

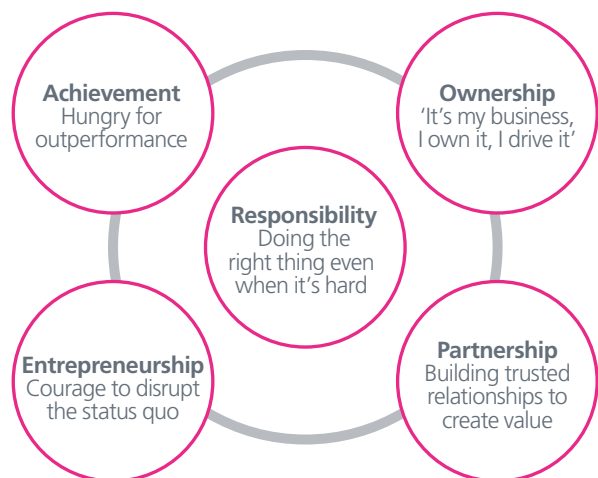


Our people

At RB, our vision is a world where people are healthier and live better. Our purpose is to provide innovative solutions for healthier lives and happier homes. And this starts with our people: we want our people to thrive and be able to be at their best at work and at home.

Our values

We want to make a difference every day. Our five core values help us to realise our vision and purpose and are key to our distinct culture.



1. Freedom to make a difference

Freedom. It's a word you'll hear a lot at RB. From day one you are given the freedom to test your entrepreneurial spirit. At RB, everyone is given the freedom to propose and explore innovations, and to use our global brands as platforms for their ideas. Freedom to make your mark and succeed. Freedom to advance, quickly.

2. Our unique culture

We employ outstanding people, who work in a unique culture that harnesses their passion and allows them to make a real difference. We have a strongly held belief in what we do, living five core values that unite us and drive our purpose of healthier lives and happier homes. They create an inclusive environment where we can all act with integrity, responsibility and consistency. They let us know what is expected of us, while giving us the autonomy to express ourselves and be at our best.

3. Leading for growth

At RB we don't measure ourselves against other people. We just push ourselves to be better than the day before. It is this determination and focus on self-improvement that helps us all grow and to deliver innovations that really disrupt the market. We are continuously investing in our people and our technology to ensure that we continue to improve, as individuals and as RB, day by day, year on year. Our passion to succeed helps us to outperform.

4. Winning partnerships

Internally and externally, we partner to ensure that we get to the best solutions for our people, for our consumers and for society as a whole.

1. Freedom to make a difference

Engaging our people in our vision and giving them the freedom to lead initiatives is just one way that we live our purpose. Every RB colleague has the ability to make suggestions on how we can innovate and improve. Many of our product innovations come from team members.

We are also proud supporters of One Young World (OYW) which brings together young people across the world to discuss and work on global social, human and environmental issues. As a result of our partnership with OYW over the last few years, our ambassadors who attended have developed and launched a number of innovations, such as Project Oscar tackling neonatal jaundice in Vietnam and Unfiltered, which is an app providing sexual education to refugees.

These innovations have been brought to life by passionate purpose-led OYW ambassadors. Our OYW Purpose Council has been set up to ensure that we continue to focus internally and externally on leveraging our global brands to tackle global issues.





Our people continued

As a responsible, global organisation, we give our people freedom within a framework. We set clear expectations of ourselves and others and empower and trust our people to deliver.

We have a number of key policies which set common global standards across RB:

- **Code of Business Conduct.** RB's Code of Business Conduct governs standards of conduct and applies to all RB employees globally, our Board and RB's contractors.



[Click here to read our Code of Business Conduct.](#)

- **Health & safety.** We are committed to providing a safe and healthy working environment for all our employees.



[Click here to read about our approach to health & safety.](#)

- **Diversity and inclusion.** We believe in equal opportunities, equal pay for equal work and the value that a diverse and engaged workforce can bring.



[Click here to read more about our approach to diversity and inclusion.](#)

2. Our unique culture

Our values are our moral compass that guide our behaviours and actions.

Providing an environment and culture in which employees can and want to give their best is a priority. We focus holistically on employee wellbeing, encouraging our people to live healthier lives through our employee wellbeing programme liveyouRBest.

