

# MARS



## An Associate's Guide to the Essence of Mars

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# Welcome!

**We believe that our culture sets us apart and makes Mars a great place to work.** As we evolve, we're focused on nurturing the essence of our culture which unifies us as a family-owned company committed to performance, principles and having a positive difference on the world.

So, what does that actually mean for us?

**It means we're not a one-size-fits-all kind of organization.** We're an organization made up of diverse Associates, working in a variety of business models and serving different customers and consumers. What we're talking about is the 'common thread' that we want to continue to weave throughout our business to unite us and enable our success.

**It means nurturing the Essence of Mars.** There are three elements at the heart of our culture that we see as strengths we want to sustain: The Five Principles, Associate Concept and People Leadership.

**It means that we're creating a consistent and rewarding experience** for the more than 100,000 Associates who work for Mars all over the world. An experience that's true to our legacy and to the future we're building together. An experience built on principles and supported by shared mutual respect, and a commitment to leadership and development.

**We invite each Associate to explore this guide** to better understand the core elements of the Mars culture, our responsibility as Associates to nurture our culture and the benefits that culture creates for us as Martians.

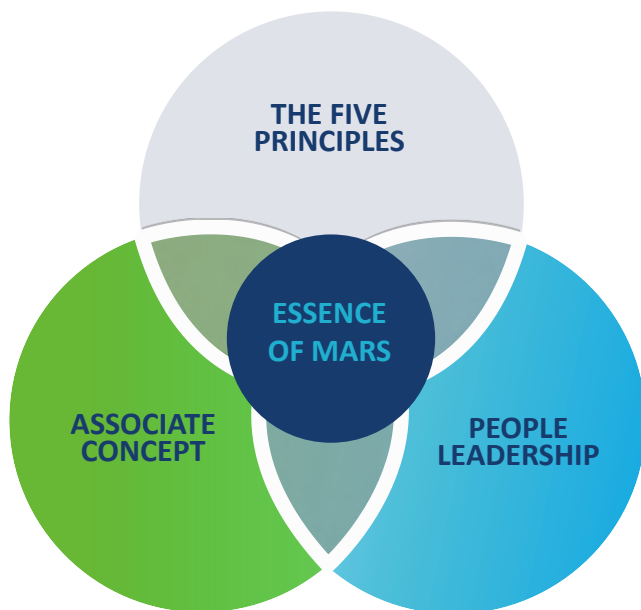
Thank you,



**Grant F. Reid**  
**Office of the President/CEO**  
**Mars, Incorporated**

# What's the Essence of Mars?

The Essence of Mars is about the core of our culture – what we think makes Mars a great place to work and sets us up for success. And while we continue to evolve and grow as a company, these three elements are at the heart of who we are, and we want to preserve them: **The Five Principles, Associate Concept** and **People Leadership**.



**The Five Principles:** Quality, Responsibility, Mutuality, Efficiency and Freedom

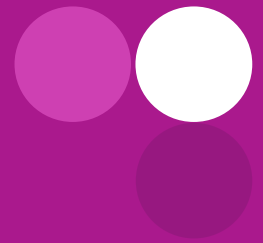
**Associate Concept:** The Associate Concept defines the relationship between our business and our people – at Mars, we are more than employees; we are Associates

**People Leadership:** At Mars, all Associates are leaders, and we put special emphasis on great line management

There are many programs we offer at Mars that help us to provide a unique, compelling experience for our Associates.

The Essence of Mars is a key part of why people want to join, stay and grow here – it is an anchor for our People Strategy and its focus: The Five Principles, Associate Concept and People Leadership, is informed by what potential and current Associates tell us are among our attractive characteristics as an employer.

**There are five essential programs behind the Essence of Mars that bring our culture to life – no matter where you are in the company, and they are just one part of what defines the Associate experience at Mars.**



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# The Five Principles

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# The Five Principles

## Quality, Responsibility, Mutuality, Efficiency and Freedom.

The Five Principles are at the heart of how we operate as a business and reflect the values of the Mars Family.



