

Gender Pay Report 2019 – 5 RB markets

UK, USA, China, India & Mexico



Our global gender pay perspective

Welcome to our UK Gender Pay Report for 2019 – prepared under the Equality Act 2010 (Gender Pay Information) Regulations 2017.

In addition to this UK statutory gender pay disclosure, we have chosen to voluntarily provide gender pay data for four of our other biggest markets in this report. That is, the USA, China, India and Mexico.

These four markets, combined with the UK, comprise nearly 50% of our total global employees.

To ensure the integrity of this report's information, all RB's gender pay figures have been independently assured by Deloitte.



We have chosen to voluntarily provide gender pay data for four of our other biggest markets in this report.



Going beyond UK gender pay reporting requirements



Ranjay Radhakrishnan

Q: What led RB to voluntarily report gender pay across four additional markets versus just for the UK?

We're a business committed to doing the right thing, and gender equality is key for us and society. We want to be at the forefront of raising the bar on transparency, so reporting gender pay for more markets reflects this.

If you look at the total RB population covered by our voluntary gender pay gap reporting initiative, it's almost 50% of our global employees. This is because, including the UK, we've reported on our five biggest markets.

Q: What do you think external stakeholders will make of this reporting initiative?

I'm extremely proud to say that RB is one of the first FTSE 100 companies to voluntarily disclose its gender pay gap in more countries than it is mandatorily required. We now cover almost half of our global employees by including four additional key markets. This will set an example for other companies to follow, and ultimately bring more consciousness around gender pay.

Q: How will your employees view RB's voluntary gender pay disclosure?

I hope our colleagues feel proud of our company and that we have done this. It's a great example of RB's commitment to action on gender equality.

Our colleagues in the UK are used to gender pay reporting, but in the other four markets they are not. Therefore, reactions will vary from market to market.

My only request of colleagues would be, to understand the calculations behind gender pay reporting. Because gender pay is not the same as equal pay.

Q: What is your view on the importance of Diversity & Inclusion for RB's future success?

For me personally, Diversity and Inclusion is a business imperative. Not just a moral imperative, or a compliance imperative. Why is it a business imperative? Because our RB internal colleague profile needs to reflect our consumer profile, and the profile of the various markets we operate in.

Putting consumers and people first is one of the key values in our new compass (page 4), which underpins RB's purpose.

And finally, our Freedom to Succeed employee value proposition is about freedom to be yourself. At RB we want all our employees to have the freedom to succeed and to be themselves.

This voluntary reporting initiative covers almost 50% of RB's global employees.

Ranjay Radhakrishnan
Chief Human Resources Officer, RB

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

Our purpose, fight and compass

Our purpose

Today, our brands like Dettol, Lysol, Harpic, Finish, Durex, Mucinex, Enfamil and Move Free, among others, fight at the frontlines to give our consumers a better life.

Why we exist - our purpose, our soul - is clear. We exist to protect, heal and nurture in our relentless pursuit of a cleaner and healthier world. Each word matters. They speak to our portfolio and the categories in which we play.

Relentless pursuit captures RB's entrepreneurial and can-do spirit, all in service of creating a cleaner, healthier world.

Our fight

Our company is inspired by the fight of making access to the highest quality hygiene, wellness and nourishment a right, not a privilege.

Access has multiple platforms: quality products that are available, with attractive price points, along with awareness and advocacy, are all part of how we make high quality accessible.

Our compass

Underpinning RB's purpose is a new set of behaviours to guide us, which we call our compass.

At its heart is the goal of doing the right thing, always. Around it are the principles of putting consumers and people first, seeking out new opportunities, striving for excellence and building a culture of shared success.

Our new culture celebrates what has made RB successful, and been evolved for what is required for sustainable growth and success in the future.

To find out more, visit:
www.rb.com/about-us/our-purpose-and-compass



Our UK gender pay 2019

RB has several UK entities. To help our stakeholders understand RB's overall UK gender pay performance, we have aggregated all this data here. This provides a complete gender pay picture across our UK businesses.

Our RB 2019 gender pay data has been independently assured by Deloitte. The individual UK entities' data are shown on page 34.

Comparison with 2018

Here is the overall gender pay performance across all our UK operations in comparison to 2018.

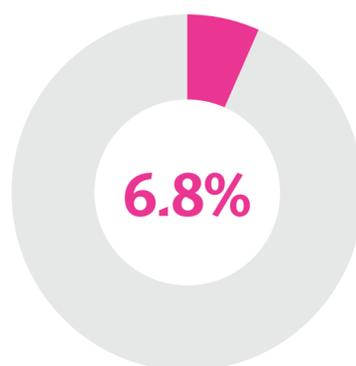
As of April 2019, the median has moved slightly from -4.5% in favour of RB females to -3.8%. The RB UK mean has reduced from 7.9% in 2018 to 6.8% in 2019.

RB's gender bonus gaps have decreased year on year. The median has changed from 25.2% in 2018 to 19.6% in 2019 and the mean from 81.3% to 73.8%.

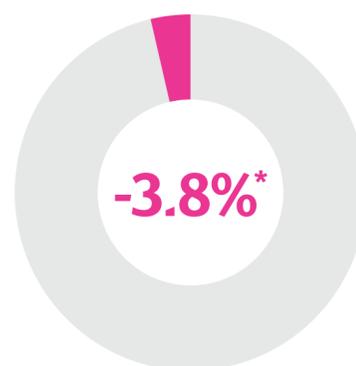
Comparison with the UK national picture

While no company can be happy with a gender pay gap, RB's 2019 gender pay data compares favourably with the national picture (Office for National Statistics). Our full and part time RB median pay gap is -3.8% vs 17.3% UK nationally (ONS 2019). Our full and part time RB mean is 6.8% vs 16.2% UK nationally (ONS 2019).

