

# MOVING FORWARD



Our cultural transformation in support of Reckitt's strategic goals is progressing well. Our focus on and investments in inclusion, wellbeing and our people are inspiring and equipping them to fight for a cleaner, healthier world.

## EVOLVING OUR CULTURE

In support of our strategy and to reflect our stance as a purpose-driven, consumer-centric business we are evolving our culture. At the same time, we are continually assessing how best to enable and deliver exceptional business performance, while adapting to the changing social priorities in a COVID-19-affected environment.

The cultural change underway at Reckitt builds on our best qualities. We've always been known for our dynamic culture, united by a shared sense of ownership and focused on action

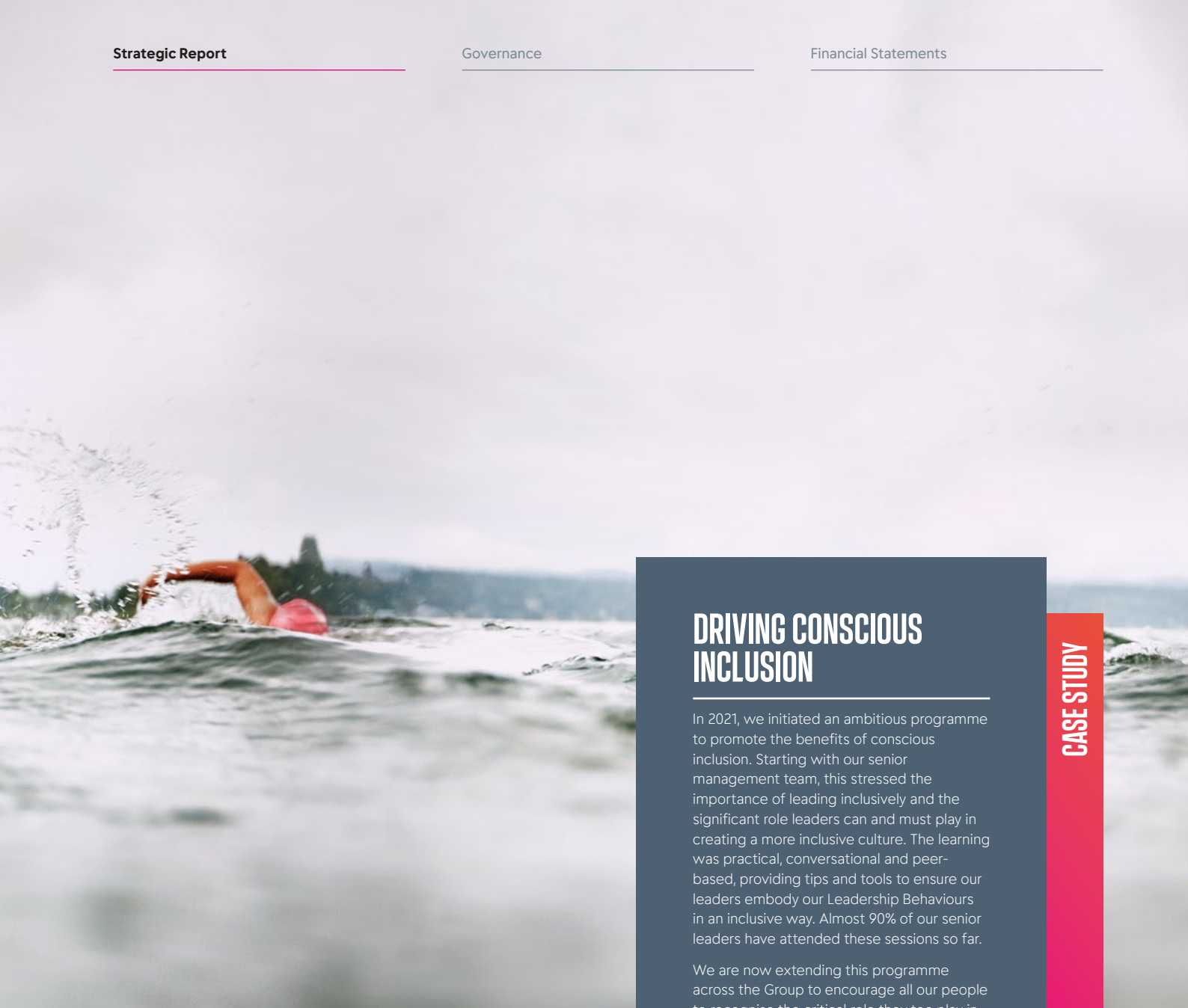
and achievement. Reckitt has long been recognised as a place where people take responsibility for making things happen. That drive for delivery and innovation is now even more strongly combined with a sense of purpose. We're responsible for our impact in the world and we want to make a real, positive difference.

