

CULTURE AND INCLUSION

DYNAMIC, INCLUSIVE
AND COLLABORATIVE

We are nurturing our dynamic, inclusive and collaborative culture to take on the fight for a cleaner, healthier world. We celebrate and encourage behaviours rooted in our shared sense of purpose.



OUR PURPOSE

We exist to protect, heal and nurture in the relentless pursuit of a cleaner and healthier world.

OUR FIGHT

We have a fight on our hands. A fight to make access to the highest-quality hygiene, wellness and nourishment a right, not a privilege.

OUR COMPASS

Our Compass guides our business. At its heart is the goal of doing the right thing. Always. We put consumers and people first, seek out new opportunities, strive for excellence and join forces to win bigger and build a culture of shared success.



OUR LEADERSHIP BEHAVIOURS

Our culture aims to empower our people to always bring their authentic self to work so they can operate at their best. This is articulated in our Leadership Behaviours, which set out our expectations about how we behave. Everyone at Reckitt, not just our leaders, is expected to Own, Create, Deliver and Care. These behaviours define how we operate and how we make decisions.

Own

- Live our Purpose, Fight and Compass
- Know our business cold
- Make decisions

Create

- Spot opportunities
- Innovate, iterate and scale
- Relentlessly build better

Deliver

- Focus on what matters
- Move boldly and at pace
- Join forces to win bigger

Care

- Actively listen, learn and include
- Speak direct with respect
- Act to unleash potential

CULTURE AND INCLUSION CONTINUED

United by Purpose

Our Purpose, Fight, Compass and Leadership Behaviours have been widely welcomed and adopted within the company. Our culture has evolved to support this strategy and cement our status as a purpose-driven, consumer-centric business.

Reckitt has long been recognised as a place where people take responsibility for making things happen. Now, that drive for delivery and innovation is even more strongly combined with a sense of purpose. 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. A dynamic, inclusive and collaborative culture is at the heart of that.

We build sustained business performance by encouraging the four Leadership Behaviours that promote and embed our purpose-led culture. We want our people to Own their decisions, whilst living our Purpose and Compass every day. We seek to Create new opportunities to relentlessly pursue our Purpose, whilst putting people and consumers first. Deliver encapsulates our commitment to superior execution. Last but not least, we Care about others within the company and in wider society.

125

nationalities operating in 68 countries, spanning six continents reflects our diverse culture

**Leveraging diversity**

Our cultural diversity is a key strategic capability. With around 40,000 people of 125 different nationalities operating in 68 countries spanning six continents, we closely reflect and represent the consumers and communities we serve. This leaves us better placed to develop solutions our consumers really need, whilst having a positive impact and helping build a more inclusive world.

We are gathering global diversity information, with employee consent, to enrich our understanding of the make-up of our workforce and colleagues' experiences.

Taking care of each other

We continually assess how best to care for colleagues and deliver exceptional business performance, whilst adapting to changing social and economic conditions.

We live in volatile and challenging times. After a pandemic that changed the world of work overnight and triggered demand disruption and supply chain bottlenecks, we have faced cost inflation and product availability challenges. In 2022, the war in Ukraine, the ongoing cost-of-living crisis and increased energy prices have all taken their toll. Our people

have demonstrated tremendous talent and resilience by responding effectively to these external pressures, whilst still progressing Reckitt's own transformational journey.

This year, we decided to mark this outstanding effort and recognise the added financial burden we all face, with a one-off appreciation bonus or salary increase for the majority of our employees globally. A fixed amount, agreed country-by-country, was awarded to the majority of employees below senior management. This ensured that colleagues most affected by the rising cost of living received the largest percentage benefit.

When reviewing compensation, we take account of inflation, salary market norms and affordability in determining pay levels.

Colleagues' safety and security are paramount. In February 2022, following the outbreak of the war in Ukraine, we temporarily suspended our operations there. Despite this, we have committed to continuing to pay the salaries to our colleagues in Ukraine at least until mid-2023. We are also engaged in a process aimed at transferring ownership of our Russian business. We continue to employ and support our Russian colleagues whilst this is underway.

Mental health and wellbeing

Promoting wellbeing is not just an employee consideration at Reckitt, it goes to the core of who we are: we exist to protect, heal and nurture in the relentless pursuit of a cleaner, healthier world.

In March 2022, we launched our Global Wellbeing Policy. This sets out our ambition to create an environment where people can live a better life. It recognises mental health as critical to that and reflects our belief that focusing on



RANJAY RADHAKRISHNAN
CHIEF HUMAN RESOURCES OFFICER

Our culture of ownership drives us to live our Purpose in our Fight, model our Leadership Behaviours and deliver sustained high performance.



CULTURE AND INCLUSION CONTINUED

colleagues' personal and professional wellbeing is foundational for sustained business performance.

We have a wide range of tools and resources to support employees' mental health and wellbeing. People share stories through our global Stronger Together conversations, including each year on World Mental Health Day. Performance coaches support Reckitt's leaders in managing constant change, beating fatigue, and resetting and refocusing. Employees are encouraged to take time out for monthly Wellbeing Boosters where performance coaches provide tips and tools to support them on their wellbeing journey. We've also teamed up with Heart On My Sleeve, a global organisation focused on emotional wellness, which helps people forge meaningful connections through understanding, peer support and community engagement.

Employee Resource Groups (ERGs)

ERGs are employee networks that aim to raise the visibility of underrepresented communities. They provide a space for colleagues to connect and support each other. ERGs welcome anyone who wants to advance group interests, either as a community member or as an ally.



TOP EMPLOYER

Seven of our markets were named in the Top Employers Institute Awards, which globally recognises excellence in people practices



JÉRÔME LEMAIRE
EXEC SPONSOR OF LGBTQ+ ERG
AND EVP CDO HYGIENE

Our four global ERGs provide visibility, support and understanding, all the things that help us bring our full selves to work. I am proud to sponsor the work we are doing within the LGBTQ+ community.



ERGs are represented on our Global Inclusion Board and provide input on consumer perspectives, which inform our innovation process. This Board is led by our CEO and includes senior business leaders as well as ERG representatives. Their work is complemented by Local Inclusion Boards working with local ERGs. Chaired by regional general managers, these provide representation and support in specific markets.

With the launch of our new Disability ERG in April 2022 we now have four global ERGs. Women@Reckitt works to unlock the potential of women at Reckitt and transform the way we think about gender. LGBTQ+ @Reckitt celebrates diversity in all its forms. It aims to eradicate discrimination and empower LGBTQ+ people to bring their whole selves to work. The Race and Ethnicity ERG encourages conversations and promotes corporate actions to create an environment where employees of all races and ethnicities can thrive. Our Disability ERG enables and empowers employees with disabilities and those caring for people with disabilities.

Embedding inclusivity

All colleagues should feel able to participate fully, bring their authentic self to work, and realise their full potential. Together, we can make a real, meaningful difference.

We have been intensifying our efforts to embed this sense of inclusion. Internally, we are strengthening our inclusive culture by focusing on leadership, people and policy. Externally, our inclusive approach to procurement, brands and partnerships aligns who we are with what we do.

Our dedicated Global Inclusion team works in close partnership with the Global Inclusion Board to set and drive our inclusion agenda. We have also been rolling out a conscious inclusion learning programme globally. This is spreading the message that we all need to play our part in creating a culture where everyone is included and valued. We have issued specific guidance on inclusive recruitment practices for managers with hiring responsibilities.