

MARS

Tomorrow starts today

Global Centre for Healthy Workplaces' Global Healthy Workplace Awards

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The world
we want
tomorrow
starts with
how we do
business
today
MARS



140,000+ Associates

are united and guided by Five Principles of Mars,
which span geographies, languages, cultures
and generations



1911

Frank C. Mars made the
first Mars candies in his
Tacoma, Wash., kitchen

70+

Markets
worldwide



Global HQ in
McLean, VA

glassdoor
**BEST PLACES
TO WORK**



Private,
family-owned
company



\$47B+
NET SALES



170+

Mars brands are
enjoyed in 170+
markets worldwide

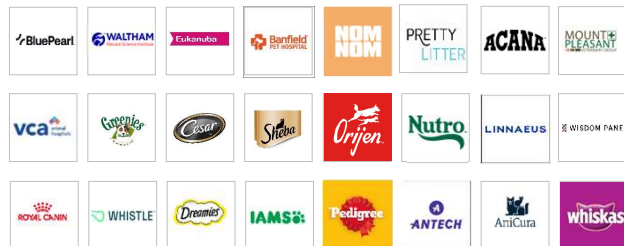


400+
SITES

3,000
VETERINARY HOSPITALS

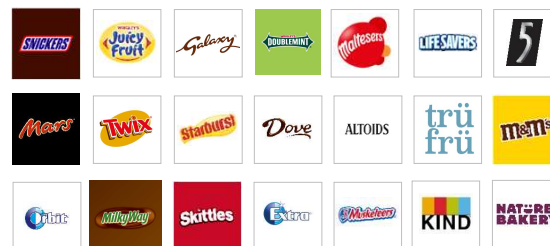
MARS
Petcare

*A Better
World For Pets*



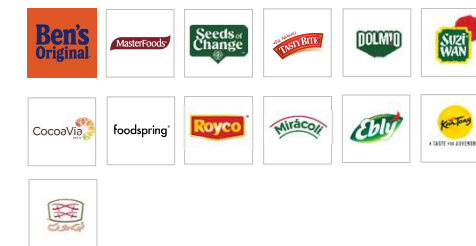
MARS
Snacking

*Inspire moments
of everyday
happiness*



MARS
Food & Nutrition

*Improve food today
improve
the better world future*

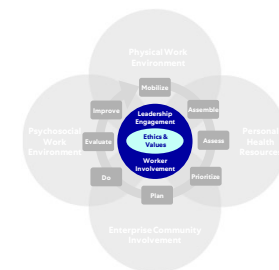


MARS

Note: Net sales reflect fiscal year ended December 31, 2022 in accordance with U.S. GAAP

Vision: To create a culture of health, energy, and safety where everyone is thriving

The success of our health program is not determined by the activity set, but rather through our commitments, leadership, capabilities, environments, processes, and behaviours that support it.



Ethics and values

- Five Principles
- Sustainable in a Generation Plan
- Ethics and compliance policies
- Human rights and responsible workplace programs
- Supply Chain Code of Conduct



