



Our people

Our people

RB's purpose unites us all: to protect, heal and nurture in the relentless pursuit of a cleaner and healthier world. Our employees have the freedom to succeed through our values – it's our people who bring our unique culture to life.

Enabling our people to thrive

Our culture is supported by a unique set of values and it all starts with our people – a growing community of over 42,000 diverse and talented individuals based across the world. By attracting and retaining the right people and by nurturing an inclusive culture, we aim to enable our people to be at their best at work and at home. We recently unveiled a clear strategy that has outlined a new set of values for RB.

Our values

- **Do the right thing. Always.**
- **Put consumers and customers first**
- **Seek out the new opportunities**
- **Strive for excellence**
- **Build shared success**

Our new culture celebrates what has made RB successful and sets out what is required for sustainable growth and success in the future. Most importantly, this strategy needs people to bring it to life who feel inspired to trust in the direction it takes us – people who are driven to do the right thing, always.

A key focus for RB is championing a diverse workforce, clearly focused on gender balance. We have programmes in place to attract and develop talented women and support our people in areas such as work-life balance and international mobility. See our [Diversity and inclusion insight](#) for more details.



2019 highlights

2019 saw a lot of change at RB, with our new CEO and a number of improvements all focused on making RB an even better place to work.

- **Freedom to Succeed** – we rolled out our new employee value proposition to celebrate our unique culture across all our sites, sharing stories from employees about what it's really like to work at RB and inspire others.



- **New global parental leave policy** – our extended parental leave policy makes us one of the most supportive FTSE 100 companies. This offers new parents 26 weeks' minimum of paid maternity leave (up from 16 weeks), and with an option for a further 26 weeks of unpaid leave. It also increases paternity leave for new fathers and partners to four weeks' paid leave, with the option of four more weeks of unpaid leave. It 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 and continue to breastfeed in comfort and privacy. With some differences in some countries depending on local legislation, these benefits are open to all new families, LGBTQ+ employees, as well as adopting and surrogacy families.
- **Recruiting entrepreneurs with purpose** – over 19,000 students from 13 markets registered for the 2019 RB Global Challenge, a graduate competition for business ideas with a social purpose, which also helps us find and attract future talent. (See case study on next page.)
- **State-of-the-art £105 million science and innovation centre** – newly opened in Hull, this will become our global technical innovation hub for consumer health products such as Nurofen and Strepsils. As well as being an inspiring, modern place to work, it's driving increased collaboration and innovation and has created 200 new jobs. Through our partnership on the MSc in Pharmacology and Drug Development course, we are providing graduate students at the University of Hull and York Medical School with practical knowledge to support their studies.



CASE STUDY

RB GLOBAL CHALLENGE ATTRACTS NEW TALENT

Now in its sixth year, the RB Global Challenge has grown from a local Indian competition into a global graduate recruitment tool. University-age students are challenged to come up with a business idea based on an RB product that shows performance, profitability and social purpose. In 2019, over 19,000 students registered for the challenge across 13 markets – with the winners from Bangladesh impressing the judges with a biodegradable lunch box with a hand sanitiser in its lid. In 2019, we made 50 job offers to young people around the world as a direct result of the challenge.

Our global workforce

Employment ratios by business unit

% at 31 December 2019 ¹	Business unit (excluding contingent workers)		
	Health	Hygiene Home	CHQ ²
Board	–	–	100%
Executive Committee ³	14%	14%	71%
Group leadership team	50%	38%	12%
Senior management team	60%	33%	7%
Global employees	68%	30%	2%

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 2019, 20% of our employees are represented by an independent trade union or covered by collective bargaining agreements.

Hires and employee turnover

at 31 December 2019 ¹	Gender (excluding contingent workers)				Location (excluding contingent workers)			Age (excluding contingent workers)				Contract type		
	Total	Women	Men	Not recorded	Health	Hygiene Home	CHQ	<30 yrs	30–50 yrs	>50 yrs	Not disclosed	Permanent	Temporary	Third party contracts
RB employees (total number)	37775	16854	20897	24	25521	11441	813	8575	24640	4270	290	36650	1125	6168
New hires (total number)	8521	4216	4283	22	5609	2703	209	3846	4127	252	296	7079	1442	5768
New hires (rate) %	23%	25%	20%	92%	22%	24%	26%	45%	17%	6%	102%	19%	128%	94%
Total employee turnover (total number)	7462	3491	3969	2	4755	2587	120	2448	4256	632	126	6692	770	4934
Total employee turnover (rate) %	20%	21%	19%	8%	19%	23%	15%	29%	17%	15%	43%	18%	68%	80%
Voluntary leavers	4966	2367	2598	1	3291	1575	100	1623	2918	372	53	4691	275	4933
Percentage of voluntary leavers %	13%	14%	12%	4%	13%	14%	12%	19%	12%	9%	18%	13%	24%	80%
Involuntary leavers	2496	1124	1371	1	1464	1012	20	825	1338	260	73	2001	495	1
Percentage of involuntary leavers %	7%	7%	7%	4%	6%	9%	2%	10%	5%	6%	25%	5%	44%	0%

¹ 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.

