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CEO: Paul S. Michaels



Mars
Welcome to
Mars

What most people know about Mars is that we have a portfolio of brands that are loved by billions of consumers around the globe. What most people don't know is that we are one of the world's leading privately-owned corporations with more than 65,000 Associates, and that we touch millions more in the communities where we operate or source our ingredients. We have always been active in communicating about our products, but historically did not feel the need to say much about our company.

Times have changed. It used to be that consistently delivering the highest quality and value in products and services was the most important thing a company needed to do to earn the trust of its stakeholders. Those expectations have in no way diminished, but today, there is also an expectation that companies demonstrate quality and values in everything they do to bring these products to market. Very reasonably, people want to know that they are choosing to support companies that meet their responsibilities to their Associates, consumers, customers, suppliers, communities and the environment.

As president of Mars, I am proud that delivering against these responsibilities is at the very heart of who we are, and has been for generations. To know Mars, Incorporated is to understand our heritage, and the Five Principles that guide us every day, are at the heart of how we operate, and have helped us become the successful global food business we are today.

These Five Principles: Quality, Responsibility, Mutuality, Efficiency and Freedom, unite all of us at Mars across generations, geographies, languages and cultures.

Our business purpose, first expressed by Forrest E. Mars, Sr. in the early 1930s, calls upon us to create mutual benefits for all of our stakeholders. This purpose, and the stewardship of the Mars Family, inspires us to put our Mars Principles into action in everything we do, and strive to make a difference to people and the planet through our performance.

We do have a positive impact on the environment and the quality of life of many around the world, but we also have some challenges.

Our main environmental impacts occur in the fields, forests and oceans that supply the ingredients for our chocolate, confections, foods, pet foods and hot drinks. Our manufacturing also has an impact via carbon emissions, water use and waste generation.

We are also focused on our social impacts through our products, and in our operating and sourcing communities. In addition to employing thousands in our manufacturing sites and contributing to the economic prosperity of our operating communities, we play an important role in the lives of the millions of farmers that supply our raw materials. Some of these crops provide profitable livelihoods for growers. In others, like cocoa, there is the need to improve the prosperity of farmers – and ensure that these farming communities are reaping the benefits of supplying the global chocolate industry.

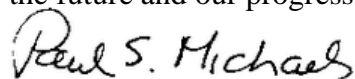
We manage our environmental and social impacts by leveraging the best science possible to understand, chart and minimize the negatives, and maximize the positives – working with partners of all types: governmental, non-governmental, academic and corporate. Where Mars is a major global player in a given material – such as cocoa and rice – we can be leaders in progress toward sustainable, positive developments. Where we are less important consumers – as in grains and sugars – we are equally committed to playing our part through partnership with others better equipped to deliver positive change.

Mars' boldest environmental strategy is what we call Sustainable in a Generation: by 2040 our offices and plants will use no fossil fuels and emit no greenhouse gases, and we are developing similar long-term commitments for waste and water.

In addition to an explanation of these targets, this summary describes how we are putting our Principles in action across our entire business, including our focus on our supply chain, health and nutrition of our products, and creating a workplace where all our Associates are free to demonstrate leadership, learn and grow.

My thanks to all of the Mars Associates that bring our Principles to life every day and, in particular, to the Mars family that have enabled all of us to create a business of which we can be proud.

My thanks also to the critical partners that have helped us move forward with our ambition to make a difference for people and the planet through our performance and who continue to work with us to tackle our on-going challenges and opportunities. We are on a journey as a company, and we are pleased to share with all our Associates and partner the roadmap we're developing for the future and our progress to date.



Paul S. Michaels

Board of Directors

Mars, Incorporated is run by a global management team led by President Paul S. Michaels. The company's management team brings a wealth of experience to bear in its oversight of the day-to-day operations of the business across six business segments: Petcare, Chocolate, Food, Wrigley, Drinks and Symbioscience. Mars has aligned its global leadership structure with these business segments in an effort to continue to grow and sustain improvement in company performance.



Mission Statements

The assurance provides the reader with an independent, external assessment of the summary and, in particular, with how it corresponds with the AA1000 assurance standard. It is intended for the general reader and for more specialist audiences who have a professional interest in the way in which Mars puts its principles into action.

