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Reader’s Guide

Welcome to the 2013 Wrigley Principles in Action (PIA) Summary. This document shows our progress toward our business objective of creating a mutuality of benefits for all stakeholders. As a part of Mars, Incorporated, the Wrigley segment puts our Five Principles of Quality, Responsibility, Mutuality, Efficiency and Freedom into action every day to make a difference to people and the planet through performance.

Visit the Mars website to view the 2013 Mars PIA Summary.

Reporting
Scope and Data

The Wrigley Summary covers the global activities of the Wrigley segment of Mars, Incorporated. Our most recent performance data are for the 2013 calendar year. Where appropriate, we provide examples of activities and case studies from other years to provide a more complete picture of our work.

All data for our factories are based on actual figures, though data for some offices are estimated. Estimates comprise no more than five percent of the volume data provided for raw materials and packaging materials. We measure all volumes in metric tonnes (1,000 kg), which we refer to simply as tonnes throughout. Financial values are United States dollars (US$) unless otherwise stated.
The company’s objective is the manufacture and distribution of food products in such manner as to promote a mutuality of services and benefits among all stakeholders.

– Forrest E. Mars, Sr. 1947

We strive to do this by putting our Five Principles into action every day to make a difference to people and the planet through our performance.
A letter from Martin Radvan

President - Wm. Wrigley Jr. Company

From the very beginning, Wrigley has prided itself on conducting business in a way that leaves our Associates, communities, customers and consumers in a better place because of it.

And we continue this tradition today, as a part of Mars, Incorporated, by putting the Five Principles—Quality, Efficiency, Responsibility, Mutuality and Freedom—at the heart of everything we do.

I’m very proud to share the ways that Wrigley Associates continued to put our Principles into Action in 2013. And it is because of our highly engaged, talented and passionate Associates that we are able to celebrate these successes.

Wrigley Associates logged a record of more than 29,000 volunteer hours, giving back to our communities and to the planet; and the list of Mars sites receiving Great Place to Work® recognition grew to 19. We also continued to build on our commitments to promote environmental and oral care education through new partnerships. Importantly, the Wrigley Company Foundation entered a three-year, $1 million educational partnership with Pratham, the largest non-governmental education organization in India, to address education gaps for 40,000 children in 1,000 villages in India—a country very important to our mint supply. And we piloted cause marketing campaigns that leverage our oral care message in areas where oral disease is problematic.

We’re continuing to make progress toward our Sustainable in a Generation targets, especially in the areas of water and waste, but we recognize that we still have work to do in the area of energy and greenhouse gas reductions. We are maximizing the resources behind these efforts to ensure that we grow our business in a way that doesn’t negatively impact our planet.

I hope you enjoy reading about these efforts and the many more ways that Wrigley Associates put our Principles into Action in 2013 and beyond. Also be sure to visit mars.com to see the Mars Principles in Action Summary showcasing the collective work of all six Mars, Incorporated business segments.

Proudly,

Martin Radvan

Life and business are rather simple after all—to make a success of either, you’ve got to hang on to the knack of putting yourself into the other person’s place.”

Our Founder, Wm. Wrigley, Jr.
Approach to Business

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Approach to Business

As a part of Mars, Incorporated, Wrigley’s approach to business is guided by our Five Principles of Quality, Responsibility, Mutuality, Efficiency and Freedom. These Principles ground all of our decision-making and unite our Associates across geographies, languages, cultures and generations. In 1947, Forrest E. Mars, Sr. expressed his goal to build a business that creates a “mutuality of benefits” for all stakeholders. Through our Principles, we are still committed to his vision today, and to growth that is responsible and mutually beneficial.

Wrigley is a recognized leader in gum and confections with operations across 50 countries and distribution in more than 180 countries. Acquired by Mars, Incorporated in 2008, Wrigley is now one of six business segments working across 74 countries, delivering over 116 globally recognized brands to consumers. As a part of Mars, Incorporated, the Five Principles are core to our culture and decision making.

Our growth brings many benefits to our stakeholders. Our more than 17,000 Wrigley Associates are part of a collaborative and forward-looking business that nurtures diversity and intellectual curiosity. Our consumers benefit from our brands, from the simple pleasures derived from our confections to the oral care benefits of chewing sugar-free gum. And our commitment to creating mutual benefits generates economic opportunities for the communities where we operate, including for the suppliers and farmers in our value chain.

We also know that to grow responsibly we have to expand our business while minimizing our environmental footprint. In particular, we are concerned with reducing our greenhouse gas (GHG) emissions and the impacts of our land and water use. We have also taken on the challenge of improving the economic opportunities associated with our growth more universally. Because of our commitment to Mutuality, these concerns are important to us; our future success is integrally connected to our ability to make a positive impact on people and the planet.

As a private, family-owned company, we have the freedom to seek long-term solutions that are based on our Five Principles and are informed by collaborative partnerships and science. We are innovating to enhance our products, and leveraging the skills and expertise of our people to amplify our positive social impact beyond our value chain—for example, by investing in scientific research to drive sustainable practices within our industry.

Our performance is not perfect. We are working hard with the other business segments at Mars to learn and improve from missed opportunities, so that we can make quick progress. Driven by our Principles and our commitment to partnership, we will continue to work with all of our stakeholders to address the challenges we share with society.