Our 2019 gender pay performance

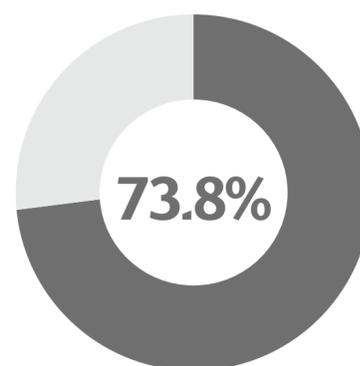


Mean gender pay gap (%)

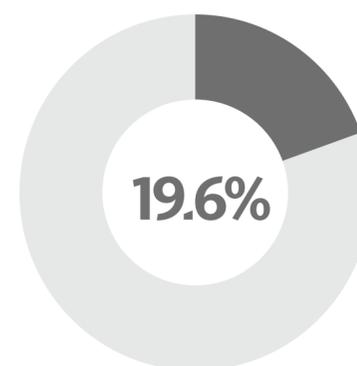


Median gender pay gap (%)

Our 2019 gender bonus performance

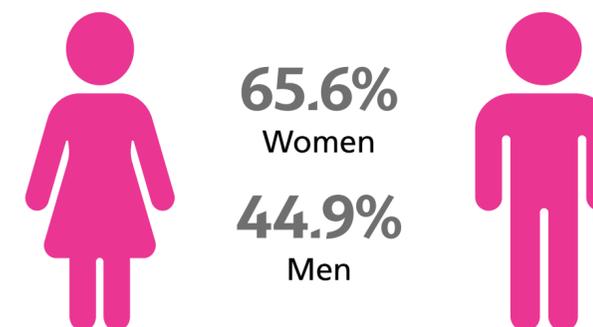


Mean bonus gap (%)



Median bonus gap (%)

Proportion of men & women eligible for a bonus payment (%)



**A negative number represents a gender pay or bonus gap in favour of women. Our RB 2019 gender pay data has been independently assured by Deloitte.*



Culture and performance

Outperformance

As part of our approach to recognising and rewarding outperformance, RB's senior leaders have access to both short and long-term incentive plans. This means we face a challenge with our gender bonus gap as we currently have more male than female senior leaders. Based on the annual bonus paid, the RB 2019 bonus gap was 19.6% (median) and 73.8% (mean).

While men and women at the same levels have the same bonus earning opportunity at RB, we recognise the uncomfortable reality of this gender imbalance at senior levels. To understand the gap, it is important to note that the bonus gap is made up of an annual bonus and a Long-term Incentive Plan (LTIP).

Annual bonus

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

RB 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. As approximately two-thirds of RB's part-time employees in the UK are women, this impacts the calculation.

Long-term Incentive Plan

RB's LTIP rewards long-term performance and share price growth. At RB we have a strong pay for performance culture and alignment to shareholder value. An increase in share price leads to a corresponding value in terms of LTIP payout. LTIP allocation is gender neutral, which means that people at the same level in the organisation receive the same allocation of shares.

And yet there are more men than women in those roles that offer higher incentive opportunities, including eligibility for LTIPs.

Finally, it is worth noting that the LTIP rewards long-term performance, with three and a half years between an award being made and it potentially paying out.

We are required to include all payouts during the 12 months to April 2019, which due to RB's pay cycle means LTIPs that were released in May 2018. This year's gender pay analysis reflects LTIPs awarded in December 2014, and therefore represents the gender balance at that time.

RB Gender Pay 2019 - Global Snapshots

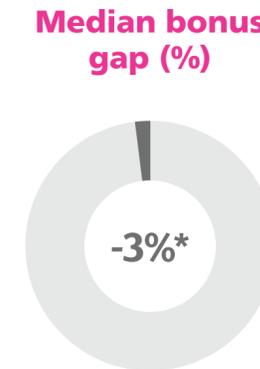
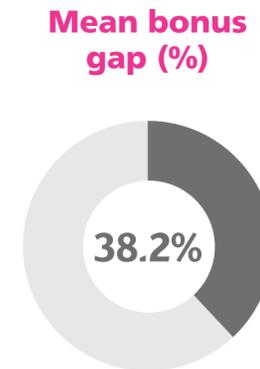


- ▶ **USA**
- ▶ **China**
- ▶ **India**
- ▶ **Mexico**

USA

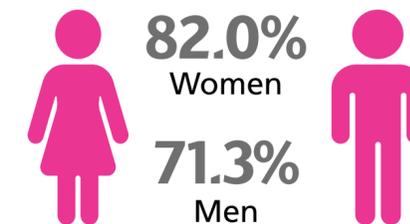


USA: gender pay picture



Number of RB US employees	4,092
Number of RB US sites	21 (5 manufacturing)
Key brands	Enfamil, Lysol, Mucinex

Proportion of men & women eligible for a bonus payment (%)



**A negative number represents a gender pay or bonus gap in favour of women.
Our RB 2019 gender pay data has been independently assured by Deloitte.*

USA: behind the numbers

Q: Over the next 12 months, what's the gender balance priority in your market?

While our gender splits on hires and promotions are balanced, our priority for the next 12 months is to understand how that flows through our different functions and ensure we address any shortfalls in particular divisions. We have significantly enhanced our flexible working, giving our employees the freedom to succeed and to be at their best both in and out of the office.

We are also learning from other markets such as RB Germany, which is a great model for practising flexibility and discussing it openly and transparently. One way we're embracing inclusivity is bolstering our paternity leave policy to ensure both parents have the opportunity for bonding and the chance to play the care-taking role.

Q: How is the concept of gender pay reporting perceived in your market?

