

SARA HOLTON, GROUP HEAD OF TALENT AND LEADERSHIP DEVELOPMENT AND CARRIE ADAMS, GLOBAL HEAD OF INCLUSION DRIVING DIVERSITY FORWARD



Sara Holton
Group Head of Talent and Leadership Development



Carrie Adams
Global Head of Inclusion

Carrie Adams is leading Reckitt's ambitious inclusion agenda. She is part of a broader talent team led by Sara Holton which is focused on unleashing Reckitt's potential through its people and culture.

Sara Holton first joined Reckitt as a Regional HR Director in 2010 for two years before returning in 2014 as a Global HR Director in the corporate headquarters. Carrie Adams is a more recent recruit, appointed as Global Head of Inclusion in early 2021.

The decade or so between Sara's first impressions of the business and Carrie's illustrate the difference between then and now with regard to the gender inclusion agenda and the impressive progress Reckitt has made.

"When I first joined in 2010, Reckitt had a 'top down' approach and a relative lack of focus on people and inclusion," says Sara. "My mission was to change the culture within my part of the business and unleash the potential of the fantastic talent I saw around me. When I came back in 2014, I could see that we'd taken some steps forward but there was and still is a lot to do.

"Then as now, we had amazing people with fantastic skills, resilience, drive, ambition and entrepreneurialism – all the things that make us successful as an organisation. Reckitt people deserve every opportunity to fulfil their potential, which is why the journey to inclusion is so important."

When Carrie joined Reckitt in early 2021, she quickly realised that she was in the right place at the right time. With a career that began working on a women's inclusion project in Cambodia, she was impressed by Reckitt's commitment to gender equality and inclusion overall.

"One of the real strengths of Reckitt today is our people – they tell us time and again how important this topic is to them. And we have a leadership

"The inclusion agenda actually transcends the connectedness that we have around LGBTQ+, race and ethnicity, disability or women. For a business like Reckitt it is critical to get that diversity of thought to fuel our innovation, ensuring that we reflect our consumer base in the markets we operate in."

who can see the commercial and ethical benefits of getting inclusion right – inclusion is about tapping into greater creativity and innovation as well as attracting people to Reckitt and retaining them," she says.

"Our efforts also align back to our purpose and our compass which are at the heart of our identity. Our leaders are here on a transformation journey and they very much see building an inclusive culture as a key business imperative to our future commercial success, as well as it making Reckitt a great place to work.

"Having that explicit leadership commitment is critical in terms of making inclusion happen. Laxman Narasimhan, our CEO, wants to accelerate and embed this agenda and in many ways that gives us the licence to go deeper and faster. That's one of the reasons we created the global inclusion board as we did. It's very intentionally led by people from the business, so it doesn't become only a job seen as being led by HR alone."

DRIVING DIVERSITY FORWARD continued

A commitment to diversity inside and out

"The inclusion agenda actually transcends any of the intersectionality that we have around LGBTQ+, race and ethnicity, disability or gender," Sara says. "For a business like Reckitt, it is critical to get that diversity of thought to fuel our innovation, ensuring that we reflect our consumer base in the markets we operate in."

"The six pillars that drive our inclusion strategy reflect this", adds Carrie.

"It's an internal and external focus. Internally, we're looking at our culture and what we stand for. Externally, we're looking at the part we play in wider society in terms of supply chains and the communities we work in and in which our products are used. Our brands have incredible reach and we seek to embrace that diversity to drive innovation."

Gender balance by 2030: how achievable is it?

Reckitt's gender inclusion goal is to reach gender balance at all management levels by 2030. How far off are we today, in 2022?

"Across the whole organisation, women make up 44% of our workforce. Across managerial roles, 49% of these roles are held by women," says Carrie. "Goals like gender balance at all management levels by 2030 are a great rallying point to inspire people, and we have to constantly measure, and relentlessly monitor progress – because what gets measured, gets done."

"Where Reckitt needs greater balance is at the senior management level (29% women in 2021). We're therefore focusing additional effort and time on developing the talent pipeline for senior women, so we're better able to promote our own colleagues into these senior leadership roles and build and promote talent from within."

Seven years of inclusive action

The accelerated commitment to greater inclusion actually began in 2015, with Reckitt's first initiative specifically focused on advancing women.

"Project DARE was the start of our inclusion mission, only seven years ago," says Sara. "The aim was to Develop, Attract, Retain and Engage talented women. We widened the scope a few years later to other areas of diversity, not just gender. In 2020 we established the global inclusion board and since then we've been progressing at pace to drive inclusion more broadly."

Following inclusive leadership learning for senior leaders in early 2021, inclusion boards were set up in regional markets to ensure leadership accountability.

"Each market is unique. So whilst we've created a global framework, we also want our markets to have the Freedom to Succeed within that framework and be able to drive local activity," says Sara.