Read more about the Mars Approach to Business in the Mars Principles in Action Summary on Mars.com
GOVERNANCE

Mars, Incorporated is governed by a Board of Directors who are members of the Mars family, and who receive advice from independent external Board Advisors.

Day-to-day operations at Mars are directed by a global management team, led by the Office of the President, Paul S. Michaels and Grant F. Reid. Our leadership structure is aligned along the six business segments (Petcare, Chocolate, Wrigley, Food, Drinks and Symbioscience) in an effort to continue to grow and sustain improvement in company performance.

The Mars Global Public Policy Group, led by the Vice President of Public Affairs, ensures that Mars has globally consistent positions, policies and standards across all aspects of public policy. Within this structure, each of the business segments, including Wrigley, has its own global public policy group to inform segment-relevant positions on global policies.

Business Integrity and Compliance

Wrigley’s business practices are rooted in our Five Principles, which define the essential culture of our corporation. Our Associates embed these Principles in every aspect of their work, and the Principles nurture a culture of ethics and integrity throughout our organization, regardless of where in the world we are doing business. Training programs, such as the “Essence of Mars,” guide our Associates on how to incorporate our Five Principles into everyday decision making, whether they are new to the company or have a successful career at Wrigley or within the greater world of opportunity at Mars.

We also require Associates to undergo issue-specific training to support compliance with the laws and regulations that govern our business operations worldwide. For example, our Improper Payments Policy (IPP) and Competition Law Compliance Program reaffirm our commitment to comply with anti-corruption and competition laws around the world. The IPP, which includes guidelines for government relations and a tailored third party due diligence program, also establishes robust review procedures for corporate gifts and donations.

We expect all those with whom we do business, such as our suppliers, to understand and comply with our policies. Mars’ Supplier Code of Conduct includes 10 workplace standards that meet or exceed International Labour Organization guidelines. In 2013, this Code was updated to include and address emerging industry challenges such as migrant labor. The Code and our responsible sourcing program apply to all our direct and indirect suppliers. This includes small raw material producers, manufacturers as well as multinational corporations. All Mars suppliers are expected to align with, and encouraged to exceed, the standards included
Responsible Sourcing

In March 2014, Mars conducted the third annual independent benchmarking of its responsible sourcing program. Completed by Maplecroft, a risk analytics and advisory company, the benchmarking compares Mars’ performance with 24 peer companies. We evaluate areas such as supplier risk assessment and compliance management, stakeholder engagement, Associate and supplier training and capacity building, transparency and disclosure. Beyond compliance, the benchmarking also focuses on initiatives relating to poverty and human development. Mars has steadily improved its rank from 8th in 2012, to 5th in 2013, and 4th in 2014. This has been achieved through demonstrated improvements in training Associates and suppliers, conducting supplier risk assessments, and more robust targets and data reporting. The launch of the Responsible Sourcing section on Mars’ global website has enhanced reporting and disclosure on areas of responsible sourcing performance. We will continue to work with our suppliers to responsibly source materials across our global supply chain.

Since 2012, 985 Wrigley suppliers have been risk assessed, and the majority have aligned with the Wrigley Supplier Code of Conduct. (Numbers as of June 2014)

Governance for Sustainability at Mars

As a private family-owned company, the Mars family’s commitment to principled growth is the catalyst for integrating sustainable value creation into everyday business. For example, the Board’s focus on improving sustainability led Mars to link long-term incentive plans for eligible executives, with the achievement of strategic objectives, such as Associate engagement and the reduction of GHG emissions.

Our sustainability strategy and policies are implemented and governed by the Mars Sustainability Leadership Team (SLT), which is chaired by the Chief Sustainability Officer (CSO), and includes senior representatives from all major functions and business segments. A Sustainability Working Group, also chaired by the CSO, supports the SLT and is comprised of corporate-level sustainability directors, plus representatives from each business segment including Wrigley.

MARS’ APPROACH TO SUSTAINABILITY

As a global business, we are proud of our growth and the benefits it brings, while also concerned about the impacts and vulnerabilities associated with our business that contribute to global challenges, such as climate change, water scarcity and deforestation. As a Principles-led company, we want to do our part to improve the social and economic conditions of farming communities, protect the environment and tackle resource scarcity. The scale of our operations gives us the necessary influence to make a positive difference in solving these challenges.

This is Mars’ approach to sustainability:
• We prioritize the greatest impacts across our value chain
• We develop the most scientifically credible metrics to measure these impacts
• We set long-term targets
• We track our progress both internally and publicly

We set targets based on what is needed to solve the overarching problem, rather than what can be achieved in the short-term.
1. A set of nine planetary limits within which humanity can continue and thrive for future generations, developed by a group of 29 scientists from institutions around the world in 2009.

DEFINING OUR IMPACTS

Social Impacts:
Mars uses stakeholder feedback and credible external tools and data sources, such as Oxfam's model of planetary and social boundaries, to identify the material social impacts that meet an urgent societal need and are most impacted by our business. Mars’ focus for 2014 is to develop associated strategies to address these impact areas in our supply chain.

Environmental Impacts:
The majority of our environmental impacts occur outside our direct operations. Planetary Boundaries is a highly-respected analysis that identifies nine environmental impacts and the point at which each one will cause catastrophic harm to human wellbeing. Mars used this concept and information about our value chain to identify three broad areas of impact most relevant to our business: land, water and greenhouse gas (GHG) emissions. As a part of Mars, Wrigley uses this research to help guide us in our decisions. We work with various external partners to quantify these impacts throughout our value chain—the first step to measuring and reducing them.