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

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

**Mutuality** – A mutual benefit is a shared benefit; a shared benefit will endure.

**Efficiency** – We use resources to the fullest, waste nothing and do only what we can do best.

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

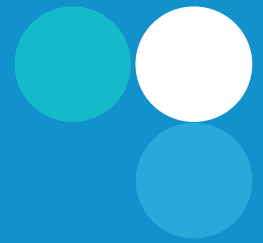
The Five Principles are intended to guide our decision-making as Associates. They should be used in combination – it isn't about trading one for the other, but rather, finding solutions that look holistically at The Five Principles. Mars Associates are given a great deal of accountability, and The Five Principles support autonomy by providing a common set of filters to steer us through even the toughest decisions – across geographies, cultures and generations.

For more information, read [The Five Principles booklet](#)

“The Five Principles allow me to guide my work by the same principles that I use to guide my life. That’s one of the reasons I want to stay at Mars, because who I am outside of the workplace doesn’t have to change when I walk through the doors every day.”

- Chrissy Sofranko, Mars Associate





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# Associate Concept

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# Associate Concept

## The Associate Concept defines the relationship between our business and our people – at Mars we're more than employees; we're Associates.

We believe in a relationship between our company and Associates that is more meaningful and powerful as compared to the standard employer/employee relationship. A relationship of mutual trust, dignity and respect. The Associate Concept sets expectations between Associates and the company. It acknowledges the importance that Mars places on each Associate in delivering their highest level of performance and makes clear what Associates can expect of Mars in return. Each of us is a stakeholder in our business, and we have a responsibility to uphold our principles and deliver great results. In return, each of us, as Associates, can expect to be respected, supported and valued as individuals, to be treated fairly and equitably, to be rewarded for our performance, and to be given opportunities to grow and develop.

### Mars will ensure Associates...

- Are respected and supported
- Are valued and recognized as individuals and able to bring their full selves to work
- Are treated fairly and equitably with no divisive privileges
- Are appropriately rewarded in line with performance and the market
- Have well-designed jobs with learning, growth and development opportunities throughout their career, so they can perform at their highest level
- Have a great line manager to support them

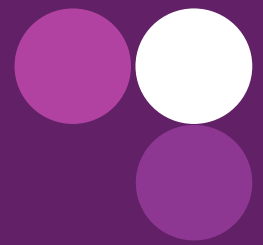
### As Associates, each of us will...

- Take direct responsibility for results
- Perform at the highest possible level
- Exercise initiative and judgment, making decisions as required
- Be accountable for upholding the highest standards of honesty and integrity
- Treat others with respect, trust and dignity, in the ways they need and want to be treated
- Contribute to a positive, high-performing team and working environment



“I feel like if you're an employee, you're working for someone. If you're an Associate, you're working with someone. That's the Associate Concept. At Mars, we really work together as an organization. Everyone's idea counts, and everyone has a voice.” – Matt Krok, Mars Associate





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# People Leadership

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## At Mars, all Associates are leaders, and we put special emphasis on great line management.

People Leadership is key to our success. Everyone has the opportunity and a responsibility to take initiative, share ideas and lead through the work they do every day. To equip Associates for this, People Leadership is a fundamental focus of Mars.

We have high expectations for our line managers to lead the growth and development of all Associates. They are the primary advocates and champions of their Associates within the business, and are entrusted to respect, support and value all Associates – enabling them to perform at their highest level.

We place a special focus on the development of our line managers to ensure they are prepared for this critical responsibility.



“At Mars, we come from different backgrounds. Our different experiences really help to drive leadership... And I feel really supported in doing that.”

– Jacqueline Friedman,  
Mars Associate

“As a line manager, I’m expected to help my team develop. We’re all expected to be able to make changes and make improvements, regardless of how much authority we have. Every Associate has the ability to make great changes if they try.”

– Kim Thrasher, Mars Associate

# Essence of Mars in Action

Behind The Five Principles, Associate Concept and People Leadership are **essential programs** that bring the Essence of Mars to life for Associates as part of their work experience.

These essential programs are intended to help set a common standard. While they may not look exactly the same across the business, we have set a baseline of expectations to ensure that they are part of every Associate's experience.

## **Orienting new Associates for success from the start:**

From the moment Associates join our family-owned company, the Essence of Mars is embedded in the Associate experience.



Every Associate has the opportunity and obligation to learn about the core of our culture in their onboarding – **The Introduction to the Essence of Mars.**

## **Supporting the Associate Development planning process:**

Associates should have the opportunity to develop leadership capabilities, improve professionally and learn new skills.