History

In 1911, Frank C. Mars made the first Mars candies in his Tacoma, Washington kitchen and established Mars' first roots as a confectionery company. In the 1920s, Forrest E. Mars, Sr. joined his father in business and together they launched the MILKY WAY® bar. In 1932, Forrest, Sr. moved to the United Kingdom with a dream of building a business based on the philosophy of a "mutuality of benefits" for all stakeholders – this vision serves as the foundation of the Mars, Incorporated we are today.

At Mars...

We have a deep respect for the environment and communities in which we operate and acknowledge our considerable impacts on people and the planet. We rely on farmers and nature for many of our ingredients. We operate 132 factories worldwide, serve millions of consumers around the globe and employ more than 65,000 people across our diverse business segments.

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The Five Principles

Quality Responsibility Mutuality Efficiency Freedom

Quality

The consumer is our boss, quality is our work and value for money is our goal.

Our company is dedicated to the highest quality in all the work we do. Quality is the uncompromising standard for our actions, and it flows from our passion and our pride in being part of the Mars community. Quality work, which results from our personal efforts, is the first ingredient of quality brands and the source of our reputation for high standards.

Responsibility

As individuals, we demand total responsibility from ourselves; as Associates, we support the responsibilities of others.

We choose to be different from those corporations where many levels of management dilute personal responsibility. All Associates are asked to take direct responsibility for results, to exercise initiative and judgment and to make decisions as required. By recruiting ethical people well suited to their jobs and trusting them, we ask Associates to be accountable for their own high standards.

Mutuality

A mutual benefit is a shared benefit; a shared benefit will endure. We believe the standard by which our business relationships should be measured is the degree to which mutual benefits are created. These benefits can take many different forms and need not be strictly financial in nature. Likewise, while we must try to achieve the most competitive terms, the actions of Mars should never be at the expense, economic or otherwise, of others with whom we work.

About Mars The Five Principles of Mars

Efficiency

We use resources to the full, waste nothing and do only what we can do best.

How is it possible to maintain our principles, offering superior value for money and sharing our success? Our strength lies in our efficiency, the ability to organize all our assets – physical, financial and human – for maximum productivity. In this way, our products and services are made and delivered with the highest quality, at the least possible cost, with the lowest consumption of resources; similarly, we seek to manage all our business operations with the most efficient processes for decision making.

About Mars The Five Principles of Mars

Freedom

We need freedom to shape our future; we need profit to remain free.

Mars is one of the world's largest family-owned corporations. This family ownership is a deliberate choice. Many companies began as Mars did, but as they grew larger and required new sources of funds, they sold stocks or incurred restrictive debt to fuel their business. To extend their growth, they exchanged a portion of their freedom. We believe growth and prosperity can be achieved another way.

About Mars The Mars Principles in Action Summary

Our objective as a business is to put our Principles in action every day, to make a difference for people and the planet through our performance. This objective dates back to the philosophy of Forrest E. Mars, Sr. in the 1930s.

As a privately owned company, we have traditionally communicated more about our brands than about ourselves as a business. But, today people want to know more about the businesses they choose to support. In this, our first major communication about how we put our Principles in action, we share more about who we are and what we stand for. We explain our ambitions as a business committed to our Five Principles, and acknowledge where we are making progress and where we are still seeking the best ways forward.

Where we operate

About Mars Where we operate



Choose your country



Choose your region



Choose your city



Choose your site



*As one of the leading
food manufacturers in
the world, Mars has a
significant international
presence in more than
73 countries.*



**In addition, as one of the world's
leading pet care companies, we
have more than 800 pet hospitals
in North America**

Our Approach to Business Our Key Targets

*We are
committed*

☐ improving health and nutrition

- ☐ Not to buy advertising time or space if more than a quarter of the audience is likely to be under 12 years of age; nor will we advertise on websites aimed at those under 12
- ☐ To implement Guideline Daily Amount (GDA) nutrition labeling on the majority of our chocolate and confectionery globally by year-end 2011 and will continue to roll out GDA across our entire food portfolio
- ☐ Not to ship any Mars Chocolate products that exceed 250 calories per portion by the end of 2013
- ☐ To reduce sodium levels in all Mars Food products globally by 25 percent by 2015, from a 2007 baseline. We are doing this by participating in government initiatives and agreeing to voluntary reduction commitments in different regions.