ADDRESSING OUR IMPACTS

The first step to managing our impacts is to focus on our operations (factories and offices), where we have direct control. Our ambitious Sustainable in a Generation program aims to eliminate GHG emissions from our operations by 2040.

We want to improve the environmental sustainability of our raw materials, boost farmers’ incomes and create mutual benefits for their communities. In 2014, Mars will expand the number of priority raw materials for which we will set targets that focus on mitigating our impacts.

Mars’ Deforestation Policy, issued in March 2014, is the first step to tackling these impacts in our supply chain and represents the early stages of our enhanced sustainable sourcing strategy.

For Wrigley, meeting the deforestation policy requires us to prioritize palm oil, pulp, fiber and, to some extent, soy.

We are also using our iconic brands to educate, encourage and partner with consumers to champion good causes and to also promote products that are better for people and the planet.

Read more about how we work with our iconic brands on page 24.

Mars respects human rights throughout the entire value chain and recognizes the principles of the United Nations Declaration of Human Rights and the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work.
WRIGLEY AND SCIENCE

As a part of Mars, our decisions are not only based on the Five Principles, but they are also informed by science. Evidence of our contribution to scientific leadership can be found in our pursuit of research programs, policy development, product developments and ways of doing business throughout our supply chain. This work is performed by a team of scientists within every segment of Mars, and often in collaboration with leading scientists and institutions. The quality and objectivity of this work is enhanced by advice received from the Mars Science Advisory Council (MSAC), comprised of leading external and internal scientists in fields relevant to the Mars business.

Wrigley Science Advisory Council

In 2013, the Wrigley Science Institute was restructured to form the Wrigley Science Advisory Council (WSAC) to advance and share Wrigley’s scientific research by establishing advisory boards and peer reviews as needed. The WSAC operates in conjunction with the MSAC, providing guidance on research and quality issues, as well as access to a vast external network that keeps the company abreast of advances, opportunities and challenges.

Through collaboration with major academic research institutions, the MIRC and its members drive science-based programming to improve the environmental and economic well-being of the North American mint industry.

Oral Care Research

Since the 1930s, we have partnered with research institutions to understand the role of chewing sugar-free gum in saliva stimulation and cavity reduction, for the mutual benefit of consumers, and scientific and public health communities. The groundbreaking finding from this work is that chewing sugar-free gum for 20 minutes after meals and snacks helps keep teeth healthy1. This and other benefits of chewing sugar-free gum are well documented with over 100 studies published worldwide in the last 25 years.

MIRC

To help advance research in the mint industry in North America we are a founding member of the Mint Industry Research Council (MIRC)—an industry-wide group, including mint farmers, mint oil buyers and end-users like Wrigley. Through collaboration with major academic research institutions, the MIRC and its members drive science-based programming to improve the environmental and economic well-being of the North American mint industry. Recent efforts include a University of Idaho and Washington State University study that investigated drip irrigation impact on mint yields, and water and fertilizer use. Another collaborative study from Washington State University, University of Idaho, Oregon State University and Purdue University, evaluated pesticide use and pest

1 Szöke J, Bánóczy J, Proskin HM. Effect of after-meal sucrose-free gum-chewing on clinical caries. J Dent Res. 2001; 80(8):1725-1729. Study based on chewing one stick of sugar-free gum three times daily after each main meal. For best results, should also be accompanied by frequent oral hygiene.
management practices on mint in growing regions in North America.

See page 18 for more information about our work in the mint industry.

QUALITY AND FOOD SAFETY

As the first of our Five Principles, Quality is the basis of brand loyalty and consumer trust in Wrigley, and has underpinned our growth for generations. We manufacture most of our products ourselves, and work closely with suppliers to maintain our exceptionally high standards.

Our Quality Management Process (QMP) framework is a comprehensive program that ensures we consistently deliver high-quality and safe products. We recently extended the scope of our QMP and have begun to roll out the framework to all of our global market units.

We develop robust specifications for our ingredients and packaging, and build long-lasting and collaborative relationships with a select number of trusted suppliers. Our Material Quality Management Standard guides our proactive and risk-based approach to supplier quality assurance, partnering with suppliers to help them develop their quality capabilities. We audit the manufacturers of the ingredients that we use in our factories, which helps us to maintain high quality and food safety throughout the supply chain.

A number of notable food safety issues have impacted consumers around the world and we believe that industry has a crucial role to play in helping emerging and developing markets identify risks and solutions. In 2015, Mars will open the new Mars Global Food Safety Center in Huairou, China. We have a long and well-established history of collaboration and partnership across the globe and consider the center an important investment in food safety research and capability building. Leveraging the skills and knowledge of a global network of universities and research institutions, this world-class facility will improve our ability to respond to new challenges in food safety and quality, and support learning across the globe.
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Health and Wellness
Our gum and confections provide simple pleasures that brighten the days of our consumers—from sugar-free chewing gums that deliver oral care benefits, to confectionery products that serve as sweet treats, all products in our portfolio can be enjoyed as part of a balanced diet and healthy lifestyle.

OUR APPROACH

As a part of Mars, Incorporated, we are strongly committed to clear nutrition labeling and responsible marketing practices, thus ensuring that our consumers are empowered to make informed choices.