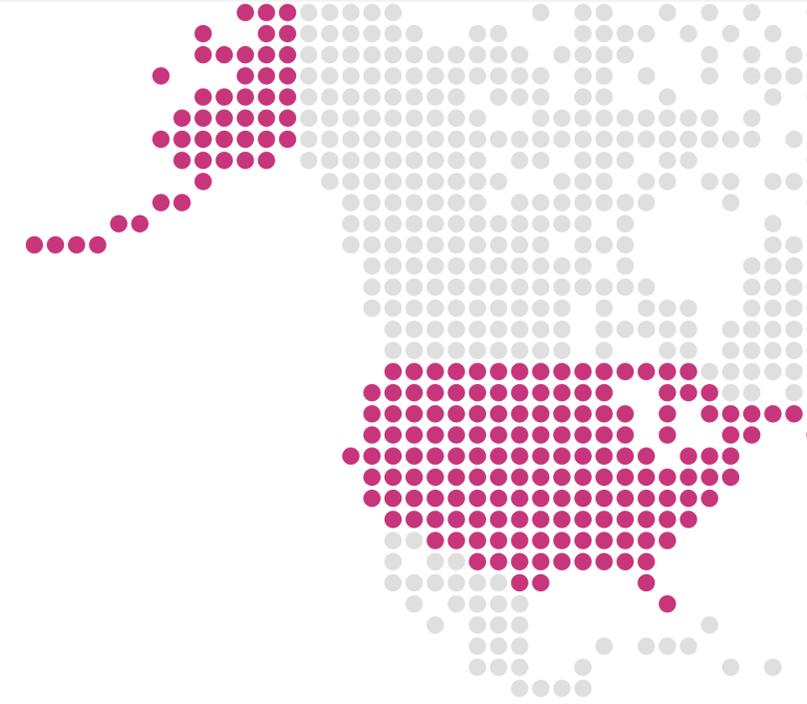
It is not widely talked about here, but the news around equal pay for the US women's soccer team has given the discussion momentum. We are hoping that by publishing our gender pay figures, more businesses will follow suit and the topic will gain even more traction. We hope it will become the norm.

Q: What is your view of the RB gender pay results for your market?

Headline results aside, there is still much progress to be made in having more females in senior level roles. There will be a concerted effort in the coming year to make greater progress on this through ensuring our processes and decision-making are fit-for-purpose to drive this change.



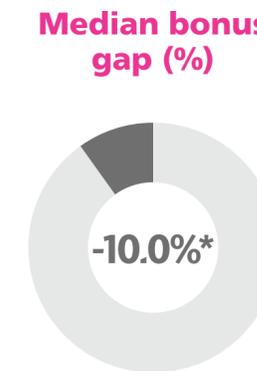
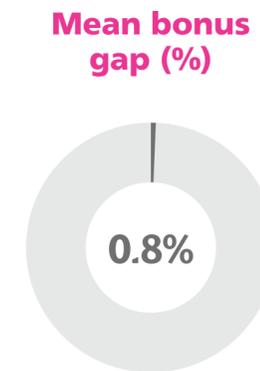
We are hoping that by publishing our gender pay figures, more businesses will follow suit and the topic will gain even more traction.



China

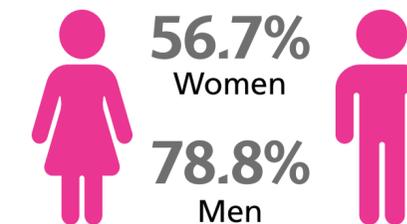


China: gender pay picture



Number of RB China employees	4,700
Number of RB China sites	9 sites (5 manufacturing)
Key brands	Dettol, Durex, Enfamil, Enfitas, Nutramigen

Proportion of men & women eligible for a bonus payment (%)



*A negative number represents a gender pay or bonus gap in favour of women.
Our RB 2019 gender pay data has been independently assured by Deloitte.

China: behind the numbers



Q: What's driving the gender pay gaps we see between RB's male and female colleagues in China?

The reason the pay gaps are higher - versus the other four RB markets - is because of the proportion of females in factory worker positions (74%). China is the only country of the five RB markets we are reporting gender pay on where we have more female factory workers than males. And these factory roles are typically lower paid than office positions.

Of the total 4,700 RB colleagues in China, approximately 60% are female and 40% male. This ratio is typical of other local multinationals.

Q: The RB China gender bonus gap is lower than in some of the other RB markets we're reporting on. Why is this?

Given RB's approach to rewarding performance, senior RB leaders have access to both short and long-term incentive plans. This can result in a gender bonus gap where we have more male than female senior leaders.

In the case of RB China, we have almost equal numbers of male and female senior management team members.

This therefore narrows the bonus gap in China compared with other RB markets, where there are more male than female senior leaders.

Q: How are you championing gender balance in China?

Supportive and inclusive policies are one of the key things our female talent has asked the business here to major on. Our new Parental Leave policy, which we introduced at the end of last year, is a good example of this. It extends paid maternity leave from 16 weeks to 26 weeks. This is important for retaining current employees here and attracting new colleagues to RB China.



As Ranjay has outlined from a global perspective, supportive and inclusive policies are also a priority in China.



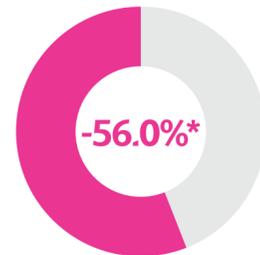
India



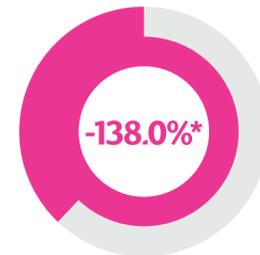
India: gender pay picture



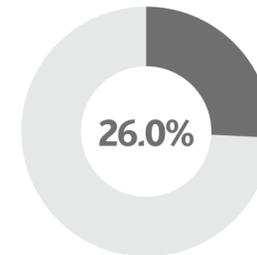
Mean gender pay gap (%)



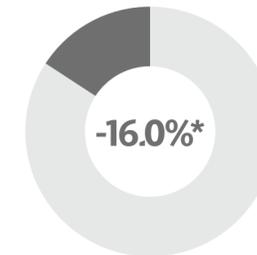
Median gender pay gap (%)



Mean bonus gap (%)

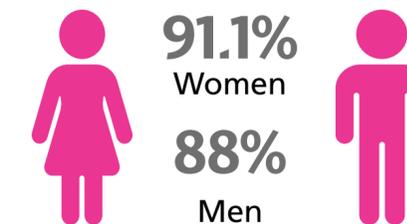


Median bonus gap (%)



Number of RB India employees	3,544
Number of RB India sites	11 (4 manufacturing)
Key brands	Dettol, Durex, Harpic, Lysol, Mortein, Veet

Proportion of men & women eligible for a bonus payment (%)



*A negative number represents a gender pay or bonus gap in favour of women.
Our RB 2019 gender pay data has been independently assured by Deloitte.

India: behind the numbers



Q: What's driving the high median pay difference we see here between males and females?

A large proportion of our male colleagues work in field sales and factories. These roles are dispersed across the country, paying wages that are typically lower.