There's a groundswell of support for our Purpose, Fight and Compass. We are more focused than ever on fulfilling Reckitt's potential. We take care of each other and recognise we all have a part to play in making access to the highest-quality hygiene, wellness and nutrition a right, not a privilege. An inclusive, dynamic and collaborative culture is at the heart of our strategic transformation.

## LEADERSHIP AT RECKITT

We aim, through our cultural transformation, to drive performance through our Purpose and unleash the true potential of our people. Leadership is key to realising our cultural ambitions and achieving sustainable outperformance.

Using our Compass as the starting point, we've defined Leadership Behaviours that capture Reckitt's uniqueness, capitalise on our strengths and stretch us where we still need to shift the dial.



At Reckitt, we Own, Create, Deliver and Care. Our leaders must embody these behaviours. We grow leaders who know their business and **Own** their decisions while living our Purpose and Compass every day. **Create** reminds us to relentlessly build better and seek out new opportunities that put people and consumers first.

**Deliver** encapsulates our commitment to superior execution. Getting things done and joining forces to win bigger are more important than personal kudos. We act boldly and at pace, focusing on what matters to make things happen.

**Care** is about making sure we have due concern for the people we work with as well as the world around us. We speak directly with respect, actively involving, including and listening to other voices, and are ready to learn from others.

We are systematically reinforcing these behaviours through our people, policies and practices, including in our leadership development curriculum, all-employee survey and personal development tools.

Our leadership development ethos is that leaders grow leaders. We made sure senior leaders understood and adopted the

## DRIVING CONSCIOUS INCLUSION

In 2021, we initiated an ambitious programme to promote the benefits of conscious inclusion. Starting with our senior management team, this stressed the importance of leading inclusively and the significant role leaders can and must play in creating a more inclusive culture. The learning was practical, conversational and peer-based, providing tips and tools to ensure our leaders embody our Leadership Behaviours in an inclusive way. Almost 90% of our senior leaders have attended these sessions so far.

We are now extending this programme across the Group to encourage all our people to recognise the critical role they too play in creating an 'everyone' culture. The learning includes e-workouts, market-wide round-tables and smaller team discussions.

In 2022, we will continue the learning by embedding this philosophy into our ongoing leadership curriculum.

CASE STUDY

behaviours first so they can act as role models for their peers and colleagues. By the end of 2021, over 600 of Reckitt's global and regional leaders had participated in the programme.

To help Reckitt leaders understand how their leadership measures up to these expectations, evaluation of their performance against the behaviours and feedback from their teams is part of their annual performance reviews.

## GENDER PAY REPORTING

In the United Kingdom, gender pay reporting is a legal requirement. This reporting highlights any difference between the average hourly wages of the company's male and female employees in the UK. We see this as a welcome move towards equality and transparency.

In 2020, Reckitt was one of the first UK companies to start reporting on a global basis. We now share data on our nine largest markets, covering over 70% of our working population. For further information see our 2021 Gender Pay Report at [www.reckitt.com/sustainability/fairer-society/gender-pay](http://www.reckitt.com/sustainability/fairer-society/gender-pay).



CASE STUDY

## A DIVERSE, INCLUSIVE CULTURE

Our ambitions for a cleaner, healthier world are advanced in a fairer society. By embracing our diversity we help build a more inclusive world.

We are nearly 40,000 people of 120 different nationalities. We operate in 60 countries that span six continents. Inclusion is fundamental to our success, both internally and externally.

We are actively creating an environment where all colleagues feel able to participate fully, bring their best self to work, and realise their potential. And Reckitt is better placed to have a positive impact in the world when we represent and reflect the diversity of the consumers and communities we serve, globally and locally.

Our Global Inclusion Board, chaired by our CEO, is made up of senior leaders and sponsors of our Employee Resource Groups (ERGs). Together, they set and drive our inclusion agenda. The Board is accountable for strategic delivery, governance, monitoring, reporting and communication.

Our inclusion strategy rests on six pillars. The work we're doing on the leadership, people and policy pillars helps ensure we are building an inclusive culture internally. Externally, our inclusive approach to procurement, brands and partnerships aligns what we do with who we are.