We were the first company to commit to including Guideline Daily Amount (GDA) labeling on confectionery and food products worldwide, and we are committed to not advertising if more than a quarter of the audience is likely to be under 12 (for more information about how we communicate responsibly, see page 24).

We also limit calories per serving to 250 across all of our confectionery brands, while clearly labeling our multi-serve packs as “share packs,” encouraging our consumers to share and enjoy these products in moderation as part of a balanced diet.

At Wrigley, we are committed to ensuring that our products are consumed as part of a happy, healthy lifestyle.
PARTNERING TO IMPROVE ORAL HEALTH

Wrigley is committed to making a real contribution to the oral health of the world. According to the World Dental Federation (FDI), tooth decay is one of the most common diseases on the planet. In addition to our collaborative research partnerships, we work with governments, public health authorities and NGOs at the local and national level to promote community oral health and education. Through our Wrigley Oral Healthcare Program, we work with dental health professionals to help improve patients’ oral care routines in more than 40 countries worldwide, with the FDI and more than 25 national dental associations recognizing these benefits.

Most recently, in 2013, the French Dental Association (UFSBD) and the German Association for Preventative Dentistry (DGZ) committed to recommending chewing sugar-free gum in their oral hygiene guidelines. The DGZ has since issued a notification to all German dentists announcing its intention to develop a Scientific Guideline on this matter.

Also in 2013, the Platform for Better Oral Health in Europe, of which Wrigley is a co-founder and member, launched proposed 2020 targets to improve oral health in Europe. The European targets build on earlier publication of the Platform’s ‘State of Oral Health in Europe’ report (2012) which outlined three priorities:

1. Improved data collection systems
2. Creating oral disease prevention policies in Europe and ensuring the right mix of skills in the health workforce to deliver preventative measures
3. Reinforcing education and awareness of the public, starting at an early age with children and teenagers

This latest joint initiative between academics, chief dental officers, public health associations and industry further builds upon the work accomplished by the Platform since its establishment in 2011, to raise oral disease prevention higher on the European health agenda and establish the link between oral health and general health.

The contribution and support of the (Wrigley Oral Healthcare Program) is fundamental to the success of the Platform for Better Oral Health in Europe. They bring a huge additional value not only in providing financial support—without which the Platform would not be able to perform its work—but also...as full members they add an important element based on a hands-on approach toward the effectiveness of the Platform’s activities, achieving its advocacy goals and communicating messages for better oral health to the public. Moreover the State of Oral Health across Europe is influenced not only by the provision of dental services but also by the availability of high quality oral health products to enable the public to maintain their oral health.”

Nigel Carter
Chief Executive
International Dental Health Foundation
Wholly owned by Wrigley, CAFOSA is the world’s leading supplier of gum bases—chewing gum’s main ingredient—for not only Wrigley products, but also for confectionery, functional and pharmaceutical chewing gums around the world. CAFOSA has developed an innovative concept in the area of medicated chewing gum called Health in Gum, a ready-to-use powdered mix of gum base and sweeteners that makes medicated chewing gum easier and more cost-effective for pharmacists to produce. Because medicated chewing gum can be a preferred alternative to oral drug delivery, such as swallowing pills, the technology behind Health in Gum is helping to make a better world through chewing.

**CASE STUDY**

**Wrigley Germany educating children in oral care**

On October 16, 2013, Wrigley Germany worked for the first time with the Public Dental Health Service in Bavaria, the community of Unterhaching and local schools on a pilot project called “Unterhachinger Day of Dental Health.” The aim of the event was to teach young children how to play an active role in their oral care.

Based on the recently published scientific recommendations of the German Dental Association, the Public Dental Health Association included chewing sugar-free gum in its teaching sessions and communications materials.

Wrigley volunteers worked together with dentists at the event on several stations including an oral care fountain, a fluoride test station and healthy food-stand, to educate about 400 children, aged from 6 to 11, about how to take care of their teeth.

And this is just the beginning. The “Unterhachinger Day of Dental Health” will continue as an integrated part of the preventative health promotion at these public schools in the community in 2014.

For progress on Mars’ global Health and Wellness Targets, see the Mars PIA Summary on Mars.com.
Our Supply Chain

At Wrigley, we are committed to sourcing raw materials in ways that reduce our environmental footprint, improve farmer prosperity and ensure reliable and affordable supplies of raw materials to help our business grow. And Mars as a whole is setting ambitious targets that will combat the challenges of climate change, deforestation and water quality and scarcity, while improving farmer livelihoods.

**MINT**

At Wrigley, we use mint to flavor 70% of our gum formulas, including some fruit-flavored products, so ensuring there is always high quality mint available is vital to our business. And making sure we source it responsibly is vital to all involved in our value chain.

We are identifying best practices to reduce environmental impacts of mint farming related to productivity, water usage, distillation efficiency and reduction of GHG emissions. For example, Wrigley collaborated with the Mint Industry Research Council to educate North American farmers on the environmental and economic benefits of using natural gas over diesel fuel. Over the last four years these farmers converted 18 percent of total mint production from diesel to propane or natural gas, resulting in a reduction of over 8000 metric tonnes of carbon dioxide—the equivalent of removing 1,684 passenger vehicles from the road in the United States.

In India, another key mint growing region, Wrigley is developing a sustainable agriculture plan. This assesses our economic, environmental and social impacts, and sets strategies against these impacts to ensure we secure a vibrant Indian mint industry for the future.

