



2022 GENDER PAY AND INCLUSION REPORT

Broadening our voluntary reporting scope
across key markets



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AN INTRODUCTION BY RANJAY RADHAKRISHNAN, RECKITT CHIEF HUMAN RESOURCES OFFICER

BROADENING THE SCOPE OF THIS REPORT

Welcome to our 2022 Gender Pay and Inclusion Report.

We've been disclosing gender pay data since 2017 in the UK. For several years, we have voluntarily reported in an additional nine markets - accounting for approximately 70% of our global workforce. This year, we expanded the report to cover our inclusion agenda; it also details our performance against the UK Financial Conduct Authority's (FCA) targets on representation of women and ethnic minorities in executive management and on boards.

This report is a vital tool in monitoring and promoting equity and inclusion across Reckitt. In six of the ten markets we report on - Brazil, India, Mexico, Poland, UK, and USA - the median pay gap is in favour of women. We're seeing positive trends towards closing the gap in Indonesia and Thailand. In the remaining two markets, China and Hungary, the median pay gap is in favour of men due to an over-representation of women in manufacturing roles, amongst other factors.

The global gender pay data is just one data point that informs our progress against closing the gender pay gap and our ambition to achieve gender balance at all management levels by 2030. From working closely with our global colleagues, we recognise the ongoing contextual challenges and barriers (e.g., societal demographics and/or norms) and are aware that gender equality and gender balance in the workplace can look different across markets.

We recognise that to achieve our ambition, we need an inclusive culture. Therefore, this report has increased focus on our inclusion policies, initiatives, and the work of our Employee Resource Groups (ERGs). We are listening to a broad mix of voices across our organisation, ensuring that inclusion isn't just a 'top down' exercise, but is embedded in the heart of our business.

What started as a gender pay reporting obligation in the UK has evolved to reflect the values and spirit of our people globally. We are proud to be expanding the scope of this report and I would like to thank all of our colleagues who are actively helping to shape our inclusive culture at Reckitt.



RANJAY RADHAKRISHNAN
CHIEF HUMAN RESOURCES OFFICER

"Together we're actively building
a more inclusive culture."



GENDER BALANCE AND OUR INCLUSION AGENDA



CARRIE ADAMS
GLOBAL HEAD OF INCLUSION

"This report is not just about 'counting the numbers' but on an individual and collective basis, making the numbers count."

At Reckitt, we are proud that we are again going over and above the statutory requirement to report our gender pay in multiple markets.

Gender balance at all management levels, the reduction of pay gaps and increased transparency are important steps to achieving our wider ambitions to foster a more inclusive culture where everyone is treated fairly and equitably.

We are pleased with our progress but we know there's more to do. Measuring and reporting means we hold ourselves accountable to our goals to drive meaningful change.

"This is not just about 'counting the numbers' but, on an individual and collective basis, making the numbers count," says Carrie Adams, Reckitt's Global Head of Inclusion. "So while each of us has our own unique story and perspective shaped by our individual experience, we recognise that together, we're stronger."

There is, of course, the moral case for inclusivity: to ensure our colleagues feel seen, valued and that they belong. There is also a clear business case: diversity of thought leads to greater creativity and better problem solving; we recognise that the best talent wants to work in an inclusive culture. Having a diverse workforce that reflects our customer base is what makes us more likely to innovate and develop more relevant products.

For all these reasons and more, we work to create a vibrant, inclusive, and collaborative culture at Reckitt. We are around 40,000 people with 125 different nationalities. We operate in 68 countries across 6 continents. By embracing our diversity and strengthening our inclusive culture, we will ensure each of us has the freedom to succeed.

Our ambition: gender balance at all management levels by 2030

Susan Egstrand, executive sponsor of Women@Reckitt explains, "We are on a mission that started in earnest during 2021, when we set our ambition to achieve a gender balanced workforce at all management levels by 2030. Since then, we have seen strong progress and support, both from senior leaders and employees, and we are moving the needle in the right direction."

Achieving gender balance at all management levels will be a significant milestone for Reckitt, and we recognise this can't be achieved overnight. In 2022, 32% of our senior management were women, up from 29% in 2021. We will continue to make progress and to support all our people throughout their careers.

In 2022, Reckitt developed a Gender Balance Scorecard to empower decision makers across the business with data to better understand the impact of hires, attrition and promotions in relation to gender balance. Using this data better equips leaders to identify where the gaps and opportunities are, meaning they are able to drive focussed action planning and interventions as and where needed.



SUSAN EGSTRAND
SVP NORTH & EAST EUROPE & ANZ
EXECUTIVE SPONSOR OF WOMEN@RECKITT

"We're focussed on building a sustainably balanced and inclusive workforce that will stand the test of time."

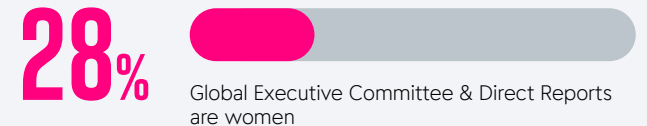
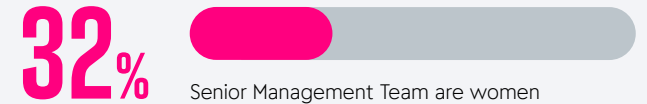
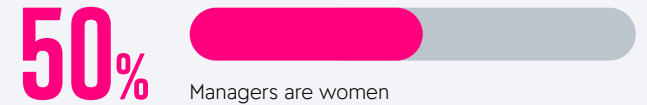
"Better balance provides an opportunity for everyone," adds Carrie. "Not only does it translate into better business outcomes, it can lead to more inclusive workplaces that benefit everyone. Cultural elements of working life such as flexibility, feeling able to be your authentic self and feeling seen and heard are all important unlocks to enable our people to perform their best. Reckitt has understood and embraced this and we're embedding these inclusive behaviours across the business."

