



MONDELĒZ INTERNATIONAL: UK GENDER PAY GAP REPORT 2019



FOREWORD

Mondelēz International is the largest branded food manufacturer in the UK and I'm immensely proud of our track record of manufacturing in the UK, producing much-loved brands such as Cadbury Dairy Milk and Maynards Bassetts.

In my role as Managing Director of the UK business, my primary goal is to foster a nurturing environment where anyone can further their careers, and everyone feels valued. This approach makes sense as a diverse and gender-balanced workforce not only reflects the communities we work in and the people who enjoy our products, but research shows it delivers better business outcomes. With gender pay gap reporting now in its third year, businesses are being asked to continuously scrutinise their approach to creating a diverse and inclusive workplace. This allows for businesses to understand where they need to improve and what more they could be doing in this area, whilst providing them with a tangible key performance indicator to benchmark progress against. Long before my time as Managing Director, Mondelēz International has been laying the foundations for this inclusive culture, however we recognise that we have more work to do.

Our mean gender pay gap for 2019 is 6.1% which is over 3% lower than our figures last year, and significantly lower than the national average of 16.2%. However, we firmly believe there is more that we can do.

Moving quickly is in our nature at Mondelēz International, but on diversity and inclusion we understand that it takes time to get things right and for longer-term benefits to be realised. Our 2019 results demonstrate that we are moving in the right direction, but we are still on a mission to identify the most impactful changes. We have carried out research to establish if and where barriers exist around women transitioning into leadership positions and we want to continue building a culture that reaps the rewards of a diverse talent base.

There are numerous initiatives across Mondelēz International that are looking to create a more inclusive workforce. I take great pride in being a member of our European D&I Council, and I also sponsor Inclusion@MDLZ, bringing together all our current colleague created inclusion initiatives under one umbrella, including Families@MDLZ, LGBT+, and

our Women's Network amongst many others. Our aim is to create an environment where everyone feels they belong, and we believe these initiatives are already having a positive effect on our workplace culture.

Despite our gains, our gap is driven by underrepresentation of women at senior levels and a higher proportion of women at more junior levels. When compared to previous years, we are proud of the work we have done in this area, but recognise that we need to continue to recruit, retain and encourage the wealth of female talent in our business.

Part of our response to this is our Northern Europe Women's Network which supports over 350 members across our UK sites. The Network provides mentoring opportunities and engages both men and women across all levels to challenge obstacles to success. Many of the female members take part in a mentoring scheme where they benefit from regular, one-on-one coaching from senior leaders across the business, including myself.

Through our Families@MDLZ programme we offer colleagues practical support and help them balance their personal life and career before, during and after returning to work from parental leave. As a result, we are proud to have a high retention rate of colleagues returning from parental leave.

It's long been known that flexible working is an enabler to creating an inclusive environment, so it's an area we've continued to look at ways in which we can improve what we offer. Back in September we introduced a diversity and inclusion guide to our hiring managers to increase their understanding of flexible working. This was designed to help managers think about the role they are choosing to fill and whether this could be done flexibly, encouraging a more diverse pool of applicants.

This report details our commitments to addressing our gender pay gap challenge and our continued ambitions to build an inclusive workplace. We are by no means done and will always be looking for ways to improve our performance across our business.



Louise Stigant
Mondelēz UK Managing Director

MEASURING THE GAP

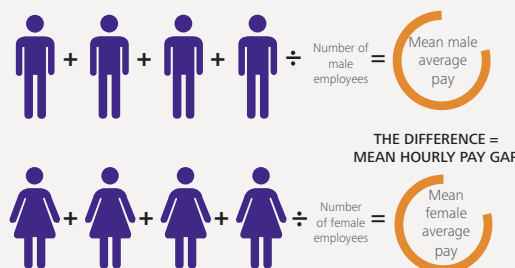
Gender pay reporting is an opportunity for us to look closely at the reasons behind our pay gap. In order to fully understand why our gender pay gap exists, it is important to recognise how the gap is calculated and the structure of our business in the UK.

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 confectionery manufacturing sites 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.