"We've seen some great examples of action," says Carrie. "In Colombia, the team have connected with a local university on the topic of disability. In South Africa, the Women@Reckitt ERG championed the growth of women. In 2021, they raised awareness of the sacrifices that women made under Apartheid and have been focusing on creating an equitable and more sustainable future for the business and society together. And in the UK, they've dialled up their focus on mental health and race and ethnicity, for example. So as well as driving change globally, markets have the freedom to focus on the issues that matter most to them."

"2022 is all about embracing the diversity of the Reckitt workforce and enlisting allies to support those who need it."



DRIVING DIVERSITY FORWARD *continued*



An everyone culture

As Sara points out, it isn't only women who benefit from greater gender balance. "Cultural and societal imbalance that disadvantages women, affects men too," she says. "It's an issue for them as well. An unintentional but welcome consequence of our initial work on gender balance was that it gave men a voice too, and everyone had a lot to gain from a more inclusive working environment."

2022 is all about embracing the diversity of the Reckitt workforce and enlisting allies to support those who need it.

"For me, having the Freedom to Succeed is also about being able to bring your best self to work more of the time – the feeling that you can truly be yourself in the business, that you belong," Sara explains.

"To actively sponsor and support people who are underrepresented to fulfil their potential, we need allies that will champion those who are facing challenges in their career, and make sure they can access the support to help them succeed."

Teaching and learning from others

Networking within the business and the wider sector is important.

"Women's approach to networking can sometimes look different to men's, in the same way it might for introverts and extroverts. Either way, we can all benefit from tapping into our networks more proactively, as well as giving ourselves space to reflect and share, connect, inspire and engage, as well as motivate each other," says Carrie.

"We are here on a transformation journey and our leadership very much sees building an inclusive culture as a key business imperative."

A key development tapping into the power of networks and communities is Women@Reckitt, launched in 2021 as an employee resource group (ERG) – a voluntary initiative designed to foster a more inclusive workplace; one in which women can unlock their potential and be supported by their colleagues as they grow in their careers. The ground-up initiative has spread around Reckitt's global markets, with 17 local chapters currently helping bring about change that is specifically relevant to them.

"Our leadership development programmes – Accelerate and Accelerate Advanced – are focused on developing future women leaders. They give participants the opportunity to connect, share challenges and experiences and undertake important and stimulating personal and career development as well," adds Carrie. "Likewise, the Conscious Inclusion sessions equip our senior leaders to own and lead the inclusion agenda at local level whilst learning from peers and experts."

The growth of Reckitt's leadership and networking programmes recognises that there's more than one way to succeed, and that Reckitt can only benefit from continuing our journey to diversity and inclusion.

WHAT NEXT FOR DIVERSITY REPORTING?

We're proud to go above and beyond in terms of gender pay gap reporting in 10 markets. As we build our workforce diversity data, we plan to replicate this for other elements of diversity. We recognise that privacy and the rules differ across regions and that must be respected, but we're keen to better understand our workforce demographics and the lived experience of our people. For more information on diversity data, see [Our People and Inclusion](#) report.

INCLUSION:
OUR PROGRESS IN 2021

If we are to achieve our goal of gender balance at all management levels by 2030, we need to address change at all levels. Commitment from leadership, greater accountability, and managing inclusion as a strategic business imperative are all key to this, and will help us attract, retain and develop the most talented people.

We've continued to progress the inclusion agenda in 2021 within the business, our wider industry sector and the communities we serve.

OUR STRATEGIC APPROACH

Freedom to Succeed

Freedom to Succeed is a concept that underpins Reckitt's people strategy. It's integral to the way we think and act. Freedom to Succeed is about emboldening our people to find their purpose and win at a professional and personal level. It starts with an inclusive environment where everyone feels they can participate and do the right thing, always. This has been particularly important over the past two years when our people have come together (in the main virtually) to do their best in very difficult circumstances. Our brands have played a key role in the global response to the spread of COVID-19, and the collective efforts of all our employees made a real difference.

Change is driven and comes from all levels in the company. Our global inclusion board is chaired by our CEO, Laxman Narasimhan, and there are now almost 30 local inclusion boards in our markets across the world. All functions are represented, and our ERGs play a key role on the global and local inclusion boards.

The six pillars of inclusion

Our inclusion strategy focuses on six key pillars, from our internal culture and policies to our brands and our relationships with consumers and communities.

LEADERSHIP	Equip our leaders with the training and tools to lead inclusively and drive greater accountability
PEOPLE	Build a culture of inclusion, enabling our people to succeed via ERGs, local involvement and engagement
POLICIES	Ensure our policies are inclusive by design and set global minimum standards
PROCUREMENT	Support suppliers from diverse and minority communities; enable our suppliers to have the Freedom to Succeed
BRANDS	Leverage our brand power to drive greater inclusion, benefit overlooked communities and establish new partnerships to deliver change
PARTNERSHIPS	Build selective partnerships to support our ambition. Make it easy for partnerships to be set up locally and for their value to be realised

2021 saw Reckitt refresh our diversity and inclusion approach, structure and governance. We put in place our global D&I governance model, established local inclusion boards and ERGs, and rolled out conscious inclusion programmes for leaders and for all our people.