Gender balance highlights

Our goals

Gender balance at all management levels by 2030

2022 performance



STRENGTHENING OUR CULTURE

We work to create an environment where colleagues feel able to participate fully, to be themselves and realise their full potential. We believe we have a more positive impact in the world when we represent and reflect the wide ranging diversity of our employees, consumers, and communities.

"To us, it's always been right to treat people fairly and equitably, whether as consumers, partners or colleagues. But we also recognise that there is a business imperative to focussing on inclusion and supporting our people at every step of their career path," explains Sara Holton, Group Head of Talent and Leadership Development. "This gives them the freedom to succeed in their own authentic way."

Everything we do comes back to our compass: **do the right thing. Always.**



OUR PURPOSE

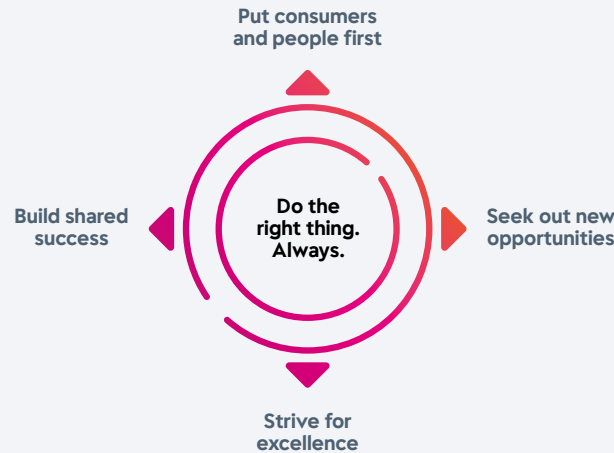
We exist to protect, heal and nurture in the relentless pursuit of a cleaner and healthier world.

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 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

STRENGTHENING OUR CULTURE

Our inclusion strategy focuses both on who we are as a business and on the role we play in society. The work we are doing on leadership, people and policy ensures we are building an inclusive culture internally. Externally, by putting inclusion at the heart of our approach to procurement, brands and partnerships, we align what we do with who we are.

Internal focus: our Employee Resource Groups

"The progress we have made towards our 2030 ambition is really encouraging. Each region now has a local Inclusion Board with Employee Resource Groups (ERGs) represented alongside senior business leaders," explains Sarah Nutolo, Global Head of Talent, Culture and Inclusion. "The focus initially was on their differences and their respective challenges; we are now seeing greater collaboration across the ERGs both locally and globally. The ongoing dialogue today is more about how we can support each other and what we have in common."



SARAH NUTOLO
GLOBAL HEAD OF TALENT,
CULTURE & INCLUSION

"The Global Inclusion Board, the ERGs, and the Local Inclusion Boards - together with every employee at Reckitt - are relentlessly committed in shaping a space where everyone belongs."

ERGs are grassroots networks of Reckitt employees of under-represented groups and their allies. Built around specific dimensions of diversity, ERGs are aligned with our Compass, Fight, Purpose and Leadership Behaviours and are open to all employees regardless of affiliation or identity. All ERGs are expected to provide a space and network for employees to connect, share experiences and support each other. They are responsible for:

- Educating the wider business and interested colleagues on the challenges each faces and explore possible barriers to inclusion.
- Providing input into product development innovation - as consumers of our brands - and help ensure that we consider the needs of all our consumers.

External recognition

Reckitt was recognised in the [Top Employers Institute Awards](#) in the UK, Spain, Italy, USA, Canada, China and South Africa. The Top Employers Institute is the global authority on recognising excellence in people practices.



Promoting sustainable livelihoods

For us, enabling a sustainable livelihood goes beyond just paying a living wage. Our approach is focused not only on paying a living wage, but also on providing a working environment that promotes health & wellbeing, equality, employment rights, long-term financial security, and skills development to support ongoing career progression. That's why, in 2022, we assessed all our operations in our top 10 markets finding that less than 1% were paid below a living wage. We have made plans to address this and aim to assess some of our bigger markets in 2023.



EMPLOYEE RESOURCE GROUPS - ACHIEVEMENTS TO DATE

WOMEN@RECKITT

21
local/regional/market chapters

Recent progress:
1,200 WOMEN@RECKITT ERG MEMBERS WORLDWIDE

- Percentage of Reckitt women at each level globally:
 - All management levels: **50%**
 - Senior management team: **32%**
 - Junior management positions: **54%**
 - All employees: **44%**
- Gender balance scorecard** developed and launched; educated HR to use the tool

LGBTQ+@RECKITT

15
local/regional/market chapters

Global recognition:

- Top Global Employer** for LGBTQ+ Inclusion
- 95/100** For Reckitt US in HRC's Corporate Equality Index
- 100/100** In HRC Equidad MX: Global Workplace Equality Programme

- Launched Gender Transition Guidelines**

RACEÐNICITY@RECKITT

8
local/regional/market chapters

Recent progress:

- ERG formed (2021) and global executive sponsor appointed
- Recognised **Annual International Day for Persons of African Descent** & **Black History Month** in multiple markets
- Partnering with Reckitt Talent Acquisition** to standardise inclusive hiring practices

DISABILITY@RECKITT

5
local/regional/market chapters

Recent progress:

- Global working group** formed in **2021**
- Employee Resource Group** established in **2022**
- Scaling membership of local ERGs: 3 local ERGs created in **Netherlands, India & France**
- Launched** Disability Inclusive Language Guide; Disability and Reasonable Adjustment Policy; Disability Confident Guide and Global Accessibility Policy

STRENGTHENING OUR CULTURE

External focus: our brands and partnerships

Reckitt conveys its values to our consumers and communities through our brands and initiatives. Examples include: "See My Pain", our current UK campaign for Nurofen, and our social impact health partnership with the Health Innovation Exchange (Hiex) on WinFUND.

