

MARS

GENDER PAY GAP
REPORT 2017

WWW.MARS.COM

DIVERSITY AT MARS

Mars is a family business, united by our [five core principles](#), and diverse in our backgrounds and perspectives. Our success depends on our investment in a culture of mutuality in which all Associates are valued, heard and enabled to reach their full potential. After all, it is our differences that enable us to serve our diverse customer base – bringing them the products and services that they know and love.

Women play a powerful role in Mars' history and current leadership. We welcome the opportunity provided by the UK gender pay gap reporting requirements to explore how we can further enhance our approaches to recruitment, management, training and development.



OUR OVERALL
MEDIAN GENDER
PAY GAP IS

2.5%

Our success depends on a culture of mutuality in which all Associates are enabled to reach their full potential.



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.

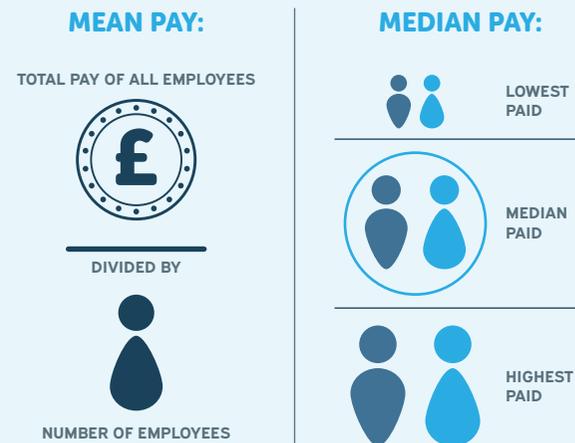
The median represents the middle of the distribution. It is the difference between the employee in the middle of the range of male earnings and the middle employee in the range of female earnings.

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 strive to embed equality in our pay system. Our pay structures are clear and transparent, and employees, whether male or female, will have their pay targeted within a set pay range for their role.

However, we will 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.

HOW THE GENDER PAY GAP IS CALCULATED:



OUR GENDER PAY GAP EXPLAINED

Mars strives for gender equality, as we believe this is of mutual benefit to our Associates and to the business. Our data shows that our overall median hourly gender pay gap is 2.5%. While we are proud that this is significantly lower than the national average of 18.4%, the results show we need to continue to create gender balanced teams and unlock opportunities for women across the business.

We are confident that people at the same job level at Mars UK are paid according to the same framework. Our challenge lies in representation of women across the business. Our data shows that we currently employ more male than female Associates. The gap is wider in the upper quartiles than it is in the lowest quartile, which is reflected in our gender pay and bonus gap results and demonstrates that there is a need for greater focus on creating a gender balanced workforce, particularly at a senior level. Bonus amounts tend to increase with seniority. Our bonus gap is therefore influenced by the higher proportion of men in senior roles.

We have a unique business structure with separate legal entities employing people across food, confectionery and pet care. In this report, we have set out both our overall results for the whole Mars UK business as well as separate data for our six business units employing more than 250 people:

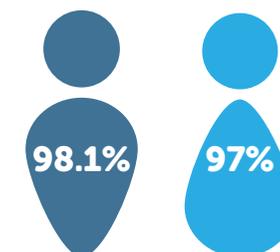
- Mars Chocolate UK Ltd
- Mars Food UK Ltd
- Mars Drinks UK Ltd
- Mars Petcare UK
- The Wrigley Company Ltd
- Crown Pet Foods UK Ltd

Our gender pay gap results vary across the separate entities, according to the demographics and the types of roles offered. Within these results, we have noticed some general patterns which influence the data. For example, in certain areas of the business, we have identified trends in the types of roles men and women are more likely to hold. 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 disproportionately impacted some of the results.

LOOKING AT OUR TOTAL UK WORKFORCE, OUR GENDER PAY GAP ANALYSIS SHOWS THE FOLLOWING:

	MEAN:	MEDIAN:
GENDER PAY GAP:	2.2%	2.5%
BONUS PAY GAP:	5.2%	4.6%

PROPORTION OF MEN AND WOMEN PAID A BONUS:



PROPORTION OF MALE AND FEMALE ASSOCIATES WORKING IN THE DIFFERENT PAY QUANTILES



OUR PLAN

We're incredibly proud of our female Associates across the Mars UK business and also of the work we already do to support women to progress to more senior roles. Nevertheless, from the factory floor to the upper levels of the organisation, our gender pay gap report shows we need to continue to monitor and promote equal representation of male and female Associates across our business. We must continue our work to increase the numbers of women at senior levels by developing our female talent pipeline and supporting the progression of female managers.

That is why our Sustainable in a Generation Plan, launched in September 2017, commits to unlocking opportunities for women across the business. You can learn more about our Sustainable in a Generation Plan [here](#).

IN PARTICULAR, WE ARE FOCUSING ON THREE AREAS:

RECRUITMENT

We want a diverse set of perspectives at every level of Mars, which is why we are committed to increasing the number of women in management and executive positions. To that end, we have enhanced our internal and external recruiting processes requiring diverse panels and assessors for every opening.

PROGRESSION

We want to increase women's representation in roles where they have historically been under-represented. Leaning into potential barriers, mentoring high-potential women, and supporting Women at Mars Associate networks are just a few steps we're taking to advance women in these roles.

Over the coming year, we are introducing inclusive leadership training to address the conscious and unconscious biases and cultural barriers that can limit our Associates from reaching their full potential.

CULTURE

We are committed to male and female Associates living balanced lives with thriving families. We have strong family-friendly policies including flexible working and parental leave and are committed to ensuring these are applied consistently across the business.

OUR RESULTS

EMPLOYING ENTITY	TOTAL PAY GAP (HOURLY)		BONUS PAY GAP		PROPORTION RECEIVING BONUS PAY		PAY QUANTILES							
	MEAN	MEDIAN	MEAN	MEDIAN	M	F	LOWER		LOWER MIDDLE		UPPER MIDDLE		TOP	
							M	F	M	F	M	F	M	F
TOTAL UK WORKFORCE	2.2%	2.5%	5.2%	4.6%	98.1%	97%	55.7%	44.3%	64.4%	35.6%	64.7%	35.3%	60.5%	39.5%
MARS CHOCOLATE UK LTD	-0.8%	-8.1%	-1.8%	-28.8%	99%	96.4%	63.9%	36.1%	69.2%	30.8%	56.9%	43.1%	58.6%	41.4%
MARS FOOD UK LTD	-51.5%	-18.3%	-301.8%	-157.5%	96.6%	97.9%	77.1%	22.9%	77.1%	22.9%	60.9%	39.1%	59.4%	40.6%
MARS PETCARE UK	7.1%	6.4%	8.5%	-5.4%	98%	98.7%	45.6%	54.4%	66.9%	33.1%	64.1%	35.9%	60.6%	39.4%
MARS DRINKS UK LTD	8%	11.2%	6.1%	26%	96%	95.4%	48.5%	51.5%	65.2%	34.8%	74.2%	25.8%	65.2%	34.8%
THE WRIGLEY COMPANY LTD	8.3%	-1.6%	56.5%	11.6%	98.6%	96.1%	61.6%	38.4%	66.7%	33.3%	60.9%	39.1%	63.8%	36.2%
CROWN PET FOODS UK LTD	15.9%	11.1%	28.3%	26.4%	97.5%	95.5%	43.3%	56.7%	45%	55%	50%	50%	63.3%	36.7%

DECLARATION

This statement has been published in accordance with the UK government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This legislation requires UK employers with 250 or more employees to publish annual statutory calculations showing the pay gap between male and female employees.

SIGNED BY:



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