Refer to page 11 for more information about our work with the Mint Industry Research Council.

**PALM OIL**

In 2013, Wrigley helped to deliver Mars’ commitment to purchase 100% of its palm oil from RSPO mass-balance sources by including standards (RSPO and other certification programs), and their plans to establish full supply chain traceability.

In early 2014, Mars developed a sourcing charter that requires all our suppliers to establish a fully sustainable and traceable palm oil supply across all their operations by the end of 2015. We are also partnering with The Forest Trust (TFT) to help mills and plantations build traceability, and verify that their fresh fruit bunch supply, including supply from smallholders, meets Mars’ sourcing charter. These measures will help ensure a genuinely sustainable pipeline where all material is sourced from companies whose mills only produce sustainable palm oil.

**CASE STUDY**

**Improving palm oil sustainability**

Most palm oil production is in Southeast Asia (primarily Indonesia and Malaysia), a region with the world’s third largest tropical forests. Much of this expansion has occurred at the expense of virgin tropical forests, which has resulted in increased GHG emissions and biodiversity loss.

Mars uses only 0.2 percent of global palm oil supplies, and we purchase 100 percent of our palm oil from RSPO-certified sources via the “mass balance” program. Building on this, we are working toward fully sustainable and traceable sources of palm oil that are free of deforestation, expansion on carbon-rich peatlands and the violation of human and labor rights.

In 2013, Mars surveyed our suppliers to understand their commitment to certification standards (RSPO and other certification programs), and their plans to establish full supply chain traceability.
the requirement in our purchasing specification and implementing an audit program at our factories. We are proud to have helped achieve this commitment two years early and are working hard to achieve our recently updated palm oil target, which you can read more about in case study on page 18.

**TOWARD A SUSTAINABLE SUPPLY CHAIN**

In late 2012, building upon Mars’ desire and efforts to go further in making its supply chain more sustainable, Wrigley began a carbon assessment on the raw materials and packaging it purchases. The purpose was to better understand the materials that were driving Wrigley’s carbon footprint in its supply chain—in other words, its Scope 3 emissions. High-level strategies were developed to deliver carbon intensity reductions for mint, and aluminum and plastic packaging. In 2013, we developed a reporting tool that could be used by our global sustainability team to begin tracking progress on our supply chain carbon reduction projects. For this, we are using 2010 as our baseline year and using carbon coefficient data from life cycle inventory data bases such as ecoinvent™, GaBi™, PIQET™ and, in some cases, supplier-specific data. We are currently working with Mars, our suppliers and other external stakeholders to establish a life cycle data governance protocol so that we can report progress and learnings on reducing our Scope 3 emissions.

For more information about Mars Supply Chain, visit the Mars PIA Summary on [Mars.com](http://www.mars.com).

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**CASE STUDY**

**Improving education through partnership**

In 2013, the Wrigley Company Foundation launched a three-year, $1 million USD educational partnership with Pratham, the largest non-governmental education organization in India, working to provide quality education to the underprivileged children in India. This initiative, targeted at addressing learning gaps and providing support to help close these gaps in the top mint farming districts in the Indian State of Uttar Pradesh, is aimed at reaching 40,000 children in 1,000 villages.

“Education is one of the best ways to touch people’s lives,” said Michael Yeung, Wrigley Company Foundation board member and President, Wrigley Asia-Pacific, “and we are happy to create avenues for children in India to learn and grow through this Wrigley Company Foundation/Pratham partnership.”

The goal of this partnership program is to help increase annual sustained learning, as well as engage parents to take an active part in their child’s education. The program is being piloted in 300 villages in the first year and will scale up over the next two years, ultimately reaching the 1,000 village target by 2015.

Since its founding in 1987, the Wrigley Company Foundation has donated more than $60 million to non-profit organizations around the world.
Our Operations

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Our Operations

Our growth benefits communities in which we operate by creating jobs and supporting local suppliers and small businesses. Through our community engagement and Associate volunteering, we make a positive difference to the lives of those that live and work near our facilities. Pursuing sustainability—and reducing the negative impacts of our operations—is a natural extension of our vision to create a mutuality of benefits for all those involved in our business.

SUSTAINABLE IN A GENERATION

We have the most control over the impacts of our factories and offices (which we call our “operations”). In 2010, we, with our Mars segment partners, set ambitious targets to make our factories and offices Sustainable in a Generation (SIG). By 2040, our goal is to eliminate fossil fuel energy use and greenhouse gas emissions from our operations.

By 2015, our aim for our operations is to reduce fossil fuel energy use by 25%, lower greenhouse gas emissions (GHG) by 25%, reduce our water usage by 25% and achieve zero waste to landfill for our factories. These ambitious goals, implemented through the SIG program, reflect our belief that decreasing carbon-based energy and water use are essential to mitigating the consequences of climate change and securing our sustainability as a business.

Similarly, by driving a zero waste to landfill agenda, we are emphasizing waste’s potential as a valuable resource. Because we outsource product transport, its impact on our GHG emissions and local air quality is not included in our SIG program and targets. We are, however, applying a similar approach to eliminating transport-related GHG emissions by 2040.

CASE STUDY

Wrigley East Africa receives prestigious energy award

In April 2014, Wrigley East Africa received the 2nd Runner-Up Overall Award at the annual Energy Management Awards (EMA) for its work in 2013 to reduce its carbon footprint. The work that qualified the team, based in Nairobi, included:

- Reusing heat and replacing a compressed air unit to reduce steam consumption and operating pressure—therefore lowering energy use.
- Improving efficiency in dehumidifiers and boilers to also lower energy use.