Better understanding women's pain

The Nurofen Gender Pain Gap Index Report was launched to quantify the gender pain gap that exists when it comes to recognising pain. The report found that over half of UK women (56%)* surveyed feel their pain is ignored or dismissed.

Nurofen's brand fight is to help close the gender pain gap that exists, urging society to "See My [women's] Pain". Nurofen is committed to actions to help close this gap over time. These include developing new training tools for healthcare professionals, and greater investment in research to better understand women's pain combined with associated product innovation.

Rose Gell, Category Manager for Nurofen UK explains: "The actions Nurofen has announced, demonstrate our commitment to help close the gender pain gap and to improving pain outcomes in our society."



ROSE GELL
CATEGORY MANAGER FOR NUROFEN UK

"A lot of women feel they need to put up with their pain, that their pain is 'normal' or that they don't want to bother anyone with their problem."

*Nurofen Gender Pain Index Report 2022

Nurofen Gender Pain Index Report 2022. Nurofen is the manufacturer of Nurofen 200mg tablets. For short term mild to moderate pain. Contains Ibuprofen. Always read the label. RKT-M-19181

External engagement will increase during 2023 and internally, the Nurofen brand team is working closely with Women@Reckitt ERG to ensure our fight to reduce any negative impacts of gender bias is lived and breathed.

Nurofen External Engagement



Funding research and raising awareness



Education and developing tools for women



Training for healthcare professionals to identify and overcome any gender bias



Committed to innovation that brings new and improved solutions for women's pain

Internal engagement

Women@Reckitt ERG have:



Ensured Reckitt is recognised as an Endometriosis-friendly employer in the UK (by Endometriosis UK)



Made menstruation products available in UK restrooms



Increased support of and awareness for those experiencing menopause

1 IN 2 WOMEN FEEL THEY HAVE HAD THEIR PAIN DISMISSED BECAUSE OF THEIR GENDER.

NUROFEN ARE COMMITTED TO HELPING TO CLOSE THE GENDER PAIN GAP.

See our commitments at nurofen.co.uk/see-my-pain

SEE MY PAIN NUROFEN

Nurofen Gender Pain Index Report 2022. Nurofen is the manufacturer of Nurofen 200mg tablets. For short term mild to moderate pain. Contains Ibuprofen. Always read the label. RKT-M-19181

STRENGTHENING OUR CULTURE

WinFUND partnership: NFT art for women's health

At Reckitt, we believe access to healthcare is a fundamental right, not a privilege. Yet, one in two people globally don't have access to basic healthcare, and every year, 100 million people are pushed into poverty by healthcare costs.

Traditional models for scaling access to healthcare and reaching the United Nation's Sustainable Development Goal 3 (good health and well-being) targets are insufficient. Innovation and entrepreneurship are therefore key to fast-tracking progress. We also know that, if their potential is unlocked, women can play a critical role in solving the health crisis.

Consider the following statistics...

70% of the global health workforce are women

35% better returns are delivered by women-led start-ups

6x more jobs are created by women-led start-ups
Yet...

2% of Venture Capital investment only goes to women entrepreneurs

To help tackle this inequality, and drive access to Health, Reckitt is partnering with the The Health Innovation Exchange (HIEx), with support from The Kofi Annan Foundation, EcoBank Foundation and Tokenproof, to develop WinFUND.

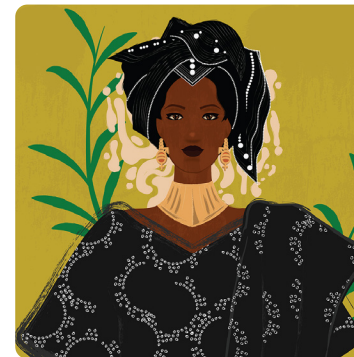
Together, we're harnessing the power of technology, turning digital tokens into tangible change. WinFUND uses NFTs (one-of-a-kind digital artworks) to drive investment to women-led, health start-ups, across seven nations in Sub-Saharan Africa.

Funds from the 100% not-for-profit NFTs and institutional investors will go directly to women entrepreneurs in low resource settings, supporting them to scale health innovations in their communities.

Kris Licht, President, Health and Chief Customer Officer says: "We're working hard to build a thriving, borderless ecosystem of investors, innovators, businesses, mentors and communities, empowering women with new skills and a supportive network as they tackle some of the most challenging health inequalities in the world. Our goal is to measurably impact over 1.5 million people in our first 10 years, with all funds raised, reinvested to continue the cycle."

If you want to know more about WinFUND visit winfundnft.org

NFT artworks



HOW WE REPORT GENDER PAY DATA

Nejdan Yildiz, Total Reward Manager, and Hannah Burns, Reward Analyst, are instrumental in creating this report. They collect data, collaborate with local experts, provide their analysis and present the gender pay findings to colleagues around the world.

Since 2020, Reckitt has reported data from the UK and nine of our largest markets. "This year, that includes Brazil, China, Hungary, India, Indonesia, Mexico, Poland, Thailand and the USA," says Nejdan. "This covers almost 70% of our entire workforce."

"We know that, due to this annual report, we are getting better at analysing the data and engaging leaders and employees around gender balance in our markets." Hannah adds: "Our understanding of the barriers and challenges women face has grown because of this exercise, and we can better inform solutions. That's why, today, we talk about a gender balanced workforce as an important element of an inclusive work culture."



HANNAH BURNS
REWARD ANALYST

"We are getting better at analysing the data and engaging leaders and employees around gender balance in our markets."