Associates are supported in their development while also taking ownership for creating an ongoing, personalized **Associate Development Plan.**

## **Developing great line managers:**

Line managers play a critical role in helping Associates grow and develop. We provide them with the tools and support they need to help every Associate reach their highest potential.



**Great Line Management** is our specific way of defining, measuring and developing great managers to ensure we're enabling Associate growth and wellbeing.

## **The Mars Associate Survey:**

Highly engaged Associates bring more of themselves and their talents to work. Giving every Associate a voice helps encourage us all to make a positive impact inside and outside of Mars.



Each year, we use the **Mars Associate Survey** to gauge the health of our organization as a whole and across teams. The resulting data helps leaders and teams identify opportunities for improvement and act on them to ensure our continued success.

## **Recognition of a job well done:**

Associates deserve to be recognized for their contributions, and celebrated for going above and beyond.



Through **Make the Difference**, our global recognition program, senior leaders and the Mars Family recognize Associates and teams who are embodying the Essence of Mars and enabling growth we're proud of.



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# Essential Programs

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# Introduction to the Essence of Mars

The Introduction to the Essence of Mars is the new joiners cultural on-boarding program for all Associates. It introduces new Associates to our company and the cultural elements that they can expect to see as part of their Mars experience.

The program uses digital learning and in-person conversations to help ensure all Associates understand what it means to be part of Mars, and how to leverage the Essence of Mars to drive personal and business success.

Whether you work in veterinary health services or a confectionery factory – whether you are in an office or on the road as a salesperson – orienting toward the cultural elements that we hold dear will help you understand Mars and what's important to us as a family business. This will make you more successful in finding your way around as a new Associate.

For more information, visit [here](#) or reach out to [Nicky Mellett](#) or [Damian Welch](#).



# Associate Development Plan

The Associate Development Plan is an individualized process for Associates to set development objectives that support growth and performance for both current and future roles.

By engaging in the development process, Associates can work with their line managers to foster their own growth and plan for the future they want to have at Mars.

The standardization of the process enables leaders across all of Mars, Incorporated to support our talent strategy, succession planning and our Associates' development.

For more information, visit [here](#) or reach out to [Summer Davies](#).





# Great Line Management

Every Associate at Mars deserves a great line manager who supports their development and enables their highest level of performance.

Our Great Line Management (GLM) program is designed for managers of people to focus on the things that matter most. This program is about creating universal quality of line management – whether in an office, a factory or a vet hospital. The GLM definition sets clear and concrete expectations of line managers; the measurement recognizes and holds line managers accountable for their performance; and the learning resources support their journey to sustain and improve their capabilities.

For more information, visit [here](#) or reach out to [Benedicte Langenbrinck](#).



# Mars Associate Survey

The Mars Associate Survey is an annual survey that covers Associate engagement, including the core elements of the Essence of Mars. It gives Associates the chance to rate how well these things are coming to life on a day-to-day basis and gives Mars a way to check the health of our culture as a whole and across teams. We use the survey to track progress – based on the results, we can celebrate successes, identify areas that need attention, and provide individual teams with the data that helps them create their own custom plans around what is important to their engagement.

The results are always transparently communicated back to Associates and are translated into real action by each team.

For more information, visit [here](#) or reach out to [Damian Welch](#). Additional information can be found on the [P&O College](#) and [Leadership College](#) sites.



# Make the Difference

Make the Difference is our iconic, global recognition program that recognizes exceptional contributions from individuals and teams from across the breadth of our business at all levels. The program focuses on those who have delivered excellence through bringing the Essence of Mars to life - in what they've done and how they've done it. Typically, one in five Associates is nominated as part of the bi-annual cycle, where they take part in Unit Finals and have the chance to progress onto Regional Finals and then Global Finals. The Global Finals take place over a week in Washington, D.C., and are a great way for Associates to meet and be recognized by members of the Mars family, and to showcase how they've brought the Essence of Mars to life in their work. Make the Difference is also an opportunity to spotlight extraordinary practices that we can take to scale to derive business benefits across Mars.

The feedback from Associates who have taken part in Make the Difference is consistently that it's a highly rewarding experience that sets Mars apart as an organization that values the contribution of its people.

For more information, visit [here](#) or reach out to [Damian Welch](#).