This contrasts with our Corporate Head Office & Regional Office roles, which are located in Tier-1 Indian cities. Such positions pay relatively higher wages and more female colleagues occupy these roles too.

Q: What is your market doing over and above DARE to drive greater gender balance?*

We continue to champion global initiatives under DARE* including: Lean-in circles, Mentoring and Unconscious bias workshops.

We have also just launched Rediscover, a local programme that invites women on career breaks to return to work. It is open to all women in the external talent market here who are looking for an inclusive organisation that will enable them to settle back into work after a sabbatical.

Women take career breaks for many reasons. Some obvious ones include life stages like marriage, child-birth and others like parental care or relocation to a new city. Rediscover offers these women a six-month internship programme to restart their careers, from where they left, with us. The internship period will help refresh their technical skills and also rebuild their

confidence in the workplace. We will provide associated mentoring and onboarding too. At the end of the programme, these interns will get first right of applying to all open opportunities. Returning to work can be a very challenging prospect. We hope to become an employer of choice for women looking for a supportive environment.

Q: How is the concept of gender pay reporting perceived in India?

Professionals in India are aware of the concept of equal pay, but not so much gender pay. However, communicating our gender pay performance in such a transparent way, should be a strong proposition for both existing and potential recruits. We really hope this voluntary reporting initiative helps focus more discussion around gender pay and supports our inclusion ambitions.

Q: Is there continuous education for all RB India employees on building an inclusive organisation?

For sure, we take lot of pride in continuous education of our colleagues on topics including: Unconscious Bias, Women in STEM and dual working couples. We also ensure education on POSH - Prevention of Sexual Harassment. All these efforts help us in busting myths and biases around professional women.

*DARE is RB's internal programme focused on improving gender diversity by Developing, Attracting, Retaining and Engaging talented women at all levels.



We have introduced an initiative to assist new mothers who are expected to travel for work. Available until a child's first birthday, travel will be paid for when a child's carer is accompanying the mother during working hours.

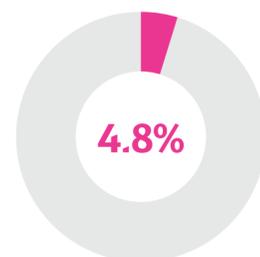


Mexico

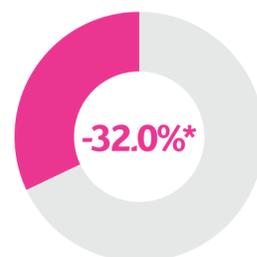


Mexico: gender pay picture

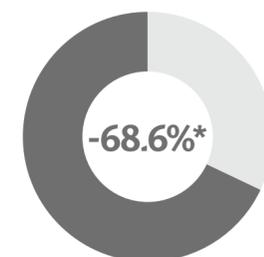
Mean gender pay gap (%)



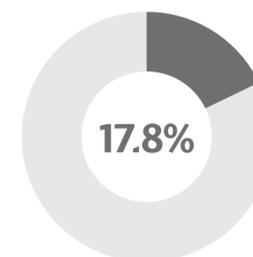
Median gender pay gap (%)



Mean bonus gap (%)

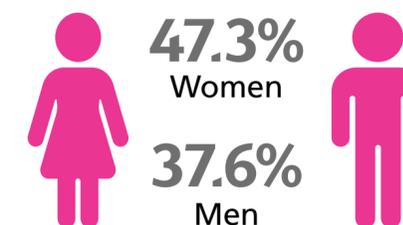


Median bonus gap (%)



Number of RB Mexico employees	2,360
Number of RB Mexico sites	10 (4 manufacturing)
Key brands	Enfamil, Harpic, Lysol, Vanish

Proportion of men & women eligible for a bonus payment (%)



*A negative number represents a gender pay or bonus gap in favour of women.
Our RB 2019 gender pay data has been independently assured by Deloitte.

Mexico: behind the numbers

Q: What is your market doing to drive greater gender balance?

Gender balance is something we review every month here in Mexico. DARE Ambassadors are really engaged in the Mexican market and make a huge effort to support RB colleagues. We have Lean-in circle talks every month where external speakers tell their stories and inspire our employees. For example, female leaders who have overcome significant societal challenges to forge highly successful business careers in Mexico.

We have grown our DARE Ambassadors from three people to twenty. They really carry out a key role for us here on the ground.

Q: Over the next 12 months, what is your gender balance priority?

We are obviously very focused on growing our number of Ambassadors and we equally want male participation in this process. In 2020, we are looking to drive greater female representation in senior management positions, as well as majoring our efforts on work-life balance support for every colleague.

Q: How is the concept of gender pay reporting perceived in your market?

It's not common in our market at present. We hope that the disclosure of this information will raise awareness within RB here and the market in general. Our expectation is that other Latin American countries could follow suit and we also hope that the feedback will be positive from the perspective of the Mexican Government.



We have grown our DARE Ambassadors from three people to twenty. They really carry out a key role for us here on the ground.



RB Initiatives

- ▶ **Reverse Mentoring**
- ▶ **New Parental Leave Policy**
- ▶ **Freedom To Succeed**
- ▶ **DARE**
- ▶ **UK Living Wage / SDG 5**

Talking about my generation



*Abby Golding,
Trade Marketing Manager, RB UK*

How do RB senior leaders keep in touch with the views of Millennials and Gen Z? How do they better understand key generational insights and what it means for the business?

Here we speak with four participants in RB's reverse mentoring scheme - Rosie, Abby, Fabrice and Rupert.

They share their experiences from the scheme, what their initial expectations were and what they have learnt so far.

Who's Who?

Abby Golding, Trade Marketing Manager RB UK, is mentoring **Rupert Bondy**, RB's Group General Counsel.

Rosie Kelly, Brand Manager, Vanish, mentors **Fabrice Beaulieu**, Executive Vice President, Category Development Organisation, Hygiene.

How was the first mentor meeting?

ABBY: I hadn't met Rupert before, and obviously you have that nervousness about meeting someone more senior. I had a lot of preparation going into it and making notes, and looking at the reverse mentoring scheme principles provided.

RUPERT: I said stop. No need for all the paperwork. We need to build this relationship on trust and please can we make it very transparent and informal.

