



Diversity and inclusion

A diverse business is at the heart of our passion to innovate and outperform. The best ideas come from a rich variety of perspectives and backgrounds – it’s how we innovate and is integral to our culture and values.

Making progress

Aim

40%

By 2022, increase the number of females in senior management positions from a 2016 baseline of 20% to 40%

Status in 2018

25%

of our senior management positions are held by women (see Appendix 1 for full dataset)

1. Improving gender balance

We focus on attracting, developing and retaining talented women.

2. Fostering a diverse and inclusive culture

Our approach to diversity goes beyond gender to build a truly diverse global workforce and an inclusive work environment.

1. Improving gender balance

We are committed to helping deliver the UN Sustainable Development Goal (SDG 5) that addresses gender equality both internally at RB and externally through the lives we touch. We want women and men to have equal opportunities in the workplace because we believe it is in society’s interest. Improving gender balance is a key focus area for all functions and management levels across RB.

In 2015, we introduced our DARE initiative to ‘Develop, Attract, Retain and Engage’ talented women.

Through focus groups and a quantitative survey, we developed a sound understanding of the reasons women drop off the talent bench when they reach a certain level of management. Work-life balance and international mobility while managing dual careers are some of the key issues that have been identified.

We have implemented several solutions that are helping us improve the retention rates of our female talent. This includes a tailored leadership development programme, global maternity leave policy, spouse and dual career support for international moves, and a mentoring programme for our senior female leaders. However, we recognise that there is still work to be done in 2019 and beyond.

In 2019, DARE will continue to focus on improving gender balance and developing and growing a sustainable and vibrant female leadership cadre.

Board diversity: At the end of 2018, the RB Board comprised three women and eight men. Although we have made significant progress in this area, we will continue to work to improve our Board’s gender diversity and, in line with the UK’s Hampton-Alexander Review targets, are aiming to reach 33% female representation on our Board by the end of 2020.

 [Click here for further information on gender balance and equal pay in RB’s UK gender pay gap reports.](#)

CASE STUDY

#HeDaresSheDares

DARE events, sponsored by Executive Committee members, attract both male and female participants, lending further support to the gender diversity drive within RB. In November 2018, RB ran the #HeDaresSheDares campaign to inspire all colleagues to share their stories on how they’ve broken gender stereotypes or helped support women to make progress.

The objective was to engage both genders in a dialogue to build a more inclusive workplace, recognising that to make real progress on gender parity and create a truly inclusive culture, companies need the support of both men and women at every level of their organisation.

Inspired by the UN #HeforShe campaign, RB has embraced the movement to create a conversation around inclusion and gender parity. #HeDaresSheDares involved participants posting a video on LinkedIn and ‘tagging’ colleagues to do the same, allowing the positive message to spread worldwide in the same viral way that the Ice Bucket Challenge did in 2014.

#HeDaresSheDares dominated LinkedIn for the week, with over 326 RB stories being shared. Over 1,500 employees were tagged and our CEO’s post had over 49,000 views.



[Click here for key diversity statistics in Appendix 1.](#)



Diversity and inclusion continued



CASE STUDY
RB Australia recognised for gender equality initiatives

RB Australia has been recognised, amongst 120 industry leaders, as an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency (WGEA) for 2017 and 2018.

The WGEA Employer of Choice for Gender Equality citation is a leading practice recognition programme that aims to encourage, recognise and promote active commitment to achieving gender equality in Australian workplaces. The WGEA programme was set up in 2014 to promote active commitment to achieving gender equality in Australian workplaces.

The assessment criteria analyses policies, systems and processes in areas such as:

- Leadership
- Learning and development
- Planned approach to removal of gender remuneration gaps and gender bias in decision making
- Flexible working and other initiatives to support family responsibilities
- Employee consultation
- Preventing sex-based harassment and discrimination
- Targets for improving gender equality outcomes

This recognition comes as a result of our ongoing commitment to the DARE programme, with a very strong and increased local focus on gender equality and creating a diverse and inclusive environment for our employees. The implementation of innovative initiatives for flexibility, access to paid parental leave for both mothers and fathers, supporting women in leadership, supporting men’s caring responsibilities and addressing gender pay gaps being the common themes.



+120
of women involved in the Accelerate programme

CASE STUDY
Accelerating female leadership development

The Accelerate programme was designed to enable women at manager levels to reflect on their current leadership style, build self-awareness and confidence and proactively develop their own careers.

Over 120 women have been through the Accelerate programme to date and the feedback has been extremely positive.

In 2019, we are extending the Accelerate programme to include female middle managers and senior leaders and will also be piloting a mixed gender group.

Diversity and inclusion continued

2. Fostering a diverse and inclusive culture

We have a broad approach to diversity. It's not only about gender diversity but also diversity of culture, diversity of thinking and how we make sure that we are a truly inclusive organisation.

