

## **Reckitt Benckiser Group plc - Board Diversity and Inclusion Policy**

Reckitt understands the importance and value of diversity, and the Board's role in driving inclusion and diversity across the Company. We are committed to creating and sustaining a culture that reflects the diverse communities we serve and provides equal opportunity and support for all to utilise their experiences and skills to contribute to the Business.

We believe a key driver in delivering our diversity and inclusion commitments is through the Board and its sub-committees. The Chair, supported by the Nomination Committee, leads the Board diversity and inclusion agenda and sets measurable objectives aimed at continuously improving diversity and fostering an inclusive culture. The Board is committed to creating an environment where all Directors feel empowered to contribute fully, ensuring richer debate and better decision-making. This Board Diversity and Inclusion Policy sets out the Company's approach to achieving and sustaining a diverse and inclusive Board of Directors at Reckitt Benckiser Group plc.

### **1. Policy Objectives and Monitoring**

The Board and Nomination Committee supports the Chair in leading the Board diversity and inclusion agenda with the aim of continuously improving diversity and inclusion across the Company.

The Nomination Committee regularly reviews and assesses the Board's structure, size and composition, including the balance of skills, gender, experience, tenure, ethnicity, perspectives, independence, knowledge, professional and social background, personal and cognitive strengths and diversity between Directors. It recommends to the Board any changes deemed necessary, to ensure the Board remains effective, inclusive, and reflective of the communities we serve.

In making its recommendations to the Board, the Committee has due regard to the UK Corporate Governance Code, FCA Policy on Diversity and Inclusion on Company Boards and Executive Management, the Parker Review and the FTSE Women Leaders Review (formerly Hampton-Alexander Review) and aspires to comprise:

- at least 40% women on the Board;
- at least one of the senior Board positions (Chair, Chief Executive, Chief Financial Officer or Senior Independent Director) is a woman; and
- at least one director from a non-white minority ethnic background;

it being acknowledged that in periods of Board change, there may be times when this balance is not maintained.

## **2. Policy Review**

The Nomination Committee will review the Policy annually, or as appropriate, to reflect best practice and to ensure that it continues to be fit for purpose. The Nomination Committee will discuss proposed changes to the Policy and will recommend any such changes to the Board for consideration and approval.

## **3. Reporting**

The Nomination Committee will report annually, in the Company's annual report, on the process it has used in relation to Board appointments and will include a summary of the Policy and any progress that has been made towards achieving objectives set.

Approved by the Board on 19 November 2025