



## MONDELĒZ INTERNATIONAL: UK GENDER PAY GAP REPORT 2018



# FOREWORD

Mondelēz International is one of the largest branded food producers in the UK and makes much-loved brands such as Cadbury Dairy Milk, Oreo and Belvita.

As Managing Director of the UK business, I lead a team of 4,000 people and I'm passionate about fostering a culture where they can grow their careers, in an environment where everyone has a fulfilling role.

To achieve this, we must have a business that is inclusive, gender balanced and reflective of our communities and customers. This doesn't just come down to the responsibility we feel as an employer. Research consistently tells us that a diverse workforce, where inclusivity is championed, delivers engaged employees and better business outcomes.

We welcome the government's approach to gender pay gap reporting. This level of transparency keeps businesses questioning what they are doing to ensure a diverse and inclusive workplace and what remains to be challenged. Diversity and inclusion are improved by understanding the numbers, but ultimately it depends on a culture that thrives on different perspectives and experiences. This is the culture we've been working to build at Mondelēz International for many years, but we recognise that there's still work to be done.

Today, our mean gender pay gap is 9% which is significantly lower than the national average of 17.1%.

The gender pay gap across Mondelēz International is driven by an underrepresentation of women at senior levels and a high number of women in more junior levels. This needs to change and we're confident that we're on track to address it. It requires us to continue to challenge the way that we recruit, retain and encourage female talent.

While we have taken positive steps to address our gap, it has increased slightly since we shared our figures last year. This is despite some parts of our business seeing a reduction in their gap.

The rise is a result of an increased number of senior female colleagues taking maternity leave between April 2017 and April 2018 as well as a small number of senior female colleagues leaving the business. While a level of natural employee turnover is common, we know that we

need to do more to increase and retain the number of women at senior levels and unlock more opportunities for women across the business.

The increase is also due to a change in the way that we're reporting on our data. Last year we reported a combined figure for the six entities legally required at Mondelēz International. This year, to be absolutely clear that our entire organisation is striving towards achieving gender equality, we are reporting the combined figure for the total UK business, so that it now reflects all of our employing entities.

We want to move faster in addressing our gender pay gap challenge and we will. But we recognise that it takes time for initiatives to have a long-term effect and to identify the most impactful changes. To help us move quickly, at Mondelēz International we carry out research to establish if and where barriers exist around movement into leadership positions and we continue to build a culture that reaps the rewards of a diverse talent base.

We have numerous initiatives in place to actively support this culture. I sponsor The Northern Europe Women's Network, which has over 350 members across our UK sites. It provides mentoring opportunities and engages women across all levels at Mondelēz International to challenge obstacles to success.

We know that a culture that embraces flexible working is key, so we launched informal guidelines that enable each business function to facilitate flexibility in a way that suits their needs. Genuinely facilitating flexible working means being open to different approaches and not expecting a one size fits all.

We also have a virtual community, Families@MDLZ, in place so colleagues are supported around parenthood. It's known that women can find their careers progress slower when approaching and returning from maternity leave and Families@MDLZ helps colleagues in balancing their personal life when returning to work.

Our work isn't done yet and this report details our commitments to addressing our gender pay gap challenge and our continued ambitions to build an inclusive workplace.



Louise Stigant  
Mondelēz UK Managing Director



# MEASURING THE GAP

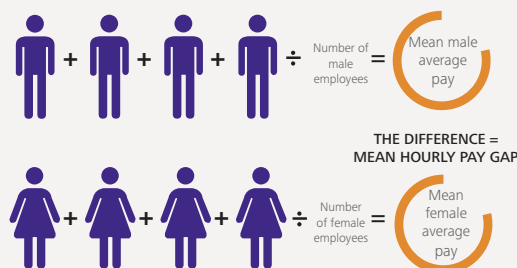
Gender pay reporting is an opportunity for us to look closely at the reasons behind our pay gap. In order to fully understand why our gender pay gap exists, it is important to recognise how the gap is calculated and the structure of our business in the UK.

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

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

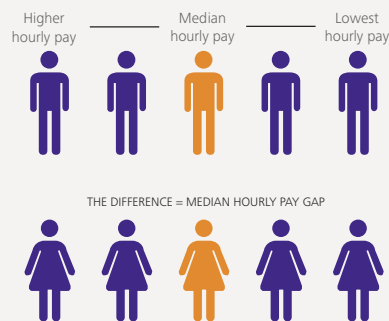
## HOW WE CALCULATE THE MEAN DIFFERENCE

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.