☐ sourcing

- ☐ 100 % of coffee from certified sources by 2013
- ☐ 100 % of black tea from certified sources by 2015
- ☐ 100 % of palm oil from suppliers certified* by the Roundtable on Sustainable Palm Oil by 2015
- ☐ 100 % of cocoa from certified sources by 2020
- ☐ 100 % of fish and seafood products from sustainable sources by 2020

100%



making operations sustainable in a generation

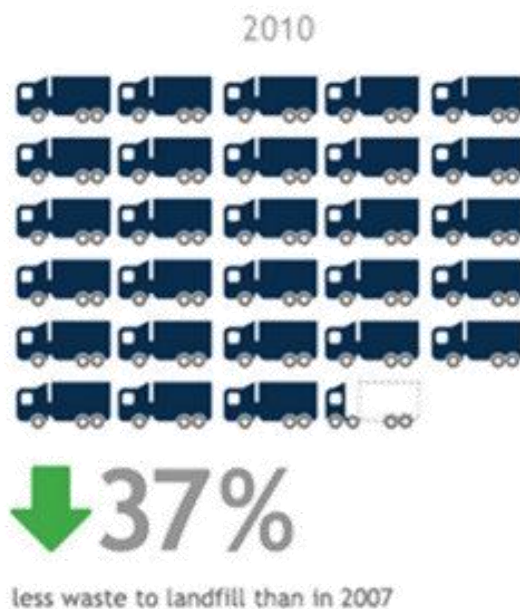
- ☐ Reducing direct fossil-fuel energy use and greenhouse gas emissions by 25 percent by 2015 from a 2007 baseline
- ☐ Reducing water use by 25 % by 2015 from a 2007 baseline
- ☐ Achieving zero waste to landfill by 2015
- ☐ Achieving zero fossil-fuel energy use and zero greenhouse gas emissions at our operations by 2040

Waste pyramid



reducing our product impacts

- ☐ Reducing packaging weights by 10 % by 2015, from a 2007 baseline, regardless of business growth
- ☐ Designing our packaging to be 100 % recyclable or recoverable by 2015, where infrastructure exists
- ☐ Increasing the level of recycled content in our packaging by 10 % by 2015, where possible given regulatory and food safety requirements
- ☐ Reducing average FLAVIA® and KLIX® drinks machine base energy consumption by 25 % by 2015.



☐ providing even better workplaces

☐ Continue our progress on gender diversity by building on the current level of 37 percent of Mars managers who are women, and improving that percentage at more senior levels

☐ Develop our local management teams to comprise at least 80 percent local citizens in every country where we operate; 61 percent of teams have achieved this goal already

☐ To drive increased Associate engagement, score in the top 20 percent of companies that use the Gallup engagement survey and be in the top 20 percent for our efforts to implement the actions identified in the survey

☐ Continue to reduce injuries in the workplace.

Diversity and Inclusion

The varied backgrounds and combined talents of our Associates enrich our business. Each of our 71 country operations has the freedom to respond to local needs and build a workforce that reflects its customers and communities, while being united by incorporating our Five Principles.



Employees: OVER 65,000

More than 65,000 Mars Associates around the world make up our team. We are a privately owned company, guided by our Five Principles of Quality, Responsibility, Mutuality, Efficiency and Freedom. Although we operate in 71 countries, speak different languages and have diverse perspectives and opinions, these Principles unite us in our approach to our work. While we are operationally decentralized, we remain aligned in our approach.

Learning and Development

At Mars, everyone has the chance to achieve their full potential. Approximately 70 percent of an Associate's learning and development takes place on the job. About 20 percent more comes from additional coaching and mentoring by line managers and, in many cases, professional executive coaches.

Health, Safety and Wellbeing

Providing a safe and healthy workplace is not just our responsibility, it's a business imperative. Whether this means high safety standards in our factories or promoting healthy living in our offices, all our sites are designed and operated to create a safe and positive working environment.

Pay and Benefits

We reward our Associates' commitment and effort with a comprehensive package of pay and benefits. Associates receive annual Total Rewards Statements providing them with full details of the value of each element of their individual pay and benefits package.

It's Official: Mars Is a Great Place to Work™!



In 2010, Mars ranked in the top 10 employers in seven countries in the annual Great Place to Work™ competition held by the Great Place to Work Institute™. The results are based on a survey of Associates and an audit covering various aspects of employment, such as Associate well-being and diversity.