Because of these efforts, Wrigley East Africa reduced the Heavy Fuel Oil (HFO) consumption by over 20% and water chilling load by 160TR.

Ignasi Cugat, Factory Manager for Nairobi, Middle East and Africa commented, “We are committed to upholding our Mutuality Principle, which is to ensure that we give back to the community.”
PROGRESS IN 2013

Our progress through 2013 against a 2007 baseline is illustrated on the charts seen here. In 2013, we increased our total energy and fossil fuel energy consumption from 2012, but we were able to use more renewable energy. The total energy increase in 2013 from 2012 was largely driven by growth in more energy intensive products and growth in regions where more of the energy comes from non-renewable sources. We have implemented more strenuous continuous improvement efforts to reduce our energy consumption; however, we will continue to face challenges in meeting our 2015 target to reduce absolute energy consumption by 25%.

Sustainable in a generation

At Wrigley, 14 of our 22 sites send zero waste to landfill as of December 2013. We anticipate the remaining sites will also reach this milestone by 2015.

<table>
<thead>
<tr>
<th>Location</th>
<th>2012 Results</th>
<th>2013 Results</th>
<th>2015 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>FOSSIL FUEL ENERGY</td>
<td>-11.3%</td>
<td>-10.1%</td>
<td>-25%</td>
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<tr>
<td>GHG</td>
<td>-6.3%</td>
<td>-5.8%</td>
<td>-25%</td>
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<td>WATER</td>
<td>-18%</td>
<td>-17.4%</td>
<td>-25%</td>
</tr>
<tr>
<td>WASTE TO LANDFILL</td>
<td>-82%</td>
<td>-85.5%</td>
<td>ZERO WASTE TO LANDFILL</td>
</tr>
</tbody>
</table>

2012 Results % Change from 2007 results
2013 Results % Change from 2007 results
2015 Target % Change from 2007 results
Our Brands

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Wrigley has 35 globally recognized brands—five of which are more than 100 years old. We are proud of the many direct benefits our brands bring to our consumers’ lives and how they contribute to our growth. As we continue to grow, we know that we must use the scale and reach of our brands to affect real and lasting change. Our work in this area falls into three main categories: sustainable innovation, responsible communication and cause marketing.

**Sustainable Innovation**

Social and environmental challenges in our value chain threaten the availability and affordability of essential raw materials that make our brands special. We are changing the way we manage our supply chain and operations so that our brands can get the resources they need, while ensuring they remain profitable to make and affordable to buy.

At Wrigley, we’re developing strategies to reduce the carbon impact of key ingredients and materials and tracking our progress against these strategies.

In 2013, Wrigley celebrated the official launch of a new bottle in Europe—a significant achievement in the area of plastic reduction. The new bottle eliminates and replaces the BIG E PAK® bottle and Pop Top bottles with a single, lighter format—reducing the amount of plastic in each bottle by 6.5% and 19% respectively. This new bottle is used for our Extra®, Orbit®, Skittles® and Freedent® brands in Europe.

We’ve also realized manufacturing and logistical efficiencies in the production of the new bottle format—both of which aid in our efforts to minimize our footprint on the planet.

**Communicating Responsibly**

Our communications activity is an important opportunity to engage consumers, and we take this responsibility seriously. Compliance with all commitments, to the letter and spirit, are essential for Mars to maintain credibility and industry leadership.

In addition to complying with the specific regulatory and legal requirements of individual countries, we have implemented the Mars Marketing Code (MMC), which sets clear guidelines for how we advertise and promote our products globally. China and India were the final countries to implement the MMC in 2013.

**Cause Marketing**

We aim to use the power of our marketing communications to engage consumers in good causes. In 2013, Wrigley launched two successful campaigns to help promote oral health in areas that are in need. Read more about those campaigns on the next page.
To raise awareness of oral disease in Poland and to help children develop better oral care habits, Wrigley Poland launched “Protect Kids’ Smiles” in 2013.

**CASE STUDY**

**Orbit® Protect Kids’ Smiles**

In Poland, it has been estimated that nearly 80% of children under the age of 12 have cavities. If left untreated, childhood oral disease can lead to a number of issues, including toothaches, problems eating (malnutrition) and a high increase of problems in permanent teeth.

To raise awareness of this issue and to help children develop better oral care habits, Wrigley Poland launched “Protect Kids’ Smiles” in 2013 by leveraging its oral care brand Orbit.

Between the months of June and July, Wrigley donated 1% of all Orbit gum sales to develop educational sessions and materials for children including dental toolkits containing a toothbrush, toothpaste, sugar-free gum, dental service discount cards and a letter to parents about how they can help.

In September, Wrigley began providing oral care educational courses and dental check-ups to children. By partnering with the Polish Red Cross and Ministry of Education, we provided nearly 6,000 dental check-ups for children between the ages of 5 and 13. Additionally, each child walked away from the check-up with information about the state of their teeth and where they can seek additional care.

In addition to our collaboration with the Polish Red Cross and Ministry of Education, our efforts were also endorsed by the Polish Dental Society.

**CASE STUDY**

**EXTRA® Chew for Change**

The EXTRA® Chew for Change communications campaign is helping Wrigley reach 16,000 children in Ghana, where oral health is often overlooked.