We are committed to equality of opportunity in all areas of employment and business regardless of personal characteristics including, but not limited to, gender, race, nationality, age, disability, sexual orientation or religion. We are committed to providing a workplace environment where everyone has an equal opportunity to contribute to perform at the highest levels and realise their potential. This applies to all aspects of our employment policies and practices.

The Company operates within a corporate diversity and inclusion policy framework which is reviewed by the Executive Committee. The Board continues to promote diversity in its broadest sense and ensure that the Company's most senior executives, the Group Leadership Team in particular, are open to fresh thinking and includes people from different global backgrounds who bring new ideas to the table.

RB is proud to follow the recommendations of the Parker Review, published in October 2017, with at least one person from an ethnic minority on the Board. Our Executive Committee, comprising the most senior management level in the business, represents six different nationalities from across the globe, embodying our corporate diversity and inclusion policy.

The Company's wider global senior leadership community is made up of over 51 nationalities, representing a broad background of collective skills, cultures and experience. Globally, RB employees come from 124 different nationalities (as of 31 December 2018).

All RB employees understand their personal responsibility for ensuring that diversity policies and programmes are actively pursued, implemented and maintained.

A diverse company enables the business to better understand its opportunities and risks and to develop robust solutions to them. We believe that:

- Diversity is much broader than gender. It incorporates diversity of race, thought, experience, skills, understanding, perspective and age and also requires implementation at all management levels.
- Successful companies sell their goods and services to customers regardless of gender, race, ethnic group or religion and a diverse workforce should reflect its customers. A diverse management is more in touch with its customers' demands and staff concerns and provides different perspectives in devising successful business strategies.
- Inclusion is a matter of organisational culture largely set by example from the top. Company management that actively encourages diversity is better able to support inclusion across the organisation.

In 2019, we will continue our focus on inclusivity and diversity, reflecting our belief that an inclusive business is a successful one. We will continue to ask ourselves: are we including the broadest mix of gender, generations and geographies so that all ideas and styles are represented? And how can we build on our existing programmes and the progress made to date?



CASE STUDY

Bust Your Bias

We want to create a more inclusive culture where everyone feels valued and included. Unconscious bias and inclusive leadership are a core topic in RB's leadership development programmes, provided to over 1,500 managers in 2017 and 1,171 in 2018. We must ensure that our employees understand difference and recognise the impact that prejudice or biases at work can cause.

Research on neuroscience and unconscious bias proves that this has a direct link on performance. [#BustyouRBias](#) launched in October 2018 with the aim of initiating and facilitating conversation around these biases and working towards a more inclusive culture. For example, how do we become more aware of subtle biases that can negatively impact the way we see others and the decisions we make?

Diversity and inclusion continued

Appendix 1

Hires and employee turnover in 2018

at 31 December 2018 ¹	Total	Gender		Location			Age		
		Female	Male	Health	Hygiene Home	CHQ ²	<30 yrs	30–50 yrs	>50 yrs
New hires (total number)	9,271	4,367	4,904	5,911	3,122	238	3,825	5,160	286
New hires (rate)	25%	47%	53%	24%	27%	30%	41%	56%	3%
Total employee turnover (total number)	7,486	3,480	4,006	4,756	2,612	118	2,728	4004	754
Total employee turnover (rate)	20%	46%	54%	19%	11%	0%	36%	53%	10%

1 Based on data for 36,788 global Group employees, which is 86.56% of the average number of people employed by the Group during 2018

2 CHQ = Central Headquarters

Employment ratios by location and age

% at 31 December 2018	Location		
	Health	Hygiene Home	CHQ ²
Board	–	–	100%
Executive Committee	37%	13%	50%
Group Leadership Team	42%	48%	10%
Senior Management Team	58%	34%	7%
Global employees	67%	31%	2%

1 Based on data for 36,788 global Group employees, which is 86.56% of the average number of people employed by the Group during 2018

2 CHQ = Central Headquarters

Diversity

		2018
Nationalities in management – Board	Number at 31 December	4
Nationalities in management – Executive Committee	Number at 31 December	4
Nationalities in management – Group Leadership Team	Number at 31 December	13
Nationalities in management – Senior Management Team	Number at 31 December	54
Nationalities of global employees	Number at 31 December	124
Women employed – Board	% at 31 December	27
Women employed – Executive Committee	% at 31 December	14
Women employed – Group Leadership Team	% at 31 December	11
Women employed – Senior Management Team	% at 31 December	25
Women employed – global employees	% at 31 December	44

The Senior Management Team includes the Group Leadership Team. The Group Leadership Team includes the Executive Committee.

2018 global employed data for women and nationalities is based on data for 36,788 global Group employees, which is 86.56% of the average number of people employed by the Group during 2018.