

MARS

**Gender pay
gap report
2020**



“As a business we are constantly striving to create an inclusive working environment. Over half of our Associates globally are women and we believe investing in women is not only the right thing to do for the next generation, but also the smart thing to do for business today.

This year we include our veterinary business, Linnaeus, in our gender pay gap report for the first time. Linnaeus brings with it nearly 5,000 Associates representing an entirely different industry with its own opportunities and challenges, which has meant a big change in our overall Mars UK gender pay gap.

However, reporting our gender pay gap allows us to explore gender balance across the different sectors and legal entities that make up the Mars business in the UK. Through close interrogation of the data, we seek to put in place effective strategies to create an inclusive culture and unlock opportunities for women. As we reflect on our 2020 gender pay gap results, we recognise there are challenges we need to address and we remain committed to working together on our journey to achieve gender balance right across the business.”

Adam Grant

General Manager, Mars Wrigley UK

Our gender pay gap explained

Looking at our UK Consumer Packaged Goods workforce, our gender pay gap analysis shows the following:

	2020		2019		2017	
	Mean:	Median:	Mean:	Median:	Mean:	Median:
Gender pay gap:	-2.4%	-2.6%	0.9%	-1.5%	0.1%	0.1%
Bonus pay gap:	-5.0%	-62.8%	-7.3%	1.7%	4.7%	-2.8%

Here we have set out our overall results for our Consumer Packaged Goods (CPG) business units employing more than 250 people:

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

Our gender pay gap results vary across the separate entities, according to the demographics and the types of roles offered. Ultimately, at Mars, our ambition is to have a gender pay gap of 0% across the business.

Our bonus payments can fluctuate due to having a small number of senior global executives, both male and female, paid from our UK business segments.

We use the median gender pay gap as the headline figure because this is typically more representative and is not skewed by extreme values such as changes in the earnings of small numbers of high earners. A negative figure represents female Associates having higher average pay or bonuses than male employees.



Our plan to address gender balance in our CPG businesses

We want to shape a better, fairer future for women—in turn creating a better world for everyone. That's why we strive for gender balance across our workforce.

In 2020, helping Associates through the pandemic and supporting their health and wellbeing was our top priority.

Despite the challenges of the pandemic, we are proud to report that, as of the end of 2020, 50% of Mars' management roles were filled by women in the UK. This is in part due to our mentoring and coaching programmes to support women and the introduction of flexible working polices wherever possible in the business.

At Mars, we focus on three priority areas for Inclusion and Diversity:

Flexible Working
Career Progression
Total Wellbeing



Flexible Working & Career Progression



Flexible Working

At Mars, we pride ourselves on having flexible working policies in place wherever possible to suit the different lifestyles of our Associates.

We were really proud to launch our equal parental leave policy in 2020, which means that all Associates in our CPG businesses will be able to take up to 26 weeks of parental leave paid at 90% of their salary. The policy, which is one of the first of its kind in our industry, will cover men, women, those who identify as non-binary, same-sex families and people who are adopting. All parents are able to take up to 52 weeks of leave with a maximum of 26 weeks paid as independent individuals.

In addition to our leave policy, for our CPG businesses we have invested in parental coaching, a COVID-specific family leave policy and continued investment in flexible working policies.

Career Progression

Our commitment to gender balance starts with early careers programmes. This year we have 32 female and 21 male graduates on our three-year graduate programmes. We remain committed to attracting equal levels of male and female candidates through targeting universities and relevant groups.

This year we have also had a particular focus on ethnic diversity. We work with Psalt, an organisation on a mission to make it possible for under-represented talent to join and thrive in any business. As part of our mentoring programme, members of Psalt's community partner with senior Associates in Mars for coaching sessions. Going forward we will run dedicated sessions with Psalt that focus on graduate recruitment, sharing details of our recruitment process and giving advice to the Psalt community on how best to be successful.

“I knew I could make a difference, I wanted to help others using my own experiences, skills and passion. I am confident we are making a positive impact on Associates’ lives and that makes me feel really proud.”

Dawn Kirk, Customer Service Team Leader

Total Wellbeing

At Mars, all of our Associates are valued, respected and encouraged to be their unique selves. We have long-been committed to fostering an environment where everyone has an equal opportunity to reach their full potential, be heard and valued.

This year our Talking Talent coaching platform for parents and their line managers has been a lifeline for Associates with new babies. Over 100 users have registered on the platform which provides advice, training and coaching 24/7 to support Associates before, during and after a new child arrives.