Since the program’s launch in Sweden in September 2013, every purchase of EXTRA® gum generates a donation to the program, which is delivered in partnership with SOS Children’s Villages. The initiative teaches children to brush their teeth for two minutes, twice a day, by providing hands-on oral care training, educational posters, toothbrushes and toothpaste.

The program will run until mid-2014; by February 2014, over 8,000 young people in Ghana had benefitted from the campaign’s messages. The Chew for Change program will expand to Norway in 2014, also in support of children in Ghana.
Working at Mars

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As we grow our business, we need the best talent to succeed. That’s why we must maintain a workplace that is energetic, fun and fulfilling for all Associates—a great place to work.

**OUR APPROACH**

All Mars Associates prioritize collaboration and agreement over authority, and are empowered and encouraged to pursue learning and development opportunities—and Wrigley Associates are no exception. This work environment, combined with the Five Principles of Quality, Responsibility, Mutuality, Efficiency and Freedom, helps inspire and motivate the more than 17,000 Wrigley Associates.

Our open-plan offices have no doors, with the most senior managers, including Wrigley President Martin Radvan, sitting alongside other Associates. This supports effective communication, approachable leadership, and the development of a strong sense of community. Our Associates gain responsibility by demonstrating capability and performance, not because of length of service, age, gender, ethnicity, sexuality, religion or physical ability. In exchange for performance, we compensate Associates with competitive rewards and benefits.

Every Wrigley Associate is encouraged to make a positive impact on the communities where they live and work.

**A Great Place to Work, all around the world**

In November 2013, Mars was ranked 22nd in the first World’s Best Multinational Workplaces list by the Great Place to Work® Institute. We were also ranked 16th on the 25 Best Multinational Workplaces in Europe list.

Popular news website, Buzzfeed, listed Mars as third out of twenty companies with the coolest employee perks, highlighting access to free candy and bringing your pet to work.

In 2013, Mars was recognized by 19 Great Place to Work® lists including (with ranking as applicable):

- Argentina (6), Austria (4), Belgium (5), Brazil (24), Central America (5), Chile (8), Denmark (14), Finland (8), France (3), Greece (5), Ireland (1), Italy (3), Japan (25), Korea, Poland (7), Portugal (7), Spain (10), Switzerland (9) and the USA (95).

We are also featured on other national workplace lists including Australia (Aon Hewitt), Mexico (6th in Super Empresas), New Zealand (Kenexa Best Workplaces Award for the Medium-Large Workplace category), Thailand (Aon Hewitt) and the United Kingdom (58th in Times Top 100 Employers).
2013 MAKE THE DIFFERENCE AWARDS

The Mars global Make the Difference Awards take place every other year to celebrate Associates who put the Five Principles into action and bring innovative thinking, fresh perspectives and personal commitment to improving our communities, environment, workplaces and business. Our Associates say they feel engaged and motivated when their achievements are recognized and celebrated by senior managers and Mars family members. In 2013, the global Make the Difference Awards took place in Washington, DC with Wrigley Associates receiving two awards.

From the 6,883 Make the Difference nominations submitted for Wrigley Associates around the world in 2013, sixteen regional finalists attended the Mars global finals in Washington DC. From there, two Wrigley winners were selected from the many well-deserved nominations.

Innovation Category Winner

When North American Associates Gerald, Tony, Glenn and Tammy saw an opportunity to improve the process of cleaning mixers between product batches, they used innovative thinking and collaboration to create a more ergonomic, effective and sustainable process.

The result was a new clean out batch recipe that cleans over 90% of the mixer, significantly improving the process and reducing the amount of time Associates have to manually clean the mixers. The new recipe has eliminated issues from product changeovers and is on track to save Wrigley Canada about $70,000. They were also able to make some sustainability improvements as well by implementing 77% rework from previous clean out batch.

People Category Winner

When Mary, a retail sales merchandiser with Wrigley Canada, learned her daughter had stage 4 colon cancer, she found that navigating the healthcare system and securing the right care for her daughter was an extremely difficult process. She felt a responsibility to help others dealing with similar struggles.

Mary held discussions with local, federal and provincial members of Parliament, City Council and Social Services to bring awareness to the gaps she found in the system. From those discussions, a resolution was unanimously passed to improve healthcare. Mary then put together a task force to identify healthcare gaps within all three levels of government, and as a result, processes were changed to ensure cancer patients faced less hurdles and received better overall care.

As word spread about the changes being made to the healthcare system in Mary’s community, other municipalities began asking for a blueprint so the plan could be spread across Canada. And, to drive Mary’s efforts forward even further, her federal member of Parliament is bringing a private members bill forward to ensure those diagnosed with a terminal illness no longer have to wait for the answers they need immediately.

CASE STUDY

Go Green

Wrigley Associates are at the helm of our ability to bring sustainability to life—both at work and home. Our Go Green program began in 2010 as a forum to empower Associates to take action at their site.

Exceptionally passionate Associates volunteered to head-up the program, which ignited a wave of Go Green activities at Wrigley offices, remote sales locations and factories around the world. Efforts ranged from eliminating plastic water and soda bottles and hosting paperless meetings, to implementing cafeteria composting and planting factory-side gardens.