BRANDS



Mars Chocolate

Headquartered in Mount Olive, New Jersey, U.S., Mars Chocolate is one of the world's leading chocolate manufacturers and employs more than 13,000 people across 110 sites worldwide.

Mars Food

Mars Food is headquartered in Rancho Dominguez, California, U.S. We employ more than 1,600 Associates in 11 manufacturing facilities on five continents. Mars Food is a growing company with a passion for making great-tasting food that gives consumers easy, healthy options.

Mars Drinks

Mars Drinks provides more than a billion drinks to more than 35,000 businesses each year. With U.S. headquarters in West Chester, Pennsylvania, and U.K. headquarters in Basingstoke, we employ 670 Associates in 10 locations.

Wrigley

One of the world's recognized leaders in gum and confections with more than 40 brands including DOUBLEMINT®, EXTRA®, ORBIT® 5™ chewing gums, SKITTLES® and STARBURST® candies, and ALTOIDS® and LIFESAVERS® mints.

Mars Petcare

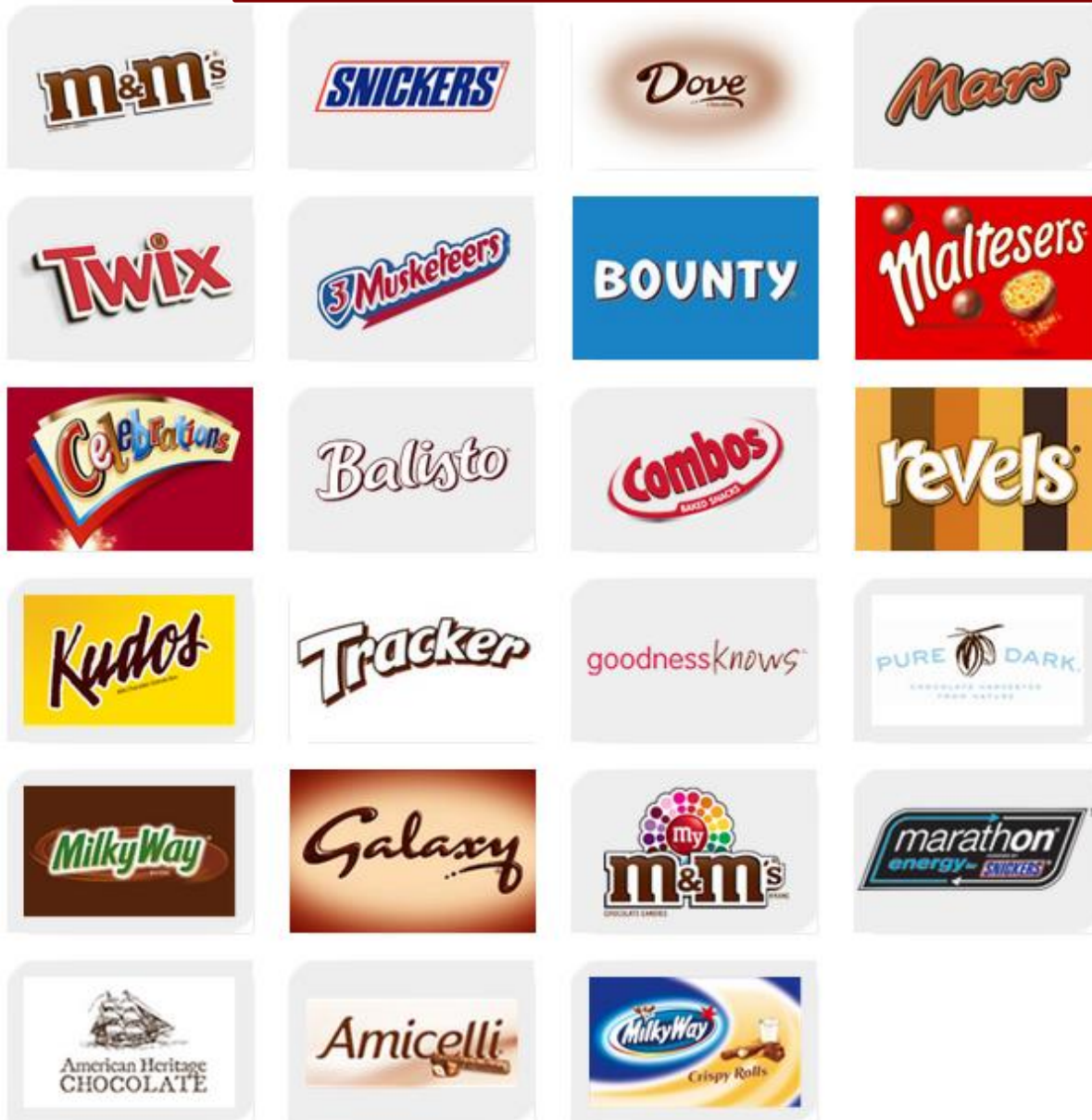
With headquarters in Brussels, Belgium, and more than 33,000 Associates in 199 locations around the world, Mars Petcare has been in operation for more than 75 years and is one of the world's leading pet care providers.