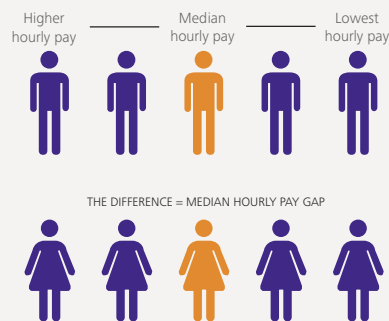
HOW WE CALCULATE THE MEAN DIFFERENCE

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.

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.

For 2019, our overall mean gender pay gap is 6.1%, significantly lower than the national average of 16.2%, and over 3% lower than last year.

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 continue to do more to develop women and enable them to reach the higher levels in our business, helping 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 and knowledge 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, but we have placed a larger focus on addressing this balance in the long-term through our apprenticeship scheme.

With regard to bonuses, employees are entitled to bonuses at varying levels throughout the business. Senior leadership positions, however, are eligible for discretionary remuneration packages comprising shares in the company and a cash bonus. The overall mean bonus pay gap for 2019 is 26.9%. This is due to an underrepresentation of women in the senior leadership positions, which attract the highest value bonuses.

OUR COMBINED DATA

Mean pay gap

6.1%

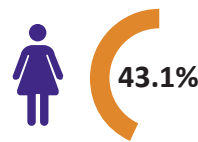
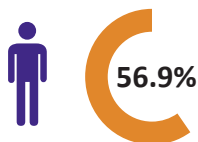
Median pay gap

12.5%

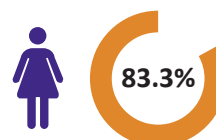
Average UK national
mean pay gap*
16.2%



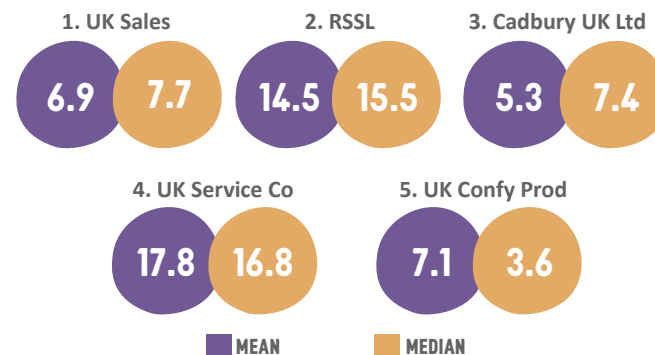
% OF EMPLOYEES OVERALL



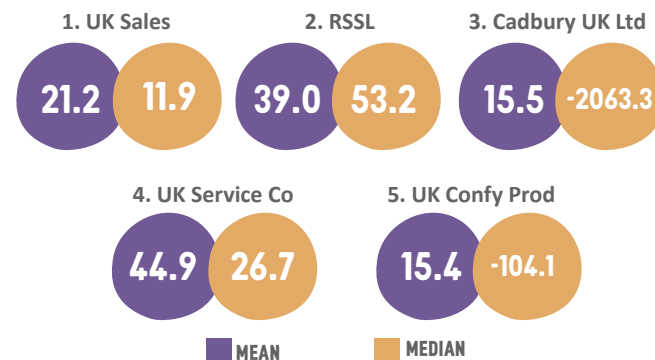
% OF EMPLOYEES RECEIVING A BONUS



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 understand and value the importance of looking at best practice and learning from others, so are proud to be one of the founding partners of D&I in Grocery, a collective of Grocery organisations coming together to champion D&I and inspire change. The programme focuses on mentoring and coaching, learning and development and industry impact. We have also started a mentoring programme, matching people from across the five founding businesses. In 2019, we co-hosted the first D&I Grocery conference with an agenda focusing on resilience, self-belief, D&I transformation and unconscious bias.
- We support and link up our female talent through the Northern Europe Women's Network where many of the members take part in a mentoring scheme. 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 introduced a D&I guide in September 2019 to support managers on hiring with diversity in mind – it helps them think about whether their vacancy could be done flexibly, making roles more attractive to those candidates seeking alternative working options, whilst highlighting our flexible culture and working environment through a series of employer brand videos.