ABBY: And right from there, the walls were down, and we were onto a great conversation.

ROSIE: I was definitely a bit nervous and apprehensive about how it was going to work, but the first meeting immediately put me at ease for the rest of the scheme. We set expectations and guidelines plus laid out what each of us wanted to get out of the initiative.



And right from there, the walls were down, and we were onto a great conversation.

FABRICE: We agreed at the kick-off that our main principle was going to be trust, so everything we say is completely confidential and nothing leaves the room. It means we can be completely open and honest with each other, which I think is really important.

How did you get paired together?

FABRICE: RB senior leaders were provided with a selection of really talented people and I was interested in connecting with Rosie from a marketing perspective.

RUPERT: I wanted to be paired with someone in a commercial role, and someone committed to a diversity and inclusion agenda. Abby was my top pick.

Different perspectives

How often and where do you meet?

ROSIE: I meet Fabrice about once a month. He's in London a lot so we generally meet in person. In between meetings we generally communicate via WhatsApp.

FABRICE: If we see relevant articles, or news the other person might find interesting, we just keep in touch that way too.

ABBY: Rupert and I don't have as far to go. He's obviously here in CHQ, Slough, and I am down the road in our UK business. We always meet in person.

RUPERT: We've also done some store visits, which provided me with some key operational learnings, and we also share information outside of our meetings.

Have you done any mentoring previously?

FABRICE: I have mentored previously, but nothing like this where I am the mentee. This is quite unique.



All the senior people who are involved in the reverse mentoring scheme chose to participate in it. And they all fully backed the scheme from the start.

ABBY: In the role that I have today in the business I do mentor graduates, but it is quite different to mentor someone who is above you. So, it was really interesting to see that flip and be part of the scheme.

RUPERT: I have mentored colleagues many times, but I have never had a formal mentor until Abby.

Full participation

ROSIE: All the senior people who are involved in the reverse mentoring scheme chose to participate in it. And they all fully backed the scheme from the start. Fabrice works out of Amsterdam in the Hygiene HQ and because of that, he doesn't necessarily get the same experience of RB as I get, sitting in the UK local market.

FABRICE: I really wanted to understand RB from Rosie's perspective as a millennial, versus my experience of working here 20+ years.

ABBY: The senior leadership team were all very positive about the idea for the reverse mentoring scheme given it came from RB's One Young World delegates.

RUPERT: The reality is, this is just fantastic education for me about the front line of the business here.



*Rosie Kelly,
Brand Manager, Vanish*

Digital curiosity



Fabrice Beaulieu, Executive Vice President, Category Development Organisation, Hygiene

Understanding of each other's roles

ABBY: Given Rupert's role as General Counsel I had an idea of the complexities he deals with. However, I was not aware of the detail of what he did on a daily basis and the level of involvement he has in terms of all the key decisions that the business makes.

RUPERT: I try to get a good understanding of Abby's role, career aspirations and ambitions. She is a thoroughly positive person and is always discussing what RB does well and where RB and her role can improve. What our conversations have brought home to me about RB, is the true importance of customer service. The local store visits we did together got this point across to me loud and clear.

ROSIE: I knew that Fabrice took an overview of the entire brand portfolio, but I had no idea that his role is so varied, and the extent of his involvement in the innovation side of things. It has really opened my eyes to the broad scope of the roles as you progress in RB.

FABRICE: It is a different world now from when I started at RB 20 years ago, so I am learning something new from Rosie about her role every time we meet. Particularly when it comes to how consumers and her generation use technology.



I think we both really wanted to be part of the scheme rather than feeling forced to be there, which I think was key.

Were there any barriers to the reverse mentoring scheme?

ABBY: Personally, for me no, we got off to a good, quick start when Rupert initially said let's make this really informal and not worry too much about the structure or the process. I think that really helped us to establish a friendship rather than be bound by a really formal process.

RUPERT: I think we both really wanted to be part of the scheme rather than feeling forced to be there, which I think was key. Abby is a naturally curious person, and there was curiosity on both sides, so I don't think there was ever a question of being overawed or awkward.

FABRICE: I thought it might be difficult at the first meeting, but we set some ground rules and promised always to be candid with each other, to be transparent and open.

ROSIE: I don't think we've had that many barriers when we've come to communication. Fabrice and I want to communicate in the easiest way possible, be it WhatsApp or email or face-to-face. He's also very interested from a personal perspective in the digital transformation, and he's leading that for RB Hygiene – so obviously that involves new technologies as well. So, we spent a lot of time talking about Instagram, Snapchat, ways that maybe my generation use to communicate but his generation doesn't so much. He's been really curious to explore all of those platforms and technologies as part of our mentorship.

On the front line



Abby Golding & Rosie Kelly

What is the most important thing they have got from the experience?

ABBY: For Rupert, I'd say the thing he has drawn most from the experience is the retail perspective. He is in a global role and very much based here in CHQ. I hope it has given him an understanding of what it is like being on the front line with our customers. We've talked about the mood of the UK retail market and what can be done to improve that – as well as getting a better understanding of what I do in a commercial capacity, as he leads a very different type of function.

ROSIE: I think Fabrice has learnt a lot about how we as Millennials and Gen Z communicate and what is important to us. For example, the brands we're interested in, the people we follow on social media, but also what it's like to work at RB for someone of my generation.

FABRICE: I have certainly learnt from Rosie's perspective about social media and its huge influence. How people of Rosie's age - who have grown up with social media - approach it with a greater sense of balance, and what they are interested in. She's shown me the

brands that are getting it right in this space, and why they are getting it right. But most importantly I have understood the role of purpose in Rosie's life and for her generation – how purpose should come into work. And how RB should always strive to be an interesting and inspiring place to work from this perspective.



I think Fabrice has learnt a lot about how we as Millennials and Gen Z communicate and what is important to us.

What are the benefits to RB as a business from this reverse mentoring scheme?

ROSIE: I think it has really bridged the gap between people with very senior roles and the bulk of the company who generally sit in local activation markets and are probably in their mid 20s and 30s. It helps

them understand how much technology has changed, how we interact with brands, how we shop and how we think. I think this scheme is brilliant at bridging that communication gap between the two groups.

