran a Mars Be Well program which included a steps challenge, offering Associates free gym use and an Eat Better, Move Better program.



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