



Mondelēz International: UK Gender Pay Gap Report 2017

FOREWORD

Mondelēz International is the UK's largest branded food producer and we are proud to contribute to the UK's biggest manufacturing sector. Our focus is to build an inclusive and diverse workplace in order to attract the best talent to help us grow and innovate so that we can continue to delight consumers with our products. A diverse and gender-balanced workforce not only reflects the communities we work in and the people who enjoy our products, but it is proven to deliver better business outcomes. It makes business sense to foster a culture where talent and diversity is championed and everyone is given the opportunity to succeed and be rewarded.

The gender pay gap reporting introduced by the UK government is a critical opportunity for us to show how we are doing this and how we are making Mondelēz rewarding and fair for everyone, regardless of gender.

Our overall mean gender pay gap is 6.7% which is lower than the national average and indeed the UK manufacturing sector, but we know we need to do more to help reduce the gap. Our gap is driven by an underrepresentation of women at senior levels and a high number of women in more junior levels. This clearly highlights a need for us to go further to support and develop our new and existing female talent.

We are making progress in doing just that by supporting a number of significant initiatives across our business. For example, I'm proud to be a co-chair of our Northern Europe Women's network which plays an active role in supporting women develop their careers with us.

When it comes to balancing a personal life and a career we know flexibility is critical for all of our employees and this is particularly true when returning from maternity leave. Where we can, we offer a phased and flexible approach to support returning to work and balancing family needs.

We are also rolling out unconscious bias training to all of our hiring managers and guaranteeing that, when recruiting for senior positions, a gender-balanced interview panel will decide on successful candidates.

This report details the commitments we have made which address the challenges head on and are part of our ambition to continue building a fair, diverse and gender balanced workplace.

From the factory floor to our science labs, our people are behind some of the most iconic and much-loved brands in the world. It is our responsibility as a business to continue building an inclusive environment where everyone can thrive today and for generations to come.

Glenn Caton

President, Northern Europe
Mondelēz International



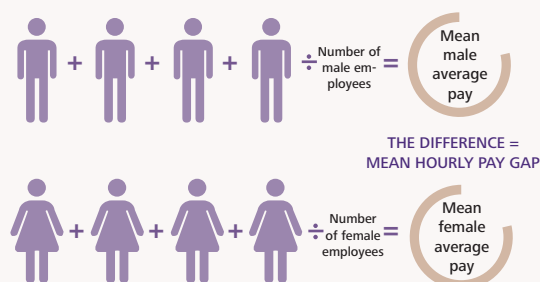
Hayleigh Perks, Chocolate Scientist, gives a demonstration of chocolate tempering in our Innovation Kitchen at our Bournville site.

MEASURING THE GAP

Gender pay reporting has been an opportunity for us to look closely at the reasons behind the pay gap. In order to fully understand why our gender pay gap exists, it is important to recognise how the gap is calculated and the structure of our business in the UK.

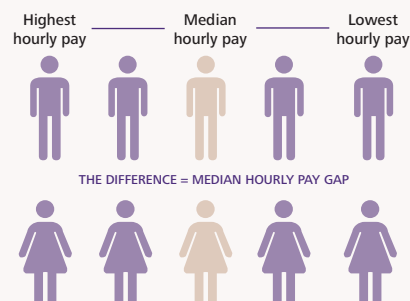
How we calculate the mean difference

The mean pay gap is the difference between the hourly pay of all male and female employees when added up separately and divided by the total number of the males and females in the workforce.



How we calculate the median difference

The median pay gap is the difference between the pay of the middle male and middle female, when all of the employees are listed from the highest to the lowest paid.



Mondelēz International employs nearly 4,000 people based across 9 sites in the UK. These include:

- Bournville, the birthplace of chocolate and home of Cadbury in the UK.
- Sheffield, the largest sweets manufacturing site in Europe.
- Our Reading Science Centre where Reading Scientific Services Limited is based, a wholly owned subsidiary of Mondelēz International.
- Uxbridge, where many of our office-based roles are located, ranging from eCommerce to Finance, HR to Sales.
- Cadbury World and sites in Chirk, Malbrook, Crediton and Minworth which are integral to our UK operations.



Dawn Woodcock, former Engineering Apprentice and now Technician at our Sheffield site.

OUR DATA

In this report we provide the combined and individual gender pay gap data from our 6 legal entities which employ more than 250 people.