Analysing data from the markets

As this is the third time and, for some markets the fourth time we are collecting gender pay data, the organisation is getting more familiar with the process. Working with local experts for guidance on market practices and requirements makes the process collaborative and interesting.

Understanding the data

It is important to remember that the existence of a gender pay gap does not mean that there is unequal pay between those of different genders.

At Reckitt, all employees - regardless of their gender - receive equal treatment to others who perform the same work or work of equal value. This is a legal requirement of UK law (Equality Act 2010).

Gender pay gaps exist because of demographic factors such as the representation of men and women at various levels and roles.

Traditional gender roles may have a stronger influence in some societies and cultures than in others. For example, markets in which manufacturing jobs are typically occupied by men and women are more commonly employed in office jobs (e.g. India), will show a median gender gap in favour of women, as the office jobs tend to be higher paid than manufacturing jobs.

Gender pay gap trends are driven by two key factors of workforce demographics. Firstly, the proportion of men and women employed in manufacturing. Secondly, the percentage of senior management roles held by men and women in markets.

What the report delivers

Nejdan explains: "Collecting, analysing, and reporting our gender pay data is well worth the effort. Even more important are the conversations we have with leaders and employees when we share the report. It gives them a far better understanding of their particular gender challenges compared to other markets. Increasingly we learn from each other, inspired by the achievements we are seeing."

Key findings 2022

Reckitt's ambition is for a gender balanced workforce at all management levels by 2030. Compared to last year, most markets are displaying similar trends; in six markets - Brazil, India, Mexico, Poland, UK, and USA - the median pay gaps have widened in favour of women or remained in their favour.



NEJDAN YILDIZ
TOTAL REWARD MANAGER

"Increasingly we learn from each other, inspired by the achievements we are seeing."



HOW TO READ THE GENDER PAY DATA

What is the difference between the mean and the median?

It is important to look at both the mean and the median when putting gender pay into context. Both measures help us understand why there is a pay gap and what factors are influencing it.

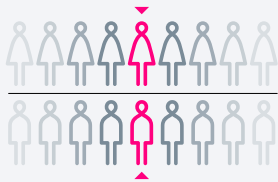
How do we work out the median?

If you take everyone in the market and rank them from the lowest earner to the highest, the median person is the one in the middle. So, the median gender pay gap is the difference between the hourly pay of the middle man and the hourly pay of the middle woman.

The median bonus gap is the difference between the annual bonus of the middle man compared to the annual bonus of the middle woman.

MEDIAN GAP

Median is largely driven by the proportion of men and women **working in manufacturing.**



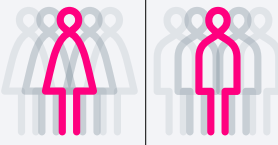
What we can tell from the mean?

Mean is simply another word for average. It's reached by adding up the salaries of everyone employed in the business and dividing that figure by the number of employees. The mean gender pay gap is the difference between the average hourly pay of all men, and the average hourly pay of all women, employed in each Reckitt market. The mean can be impacted and skewed by gender representation in senior roles.

The mean bonus gap is the difference between the average annual bonus for men compared to the average annual bonus for women.

MEAN GAP

Mean is largely driven by gender demographics in **senior roles at Reckitt.**



OUR UK GENDER PAY PERFORMANCE 2022

Our UK gender pay data shown here reflects all nine of Reckitt's UK businesses combined. You can see a breakdown of these separate legal entities on page 26.

Our 2022 gender pay data has been assured (limited assurance) under ISAE (UK) 3000 by our independent assurance provider, KPMG, and reflects the position as of 5 April 2022.

We measure the gender pay gap in two ways:

- The median** looks at the gap between middle-earning men and women across our workforce.
- The mean** is the gap between the average pay of all men and all women.

From 2021 to 2022

- In April 2021 the Reckitt UK median gender pay gap was **-7.4%** in favour of women. In April 2022 the gap had widened to **-10.8%** in favour of women.
- In April 2021 the Reckitt UK mean pay gap was **5.0%** in favour of men. In April 2022 the gap had decreased to **2.4%**.
- The median bonus gap remains in favour of women but has decreased from **-54.4%** in 2021 to **-17.4%** in 2022.
- The mean bonus gap remains in favour of men; with a marginal decrease from **35.6%** in 2021 to **35.1%** in 2022.

OUR 2022 UK GENDER PAY

Median gender pay gap Δ

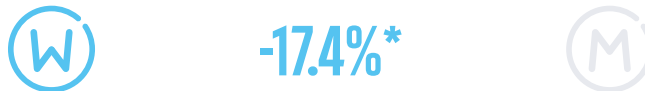


Mean gender pay gap Δ



OUR 2022 UK GENDER BONUS

Median bonus gap Δ



Mean bonus gap Δ



Proportion of employees receiving a bonus payment Δ



*A negative number represents a gender pay or bonus gap in favour of women. The W icon refers to women, and the M icon refers to men.
 Δ Triangle icon indicates where the metrics have been assured (limited assurance) under ISAE (UK) 3000 by our independent assurance provider, KPMG, and reflects the position as of 5 April 2022. [View here](#)

By law we are only required to report on UK entities employing more than 250 people. However, we disclose figures for all our UK entities for transparency.

Headcount data based on total number of active employees (as of 5 April 2022).

