



Diversity and inclusion

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PROGRESS AGAINST AIM

Aim

40%

women in senior management positions by 2022†

Progress

26%

We believe a good business is one that represents the world we live in, in all its diversity.

Becoming more diverse and inclusive

We know that often our best ideas come from when we put the needs of our consumers and people first and that building shared success is easier when you seek and include a rich variety of perspectives.

We're working to improve our diversity in two main ways. Firstly by fostering a truly inclusive culture where difference is valued and embraced. While we know we still have a number of global and regional challenges to overcome, we're determined to become a more diverse and inclusive business where our people have the freedom to be themselves. And secondly, we are continuing to focus on gender diversity by attracting, developing and retaining more talented women, particularly at senior levels.



Gender balance at RB

Improving our gender balance is critical for us, from our hiring policies through to our leadership development and succession planning.

2019 achievements

Although just under half of our employees are women, we are less balanced at senior leadership level. We're working hard to close the gap through various initiatives from mentoring and development schemes for women to insisting on gender-balanced shortlists for all open positions. Whilst we have made good progress, we have more work to do to achieve our 2022 objective.

- Our Group Board consists of four women and seven men, meaning women make up 36%.
- RB Health India increased its representation of women in the sales division from 12 in 2017, to 54 in 2019, a promising upward trend.
- RB Pakistan won a Special Recognition award in the category of 'Leadership & Strategy' at the Women Empowerment Awards organised by #OICCI (Overseas Investors Chamber of Commerce and Industry).
- RB Australia won the WGEA Employer of Choice for Gender Equality Accreditation. They also pledged their commitment to gender pay equity by becoming a WGEA Pay Equity Ambassador.
- RB Mexico obtained two certifications: HRC Equidad 2020 (HRC Equity) Mejores Lugares para Trabajar LGBT (Best Places to Work – LGBT), while RB Colombia achieved second place for 'advances in gender equality' in the PAR ranking, which measures companies across Latin America.
- DARE, our programme for developing, attracting, retaining and engaging talented women, is one the key initiatives that are helping us create the right culture and move towards our targets. Read more about DARE on page 3.

† Assured by ERM CVS as part of their limited assurance scope; for details, see our [Sustainability governance, reporting and assurance insight](#).

Diversity and inclusion continued



Embracing diversity

Diversity and inclusion is about much more than gender alone – it's about building a workforce that reflects a society and fosters a culture where our people have the freedom to be themselves. It's about offering equal opportunities in the different countries and cultures we live and work in. We are committed to offering equal opportunities in all areas of our business to everyone, regardless of their personal characteristics including but not limited to gender, race, nationality, age, disability, sexual orientation and religion.

Diversity across RB employees



Developing talented women through DARE

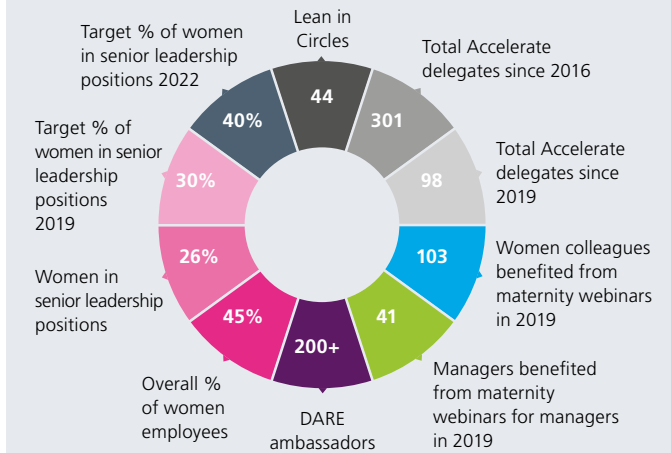
Launched in 2015, the DARE programme addresses key issues such as work/life balance and international mobility and is helping us to improve gender balance across RB, particularly at senior management level.

Through focus groups and a quantitative survey, we developed a sound understanding of the reasons why 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 we identified, and we've 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 women leaders.

- Lean In Circles – we have 44 of these internal inspirational networking circles for women across our global business. They are an informal opportunity for women to connect, share stories and insights to help support other women. Some of the circles are mixed gender, reinforcing our male colleagues' commitment to supporting women at RB to succeed.
- Maternity webinars – 103 female colleagues and 41 managers benefited from these in 2019. These webinars are available online to employees via the Company intranet. Topics cover: what happens before your maternity leave, returning from maternity leave, a webinar specifically for managers of those going on maternity leave, and a webinar for new fathers.
- Many regions have a DARE 'pledge for progress' commitment to provide a focus area for improvement based on individual market needs. Pledges range from the launch of more Lean In Circles and mentoring expansion to more targeted initiatives that remove the barriers preventing women from achieving their full potential at work. Examples include our Travel Safe policy in India, which provides self-defence training to create a safer environment for women outside the office, and our iBelong programme for women in sales in remote locations.

Women at RB today



Diversity across RB employees

		2019
Nationalities in management – Executive Committee	Number at 31 December	5
Nationalities in management – Group leadership team	Number at 31 December	14
Nationalities in management – senior management team	Number at 31 December	55
Nationalities of global employees	Number at 31 December	120
Women employed – Executive Committee†	% at 31 December	11
Women employed – Group leadership team†	% at 31 December	11
Women employed – senior management team†	% at 31 December	26
Women employed – global employees†	% at 31 December	45

The Senior management team includes the Group leadership team (GLT), the GLT includes the Executive Committee.