Leadership engagement

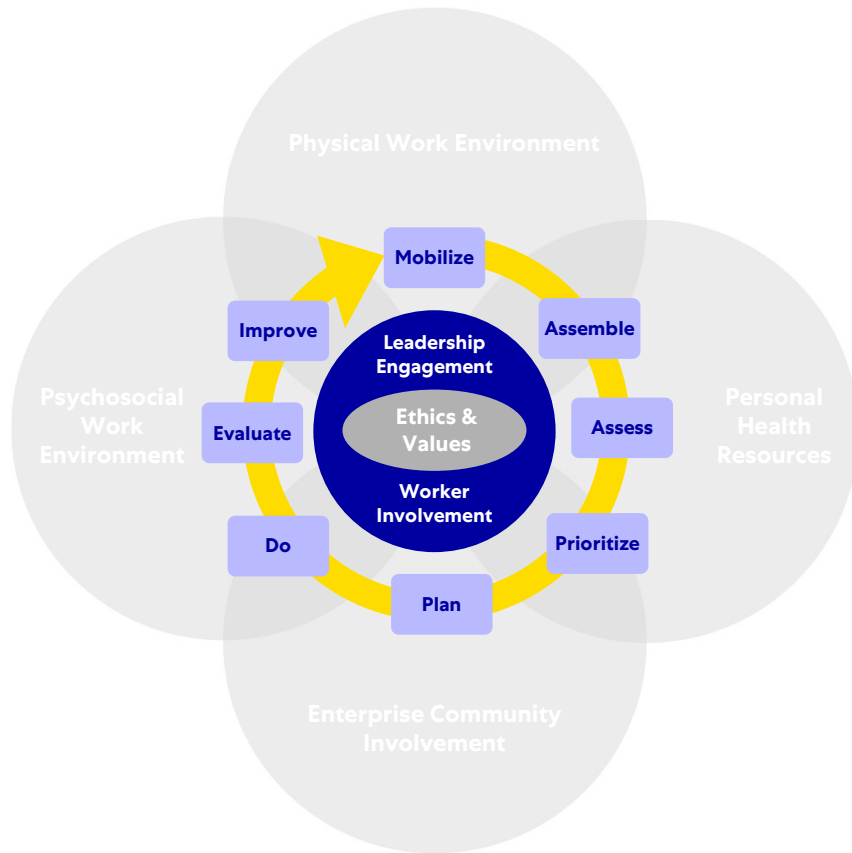
- Global commitments to HSE, mental health, diversity and inclusion
- Embedded into people and business strategies
- Leadership sponsorship, storytelling and accountability



Worker involvement

- Representative groups
- Listening forums/Associate voice
- Co-creation of solutions
- Consultation (unions, works councils, etc.)
- Reward and recognition

Solving local challenges and achieving global ambitions



WHO Healthy Workplace Model:
Avenues of Influence, Process and
Core Principles (WHO, 2010)

MARS

Mobilize

- Understand needs and motivations (local and global)
- Understand regional and global challenges (internal and external)

Assemble

- Global Health, Safety, and Wellbeing organization and governance
- Dedicate local resources, representative worker groups, and third-party professionals

Assess

- Population profile and gap analysis
- External benchmarking
- Root cause and enablers
- Strategic capabilities
- From-to commitments

Prioritize

- Key focus areas (local through global)
- Enablers to drive reach and impact

Plan

- Co-create health, safety, and wellbeing strategies
- Integrate into business strategy
- Conduct review cycle

Do

- Deliver with excellence
- Focus on enablers to drive impact
- Leadership accountability
- Best practice sharing

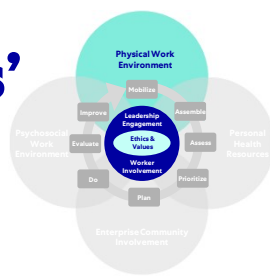
Evaluate

- Results-based accountability
- How much (reach)?
- How well (satisfaction)?
- Is anyone better off (impact)?

Improve

- Continuous review and improvement cycle (local ↔ global)

Creating safe and healthy ‘Physical Work Environments’



Do no harm (risk management)

- All incidents are preventable
- Occupational Health and Safety Management Systems to identify and manage risks, supported by global governance and local policies and resources
- Aligned with best practices (e.g., ISO 45001:2018, OHS Management System in factories, AAHA accreditation in VCA pet hospitals)
- Plan, do, check, act approach
- Evaluation and monitoring
- Equal emphasis on managing physical and psychosocial risks



Create healthy Mars worksites

Sites audited against 10 Site Health Fundamentals:

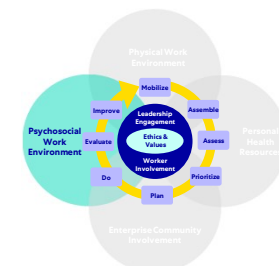
- Healthy leadership practices
- Facility design
- Support for physical activity
- Support for nutrition
- Support for energy management and recovery
- Mentally healthy workplace
- Preventative care programs
- Tobacco cessation
- Tobacco control
- Occupational health programs



Status	Gold+	Silver	In progress
2022	78%	20%	2%
2018	12%	24%	64%

Creating positive ‘Psychosocial Work Environments’

Collective action at an individual, team, leader and organizational level addressing our unique workforce challenges to ensure all Associates can thrive.