To broaden the impact of these efforts, in 2013 we sharpened the mission and purpose of Go Green to layer on sustainability education. With input from external experts and third-party verification, we believe that providing our Associates with an opportunity to learn and act will inspire longer-term behavior change for the betterment of our company and the communities around us. In 2014, our Go Green teams are bringing sustainability education to life for Associates at work, while continuing their volunteer efforts to bring greener practices to life on the job.
LEARNING AND DEVELOPMENT

Learning and development is central to Wrigley’s culture. Our Associates are curious, independent thinkers who take ownership of driving their career plan and development, with support from their managers. Most learning takes place on the job, for example through challenging assignments and special projects. There is an expectation that an Associate’s role and responsibilities will change to continuously broaden their experience and expand their skills set. This is supplemented with coaching and mentoring by line managers. Wrigley Associates can access a wide range of learning opportunities through the Mars University, from cross-functional skills development to award-winning leadership programs.

VOLUNTEERING

Giving back to people and the planet is important at Wrigley, and every Associate is encouraged to make a positive impact on the communities where they live and work. The Mars Volunteer Program (MVP) offers paid time off to make a difference, and the Mars Ambassador Program (MAP) enables Associates to support projects that improve their understanding of the communities that support our business.

CASE STUDY

MAP brings bright smiles to children in Georgia

When Adela, a Senior Brand Manager for Wrigley Romania, and six other Wrigley Associates were assigned to a small school in the town of Mtskheta, Georgia, through the Mars Ambassador Program (MAP), she soon found she was gaining exciting professional development experiences as well as making a positive difference to children’s lives.

“Even though we ambassadors came from seven different countries and very different backgrounds, it was easy to see that we shared the same culture: the Five Principles. Our Principles united us and helped us work together as a team from the very first moment,” says Adela, who feels the experience improved her ability to achieve her development objective of Managing with Vision and Purpose.

With the support of on-the-ground partner, Save the Children—a non-governmental organization that provides programs and services to children in need around the world—the ambassadors helped restore the school’s gym and taught students about healthy lifestyles, including oral care. The team taught oral health basics, like the importance of brushing teeth properly, and developed a fun and interactive way to share essential oral health messages.

Theresa, Assistant Market Evolution Manager, Wrigley China, who also joined the MAP project, feels that the experience she gained on the assignment has changed her outlook: “It’s inspired me to help others more because it makes my own life fuller. It has really made me want to step up and ask how can I do more for others, whether at work or in the community.”

Volunteer Demographics

IN 2013, MORE THAN 7,800 WRIGLEY ASSOCIATES AT 67 SITES IN 34 MARKETS VOLUNTEERED 29,000+ HOURS WITHIN OUR COMMUNITIES TO GIVE BACK TO PEOPLE AND OUR PLANET

Save the Children
CASE STUDY

LiveSafe—at work—at home—everywhere between

In recognition of World Safety Day, in coordination of a cross-segment effort, Wrigley launched the LiveSafe campaign in April of 2013. LiveSafe was established to encourage associates to not only work safely, but also practice safe behaviors throughout their lives.

“Safety should not be like a switch that is turned on when our Associates arrive at the workplace and turned off when they leave, but rather a way of life that can keep our Associates and their families safe no matter where they are” said Glen Eckberg, Director of Global Safety & Environment.

LiveSafe identifies simple behaviors that improve a person’s behavior whether in or out of the workplace, and communicates them in easy-to-remember phrases. Another main objective of the campaign is to demonstrate that everyone has someone that is counting on them to return home safely, demonstrating the personal and sometimes permanent nature of safety.

Paul S. Michaels
Office of the President
Mars, Incorporated

ASSOCIATE ENGAGEMENT

It is important to us that our Associates have channels to share their views and feedback, or highlight concerns. Annually, we conduct an Associate Engagement Survey, and the results are used by leaders across the business to create improvement plans that are implemented to maximize the connection, commitment and enthusiasm Associates have for their work. In 2013, Wrigley’s overall grand mean score, the cumulative average score of all questions, put Wrigley in the 80th percentile of companies in the global Gallup database for the third year in a row.

We also have an Ombudsman program that provides Associates with a confidential mechanism to discuss issues or concerns. It provides every Associate with access to an independent source of advice, and makes recommendations to management based on key themes identified through the feedback.

Ensuring that we attract and retain the very best global talent is core to our ability to deliver on our future ambitions. We also recognize the value in reducing turnover. We want to create an environment where strong performers can make a life-long career at Mars, while still feeling they are learning and growing with each new professional experience.

A COMMITMENT TO SAFETY

Each and every Associate is absolutely essential to Wrigley’s success, so we make it our first responsibility to see to it that each Associate returns from the workplace at least as healthy as they arrived, if not healthier.

Though we continually strive for an incident-free workplace, serious incidents in 2013 are a reminder that we must forever remain vigilant in this area. As a result, we looked both internally and externally to identify industry best practices to incorporate into our overall processes for the continuous improvement in our approach to Associate safety.

In 2013, over 50% of our factories worked the entire year free of a lost time incident, with our Gainesville, GA, U.S.A. factory achieving a remarkable 6 million hours worked without a lost time incident. Seven factories worked the entire year of 2013 without a single recordable incident.

We assess site performance through our Safety, Environmental Affairs and Security management system, which is based on recognized international standards such as the Occupational Health and Safety Advisory Services 18001 (OHSAS) series.
For additional information, about how Wrigley puts its Principles into Action every day, go to www.wrigley.com.