FABRICE: I think it can help us understand the gap between perception and reality in RB's business. The inter-generational connection and perspectives from completely differing roles can really help define RB's vision moving forwards. This scheme plugs you into the company, and the more viewpoints on culture, the better.

ABBY: I would say the main benefit RB can get from the scheme is to get closer to Millennials and being able to better understand what it's like to work at RB from the perspective of our generation.

RUPERT: It has brought huge benefit to me personally. Hearing directly from people early on in their RB careers ensures that all voices are being heard at RB and are being understood. And I think this brings real benefit to RB as well.

ROSIE: It would be great to pool our learnings and

roll the initiative out to other markets so more people can benefit from the process. Fabrice and I have participated in this scheme now for a year, and I'd like to think that we will always have that relationship that I can draw on if I ever have questions or I want a different perspective. I think I have really benefitted from having someone who works across RB and totally understands how RB as a company ticks. If I have a question that needs an objective perspective, he's the best person to ask because he understands the general company environment, but he's not in the operational detail as much as I am.

FABRICE: Scaling up the scheme would be fantastic, to roll it out across other markets and disciplines. I think this type of scheme is key for an inclusive culture. It is a unique way to open your mind and hear from people you may never have heard from.

Balancing priorities

What's been the most insightful advice you've received as part of the initiative?

ROSIE: I'm always told whenever I ask Fabrice for advice - 'you've got loads of time, don't rush'.

Which is definitely a good learning. I think I'm at that stage of my career where there are so many things I want to experience both in RB and externally in my personal life. So many things I want to do and try which I never believe I will have time for, whereas Fabrice is always a calming voice.

That chill-out mentality is a very useful perspective to take forward.

ABBY: I think one of the things I've learnt from this process is that life is a marathon, not a sprint – you do have a life outside of work. Also to recognise that there are many things that are going to throw curveballs at you in life, but you need to have that breadth to your

experiences and be happy and stay true to yourself.



For me, I have learnt a huge amount from a digital and social media perspective. Plus, like Rupert, what Rosie's generation want and expect from their careers at RB.

RUPERT: Abby has taught me about the value of niche, authentic brands and how important it is that we consistently meet our retail partners' expectations. I have also gained a greater understanding of some of the focuses of her generation at RB.

FABRICE: For me, I have learnt a huge amount from a digital and social media perspective. Plus, like Rupert, what Rosie's generation want and expect from their careers at RB.

If you're here at RB in 15 years' time, as a senior figure, would you like to take part in this scheme and be the mentee?

ABBY: I would 100% love to do this and take part in this experience from a different perspective.

ROSIE: Definitely, that would be such a career-defining moment to be asked to sit on the other side of the table. It would be very exciting.



Rupert Bondy,
RB's Group General Counsel

Our new approach to parental leave

More time together for new families

As part of its commitment to the well-being and success of all its employees, RB introduced a new approach to parental leave in 2019. This supportive and inclusive policy extends paid maternity and paternity leave for families of all kinds in the majority of countries RB operates in.

Depending on country location, the new policy extends paid maternity leave from 16 weeks to 26 weeks. It can also increase paternity leave for new fathers and partners to four weeks paid leave, with the option to take a further four weeks unpaid.

In addition, RB is providing extra support for parents of premature babies by increasing paid leave by the number of full weeks between the date of birth and 37th week.

We are also supporting new and breastfeeding mothers returning to work, with the launch of over 100 new wellness suites worldwide. These comfortable and pleasant spaces will give new mums the room and privacy they need to rest, express milk and maximise their ability to breastfeed. RB provides free breast pumps if needed.

~~16~~ 26
WEEKS PAID
MATERNITY LEAVE

#FREEDOMTOSUCCEED

Freedom to Succeed

We are a vibrant, diverse and global community of over 40,000 people. We work at RB because we value freedom. When we talk about life at RB, we talk about giving our people the freedom to succeed. And more freedom for everyone is what freedom to succeed is all about, the freedom to be themselves – supporting success in all areas of the lives of our employees and their loved ones.


OUR PROMISE
To you

Our open and flexible culture means we're all free to make an impact.

We are fighting to make access to the highest quality hygiene, wellness and nourishment a right and not a privilege. For everyone. Everywhere.

It's a big ambition and we're determined to make it happen. Our vibrant workplaces around the world provide space for people to grow as individuals, whilst working dynamically across diverse teams.

Freedom is in our DNA. It's something we want to celebrate. Freedom to succeed represents that celebration.

It's a movement that captures the essence of who we are. It sums up our ambitious and bold approach to working and winning together.

It's what drives us to keep trying when we face a challenge. We always aim higher to make a real difference to the world we live in.

You can find out more about roles at RB here: www.rb.com/careers/

Clare
**HAS THE
CONFIDENCE TO**



*rise to a
challenge*

Clare appreciates the honest culture at RB. "Feedback can be tough to take, but it's ultimately a gift if people challenge you for the right reasons. It's inspired me to do things differently and turn difficult situations into a positive. You have to be open to listening and have confidence in yourself." Visit rb.com/freedomtosucceed to find out more.

#FREEDOMTOSUCCEED



DARE

We launched DARE in 2015, with the goal of Developing, Attracting, Retaining and Engaging talented women at RB. The initiative seeks to improve gender balance across the organisation, particularly among middle and senior management.

We have come a long way since we introduced DARE. For example, in creating a culture where gender diversity and inclusion is seen as a key business enabler here. However, we still have much to do regarding our vision of representation of women at senior management level.

At RB, women currently occupy 26% of senior management team roles globally. By 2022, our target is that 40% of our senior leadership team are women, doubling our 2016 baseline of 20%.



There's much to do regarding our vision of representation of women at senior management level.

DARE positively supports work-life balance, dual careers and international mobility. We provide a leading parental leave policy for men and women. Female colleagues benefit from access to mentoring, global parental webinars, Lean-in circles and tailored leadership development programmes.