Protect



Enhance a workplace culture

that addresses psychosocial hazards and minimizes risks that can negatively affect mental health and psychological wellbeing. Inspire new behaviours, practices, and policies that drive a superior and sustainable Associate work experience.

- Mental health commitment to protect and optimize psychological wellbeing
- Processes that understand and address our workplace root causes of sub-optimal inclusion and mental health
- Team process that addresses workplace themes
- Policies and practices that support mental health and energy

Promote



Raise awareness

of mental health and break down the stigma through education, peer support and capabilities. Encourage healthy behaviours and strengthen skills that enable and empower Associates to increase control over their mental health and energy.

- Mental health training and education that improves understanding, reduces stigma, promotes supportive behavior to peers, encourages self care and empowers early use of available resources
- Access to quality tools that build individual and team capability in energy management and psychological capital
- Peer support and communities that build capability in our business units and ensure early access for support

Provide

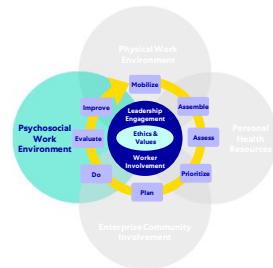


Simplify support

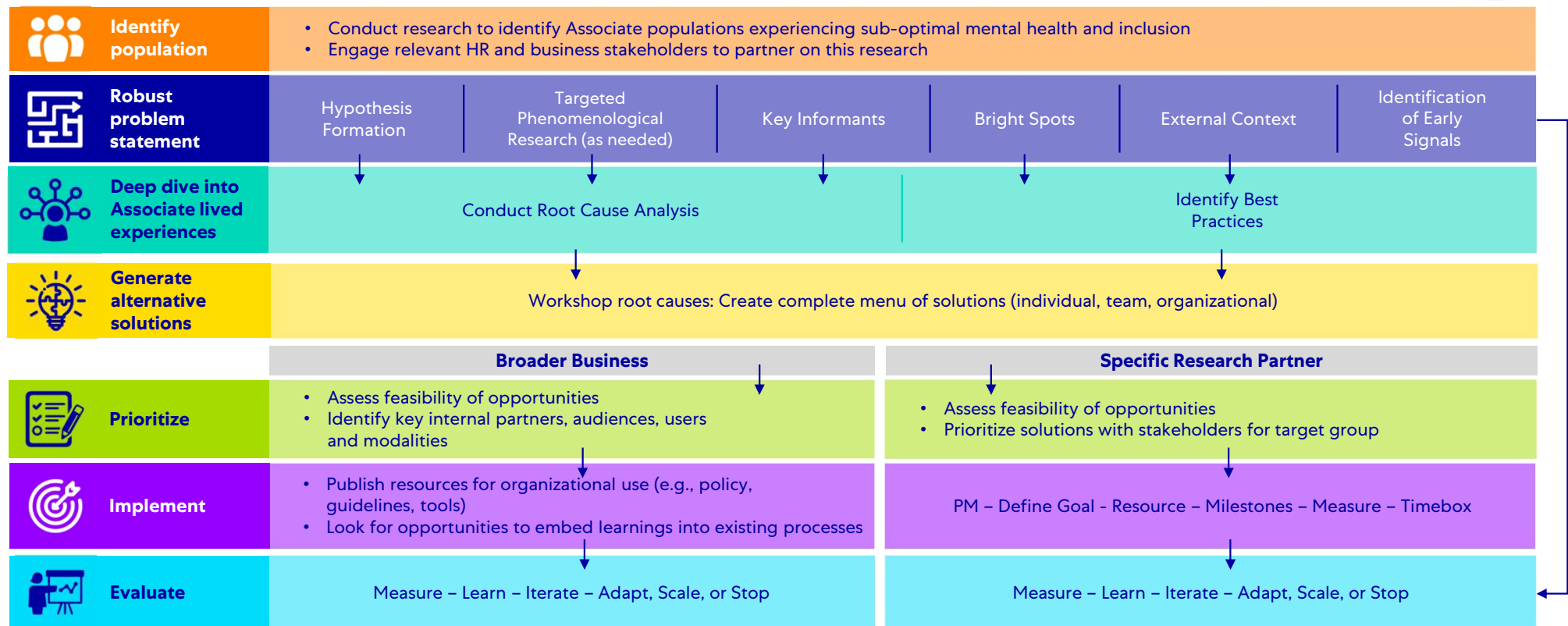
through access to quality mental health benefits and treatment options, including information, resources, and services that are culturally relevant and accessible across the workforce.