We regularly seek feedback from employees on a variety of matters and in a variety of ways. Key information sharing channels include Town Hall meetings and RB's Company-wide intranet which connects employees with each other and provides the latest news and happenings in the RB universe.

Communication and two-way dialogue is achieved through various forums, listening sessions with leaders and focus groups.

Our 'Culture Pulse' survey provides valuable feedback on where we need to focus. In summer 2018, nearly 27,000 employees participated, which was a response rate of approximately 75% for those receiving the survey. The results showed that 86% are immensely proud of being part of RB – a sector-leading result.

Our core values of Responsibility and Ownership are key attributes of our unique culture. Our people rated both highly, identifying acting with integrity, putting the safety of employees and consumers first as key priorities and reported feeling empowered to do the right thing and run the business. The high levels of freedom in decision making and taking initiative exceed those seen elsewhere in the sector.

These results have a real impact. The results – both positive and negative – are discussed in focus groups across the organisation, including with leadership teams. In this way, they inform priorities and targeted actions across RB. Our culture continuously improves.



[Click here for key statistics on our employee engagement surveys in Appendix 1.](#)

Our people continued

3. Leading for growth

As a business we are focused on driving outperformance. This is dependent on having great people who have the skills, capability and knowledge to outperform in their roles. We build functional and leadership capability at all levels, ensuring that managers can effectively inspire and enable their teams. This includes increasing self-awareness, leading with purpose as well as coaching, feedback and basic management skills.

We have an experience-based approach to development, moving our people into new roles and geographies. Many members of our management teams are working outside of their home country. We support this with appropriate development and training including leadership skills and coaching. As part of the annual performance development review (PDR), all employees have the opportunity to discuss their performance, development and career aspirations with their manager.

We provide site level, regional, area and global capability enhancement programmes on functional competencies and leadership skills. This is further enhanced by e-learning and blended learning programmes that are available for all employees and are phone and tablet friendly. For example, around the world in 2018, we provided courses in leadership, unconscious bias, diversity, project and organisational change management, managing the P&L, sales, digital and e-commerce, crisis management, and many more. Other training programmes included health and safety, environment, quality, adverse events and compliance training events. We review and enhance our curriculum every year based on the capability we need to develop.

In 2018, we launched learn.rb.com, which means it's easier and quicker for our people to access learning than it's ever been before. This modern learning experience platform provides bite-size learning and helps to build key capabilities across RB.

 [Click here for key statistics on our employee training and development in Appendix 1.](#)


Further information on Director induction and training can be found in RB's Annual Report.


 [Click here to read our 2018 Annual Report.](#)

4. Winning partnerships

Partnership at RB is all about building trusted relationships to create value. We know that no one has all the solutions, so we partner with others internally and externally to find them.

Our commitment to respecting the right to freedom of association is embodied in our global Code of Business Conduct and Policy on Human Rights and Responsible Business available on rb.com. RB fully complies with all applicable global and local laws regulating collective bargaining and recognises the right to freedom of association. This means that, consistent with the law and with Company policy, employees shall have the right to assemble, communicate and join associations of their choice, or not. As of 31 December 2018, approximately 30% of full-time RB employees are covered by collective bargaining agreements.

 [Click here to read our Code of Business Conduct.](#)

 [Click here to read our Policy on Human Rights and Responsible Business.](#)





Our people continued

Appendix 1

Employee engagement

Please see section 2 'Our unique culture' for further information about RB's Culture Pulse employee survey and outcomes.

Employee engagement	Unit	FY2015	FY2018
Employee engagement	% of actively engaged employees	61	66
Data coverage	% of total employees	77	75

Note: the Culture Pulse employee survey is not undertaken annually.

Training and development

Please see section 3 'Leading for growth' for further information about RB's approach to training and development.

- We have a continued focus on building leadership capability at all levels through consistent delivery of our core training programmes.
- RB employees have undertaken over 64,000 hours of training in 2018, of whom 52% were male and 48% were female.
- 68% of this training was undertaken by those becoming a line manager for the first time. Millennials accounted for 56% of this training.
- There was a broadly even split across functions in training, i.e. 48% was in back office functions (Finance, HR, IT) and 52% in frontline functions (Sales, Marketing).
- Similarly, the split of training between 'developing' markets and 'developed' markets was broadly even, at 52% and 48% respectively.