Mars Symbioscience

Mars Symbioscience (MSS) was established in 2005 as a technology-based health and life sciences business with a focus on delivering evidence-based science.

Brands Chocolate

Headquartered in Mount Olive, New Jersey, U.S., Mars Chocolate is one of the world's leading chocolate manufacturers and employs more than 15,000 people across 110 sites worldwide. Our iconic brand M&M'S®, SNICKERS®, DOVE®, GALAXY®, MARS®, MILKY WAY® and TWIX®.





Bite-sized facts

More than
13,000
Associates

Twenty-eight
manufacturing sites

Four billion-dollar global
brands — M&M'S®,
SNICKERS®,
DOVE®/GALAXY® and
MARS®/MILKY WAY®

THIRTY-SIX brands in total, and
four — MARS®, MILKY WAY®,
SNICKERS® and M&M'S® — are
more than 50 years old.

Brands Food

Uncle Ben's

DOLMIO

MasterFoods

SUZI
WAN

Royco

Ebly
Sonnenweizen

SEEDS of CHANGE

Ravis



Mars Food is headquartered in Rancho Dominguez, California, U.S. We employ more than 3,000 Associates in 11 manufacturing facilities on five continents. Mars Food is a growing company with a passion for making great-tasting food that gives consumers easy, healthy options. Our brands include: UNCLE BEN'S®, DOLMIO®,

Brands Drinks

Drinks Alterra

Good quality, hardworking coffee that you feel good about drinking.



Drinks Bright Tea Co

Brought to you by dedicated tea enthusiasts, our perfectly balanced, full-flavored teas provide the perfect way to pause and reset without slowing down.



Drinks Dove

Silky smooth, delicious hot chocolate made with the finest ingredients.



Drinks Flavia

Serving delicious drinks brewed fresh every time. Enjoy the convenient reliability of our simple, clean and consistent brewers.



Headquartered in Chicago, Illinois, U.S., Wrigley operates 102 sites worldwide. We have more than 17,000 Associates in 40 nations who together are dedicated to bringing simple pleasures to consumers in 180 countries around the world. Key brands include DOUBLEMINT®, EXTRA®, ORBIT® and 5™ chewing gums, SKITTLES® and STARBURST® candies, and ALTOIDS® and LIFESAVERS® mints.