# OUR DATA

In this report we provide the combined gender pay gap data for the total UK business at Mondelez International, as well as the individual gender pay gap data from our five business entities which employ more than 250 people.

This is a different approach to how we have reported on our figures previously. Last year our data focussed on the six business entities that were legally required to share it. Now we are reporting on our combined figure for the entire UK business, to be absolutely clear that the whole of our organisation is striving towards gender equality.

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 9%, significantly lower than the national average of 17.1%.

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 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 will reduce our gender pay gap further.

Across our manufacturing business 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. 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.

Regarding bonuses, these are offered to employees at varying levels throughout the business. However, those in senior leadership positions are eligible for discretionary remuneration packages comprising shares in the company and a cash bonus. Our overall mean bonus pay gap of 28.1% is driven by underrepresentation of women in the senior leadership positions, which attract the highest value bonuses.

## OUR COMBINED DATA

Mean pay gap

9%

Median pay gap

12.2%



Average UK national mean pay gap\*  
17.1%

### % OF EMPLOYEES OVERALL



56.6%



43.4%

### % OF EMPLOYEES RECEIVING A BONUS

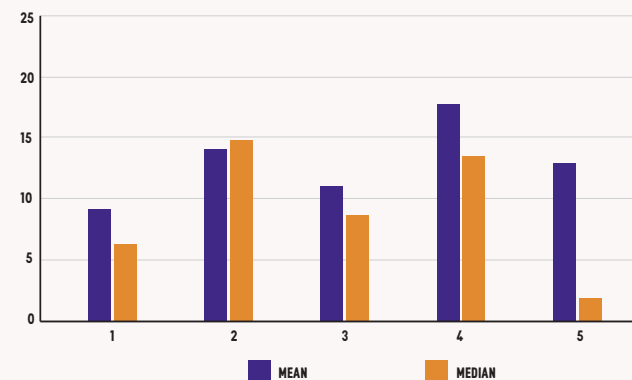


62.6%

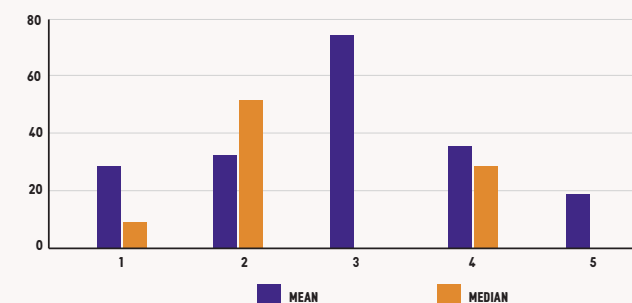


81.9%

## MEAN AND MEDIAN HOURLY PAY GAP



## MEAN AND MEDIAN BONUS PAY GAP



**1: Mondelez UK Limited** – Our UK sales team.

**2: Reading Scientific Services Limited** – Largely our research & development team based in Reading.

**3: Cadbury UK Limited** – Our core chocolate manufacturing roles based in Bournville, Marlbrook & Chirk.

**4: Mondelez Europe Services GmbH** – UK Branch: Our service functions such as Customer Services, Finance & Marketing, which are predominately based at Bournville & Uxbridge.

**5: Mondelez UK Confectionery Production Limited** – All manufacturing employees except our core chocolate manufacturing team.

# REDUCING THE GAP

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

## Progressing female talent

- We have an adaptive approach to mentoring at Mondelēz International that works from the top down. We ensure that our business leads are fully equipped to advise and train their team members around specific progression routes and are aided by research we carry out internally and externally to identify any barriers that might exist to the movement of employees into senior positions.
- We support and link up 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 regular, one-on-one coaching from senior female leaders across the business. The network is also leading on a series of events that will focus on inspiring attendees and providing further opportunities for female colleagues to network across the business.
- We support a range of networks that aim to improve representation of women at senior levels, including our global Affinity scheme and others which operate by region and by business area. More recently P&G, Accenture, Coca Cola European Partners, Mondelēz International and Tesco (supported by Grocery Aid) joined together to share and apply learnings on gender diversity and to establish objectives to make our industry more inclusive.

## 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 continue to have a high retention rate for women who return to work after taking maternity leave.
- We recently launched Families@MDLZ which is a virtual community providing support to colleagues around parenthood. It is well known that women struggle to develop their careers in the way they might like to when approaching and returning from maternity leave. Families@MDLZ offers colleagues practical support and helps them balance their personal life and career when returning to work.