Average UK
national mean
pay gap*
17.4%

Average UK
manufacturing
mean pay gap*
16.5%

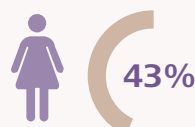
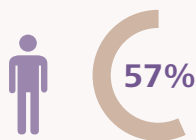


OUR COMBINED DATA

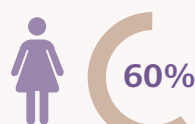
Median pay gap
10.9%

Mean pay gap
6.7%

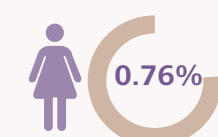
% OF EMPLOYEES OVERALL



% OF EMPLOYEES OUTSIDE OF MANUFACTURING



% OF EMPLOYEES RECEIVING A BONUS



*Source: ONS, October 2017

Gender pay gap reporting does not represent equal pay. Equal pay relates to men and women being paid differently for 'like work' or 'work of equal value'. We are confident that our gender pay gap is not an equal pay issue.

Our overall mean gender pay gap is 6.7%, significantly lower than the manufacturing sector average of 16.5% and the national average of 17.4%.

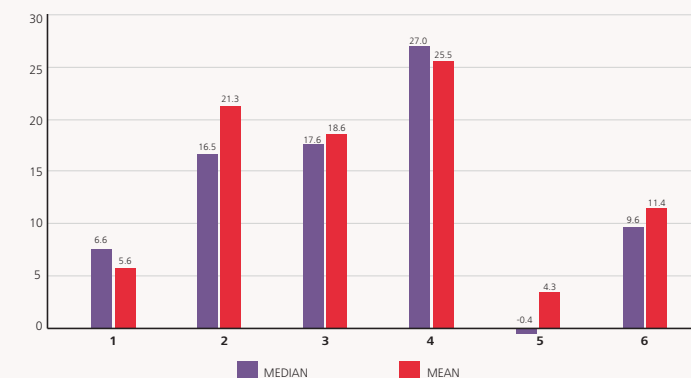
Our gender pay gap can be explained by the fact that our senior roles are predominantly held by men whilst the majority of our workforce below this level are women.

We have successfully built a strong pipeline of female talent in many areas of our business. However, we must do more to develop women and enable them to reach the higher levels in our business. This would significantly reduce our gender pay gap.

Across both of our manufacturing legal entities, we are working to change the historical over-representation of men in certain roles. These have traditionally attracted a higher salary due to the skills, knowledge and manual handling required to undertake them. In recent years we have seen an increase in the number of women moving into these roles. However low staff turnover, as a result of our loyal and long-serving workforce, means it will continue to take time for opportunities to open up and for more women to progress into more of these roles.

With regard to bonuses, those in senior leadership positions are eligible for discretionary remuneration packages comprising of shares in the company and a cash bonus. Our overall mean bonus pay gap of 30.2% is driven by underrepresentation of women in senior leadership positions, which are roles that attract the highest value bonuses.

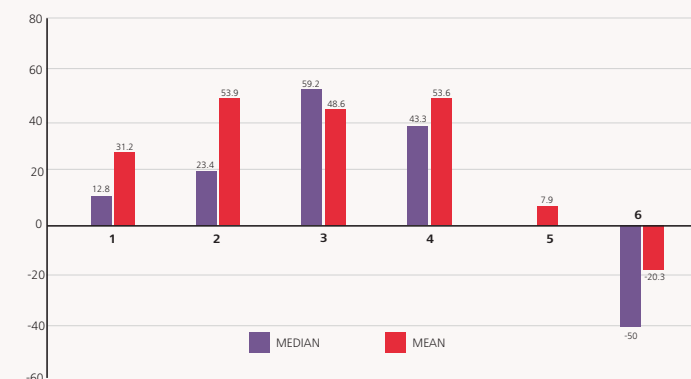
Mean and median hourly pay gap



KEY

- 1: Mondelez UK Limited** - Our UK sales team.
- 2: Mondelez Europe Services GmbH - UK Branch:** Our service functions such as Customer Services, Finance & Marketing, which are predominately based at Bournville & Uxbridge.
- 3: Reading Scientific Services Limited** - Largely our research & development team based in Reading.
- 4: Mondelez UK R&D Limited** - Largely our research & development team based in Bournville.
- 5: Mondelez UK Confectionery Production Limited** - All manufacturing employees except our core chocolate manufacturing team.
- 6: Cadbury UK Limited** - Our core chocolate manufacturing roles based in Bournville, Marlbrook & Chirk.

Mean and median bonus pay gap



REDUCING THE GAP

We are committed to reducing our gender pay gap by supporting a number of initiatives to promote and develop the strong pipeline of female talent in our business:

Supporting and developing female talent

- We are supporting our female talent through the Northern Europe Women's Network which has over 350 members across our UK sites. Many of the members take part in a mentoring scheme where they benefit from frequent, one-on-one coaching from senior female leaders across the business.
- The network hosts an annual Balancing Acts event which is an opportunity to hear from different women in the business about how they are managing their work-life balance effectively.
- We're proud to support several other networks that aim to improve representation of women at senior levels, including our global Affinity programme and others which operate by region and by business area.