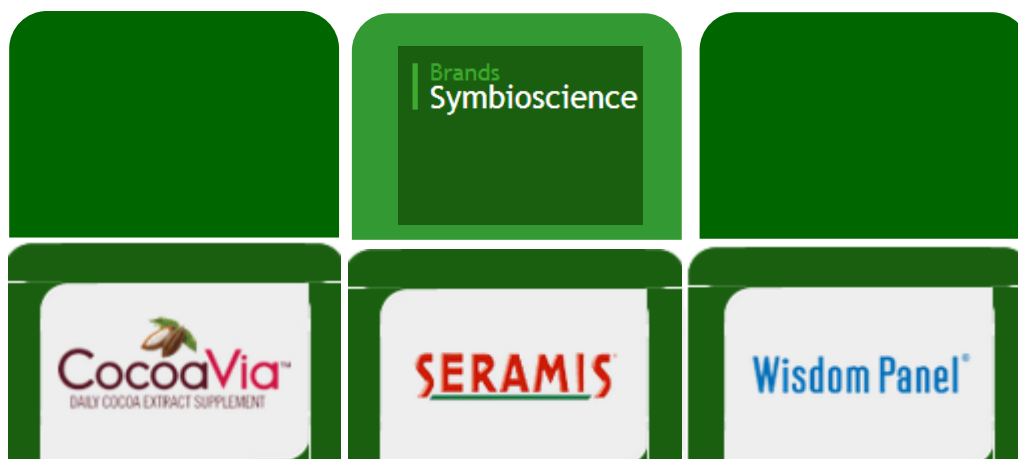




Brands Petcare



With headquarters in Brussels, Belgium, and more than 33,000 Associates in 199 locations around the world, Mars Petcare has been in operation for more than 75 years and is one of the world's leading pet care providers. Mars Petcare makes iconic products including PEDIGREE®, ROYAL CANIN®, WHISKAS®, KITEKAT®, BANFIELD®, CESAR®, NUTRO®, SHEBA®, CHAPPI®, GREENIES® and CATSAN®. Mars Petcare is also home to Mars Fishcare, Mars Horsecare, Petservices and The WALTHAM® Centre for Pet Nutrition, which provides the science behind our leading pet care brands.



*First established in 2005
and now headquartered
in Germantown,
Maryland, Mars
Symbioscience™ acts as
an incubator for*

*Mars Symbioscience™
is a technology-based
health and life
sciences business
focused on evidence-
based product*

*Mars Botanical™ through CocoaVia™,
a daily cocoa extract supplement
designed to help maintain healthy
circulation; Mars Veterinary™ through
Wisdom Panel®, our patented DNA
testing kit for canines; and, Mars
Plantcare through Seramis®, an
indoor plant clay granulate that
provides a natural substrate in which
to grow healthy plants*



Performance Summary

Health and Nutrition

	2010 performance
Percentage of trans fats removed from Mars, Incorporated products (%)	97%

Working at Mars

	2010 performance
Total Associates (number)	65,000
Percentage of managers who are women (%)	37%
Percentage of management teams with at least 80% local citizens (%)	61%
Placement in Gallup Q12 Associate engagement questionnaire among participating companies (percentile)	70 th percentile
Associates contacting Mars Ombudsman (number)	955
Percentage of issues raised with Ombudsman fully resolved within the year (%)	79%
Number of business units ranking in the top 10 employers in Great Place to Work surveys (number)	7
Time volunteered through the Mars Volunteer Program (hours)	30,000

All the things to make work mean more.

Careers How we work

Set up a profile and get us working for you to find the job with your name on it.

Discover where we are, what we do and the opportunities we have for you in your country or region.



All companies are different. But we like to think we're a bit different than most. You see as one of the largest privately-owned businesses in the world, we enjoy unusual levels of freedom when it comes to how we operate. It allows us to do business in a free-thinking kind of way. We make it easy for good people to make great products. But we also do something more. What you get here is high levels of responsibility, a variety of possibilities and the opportunity to improve things for everyone else along the way.



Eleven of our brands are now worth more than \$1 billion. And we're the world's leader in petcare and confectionery. Our reach extends into more than 180 countries, from offices and factories in 370 locations around the world. You can build on those positions and make what you do mean more for yourself, for those around you and for the wider world we all live in. It's why your time here can mean more than you ever imagined.

We make a difference by putting our Principles in Action.



The Five Principles. Everything begins with these. Quality. Responsibility. Mutuality. Efficiency. Freedom. They've guided our journey for the last 100 years. And because we are privately owned, we can afford to make them mean more than just words on the wall. They're values that have stood the test of time. And a bridge into the future.

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Mars Press center

Press center Press

Sep, 2012

Europe/Food



Media contacts

In the summer of 1992, when the company Master Foods Poland (Mars Polska since 2007) was established nearby Sochaczew, central Poland, nobody thought that in 20 years it would grow to 1400 Associates.



+ Global contacts

- + North America
- + Europe
- + Russia and CIS
- + Asia-Pacific
- + Latin America
- + Africa, India and Middle East (AIME)

- Much has happened since then: they have built four factories (chocolate, cat milk, wet and dry pet food); introduced cat and dog food into the Polish market with the leading brands: Pedigree, Whiskas, Chappi and KiteKat; and began selling iconic chocolate brands: Snickers, Mars, Twix and M&M'S.
- In celebration of 20 years, Mars Polska Associates gathered together for a special event on September 14 in Warsaw, Poland. The following day, they also celebrated with Mars alumni, as the past two decades would not have been possible without their contributions as well.