EMPLOYEES

Total UK employees

4,649

Proportion of employees working in manufacturing

18%

Proportion of employees working in manufacturing



OUR UK MEDIAN GENDER PAY GAP IN THE LAST FIVE YEARS



Helping colleagues with the cost-of-living crisis

Supporting colleagues during the ongoing cost-of-living crisis is important to Reckitt. So, mid-year we rolled out a global support framework including a one-off appreciation bonus or salary increase to acknowledge the increased economic burden many are facing. 34 markets participated in the framework with an overall spend of £15.8 million across c.18,000 employees below senior management level. For example, focusing on the UK, in September 2022 we made a one-off payment of £1,250 to all Reckitt employees (permanent, on fixed-term contracts, or on unpaid leave), excluding members of our senior management teams. This ad-hoc payment was on top of the usual salary, benefits and bonus that employees are eligible for. Notably, the 2023 global pay review budget was 70% higher than that for 2022.

UK GENDER PAY DATA

Financial Conduct Authority (FCA) - new UK diversity reporting requirements

Last year, the UK's FCA finalised rules requiring listed companies to report against targets on the representation of women and ethnic minorities on their boards and executive management.

These rules apply to listed companies for financial accounting periods starting from 1 April 2022. Reckitt voluntarily details our performance data here versus targets in Tables 1 & 2.



Global Executive Committee (GEC) leadership connect programme

To accelerate our progress towards gender balance at all management levels by 2030, Reckitt has established a focussed leadership connect programme that brings our GEC members together with our women leaders, one-to-one.

"Reflecting on the gender balance at senior management level and above, we recognised the need for a programme to invest and support our senior women," Sarah Nutolo, Global Head of Talent, Culture and Inclusion, explains. The programme aims to establish a mutual relationship of buddying and support, and reciprocal mentoring, with the aim of creating a connection which may lead to sponsorship and support at the most senior levels of the business.

We recognise that although a programme like this only affects a small percentage of our people currently, it is integral to seeing Reckitt achieve our ambition of gender balance across all management levels by 2030. In future, we will continue to broaden participation, to ensure wider access and connectivity.

Table 1: Sex/gender representation of the Reckitt Board

	Number of Board members	Percentage of the Board	Number of senior positions on the Board (CEO, CFO, SID and Chair)	Number in executive management	Percentage of executive management
Men	8	66%	4	9	82%
Women	4	33%	0	2	18%
Other categories	-	-	-	-	-
Not specified/ prefer not to say	-	-	-	-	-

Table 2: Ethnicity representation of the Reckitt Board and Executive Management

	Number of Board members	Percentage of the Board	Number of senior positions on the Board (CEO, CFO, SID and Chair)	Number in executive management	Percentage of executive management
White British or other White (including minority-white groups)	11	92%	4	8	73%
Mixed/Multiple Ethnic Groups	-	-	-	1	9%
Asian/Asian British	1	8%	0	1	9%
Black/African/Caribbean/Black British	-	-	-	-	-
Other ethnic group	-	-	-	1	9%
Not specified/prefer not to say	-	-	-	-	-

GLOBAL GENDER PAY REPORTING 2022

This report covers gender pay data for almost 70% of our entire workforce.

This section shares data across our nine global markets: Brazil, China, Hungary, India, Indonesia, Mexico, Poland, Thailand and USA.

The data we share includes:

- Median pay gaps
- Median bonus gaps
- Proportion of employees eligible for a bonus
- Proportion of employees working in manufacturing

We have included these data points to provide context to employee demographics in our markets. We have focussed on median pay gap because it is less likely to be skewed by outlier data points.

A reminder on reading the data:

- A negative number indicates a pay gap in favour of women
- A positive number indicates a pay gap in favour of men

A reminder of how we work out the median:

If you take everyone in the market and rank them from the lowest earner to the highest, the median person is the one in the middle. So, the median gender pay gap is the difference between the hourly pay of the middle man and the hourly pay of the middle woman.

The median bonus gap is the difference between the annual bonus received by the middle man compared with the annual bonus received by the middle woman.

The median bonus gap cannot include employees that do not receive a bonus. We have also included case studies on our Inclusion agenda from colleagues around the world.



GLOBAL GENDER PAY DATA

In Poland and India, the median pay gap and the bonus pay gap favour women.
 In both markets, more men work in manufacturing, therefore the middle woman typically holds a more senior role than the middle man.

POLAND

Total Reckitt employees: 2,520

Median gender pay gap Δ



Median bonus gap at target Δ



Proportion of women and men eligible for a bonus payment Δ



Proportion of women and men working in manufacturing



Proportion of Reckitt local workforce employed in manufacturing positions

INDIA

Total Reckitt employees: 3,262

Median gender pay gap Δ



Median bonus gap at target Δ



Proportion of women and men eligible for a bonus payment Δ



Proportion of women and men working in manufacturing



Proportion of Reckitt local workforce employed in manufacturing positions



The W icon refers to women, and the M icon refers to men.

Δ Triangle icon indicates where the metrics have been assured (limited assurance) under ISAE (UK) 3000 by our independent assurance provider, KPMG, and reflects the position as of 5 April 2022. [View here](#)

Headcount data based on total number of active employees (as of 5 April 2022).

GLOBAL GENDER PAY DATA

SPOTLIGHT ON: WOMEN@RECKITT INDIA: A FOCUS ON BUILDING AND SUPPORTING FUTURE WOMEN LEADERS

Sohini Dutt, Regional HR Director, South Asia

Our Reckitt India business remains committed to the wider Reckitt goal of gender balance at all management levels by 2030. "We know that to reach this ambition, we need to embrace change," Sohini explains.

Most of our manufacturing employees in India are men, and most of our women employees work in office positions. This demographic context is reflected within the gender pay data. However, within this context, women currently make up 26% of managerial positions.

"Our focus is on attracting best-in-class talent, building their capabilities to enable growth opportunities and creating more role models to inspire women leaders of the future," Sohini explains. "We want to make Reckitt one of the most admired companies for women in India, by helping women unlock their leadership potential."