Image above by Mikhail Nilov at Pexels

INCLUSION: OUR PROGRESS IN 2021 continued



LEADERSHIP DEVELOPMENT

Formalised learning and networking are vital to embedding inclusion in the organisation. Our leadership development journey includes:

- **Accelerate** and **Accelerate Advanced** programmes, which have been running since 2016 and are designed for women as they progress their careers at Reckitt. The programmes enable participants to focus on their career development, as well as creating time and space for personal development, reflection and networking. Initially targeted at future women leaders in 2020, in response to feedback from our people, we launched **Accelerate Your Career** for all future leaders, recognising that men and women face similar challenges on career progression; and
- **Explore**, a development programme focused on our senior managers. It gives people the opportunity to reflect on the nature and legacy of their personal leadership brand, exploring themes of leadership behaviours, conscious inclusion and wellbeing.

"I feel ready to really develop a strong purpose and development plan that will ultimately make me a better leader, but also ensure I sponsor others coming through the business."

**Accelerate Advanced Europe
2021 participant**

"This programme made me feel like a superwoman who knows when to step up and when to take a break."

**Accelerate ANZ/ASEAN 2021
participant**

HOW RECKITT MEASURED UP 2021 SNAPSHOT

SIX PILLARS

We launched and built on the six pillars approach to inclusion.

30 LOCAL INCLUSION BOARDS

30 local inclusion boards were established to drive activity and deliver locally. The global inclusion board is led by the CEO and senior business leaders.

THREE GLOBAL ERGS

We launched three global ERGs (Women, LGBTQ+ and Race & Ethnicity), with local ERGs in 17 markets.

STRONGER TOGETHER

Our Stronger Together conversations continued with seven global virtual events.

CONSCIOUS INCLUSION

We launched the Conscious Inclusion learning journey for all markets. Almost 90% of our senior leaders have attended 'Leading Inclusively' sessions.

LEADERSHIP DEVELOPMENT PROGRAMMES

230 talented women and men around the world took part in our Accelerate, Accelerate Advanced, Accelerate Your Career and Explore leadership development programmes.

GLOBAL POLICIES

We're on track for reviewing and refreshing the global policies that have the most impact on our people. Our global ERGs have been a key part of the policy taskforce.

REDUCE UNCONSCIOUS BIAS

We used data analysis to mitigate systemic bias in people processes, including talent development and succession planning.

INCLUSION: OUR PROGRESS IN 2021 continued

WOMEN@RECKITT

The Women@Reckitt global ERG was launched in 2021 with four clear strategic objectives:

- To create a movement for change and mobilise allies through awareness, education and accountability
- To champion a culture of inclusion and belonging
- To accelerate women on their path to leadership
- To shine a light on barriers to women in the workplace and support the design and implementation of solutions

Women@Reckitt is aligned with Reckitt's business purpose, fight, compass and behaviours and aims to build trust through action. The global ERG sets the direction, and activity happens locally. In 2021, 17 local ERGs have been established in local markets around the world.

Read more about Women@Reckitt and how it's working across the globe on pages 18-22.

"Reckitt has a history of promoting inclusion and equity for women and that great work is continuing to grow. Men's partnership and participation are key to creating an equitable and diverse work environment."

Sunil Ayyagari

Brand Manager, LGBTQ@Reckitt
Lead and Member of
Women@Reckitt, North America



"I've always seen the role of the ERGs as a collective community for impacting change. Being the change that we want to see requires that all key stakeholders take an active role in shaping and navigating the path for change."

Lynette Braxton

Trade Marketing Director
– VMS and Women@Reckitt
Community & Membership Lead,
North America



"Gender-unconscious bias is so much more complex than even I – as a young woman – had anticipated prior to taking on this role."

Flick Wileman

Talent Acquisition Lead UKI ANZ
and Women@Reckitt Lead, Europe



LEADING THE WAY WITH OUR INDUSTRY PEERS

Reckitt is a member of the LEAD Network (Leading Executives Advancing Diversity), a partnership of some of Europe's biggest FMCG and retail corporates. LEAD participants aim to create sustainable value by attracting, retaining and advancing women through the FMCG and retail industry sector.

The LEAD Network pledge commits members to eight inclusion actions. It's a touchpoint for our global inclusion strategy, giving us a vital benchmark for progress. Through active participation, we learn from and teach other businesses in the consumer goods and retail industry, strengthening and enhancing the diversity of the talent pool for all.

We continue to play a full role in the organisation, despite the challenges of the pandemic. In 2021, 25 Reckitt delegates virtually attended the annual conference, participated in the mentoring programme and the LEAD pilot leadership development programme.

The LEAD gender inclusion scorecard, a biannual survey conducted in partnership with EY, tracks the number of women in executive positions in the European consumer goods and retail sector. From a baseline of 25% in 2017, LEAD organisations now have an average of 35% of women in executive positions. That provides us with an industry benchmark and we will continue to focus on this area.