## Promoting an inclusive culture

- We have a culture in place that supports flexible working, to help employees balance other responsibilities outside of work. We recently launched informal guidelines that enable each business function to facilitate flexibility in a way that suits them. We understand that our business needs differ across teams and that how we facilitate flexible working must vary per department to be fully effective.
- We are continuing to roll out unconscious bias training to all of our hiring managers and people managers.
- For senior positions, we guarantee a gender-balanced interview panel to decide on successful candidates and this is something we're looking to roll out further.

## Inspiring the next generation and driving societal change

- Our Taste of Work initiative continues to inspire thousands of boys and girls across the UK to learn more about Mondelēz International and it showcases the variety of STEM based career opportunities on offer, so that we can continue to build our strong talent pipeline.
- We are also continuing to support the IGD's Feeding Britain's Future programme, which brings our industry together to equip young people with the skills needed for work. It's offered tens of thousands of learning opportunities to young, unemployed people and school students across the UK.
- We are working with schools in the local community to encourage young women into manufacturing and engineering apprenticeships by delivering 'Technical Curiosity' workshops. We also assign our first year apprentices as ambassadors to their previous school, where they share their own stories and tips on starting a career in the field.



"During my time at Mondelēz International, I have been able to develop extensive skills in engineering. The Manufacturing Engineering apprenticeship scheme has been a great opportunity to further my career and build up my knowledge and I'm learning more every day."

**Megan Thomas, Manufacturing Engineering Apprentice**



"To further my career at Mondelēz International I wanted to move into a Planning Controller role based in Uxbridge but knew this wouldn't be easy due to where I live and my family commitments. I'm delighted that I've been supported by everyone I work with to take on the role with flexibility. I'm loving the job, I'm developing my career and I feel supported in making this all happen whilst bringing up a family."

**Sarah Osborne, Planning Controller**



"After taking twelve months of maternity leave, I was keen to return to work and re-join the adult world. However, I also wanted to spend quality time with my son and to find my feet as a new parent. I'm grateful that my managers gave me the opportunity to work three days a week upon my return and that my colleagues were so understanding of my new schedule. I have the perfect balance right now as I'm able to balance my career and family needs."

**Rachel Luke, Sales Development Controller**

# STATUTORY DISCLOSURES

While we continue to work hard towards ensuring a diverse, gender balanced and inclusive workforce where everybody can thrive, we appreciate that there's more for us to do to reduce our gender pay gap. We are wholly committed to doing this.

I can confirm the information and data detailed in this report is accurate as of the snapshot date 5th April 2018.



**Louise Stigant**  
UK Managing Director, Mondelēz International



**Keith Mendez V,**  
Senior Director Human Resources,  
Northern Europe, Mondelēz International

	COMBINED	MONDELEZ UK LIMITED	READING SCIENTIFIC SERVICES LIMITED	CADBURY UK LIMITED	MONDELEZ EUROPE SERVICES GMBH – UK BRANCH	MONDELEZ UK CONFECTIONERY PRODUCTION LIMITED
Male/female employees %	56.6/43.4	50.1/49.9	34.1/65.9	76.3/23.7	40.9/59.1	73.5/26.5
Median gender pay gap %	12.2	6.9	14.9	8.6	13.2	2.0
Mean gender pay gap %	9.0	9.6	14.2	11.0	17.6	12.6
Median bonus pay gap %	31.8	7.7	54.2	0	28.2	0
Mean bonus pay gap %	28.1	27.3	34.1	72.9	35.4	19.8
Males/females receiving a bonus payment %	62.6/81.9	92.7/95.3	91.3/90.4	3.6/3.7	90.8/88.9	95.0/95.1
Upper quartile (% male/female)	59.0/41.0	54.7/45.3	41.7/58.3	96.4/3.6	53.1/46.9	84.6/15.4
Upper middle quartile (% male/female)	67.5/32.5	50.7/49.3	45.2/54.8	82.6/17.4	43.1/56.9	64.2/35.8
Lower middle quartile (% male/female)	49.3/50.7	45.0/55.0	28.9/71.1	68.6/31.4	32.6/67.4	72.1/27.9
Lower quartile (% male/female)	50.7/49.3	50.0/50.0	20.5/79.5	57.7/42.3	34.9/65.1	73.0/27.0