Helping parents back to work

- We concentrate on providing support to parents to ensure they're able to balance their life with Mondelez and their family. To help do this we created Families@MDLZ, a virtual community focused on supporting our colleagues on their personal journey towards parenthood- be that now or in the future. During 2019 we implemented; maternity, paternity, shared parental leave, adoption and childcare support guides to provide practical support and help for our colleagues and managers.
- To welcome parents back to work, we now provide a gift and welcome back letter and we have set up a buddy system to offer support and guidance from parents sharing their experience on topics such as returning to work, childcare and work life balance.

Promoting an inclusive culture

- In 2019 we launched our new Leadership Framework, which includes a 'Do What's Right' value to promote an inclusive culture which calls out how we are stronger through our diverse, inclusive and connected community and we hosted our second global internal D&I conference titled 'Stronger Together', with our UK team leading on allyship as an inclusive leadership behaviour.
- We also launched Inclusion@MDLZ in the UK, which brings together all our current colleague created inclusion initiatives under one umbrella- ranging from Families@MDLZ, LGBT+, Women's Network, Young Professionals through to our BOOST employee wellbeing programme and many more. The ambition is that together, we create an environment where everyone

belongs, can be themselves and flourish wherever they are from, whatever background, beliefs, preference or style.

- We are continuing to roll out unconscious bias training to all our hiring managers and people managers. We have also been piloting inclusiveness and authentic leadership workshops which we will look to roll out in 2020.
- In 2019, our RSSL team won Enlightened Employer at the Women in Business Awards, recognising our initiatives to attract, retain and develop talent, and providing the infrastructure to enable balance of family and working life, mentoring and diversity training and actively encourage the next generation into the world of Science.

Inspiring the next generation and driving societal change

- We run our own outreach programmes, working with schools and universities in the local community to encourage young women into manufacturing and engineering apprenticeships by delivering various workshops, supporting PHD programmes and attending university careers fairs, many of which are specific to STEM careers. We also continue 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.



"We have made significant investment embedding a culture of diversity and inclusion within the organisation, and have won the Enlightened Employer at the Women in Business Awards in 2019 as a result. We have a lot of female scientists and to be recognised for this is great."

Jacinta George, Managing Director RSSL



"Having launched in January 2019, the first phase of our Families@MDLZ initiative aimed to support new and expectant parents on their journey towards parenthood. I am co-leading and driving this initiative with one of our Sales Directors, David Clements, and the initiative is now expanding to promote an inclusive environment in the workplace to help employees manage their work-life balance effectively. We have received a wealth of positive feedback from employees that they feel they have clear information and support prior to and during their leave and that they feel warmly welcomed back to the Business upon their return."

Olivia Bath, Junior HR Manager



"I am proud to lead our Inclusion@Mondelez Group across Northern Europe, as well as being a Founding Member of the Diversity in Grocery Industry Partnership. We're bringing people together to support all colleagues and foster a culture where everyone can flourish and be themselves."

Claire Parkes, Category Development & Market Activation Director UK

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 2019.



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 %	56.9/43.1	49.6/50.4	36.9/63.1	77.9/22.1	39.4/60.6	73.5/26.5
Median gender pay gap %	12.5	7.7	15.5	7.4	16.8	-3.6
Mean gender pay gap %	6.1	6.9	14.5	5.3	17.8	7.1
Median bonus pay gap %	5.3	11.9	53.2	-2063.3	26.7	-104.1
Mean bonus pay gap %	26.9	21.2	39	15.5	44.9	15.4
Males/females receiving a bonus payment %	65.5/83.3	93.4/93.5	89.1/90.4	3.5/9.8	96.5/98	96.4/96.6
Upper quartile (% male/female)	58.9/41.1	52.4/47.6	51.2/49.8	91.7/8.3	51.3/48.7	81.5/18.5
Upper middle quartile (% male/female)	67.2/37.8	52/48	40/60	81.4/18.6	41.4/58.6	62.3/37.7
Lower middle quartile (% male/female)	48.3/51.7	43.9/56.1	30.6/69.4	75.5/24.5	35/65	76.9/23.1
23.1	53/47	50/50	25.9/74.1	62.7/37.3	29.9/70.1	73.1/26.9