Key DARE Initiatives:

Work-Life Balance	Support & Flexibility	International Mobility & Dual Careers	Inclusive Leadership
<ul style="list-style-type: none"> • Global maternity leave policy 26 weeks paid/26 unpaid with job protected* • Global paternity leave policy 20 working days paid, option to take 20 working days unpaid with job protected* • Working from home policy • Stay in touch policy Voluntary option for new parents to be updated about the main company events and announcements <p><small>*Policy is valid globally, except US. Local provisions will apply if they are greater than the global policy.</small></p>	<ul style="list-style-type: none"> • Women's mentoring network Global programme for talented women • Global parental webinars For soon-to-be/new parents and their managers • Mentoring for mothers back from maternity leave Giving each mother the chance of dedicated support once back at work • DARE Lean-in circles 70 circles around the globe with almost 700 registered members meeting locally 	<ul style="list-style-type: none"> • International transfer policy Changes applied to our transfer policy to support dual careers • Global DARE Ambassador network of 250+ active members 	<ul style="list-style-type: none"> • Leadership training programmes on unconscious bias Unconscious bias training for colleagues; Inclusive leadership added to all leadership training • Leadership development programmes for women focussed on understanding their strengths and developing their careers Accelerate your career; Accelerate; Accelerate Advanced. See page 29.



DARE



Accelerate programme

Our 'Accelerate' programme for developing female leaders has expanded. We now have three offerings under the Accelerate umbrella depending on seniority:

#1 Accelerate: A three-day personal development programme for talented female managers. It helps them understand how to navigate their career as a woman, identify and play to their strengths and build their reputation to further career success. The programme also seeks to create a sense of community, and individuals develop strong networks for support.

#2 Accelerate Advanced: A two-day personal leadership development programme for talented, more senior female leaders. It helps attendees deepen self-awareness, reflect on their talents and strengths as a female leader and devise successful strategies to achieve career goals.

#3 Accelerate your Career (AYC): Programme for talented early career men and women. AYC helps colleagues explore their purpose and identify a clearer vision of the career path ahead. Individuals learn how to bring their 'authentic self' to work to achieve success and how to ensure their career thrives in the RB culture.

Gender diversity targets

RB's senior leadership globally have gender diversity targets in their annual objectives, against which they are assessed as part of their performance review.

Greater gender balance

We are focused on achieving greater gender balance through these three actions:

#1 Senior Management Selection Recruitment practices: To ensure all open positions have a gender-balanced shortlist and we attract a broad range of applicants, we insist on a 50/50 gender split shortlist for all vacancies. This means we always focus on selecting the best person for the job.

We also provide mentoring and tailored development programmes for senior female leaders to improve retention rates.

#2 Improving Work-Life Balance: To encourage flexible working arrangements that suit the changing needs of our employees. This further embeds RB's LiveyouRBest well-being programme - our commitment to enable our employees to live our purpose.

#3 Nurturing Careers and Ensuring Career Progression: For women via specific leadership training and mentoring across RB, to help improve gender balance at all levels.

We also undertake independent quantitative and qualitative research among female staff and our DARE network to assess and better understand their views about working at RB, professional development and career progression opportunities.

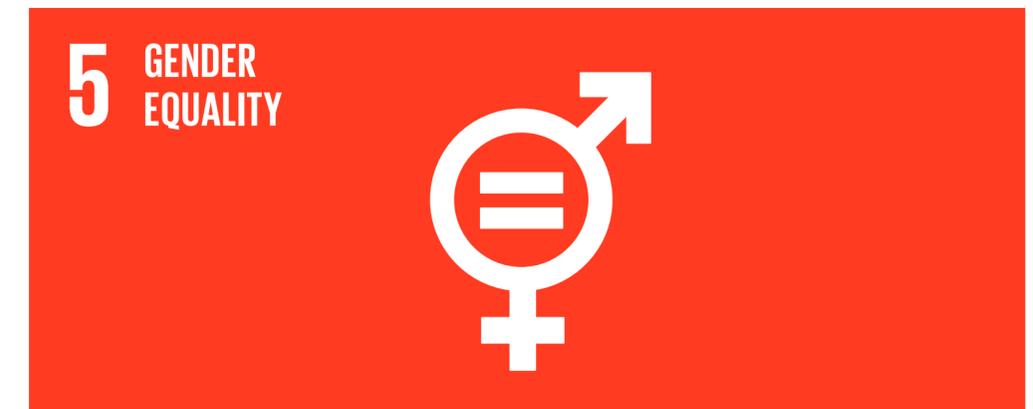
UK Living Wage / SDG 5



RB recognised as a UK Living Wage employer

RB has been voluntarily paying the UK Living Wage to all its employees and onsite contractors for the past three years and our recent Living Wage commitment formally recognises that RB guarantees a minimum hourly wage of at least £9.30 in the UK. This rate is higher than the government minimum for over 25s, which currently stands at £8.21 per hour.

The real Living Wage is the only rate calculated according to the costs of living. It provides a voluntary benchmark for UK employers that wish to ensure their staff earn a wage they can live on, not just the government minimum. Since 2011, the Living Wage movement has delivered a pay rise to over 200,000 people and put over £1 billion extra into the pockets of low paid workers.



Gender Equality

Women and girls, everywhere, must have equal rights and opportunity, and be able to live free of violence and discrimination. Women's equality and empowerment is one of the 17 UN Sustainable Development Goals, but also integral to all dimensions of inclusive and sustainable development. In short, all the SDGs depend on the achievement of Goal 5.

We are committed to helping deliver the UN Sustainable Development Goal (SDG 5), both internally at RB and externally through the lives we touch. We want women and men to have equal opportunities in the workplace because we believe it is in society's interest. Improving gender balance is a key focus area for all functions and management levels across RB.

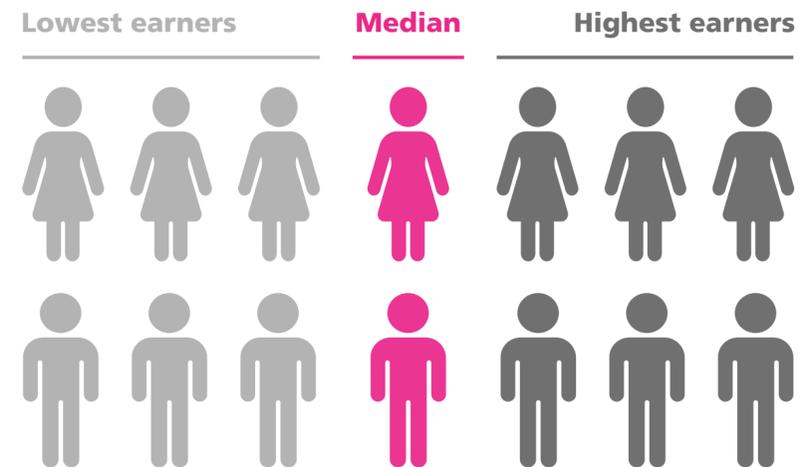
Appendix

Understanding gender pay

The median gender pay gap

The median represents the mid-point or middle of a group / population.