2019 global employed data for women and nationalities is based on data for 37,771 global Group employees, which is 90% of the average number of people employed by the Group during 2019.

† Assured by ERM CVS as part of their limited assurance scope; for details, see our Sustainability governance, reporting and assurance insight.

Diversity and inclusion continued



Accelerate

Our Accelerate leadership development programme is a key part of DARE and aims to help female leaders to build confidence, self-awareness and proactively develop their own careers. In 2019, 98 people took part, bringing the total since 2016 to 301.

We have evolved the programme into three areas:

1. Accelerate – this three-day workshop helps aspiring female leaders build their strengths and develop strong support networks.
2. Accelerate Advanced – this two-day workshop helps more senior female leaders develop strategies for achieving their own career goals while supporting others.
3. Accelerate your career – mixed-gender programme for talented men and women to develop strategies for achieving their own career goals while supporting others.

Closing the gender pay gap

Comparison with 2018

Here is the overall gender pay performance across all our UK operations in comparison to 2018.

As of April 2019, the median gap has moved slightly from -4.5% in favour of RB females to -3.8%. The RB UK mean gap has reduced from 7.9% in 2018 to 6.8% in 2019.

RB's gender bonus gaps have decreased year on year. The median gap has changed from 25.2% in 2018 to 19.6% in 2019 and the mean gap from 81.3% to 73.8%.

Comparison with the UK national picture

While no company can be happy with a gender pay gap, RB's 2019 gender pay data compares favourably with the national picture (ONS). Our full and part time RB median gap GPG is -3.8 % vs 17.3% UK nationally (ONS 2019). Our full and part time RB mean gap is 6.8% vs 16.2% UK nationally (ONS 2019).

Going beyond UK gender pay reporting requirements

We're a business committed to doing the right thing, and gender equality is key for us and society. We want to be at the forefront of increasing transparency, and reporting gender pay for more markets reflects this ambition. The total RB population covered by our 2019 voluntary gender pay gap reporting initiative is almost 50% of our global employees, as we've reported on our five biggest markets, including the UK.

Gender pay gap [†]	Mean difference	Median difference
US	2.0%	-9.6%
China	13.2%	19.0%
India*	-56.0%	-138.0%
Mexico	4.8%	-32.0%

* A negative number represents a gender pay gap in favour of women.

† Our RB 2019 gender pay data has been independently assured by Deloitte.

Supporting inclusion

Each year, our Executive Committee reviews our diversity and inclusion policy. In 2019, we updated our parental leave policy with a number of new benefits: 26 weeks of paid maternity leave (up from 16 weeks) and four weeks of paid paternity leave, with the option of four more weeks unpaid leave. It also includes increased leave for parents of premature babies. And we're offering more support for mothers coming back to work, such as a mentor for six months and over 100 wellness rooms, where new mothers can express milk in comfort and privacy so that they can continue to breastfeed. We have also made it clear that these benefits are open to all new families, LGBTQ+ employees, as well as adopting and surrogacy families.

To foster a more inclusive culture at RB, we run initiatives to help our employees understand difference and recognise the impact that bias might have on their decision making. Our annual compliance training includes an inclusive culture module for all employees which covers unconscious bias. More than 330 of our most senior managers went through inclusive leadership training in 2019.



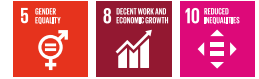
CASE STUDY

HELPING INDIA BECOME A MORE INCLUSIVE WORKPLACE FOR WOMEN

One of the key elements of building a truly diverse and inclusive organisation is understanding unconscious bias. The leadership team of RB Hygiene South Asia spent two days in a session run by an industry expert. The team discussed the head, hand and heart approach of diversity, which also included the business case for diversity. Towards the end of two days the leadership team committed to a broad action plan to make the workplace more inclusive, diverse and safe. As a next step in this movement, 20 direct reports have been trained and will run sessions within the organisation.

The Healthcare leadership team participated in a workshop using theatre to uncover unconscious bias among leaders. The content was customised to RB and identified specific behaviour to create a more inclusive workplace. As a next step, function-wise plans were created to model and sustain inclusion. The team had great feedback on the workshop and have taken additional steps to make inclusive leadership part of RB India.

Diversity and inclusion continued



Diversity at the top

We believe in leading by example and are working hard to improve the wider diversity of our leaders at RB.

At the end of 2019, our Board consisted of four women and seven men, from four different nationalities in line with the recommendations of the Hampton-Alexander review. There is one Board member from an ethnic minority, in line with the recommendations of the Parker Review. Our Executive Committee, the most senior management level at RB, includes five different nationalities. And globally, our senior leadership community is made up of over 55 nationalities, representing a broad background of skills, cultures and experience. Our employees at all levels represent 120 different nationalities.

Looking ahead – 2020 and beyond

As we roll out our new strategy and compass, people and diversity will be at the forefront of RB. We will continue to strive towards our goal of placing more women in leadership positions and our focus on fostering a more inclusive culture at RB, ensuring our people have the freedom to be themselves.

Listening to our stakeholders

Reporting effectively across our many sustainability issues and providing regular updates on our programmes and activities is always a work in progress. So we appreciate your feedback – what should we keep doing, and where can we do better?

Email us at sustainability@rb.com.

Or write to:

The Sustainability team

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