² CHQ = Central Headquarters.

³ Numbers do not equal 100% due to rounding.

Our people continued



Freedom within a framework

While giving people the freedom to succeed is at the heart of our culture, this is always within a framework. We have clear expectations and policies which set global standards across our organisation. These include our [Code of business conduct](#), as well as our [Health and safety](#) and [Diversity and inclusion policies](#), which you can read more about in the related insights.

Reward

Our employees enjoy a variety of benefits at RB. Some are linked to role and performance, such as salaries, bonuses and long-term incentives. Others – such as pension and medical care plans, yearly health checks, and health, accident and disability insurance – provide important stability for employees and their families. Benefits vary depending on where they work and are reviewed regularly to ensure that they are competitive in the local market.

Salary and bonus

Our pay for performance philosophy is applied consistently through the organisation, with employees paid for their role and location, with internal pay equity, pay ranges and external market benchmarks taken into account. Our reward philosophy is that for on-target performance, total cash (i.e. salary plus bonus) is competitive compared to market practice, but with a high proportion of variable pay to drive outperformance and creation of shareholder value.

- Salary increases are determined by individual performance ratings with any adjustments based on benchmarking. Country-specific conditions such as inflation are also taken into account.
- Our Annual Performance Plan is operated consistently across the organisation, and has more than 14,000 employees participating.
- In line with the Executive Directors, bonus pay-outs are based on RB's financial performance, with all employees being incentivised on net revenue and a profit measure, which varies based on role. In addition, some roles have a third measure related to market share, net working capital or innovation.
- We also operate local bonus plans, for example for employees in sales and factories.

For more details and information on how we pay our executives, please refer to the [2019 Annual Report](#). For details of gender pay, please see our [Diversity and inclusion insights](#) paper and our separate gender pay report.

Share ownership

Our award-winning employee share plan recognises the role everyone plays in driving our growth by offering colleagues the opportunity to share future financial rewards. The three-year scheme enables employees to buy shares at a 20% discount, saving anything from £5 to £500 each month. As people can take back the amount they've saved at any time, the plan is risk-free. In 2019, 7,500 people signed up for the scheme to bring the total involved to 20,833, more than 55% of our global employee population.

RB RECOGNISED AS A UK LIVING WAGE EMPLOYER

RB has been voluntarily paying the UK Living Wage to all its employees and onsite contractors for a number of years. Our recent Living Wage commitment formally recognises that RB guarantees a minimum hourly wage of at least £9.30 in the UK.

This rate is higher than the government minimum for over 25s, which currently stands at £8.21 per hour. The real Living Wage is the only rate calculated according to the cost of living. It provides a voluntary benchmark for UK employers who want to make sure their staff earn a wage they can live on, not just the government minimum. Since 2011, the Living Wage movement has delivered a pay rise to over 200,000 people and put over £1 billion extra into the pockets of low-paid workers.

Developing talent

As an ambitious business continually striving to improve, we need to make sure our people have the skills, capability and knowledge to perform at their best every day. All RB employees have a performance review each year to review their skills, ability and performance against personal and business objectives. It's also a chance for them to talk to their managers about where they want to go with their career and to give their manager feedback on their performance. As part of our Talent Assessment process, the output of these reviews helps us to identify people who have the potential to take on different or more senior roles in the future.

We believe in helping our people develop through experience and often move colleagues into new roles and new geographies as they grow. RB's unique International Transfer Policy is key to ensuring global mobility, which is a critical part of RB's career development and our culture. We offer benefits such as international healthcare, international pension, school fees, tax return support and home leave provided to foster ongoing mobility.

Continual learning

RB supports this 'learning by doing' with training and coaching. Our digital learning platform, launched in 2018, has made it quicker and easier for our people to access learning, even when they're busy, with bite-sized learning modules. This includes training and development programmes at site level together with regional and global capability enhancement programmes on functional competencies and leadership skills.

In 2019, RB employees accessed training through our online platform on things like leadership, unconscious bias, diversity, project and organisational change management, managing budgets, sales, digital and e-commerce and crisis management. Combined with other learning programmes in areas such as health and safety, environment, quality, adverse events and compliance training events, our employees participated in more than 241,679 hours of training in total in 2019.

