

General Mills UK Ltd Gender Pay Gap Report 2017



From 2017 onwards, UK organisations employing 250 or more employees will report their Gender Pay Gap. The gender pay gap shows the difference between the average earnings of men and women across an organisation (which is different to equal pay which focuses on a man or a woman receiving the same pay for carrying out the same or equivalent work).

At General Mills we are committed to creating a diverse and gender balanced workforce. For employees undertaking similar roles (regardless of gender) we are committed to ensuring there is fairness in our pay. We believe that our employees should progress in our organisation regardless of gender and welcome this opportunity to review our gender pay gap and challenge ourselves to improve.

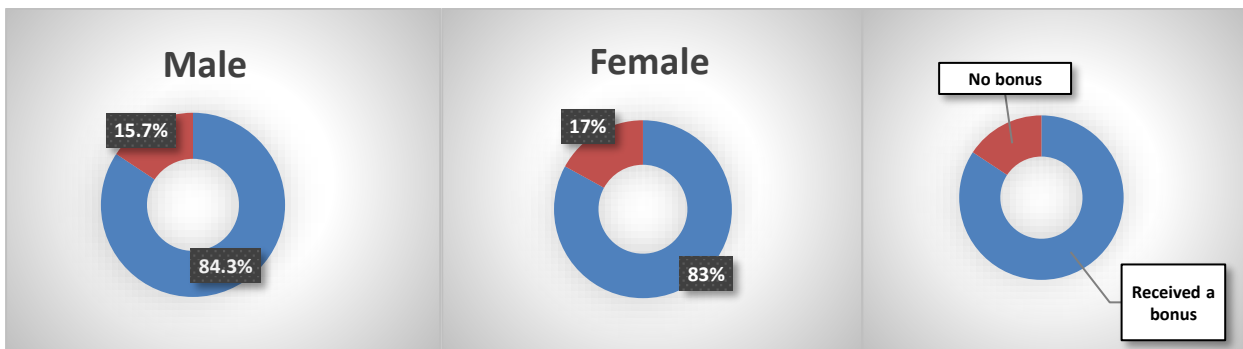
In the UK today, it is estimated that women earn on average 18% less than men. Our data shows that we have a mean gender pay gap of 20.1 per cent (average) and a median of 17.6 per cent (middle). This gap has been driven primarily by two factors – the under representation of women in senior roles and the under representation of men in more junior roles.

Our mean gender bonus gap is 41.1 per cent and the median is 24.4 per cent. Our bonus targets increase with seniority and the mean bonus gap is therefore influenced by a higher proportion of men in more senior roles. The proportion of our employees receiving a bonus however is comparable across male and female employees (84.3% male/83% female).

Gender pay & bonus gap

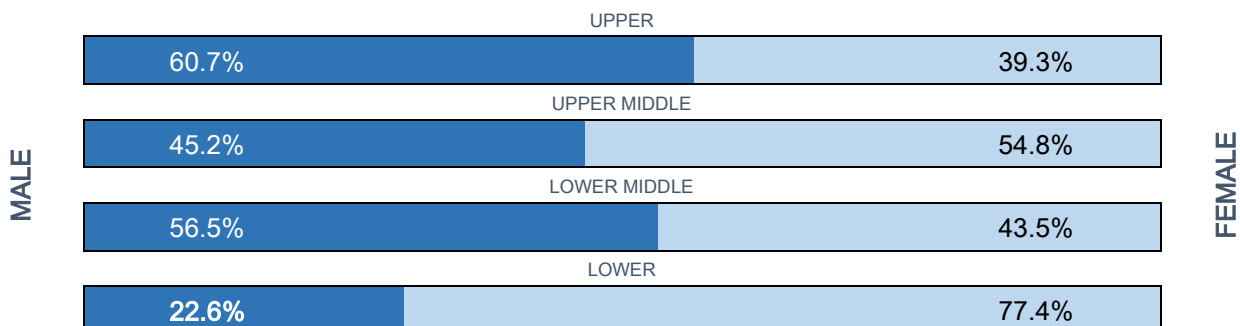
Difference between men and women	Mean (Average)	Median (Middle)
Gender Pay Gap	20.1	17.6
Gender Bonus Gap	41.1	24.4

Proportion of employees receiving a 2016 bonus



Pay quartiles

Quartiles represent the pay rates from the highest to the lowest for our UK employees split into four equal sized groups, with the percentage of men and women in each quartile.



Our Commitments

We are committed to addressing gender imbalance and are undertaking the following initiatives:

- ❖ Improve the proportion of senior roles occupied by women to no less than 40% by the end of 2020
- ❖ Implement a leadership programme designed specifically to empower General Mills women to maximise their full potential
- ❖ Carry out a thorough and robust calibration of talent within our business and ensure no gender bias
- ❖ Complete a full review our flexible working practices to ensure we have market-leading practices that support the needs of a diverse workforce

Our UK Leadership Team are fully committed to developing the Company's strategies on gender diversity. We will use these results to support initiatives to reduce our Gender Pay Gap over the coming years and develop greater focus on building an inclusive workforce. We will continue to review our gender pay gap levels to ensure we attract, develop and retain diverse talent within our organisation.



Aaron Lamers

HR Director, Northern European Cluster