Helping women back to work

- Where we can, a phased return to work is provided for women who have taken maternity leave and we offer an enhanced policy to support time off.
- We have already seen the benefits of this and are proud to have a high retention rate for women who return to work after taking maternity leave, with only 3% choosing not to do so.
- We are also reviewing our return to work support to create a structure that can be used throughout the business.

Embedding an inclusive culture

- We are rolling out our unconscious bias training to all of our hiring managers and people managers this year.
- We are building a culture that supports flexible working. We have created an environment where conversations about flexible working are encouraged because we appreciate that employees need to balance other important responsibilities alongside their work.

Promoting balance when recruiting

- For our senior positions, we will now be guaranteeing a gender-balanced interview panel to decide on successful candidates.
- We are also currently looking at how we can encourage additional applications from women for senior positions.

Inspiring the next generation and driving societal change

- Our Taste of Work programme has inspired over 10,000 boys and girls across the UK to learn more about our business and has showcased the wide variety of STEM-based career opportunities on offer so that we can continue to build our strong talent pipeline.
- We are also proud supporters of the IGD's Feeding Britain's Future programme, which brings our industry together to equip young people with the skills needed for work. This programme has offered over 60,000 learning opportunities to young, unemployed people and school students across the UK.

"I'm grateful to my team who have been fully supportive of my decision to work according to the school term so that I can spend time with my boys when they are off school. I haven't had to compromise when it comes to career success after having kids and I don't feel my family has to come second."

Veronica Linares,
HR Business Lead



"Our mentoring scheme has been hugely successful and we've seen whole departments sign up to the programme. I've particularly enjoyed watching my mentees flourish in their roles."

Rebecca Gumbley,
Global Sales Connectivity Manager
and Co-Chair of the Northern Europe
Women's Network



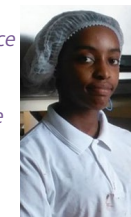
"After taking maternity leave, I wanted to return to work but knew that I needed to strike the right balance between my work life and personal life. The understanding and flexibility my managers have provided me over the years means that I have been able to progress in my career and have a fulfilled personal life."

Heike Grewenig,
Senior Associate Principal Scientist



"During my time at Mondelez, I have been able to grow my confidence and communication skills considerably. As part of my apprenticeship, I am studying towards a Foundation Degree in Electrical and Electronic Engineering and I'm excited about putting my new skills and knowledge to use in future projects."

Althea Stephenson,
Engineering Apprentice



STATUTORY DISCLOSURES

Declaration

While we continue to make progress on ensuring a diverse, gender balanced workforce where everyone can succeed, we recognise that there is more to do to reduce our gender pay gap and are absolutely committed to doing this.

I can confirm the information and data reported in this report is accurate as of the snapshot date 5th April 2017.



Glenn Caton
President, Northern Europe
Mondelez International

	COMBINED	CADBURY UK LIMITED	MONDELÉZ UK CONFECTIONERY PRODUCTION LIMITED	MONDELÉZ UK R&D LIMITED	READING SCIENTIFIC SERVICES LIMITED	MONDELÉZ UK LIMITED	MONDELÉZ EUROPE SERVICES GMBH – UK BRANCH
Male/female employees %	56.7 / 43.3	76.2 / 23.8	75.9 / 24.1	41.5 / 58.5	33.5 / 66.5	47.2 / 52.8	39.5 / 60.5
Median gender pay gap %	10.9	9.6	-0.4	27.0	17.6	6.6	16.5
Mean gender pay gap %	6.7	11.4	4.3	25.5	18.6	5.6	21.3
Median bonus pay gap %	20.5	-50	0	43.3	59.2	12.8	23.4
Mean bonus pay gap %	30.2	-20.3	7.9	53.6	48.6	31.2	53.9
Males/females receiving a bonus payment %	61.2 / 79.1	3.5 / 4.1	96.2 / 94.7	93.3 / 89.9	93.8 / 92.8	91.3 / 94	90.7 / 89.6
Upper quartile (% male/female)	58.1 / 41.9	96.1 / 3.9	83.9 / 16.1	64.1 / 35.9	44.1 / 56.0	48.2 / 51.8	51.1 / 49.0
Upper middle quartile (% male/female)	68.9 / 31.1	80.6 / 19.4	70.8 / 29.2	42.9 / 57.1	40.5 / 59.5	51.1 / 48.9	39.2 / 60.8
Lower middle quartile (% male/female)	49.3 / 50.7	73.3 / 26.7	79.6 / 20.4	30.2 / 69.8	30.1 / 69.9	38.3 / 61.7	40.9 / 59.2
Lower quartile (% male/female)	50.3 / 49.7	54.9 / 45.2	69.3 / 30.7	28.6 / 71.4	19.3 / 80.7	51.1 / 48.9	26.8 / 73.2