RB CERTIFIED AS A TOP EMPLOYER IN THE UK

In 2019, RB was recognised as a Top Employer company in the UK, an external certification that reviews and recognises our people practices.

This is an important recognition that we are taking positive steps towards a more flexible and people-oriented employment culture that celebrates diversity. It's also a shared commitment between the business and our employees to create a working environment where people not only want to work but want to grow, both personally and professionally, with a feeling of purpose.

Our people continued



Listening to our people

We regularly check in with our employees through Town Hall meetings and our intranet which connects our employees with each other and the latest news from the RB universe. We also run forums, focus groups and listening sessions with leaders so everyone can have their say.

To date our employee survey, Culture Pulse, has been run every other year. In 2018, around 75% responded to the survey, with 86% saying they were proud to work for RB. This is sector-leading, with RB employees having levels of pride 12 points higher than peers in comparable FMCG businesses. 66% of employees reported that they feel “actively engaged” or “engaged” out of the total number of employees who participated in the survey.

This year, we’re moving to more frequent Pulse surveys, enabling continuous listening to employees so that managers can move quickly where we need to improve.

Speak Up, our confidential online and freephone service, is a safe channel for employees to voice their concerns about violations of our policies and any unethical behaviour. You can read more about this in our [Business conduct insight](#).

Living our purpose

We know that our people care about the world at large. Much of the discussion on our internal social channels is around important issues such as climate change, sustainability, equal opportunity and women leaders. So we offer employees a number of ways to help our brands tackle global issues.

One Young World

We’re proud supporters of One Young World, a programme bringing together young people from around the globe to discuss and try to solve the big environmental, social and human problems we face. This year’s One Young World Summit seemed especially relevant against the backdrop of youth climate protests sweeping the world. The 50 RB delegates at the London event returned with ideas that will help direct the future purpose of RB’s business.

Part of the One Young World programme is Lead 2030, the world’s biggest prize fund for young leaders working towards achieving the SDGs. RB sponsors the challenge in two SDG categories – zero hunger, and clean water and sanitation. The winners of each receive \$50,000 to fund their initiative, along with mentorship from RB.

A 2018 winner, Bonita Sharma, was part of the RB delegation this year as one of its ten scholars. She was also named among the BBC’s 100 most inspiring and influential women of 2019. Her work in Nepal to improve women’s education and empowerment included a project to reduce child deaths from malnutrition by supplying new mothers with a bracelet with different coloured beads that remind them what to feed their babies. Our partnership also led to the launch of our One Young World Purpose Council made up of 94 people from 20 countries within RB. The team work to develop new and scalable solutions to the challenges of sustainable development, using our brands to tackle issues like health and hygiene.

Liveyourbest

In 2017 we launched the liveyourbest initiative, focused on employee wellbeing. With four pillars – emotional, physical, community and financial – liveyourbest provides a wide range of tools to help employees thrive. The decentralised nature of the programme means that RB markets and colleagues across the world can focus on the activities that are most applicable to their individual circumstances.

In 2019, recognising the growing challenge society faces on mental health, RB strengthened the liveyourbest campaign with a focus on emotional wellbeing. One of the measures introduced was training more than 60 mental health first aiders across our UK sites. They are available to talk to anyone whenever there is a need and form an ambassadors network for mental wellbeing. The first aiders are involved in monthly meetings where they discuss how to improve wellbeing at work including:

- understanding what triggers stress and poor mental health, to anticipate and solve problems
- how to better connect with others to help deal with sadness or anger
- how to switch off to create the right balance between work and life
- how exercise, diet and sleep contribute to better health.

Our intranet site, Rubi, includes specialised content from the Liveyourbest team, links to articles from experts, training modules and wellbeing podcasts.

This new approach has raised awareness of mental health and emotional wellbeing, supporting people both at work and at home.

Looking ahead – focus for 2020 and beyond

In 2020, we are aligning our people plan to support our new business strategy. Our aim is to help our teams reinforce our purpose to protect, heal and nurture in the relentless pursuit of a cleaner, healthier world.

As a leader in both hygiene and health, RB is uniquely positioned to provide tangible assistance to consumers, governments and healthcare authorities on COVID-19. While doing so, keeping the RB family safe is one of our key priorities, and where required we have put in place alternative working arrangements. We will continue to monitor the situation around the world, responding decisively to events as and when they develop.

We will be making employee assistance programmes available to all employees, putting a hotline in place for 60 days for countries who do not currently have access. The programmes offer confidential access to telephone support with an impartial and independent professional adviser, to discuss issues like stress, trauma, anxiety, grief and financial concerns. The service is available in multiple languages.

Finally, to strengthen our capabilities, we’re relaunching academies in key areas to support our new strategy, including:

- Digital
- Ecommerce
- Sales & marketing

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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