In 2022, Reckitt India rolled out 'Winspiration', a 6-month mentoring programme for aspiring women leaders at Reckitt. By assigning mentors who have had successful career journeys, it aims to shine a light on opportunities and helps build sponsorship in the organisation. This is applied from graduate trainee positions to senior management.

Alongside leadership development, there has been a focus on wellbeing.

"Through conversations with our people, we discovered that women tend to deprioritise their health when juggling their many responsibilities. So, we set out to do something about it," says Sohini.

"The result was a company-wide women's health programme about enabling self-care, encouraging women to prioritise their own health - for their sake and for their families. As a business where health is at the forefront, the synergy with who we are was really compelling."

In 2022, Women@Reckitt India provided a free annual health check-up and held educational and awareness raising sessions around health and specifically, cancer.

"During Cancer Awareness Week, we organised wellness and health talks from doctors, emphasising the benefits of early detection of cancer and breast cancer specifically, even installing x-ray equipment on-site with experienced doctors to perform mammograms. The events, healthcare check-up and mammography screening were fully booked out."

Building a strong future pipeline of women leaders is key for the business. "Being able to showcase our policies and benefits demonstrates our commitment to inclusivity, giving us a head start in the battle on talent."



SOHINI DUTT
REGIONAL HR DIRECTOR, SOUTH ASIA

"We want to make Reckitt one of the most admired companies in India, by helping women unlock their leadership potential."



GLOBAL GENDER PAY DATA

For both Hungary and Thailand, the median gender pay and median bonus gaps are in favour of men. Both markets have a higher proportion of women in manufacturing, which affects both data points. Indonesia also has a gender pay and bonus gap in favour of men but, year on year, the gaps are decreasing. Women remain under-represented in senior management roles there.

HUNGARY

Total Reckitt employees: 817

Median gender pay gap Δ



Median bonus gap at target Δ



Proportion of women and men eligible for a bonus payment Δ



Proportion of women and men working in manufacturing



Proportion of Reckitt local workforce employed in manufacturing positions

INDONESIA

Total Reckitt employees: 1,227

Median gender pay gap Δ



Median bonus gap at target Δ



Proportion of women and men eligible for a bonus payment Δ



Proportion of women and men working in manufacturing



Proportion of Reckitt local workforce employed in manufacturing positions

THAILAND

Total Reckitt employees: 1,829

Median gender pay gap Δ



Median bonus gap at target Δ



Proportion of women and men eligible for a bonus payment Δ



Proportion of women and men working in manufacturing



Proportion of Reckitt local workforce employed in manufacturing positions

The W icon refers to women, and the M icon refers to men.
 Δ Triangle icon indicates where the metrics have been assured (limited assurance) under ISAE (UK) 3000 by our independent assurance provider, KPMG, and reflects the position as of 5 April 2022. [View here](#)

Headcount data based on total number of active employees (as of 5 April 2022).

GLOBAL GENDER PAY DATA

SPOTLIGHT ON: LGBTQ+@RECKITT

**Eleonore (Ellie) Muraier, eInnovation Director, Intimate Wellness;
Global Lead, LGBTQ+@Reckitt**

"Well," opens Ellie with a smile, "I have my day job and my gay job." Her day job is eInnovation Director for Reckitt's Intimate Wellness Marketing team, but she is also the Global Lead for the LGBTQ+@Reckitt ERG.

The LGBTQ+@Reckitt ERG sprung from an informal network of engaged LGBTQ+ employees and their allies. The network was officially launched and recognised as a strategic ERG in 2021 when Ellie took the Global Lead role.

"Since then, lots of things have happened," continues Ellie. "We are hosting regular forums to discuss what needs to happen in Reckitt and in society, with the aim of all employees, managers and senior leaders being able to express their true authentic selves at work."

The biggest insight for Ellie has been the importance of policies. "Policies may not sound very inspiring, but I've experienced the benefits of Reckitt's parental leave policy personally, from all angles. My wife gave birth to our first daughter and me to our second daughter. It means I've a newfound respect for the impact policies can have on the experience of our people."

The LGBTQ+@Reckitt ERG is consulted on policy developments, alongside other ERGs. "For example, we've helped ensure Reckitt's relocation policy is updated to reflect new family constellations," says Ellie. The refreshed version assures same-gender couples have the same treatment and benefits when relocating.

"We recognise that having clear policies that are inclusive of everyone, regardless of gender or personal circumstances, will make Reckitt a more attractive employer, results in happier employees and enables us all to feel welcome as our true authentic selves."



ELEONORE MURAUER
eINNOVATION DIRECTOR, INTIMATE WELLNESS;
GLOBAL LEAD, LGBTQ+@RECKITT

"Policies may not sound very inspiring, but I've experienced the benefits of Reckitt's parental leave policy personally, from all angles."

GLOBAL GENDER PAY DATA

In the USA, Brazil & Mexico there is a higher representation of men in manufacturing. The impact of this demographic is a median pay gap in favour of women.

When considering the bonus pay gap, we can only analyse those employees eligible for a bonus, which changes the data set make up. This bonus analysis includes a higher proportion of senior men than women, leading to a median bonus gap in favour of men.

USA

Total Reckitt employees: 4,242

Median gender pay gap Δ



Median bonus gap at target Δ



Proportion of women and men eligible for a bonus payment Δ



Proportion of women and men working in manufacturing



Proportion of Reckitt local workforce employed in manufacturing positions

MEXICO

Total Reckitt employees: 2,120

Median gender pay gap Δ



Median bonus gap at target Δ



Proportion of women and men eligible for a bonus payment Δ



Proportion of women and men working in manufacturing



Proportion of Reckitt local workforce employed in manufacturing positions

BRAZIL

Total Reckitt employees: 1,592

Median gender pay gap Δ



Median bonus gap at target Δ



Proportion of women and men eligible for a bonus payment Δ



Proportion of women and men working in manufacturing



Proportion of Reckitt local workforce employed in manufacturing positions

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Headcount data based on total number of active employees (as of 5 April 2022).