## STRONGER TOGETHER

Since launching with a five-year commitment in June 2020, our global Stronger Together conversation series has continued to create opportunities for sharing inspiring and challenging stories from our colleagues across the world. Sometimes tough to hear, these allow us to understand each other better and build shared awareness to create a more inclusive environment.

We ran seven live global events in 2021, reaching almost 30,000 people, with more watching later on demand. Invited guests and colleagues shared their experiences. Many colleagues have shared deeply personal stories in this global setting, with many more sharing their stories in local Stronger Together conversations. The raw vulnerability and courage shown by colleagues in telling their real stories have prompted increased awareness and understanding.

These global conversations have been integral to building an increased level of trust across all areas of the organisation. They underpin and are a key part of our strategy to build a more inclusive culture through the power of storytelling, education and allyship.

Stronger Together conversations are now held at regular intervals within markets to deepen the level of understanding, empathy and trust amongst colleagues.

In 2021, to complement and build on the Stronger Together series, we launched leader-led conscious inclusion conversations within every team across the organisation. These peer-to-peer discussions encourage individuals to raise awareness of their own behaviours and be consciously inclusive through discussion of concepts such as reducing bias and micromessaging.

## EMPLOYEE RESOURCE GROUPS (ERGS)

ERGs are employee networks that aim to raise the profile of under-represented people. They provide a space for colleagues to connect and support each other. They are represented on the Global Inclusion Board and provide input on consumer perspectives which inform our innovation process.

ERGs are open to all and welcome anyone who wants to advance their interests, either as a member of their community or as an ally. There are currently three global ERGs; they focus on gender balance, the LGBTQ+ community, and race and ethnicity. We also have a global disability working group which is moving to a global ERG in 2022. We anticipate additional global ERGs may be formed in the future as needed. Colleagues are also encouraged to set up local ERGs to represent the needs of local communities in their market.

## SUPPORTING AND ENHANCING OUR COLLEAGUES' WELLBEING

In 2021, we intensified our focus on colleagues' personal and professional wellbeing with two clear aims. Firstly, we want to equip all employees with the mental and physical resources to thrive by building awareness and resilience through self-care and education. We also focused on increasing resilience in our leaders to help them sustain performance, individually and collectively.

To realise these ambitions, we have teamed up with leading global performance partners and an organisation that focuses on mental health. Together, we delivered bespoke wellbeing resources including 1:1 and group performance coaching, training, social learning events and access to resources via digital apps. We also hosted global wellbeing sessions on balance, mental health and the importance of managing mental energy. Almost 10,000 colleagues attended and the feedback was very positive.



### US achieves top ranking in Corporate Equality Index

At Reckitt, we've made it our priority to foster a more diverse, equitable and inclusive culture that provides every individual with a genuine sense of belonging. The efforts we've made, particularly in 2021, earned us a score of 95 out of 100 on the Human Rights Campaign Foundation's 2022 Corporate Equality Index (CEI).

An important benchmarking survey and report in the US, the CEI measures corporate policies and practices related to LGBTQ+ workplace equality. This marks the third year Reckitt has participated.

## FUTURE OF WORK GUIDANCE

In March 2020, we implemented a rapid switch to remote working where practical and possible. This abrupt change enabled many to experience the benefits, and challenges, of working remotely. We quickly set up the Reckitt Future of Work programme to explore and ensure we are ready for how the workplace might evolve.

Our aim is to create a seamless, inclusive workplace experience that empowers colleagues with choice about how and where they work. We encourage our people to consider how the four Cs of **Connect, Create, Coach** and **Collaborate** shape their working lives at Reckitt. We encourage colleagues to find a working pattern that works for them and is aligned with their team, our business and consumers' needs.

Our approach is flexible, focusing on what is delivered, not when or where. We ask colleagues to consider, on a case-by-case basis, which activities and projects are better achieved by being physically present and which merit screen-based interaction.

In the physical workplace, we're moving away from a 1-to-1 desk-to-colleague ratio to a contemporary, open-plan layout with bookable desks in designated areas. More space is given over to collaboration, enabling the four Cs to flourish and helping us truly be one Reckitt.

Our working environment needs to reflect and embed our Purpose, Compass and culture, focusing on wellbeing and inclusion while also meeting the diverse needs of colleagues across our many geographical cultures. We're building virtual and physical spaces with a diverse set of tools, both digital and physical, that meet these needs.

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