

## Workplace policy

Our global business has more than 300 sites worldwide, including more than 130 manufacturing facilities in more than 75 countries. At Mars we believe that our 70,000 plus associates are among our most valuable assets.

Our local management teams, operating in local facilities within the freedom provided by the framework of our Five Principles, ensure that we never lose sight of the unique needs and preferences of our consumers and customers in communities around the world. We give all our associates freedom to act with full responsibility for their assigned jobs. Our success as a business is directly tied to our ability to provide our associates with the opportunity to do their best. We are committed to helping our associates reach their full potential in a safe work environment that encourages their growth and professional development. We seek the very best talent, provide excellent compensation and benefits and expect superior performance. Freedom takes courage and we take the courageous.

We strive to eliminate all barriers to open communication, which is a hallmark of our culture. We foster accessibility of senior management and encourage collaboration in teams because we believe that new ideas and innovations come from associates at every level of our organization.

We strive to provide equal opportunity to our associates and applicants in all aspects of employment. We are committed to a culture which is inclusive and free from all forms of discrimination. We respect the diverse backgrounds and experiences of all of our associates and are committed to creating an environment that protects their privacy and dignity.

The success and reputation of Mars is built on sound ethical principles. We expect all our associates to observe the highest standard of honesty and integrity and responsible conduct. This creates an environment of care and respect and gives associates the freedom and opportunities they need to succeed.