The median gender pay gap is the difference between the hourly pay for the middle male compared with the middle female in a company.

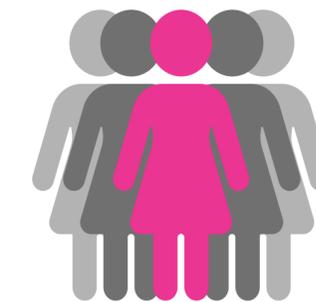


The mean gender pay gap

The mean represents the 'average' in a group / population.

The mean gender pay gap is the difference between the average hourly pay for men and average hourly pay for women in a company.

$\frac{\text{Total hourly pay} \div \text{Number of women}}{\text{Mean female average pay}}$



$\frac{\text{Total hourly pay} \div \text{Number of men}}{\text{Mean male average pay}}$



What is equal pay?

Equal pay is a legal requirement, set out in the Equality Act 2010 (UK). It ensures that men and women performing like work, or work of equal value, are treated the same. It is the law, and all employers must observe it.

Equal pay applies not just to salary, but to all contractual terms and conditions of employment. For example, holiday entitlements, contractual bonuses, pay and reward schemes, pension payments and other contractual benefits.

Equal pay law does not require that everyone doing the same job or an equal value job must earn exactly the same.

There are a number of legitimate, non-discriminatory reasons why individuals performing the same duties may be paid differently – for example, factors such as experience, performance and relative competency may all be relevant.

All UK companies with legal entities employing 250 or more people are required to report the gender pay and bonus gaps across their business. This reporting covers six measures:

1. Mean gender pay gap in hourly pay
2. Median gender pay gap in hourly pay
3. Mean bonus gender pay gap
4. Median bonus gender pay gap
5. Proportion of males and females receiving a bonus payment
6. Proportion of males and females in each pay quartile





How our UK businesses stack up

To be transparent, we have detailed below the overall 2019 gender pay picture for all RB employees in the UK. This is even if these UK colleagues are employed by an RB entity we are not required to report on. That is, one employing less than 250 colleagues.

Legal entity	Pay gap		Bonus gap		Proportion of employees receiving bonus		Q1 (lower quartile)		Q2		Q3		Q4 (upper quartile)	
	Mean	Median	Mean	Median	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
RB UK Commercial Ltd	9.8%	1.3%	36.5%	24.3%	71.8%	82.9%	37.8%	62.2%	36.6%	63.4%	28.0%	72.0%	50.6%	49.4%
RB Corporate Services Ltd	33.6%	32.2%	69.3%	61.1%	87.0%	78.1%	31.5%	68.5%	38.3%	61.7%	59.3%	40.7%	66.5%	33.5%
RB Health Ltd	32.7%	33.4%	73.5%	48.4%	78.8%	80.8%	36.7%	63.3%	41.2%	58.8%	43.2%	56.8%	64.1%	35.9%
RB Brands Ltd	-4.9%	-0.7%	-99.1%	-17.7%	70.6%	89.3%	53.3%	46.7%	56.3%	43.8%	56.3%	43.8%	56.3%	43.8%
RB UK Hygiene Home Commercial Ltd	23.7%	24.8%	51.6%	37.4%	87.4%	84.7%	36.4%	63.6%	54.5%	45.5%	56.8%	43.2%	65.9%	34.1%
RB Group plc	10.1%	-16.4%	99.2%	0.0%	83.3%	33.3%	-	-	-	-	-	-	-	-
Manufacturing														
RB Healthcare UK Ltd (Hull)	1.8%	8.8%	35.2%	2.1%	17.7%	27.8%	66.5%	33.5%	65.8%	34.2%	78.5%	21.5%	77.2%	22.8%
RB UK Ltd (Derby)	-4.5%	-3.6%	-4.8%	17.7%	16.9%	39.1%	91.8%	8.2%	80.6%	19.4%	76.4%	23.6%	87.5%	12.5%
RB Healthcare International (Notts)	4.8%	5.9%	49.4%	20.0%	14.6%	26.0%	60.5%	39.5%	75.7%	24.3%	80.0%	20.0%	79.9%	20.1%
Total Group	6.8%	-3.8%	73.8%	19.6%	44.9%	65.6%	57.8%	42.2%	63.6%	36.4%	59.5%	40.5%	57.0%	43.0%



Our Compass

Our purpose

Today, our brands like Dettol, Lysol, Harpic, Finish, Durex, Mucinex, Enfamil and Move Free, among others, fight at the frontlines to give our consumers a better life. Why we exist - our purpose, our soul - is clear. We exist to protect, heal and nurture in our relentless pursuit of a cleaner and healthier world. Each word matters. They speak to our portfolio and the categories in which we play. Relentless pursuit captures RB's entrepreneurial and can-do spirit, all in service of creating a cleaner, healthier world.

Our fight

Our company is inspired by the fight of making access to the highest quality hygiene, wellness and nourishment a right, not a privilege. Access has multiple platforms: quality products that are available, with attractive price points, along with awareness and advocacy, are all part of how we make high quality accessible.

Our brands will over-index on social with intentionality. But while doing so, we will redouble our focus through our brands on reducing, recycling or reusing plastics, reducing our water footprint and meet our science-based carbon reduction categories.



Underpinning RB's purpose is a new set of behaviours to guide us, which we call our Compass.

At its heart is the goal of doing the right thing, always. Around it are the principles of putting consumers and people first, seeking out new opportunities, striving for excellence and building a culture of shared success.

Our new culture celebrates what has made RB successful, and been evolved for what is required for sustainable growth and success in the future.

To find out more, visit:
www.rb.com/about-us/our-purpose-and-compass