- Benefits, services and information that meet the unique needs of our Associates and their families
- Parity of physical and psychological Mars-provided health benefits
- Equity for those experiencing mental and physical health conditions through processes and policies

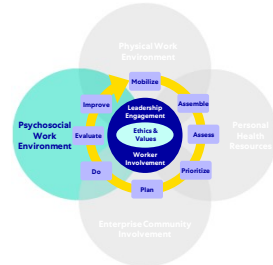
Enhancing an inclusive culture that supports positive mental health



Working Well Project



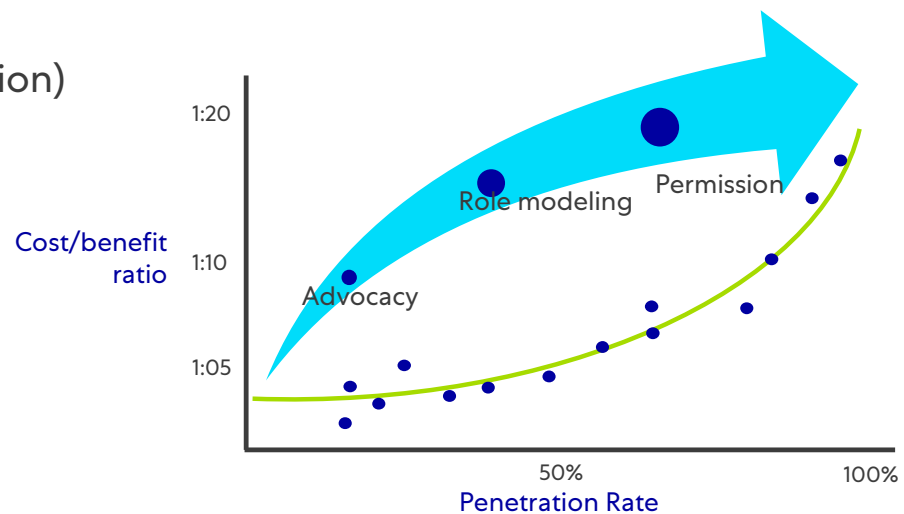
Investing in our culture, line managers, and teams



'Great Line Manager' experience

- Mars University
- Mars Associate Survey (~90% participation)
 - Organizational/Leadership
 - Engaged
 - Energized
 - Included
 - Empowered
 - Follow through
- Impact planning process

Healthy leadership behaviours



*Adapted from Chapman, L.S. (2007) Proof Positive. An Analysis of the Cost Effectiveness of Worksite Wellness. Seattle, WA: Chapman Institute.

“Leaders modeling healthy, energizing ways of working” is the strongest organizational level predictor for ‘Associate Energy’ ($r=0.703$, $p<0.01$).