GLOBAL GENDER PAY DATA

SPOTLIGHT ON: HOW INCLUSION CREATES STRONGER TEAMS

Brian Leafblad, R&D Senior Manager, Global Business Solutions

"This is by far the strongest and most productive team I have worked with in my 27 years in Research and Development (R&D)."

"So," says Brian Leafblad, R&D Senior Manager, Global Business Solutions about his 10-person team, eight of whom happen to be women. "I was hired as the pandemic hit the USA, two and a half years ago, and recruited and onboarded my team completely digitally."

Two of Brian's recruits were pregnant when he interviewed them. He continues, "I was really pleased to tell them about Reckitt's parental leave policy." Both women accepted their job offers.

Brian did not set out to recruit women specifically. Instead, he looked for competence, skills and future growth potential. The resulting team is a "mini-United Nations" within Reckitt, with representatives from almost all continents of the world, each contributing unique skillsets, perspectives and ideas.

"Innovating is what we do," continues Brian. The team has complete technical value chain responsibility for professional cleaning, from research and product development all the way through to packaging, and value proposition and GTM delivery. "Our diversity is one of our team's greatest strengths, and it has already paid off," he says. "Collecting feedback from consumers is quicker, easier and more accurate when we are able to do it in the consumers' native language. Now, we know we are receiving really constructive, honest insights to develop our ideas."

Brian explains what an inclusive culture means to him and his team. "An inclusive culture feeds both feelings and actions: to feel truly valued for who we are and know that our contributions count in our teams and wider business, but also seeing the tangible, inclusive actions of the business, in management support, in development opportunities and in policies."

As a member of the local Inclusion Board in North America, Brian has been part of the 2022 pilot of the country's 'Men as Active Allies' programme. 30 men across Reckitt sites in the USA have volunteered to take part in the allyship programme, which is designed to educate men on how to be better allies to women in the workforce and to support and develop women's careers. "We are quickly learning that to reach gender balance, we need to look beyond gender. We are beginning to collaborate with the other ERGs across Reckitt to drive a broader understanding of inclusivity."



BRIAN LEAFBLAD
R&D SENIOR MANAGER,
GLOBAL BUSINESS SOLUTIONS

"Innovating is what we do. Our diversity is one of our team's greatest strengths, and it has already delivered."



GLOBAL GENDER PAY DATA

SPOTLIGHT ON: SOCIAL JUSTICE@RECKITT IN MEXICO

Julian Padilla, Legal Associate Director, Central America and Mexico

In addition to the global ERGs, Reckitt is also supporting market-specific or regional ERGs. In Mexico, Julian Padilla leads SocialJustice@Reckitt.

"Did you know that only 12% of students in Mexico are offered the chance to learn a second language? And that only 5% of the Mexican population speaks fluent English? And just like that, we are missing out on 95% of the talent pool," says Julian, who is currently Legal Associate Director in Mexico but soon to relocate to Poland.

Social Justice@Reckitt comprises 22 people across the business who drive the agenda of inclusivity on a small scale, with the ambition to support Reckitt on a large scale. Reckitt believes that the changes we are able to affect locally will resonate with our organisation globally, influencing leaders and policy makers in all our markets.

"We work to remove barriers that stop people from even being considered for jobs at companies like Reckitt," says Julian. "The language barrier is just one example that we, together with Talent Acquisition, are already changing."

"Reckitt is now recruiting from both private and public schools. This means we have had to train our recruiters to hire differently and, more importantly, to support our managers in the mind-set shift from employing people 'like them' to employing those who offer a different perspective, skillset or experience. It also means we have to offer English as part of the onboarding programme."

Since Social Justice@Reckitt started in 2021, the team has come to better understand the economic pyramid in Mexico with all its challenges in terms of culture, education, race, health, aging and poverty.

"You see, I was born in Colombia during conflict, and I am working in a dream job at a dream company where everything is possible. I am grateful for the opportunities I am given and the platform I have. Now I am putting it to use for the benefit of everyone to be seen, heard and valued, regardless of background."



JULIAN PADILLA
LEGAL ASSOCIATE DIRECTOR,
CENTRAL AMERICA AND MEXICO

"We believe that the changes we are able to affect locally will resonate with our organisation globally."

GLOBAL GENDER PAY DATA

In China, the reported 2022 data differ to 2021 data. This is primarily due to the completed sale of Reckitt's Infant and Child Nutrition business. As a result, employee demographics have shifted, with a higher proportion of the total population working in manufacturing, and a lower proportion of women in senior roles.

CHINA

Total Reckitt employees: 2,156

Median gender pay gap Δ



Median bonus gap at target Δ



Proportion of women and men eligible for a bonus payment Δ



Proportion of women and men working in manufacturing



Proportion of Reckitt local workforce employed in manufacturing positions



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GLOBAL GENDER PAY DATA

SPOTLIGHT ON: HOLDING UP THE SKY TOGETHER IN CHINA

Ada Chen, Head of Corporate Affairs & Sustainability
Madge Xue, Director HR, Greater China

"In China, there is a saying: 'Women hold up half of the sky'. In Reckitt Greater China, it's more like 'Women hold up most of the sky,'" laughs Madge Xue, Human Resources Director, reflecting that over 60% of the 2150+ employees in China are women. "We recognise that women have a lot to contend with," she says.

Ada Chen, Head of Corporate Affairs and Sustainability, explains the context: "The country's population of working-age adults (that is, those from 15 to 64 years old) peaked in 2015, so family responsibilities have increased, whether that is supporting their parents - an aging generation - or growing their family."