Mental health first aiders in action

In early 2020, we trained 200 mental health first aiders (MHFA). Our MHFA were able to use their skills and knowledge from the start to support Associates with the additional pressures of lockdown, from childcare issues to anxiety and coping with the pandemic.

Each MHFA has been fully supported by Mars. There is a lead at each site who holds regular check-in calls with the first aiders and we created a community for them to share experiences and talk openly about the challenges faced in their new role. Providing this support to the first aiders has helped ensure we are providing the best possible support to our Associates across all our UK sites.

Customer Service Team Leader, Dawn Kirk, drew on her own experiences and has been instrumental in driving the Mental Health agenda and a number of initiatives within Mars. Dawn is passionate about supporting other people with mental health issues and making sure no one feels isolated in a time of need.

Our veterinary business

As well as our CPG business, we also have a Mars UK business which operates within the veterinary sector. This business is quite new to the Mars portfolio and is a very different industry with a different history and challenges.

Linnaeus Veterinary Limited is a partnership of 47 primary care and 17 referral practice brands delivering veterinary services through 180 sites across the UK and Ireland, employing almost 5,000 Associates. Linnaeus was acquired by Mars in 2018 and has been rapidly growing in the last few years. Due to the legal entity shift, this year is the first year Linnaeus has reported its gender pay gap results and is doing so as part of the Mars UK gender pay gap report.

Linnaeus has a leadership team of eight members, five of whom are female. Nurses, the largest cohort of its clinical Associates and one which is also overwhelmingly female, are represented at leadership level by a Chief Nursing Officer, a unique role within the profession.

In line with veterinary industry trends, Linnaeus has a majority female workforce, with a large percentage of female Associates (93%) in the lower quartile. In contrast, in the upper quartile, there is an over-representation of male Associates in higher paid roles such as Clinical Director (69%); Diploma Holder (61%); and Certificate Holder (74%). These are veterinary roles which are becoming female-dominated, meaning this imbalance is likely to flip in favour of women over time.



Our plan to improve gender balance in our veterinary business

In our veterinary business, we have introduced a nursing strategy to help improve career pathways and representation of Registered Veterinary Nurses (RVNs). The strategy has been developed to support the Linnaeus nursing population through a career framework which facilitates the development of RVNs throughout their nursing journeys. It provides opportunities for leadership roles that hitherto did not exist for nurses in the profession. It also provides a clear pathway and ensures that nurses are valued, respected and best able to demonstrate their full skillsets.

“It is well-known that leadership within the veterinary profession has historically been male-dominated. Though the profession is becoming female-dominated, the legacy is that most current leadership roles tend to be held by men. Over time this will change, bringing about greater balance, however, in the meantime we are committed to closing the gap where we can by providing clear career pathway and leadership training opportunities.

I am proud to be part of the Linnaeus leadership team of eight members, five of whom are female. My own role as Chief Nursing Officer is unique among the big six veterinary providers and reflects the central role nurses play within our organisation, making up the largest proportion of our clinical workforce.

We have recently spearheaded a pioneering professional development strategy for nursing which offers training and development into leadership roles for nurses which were traditionally unlikely to be open to them. As nursing populations are overwhelmingly female, we believe this programme will bring about a greater diversity of roles at senior leadership level and help to narrow the pay gap.

We acknowledge that narrowing the pay gap is a challenge and will take time, but I am delighted to be taking responsibility for diversity and inclusion as a member of the Linnaeus executive board, creating policies and strategies to improve gender balance at Linnaeus and working with the wider Mars team in the UK to help women thrive across the business.”

Dr Andrea Jeffery, Chief Nursing Officer, Linnaeus



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. Equal pay 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. 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

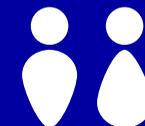
Median Pay:



Lowest paid



Median paid



Highest paid

Our results

Employing entity	Total pay gap (Hourly)		Bonus pay gap		Receiving bonus pay	
	Mean	Median	Mean	Median	M	F
Mars Wrigley Confectionery UK	2.9%	-6.4%	13.2%	-88.3%	96.8%	95.2%
Mars Food UK	-61.9%	-28.1%	-1112.1%	-413.1%	98.1%	96.9%
Mars Petcare UK	7.1%	9.8%	-1.2%	-27.1%	97.1%	95.3%
Crown Pet Foods UK	29.5%	28.7%	60.7%	55.5%	97.4%	99%
Linnaeus Veterinary Ltd	52.5%	51.3%	78.4%	60.0%	43.4%	46.1%

Quartile split

	M	F
Lower	10.2%	89.8%
Lower Middle	30.9%	69.1%
Upper Middle	44.0%	56.0%
Top	53.2%	46.8%

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.

Signed By:



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