Equipping our Associates with ‘Personal Health Resources’



Physical and mental health

- Easily accessible programs to support health literacy and self-efficacy
- Targeted and broad-brush programs
- Access to programs, tools, resources, benefits, and services
- Integrated into ways of working (e.g., MeetSmarter)



Spiritual

- Mars Volunteer Program
- Mars Ambassador Program
- Mars Acts (375+ programs)
- Associate Resource Groups (90+)
- Community programs



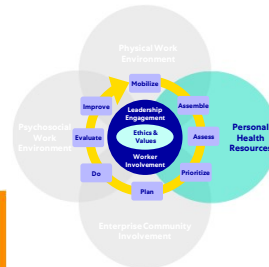
Financial

- Living Wage Program
- Annual benchmarking of wages/benefits
- Retirement/debt relief/educational contribution programs
- Adequate life insurance and protection for sickness and disability



Social

- Be Well Together
- Social Role of Food



Example site wellbeing program for 2023

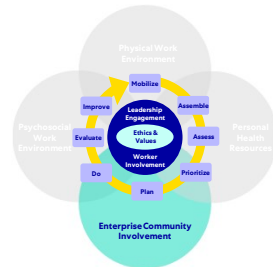
Wellbeing@Mars | **Gold Healthy Worksite** (Site Health Fundamentals) | **Personal Be Well Together Goals** | Team Energizing Ways of Working Commitments | **MeetSmarter** | Outdoor Working Spaces | **Flexible Working** | Community Spaces | Recovery Spaces | **Energy for Life Program** | Listening Tours | Field Sales Subsidy | **Healthy Leadership for Line Managers** | Remote Workers Wellbeing Program | Wellness Army | Be Well Together Rewards | Onsite Gym | Walking Track | Fitness Passport | **Mental Health First Aiders** | Onsite and Online Fitness Classes | Free Fruit at Work | Cafe Subsidy | Cooking Classes | Passion for Food | Community Garden | **Onsite Company Doctor** | Health and Fitness Assessments | Adult Vaccines/Flu Shots | Skin Checks | **Associate Assistance Program** | Mindful in May | Social Role of Food Program | **How Are You? Campaign** | Random Act of Kindness Calendar | Retirement Fund Top-Up Program | **World Mental Health Day Recognition** | Financial Wellbeing Literacy | Free Life and Forum Calendar | Push-Up Challenge/Health Week | Bay to Bay Fun Run | Festival | **Mars Volunteer Program** | **Inclusion and Diversity Calendar** | Week | Reconciliation Week | Blood Clothes, Food, and Blanket Donations Volunteering | 'Steptember' Step Day | 'Movember' Men's Health | Family

TPD Insurance | Retirement Planning | Health Charity Fundraiser | Dry July | Women's Corporate Games | Sydney Running **Mars Acts Program** | Pride Month | **Associate Resource Groups** | Naidoc Bank Donations | Harmony Day | Coast Connect | Food Bank Challenge and Fundraiser | Family Fun Christmas Party | Christmas Toy Drive



Supporting our partners and communities

Sustainability plan: We're committed to helping create a safe, healthy and sustainable world for our partners and the communities in which we operate.



Healthy Planet

- Climate action
- Land use
- Water stewardship
- Rethinking packaging
- Transparency and measurement



Thriving People

- Increasing income
- Respecting human rights
- Full potential for women

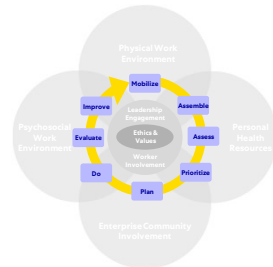


Nourishing Wellbeing

- Our workplaces
- Our marketplace
- Our supply chain

Evaluating and continuously improving

We use data for four main purposes: prioritizing our actions, quantifying our impact, identifying emergent issues and driving continuous improvement.



Health & wellbeing vision (outcome)

Aspirational change we are driving



Key population indicators (impact)

Indicators that we are getting it right



Performance metrics (outputs)

Progress against strategic priorities



Population health data

Internal and external health profile data (monitor trends, inform intervention, identify emerging issues)



Program evaluation

Results-based accountability (reach, impact, and satisfaction); continuous improvement