Women@Reckitt was established in China during 2022, after recognising the growing pressures on women in the workplace. "Women@Reckitt will provide a platform to pursue gender equality and build an inclusive culture that offers support to all of our employees," says Madge matter-of-factly. "We've hit the ground running, almost two thirds of our people have taken part in the conscious inclusion programme, an internal gender equity campaign, and the business has installed wellness suites across all our sites for nursing mothers."

The team has been busy working on a flagship programme: the launch of the 'Mulan Programme', named after the famous Chinese heroine, in 2023. This is there to inspire, enable and support women in the workplace and respond to emerging needs and challenges.

Madge concludes, "Our goal is to build a workplace where everyone feels they are supported and can thrive, and I am confident that we will achieve that."



MADGE XUE
DIRECTOR HR, GREATER CHINA

"Our goal is to build a workplace where all employees feel they are included and can thrive."

APPENDIX



APPENDIX

Drivers of UK gender bonus

As part of our approach to recognising and rewarding performance, Reckitt's senior leaders have access to incentive plans.

Based on the annual bonus paid, the Reckitt 2022 UK bonus gap was -17.4% (median) and 35.1% (mean).

There is a mean average gender bonus gap, as under our pay for performance model, the more senior roles have a higher proportion of their packages as variable pay, and these roles are more typically filled by men.

We see the reverse effect when looking at the median. The gender balance in the manufacturing sites is weighted more towards men and, as a result, the median woman is typically in a more senior role than the median man, resulting in a median gap favouring women.

Although all employees at the same level have the same bonus-earning opportunity, we cannot be comfortable with the consequences of this gender imbalance at senior levels, and are working to address it.

Annual bonus

Our annual bonus scheme operates in the same way for all. It incentivises top-line revenue growth and a bottom-line measure of profit growth. This is important as it is gender-neutral and objective. Everyone at the same management level is offered the same opportunity to receive bonuses, irrespective of gender.

Reckitt supports part-time working, so that our employees can balance their personal and professional lives. Pay and bonuses are adjusted accordingly. However, this is not recognised in the calculation of the gender bonus gap. Since approximately two-thirds of Reckitt's part-time employees in the UK are women, this impacts the calculation.



APPENDIX

UK gender pay gap breakdown

The requirement to report on gender pay does not apply to some of our UK businesses – specifically, those that employ fewer than 250 colleagues.

Even so, Reckitt chooses to include all employees in our UK reporting below regardless of where they work. That way, we can give the most representative picture of our gender pay and bonus gaps across the UK.

Entity	Hourly pay quarters													
	Pay Gap		Bonus Gap		Proportion receiving bonus		Upper		Upper Middle		Lower Middle		Lower	
	Mean	Median	Mean	Median	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Reckitt Corporate Services Ltd Δ	27.3%	23.3%	60.0%	51.6%	90.0%	89.6%	62.3%	37.7%	54.4%	45.6%	41.6%	58.4%	30.5%	69.5%
RB Healthcare (UK) Ltd HQ Δ	-0.7%	6.2%	-34.7%	0.0%	88.1%	84.7%	72.3%	27.7%	80.5%	19.5%	73.6%	26.4%	62.1%	37.9%
RB Healthcare Manufacturing Δ	0.1%	8.6%	-39.4%	-54.5%	33.0%	38.7%	76.6%	23.4%	77.7%	22.3%	80.0%	20.0%	61.9%	38.1%
Reckitt Benckiser Health Limited Δ	21.0%	30.7%	41.4%	47.4%	90.4%	88.5%	55.9%	44.1%	49.0%	51.0%	38.6%	61.4%	40.8%	59.2%
RB UK Commercial Limited Δ	11.6%	8.0%	5.6%	-3.1%	88.6%	92.3%	46.9%	53.1%	50.5%	49.5%	33.3%	66.7%	39.2%	60.8%
RB (UK) Ltd Δ	-2.2%	-7.3%	-31.8%	-1747.0%	56.8%	54.4%	87.3%	12.7%	63.9%	36.1%	84.5%	15.5%	86.1%	13.9%
Reckitt Benckiser (Brands) Ltd	-13.7%	6.3%	-66.0%	-3.6%	85.5%	92.0%	53.6%	46.4%	60.7%	39.3%	46.4%	53.6%	60.7%	39.3%
RB UK Hygiene Home Commercial Ltd	8.4%	17.2%	-0.1%	25.8%	91.1%	90.6%	58.5%	41.5%	37.7%	62.3%	34.0%	66.0%	39.6%	60.4%
Reckitt Benckiser Group plc*	-	-	-	-	-	-	-	-	-	-	-	-	-	-

*Employs one person, therefore comparative figures not available.

Unassured figures employ less than 250 people in entity.

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RANJAY RADHAKRISHNAN
CHIEF HUMAN RESOURCES OFFICER

Statutory disclosure: I confirm that the UK data presented here in this report is accurate and meets the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

APPENDIX

Non-UK mean gender pay data

For our non-UK markets, this report focuses mainly on median data. That is, the levels of pay of middle-ranking women overall, and middle-ranking men overall.

Median data is generally considered the more robust data point, giving a more representative picture of gender pay. In the interests of transparency, we also show mean (or average) data here.

Market	Δ Mean gender pay gap (%)	Δ Mean bonus gap (%)
Brazil	-2.9	0.5
China	34.4	38.7
Hungary	56.0	43.9
India	-64.8	-27.8
Indonesia	2.7	43.8
Mexico	-2.7	20.2
Poland	-1.5	7.2
Thailand	16.8	41.2
United Kingdom	2.4	35.1
United States	-4.4	33.3

A negative number represents a gender pay or bonus gap in favour of women.

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