



OUR PEOPLE

Our culture starts with our people. We foster an inclusive environment where every employee is committed to doing the right thing, always – for our colleagues, customers, partners, and the wider global community.

OUR PEOPLE CONTINUED

2022 PERFORMANCE

	Business Area (excluding contingent workers)					Gender (excluding contingent workers) ³				Age (excluding contingent workers)				Contract type		
	Corporate	eRB & Greater China	Health	Hygiene	Nutrition	Total	Women	Men	Not recorded	<30 yrs	30-50 yrs	>50 yrs	Not disclosed	Permanent	Temporary	Third party contracts
RB employees (total number)	1,514	2,445	10,964	12,788	9,742	37,453	16,615	20,811	27	7,623	24,232	5,598	0	35,981	1,472	7,681
New hires (total number)	313	402	1,829	2,181	1,754	6,479	3,218	3,237	24	2,960	3,179	340	0	5,378	1,101	3,953
New hires (rate) %	21%	16%	17%	17%	18%	17%	19%	16%	89%	39%	13%	6%	0%	15%	75%	51%
Total employee turnover (total number) ¹	301	481	2,138	2,910	1,972	7,802	3,582	4,212	8	2,637	4,254	911	0	6,453	1,349	5,699
Total employee turnover (rate) % ¹	20%	20%	20%	23%	20%	21%	22%	20%	30%	35%	18%	16%	0%	18%	92%	74%
Voluntary leavers	206	307	1,366	1,644	1,166	4,689	2,196	2,489	4	1,440	2,729	520	0	4,361	328	2
Percentage of voluntary leavers %	14%	13%	12%	13%	12%	13%	13%	12%	15%	19%	11%	9%	0%	12%	22%	NA
Involuntary leavers	54	140	474	812	554	2,034	944	1,088	2	756	1,015	263	0	1,304	730	1
Percentage of involuntary leavers %	4%	6%	4%	6%	6%	5%	6%	5%	7%	10%	4%	5%	0%	4%	50%	NA

EMPLOYEE RATIOS

Board	100%	-	-	-	-
Executive Committee	73%	0	9%	9%	9%
Group leadership team	26%	3%	29%	26%	16%
Senior management team	15%	5%	32%	31%	17%
Global employees ²	4%	7%	30%	34%	26%

1. Employee turnover excludes Primavera divested employees

2. Numbers do not equal 100% due to rounding

Our respect for the right to freedom of association is set out in our global **Code of Conduct**, and **Policy on Human Rights and Responsible Business**.

We also respect all global and local collective bargaining laws. This means employees have the right to assemble, communicate and join associations of their choice, or not.

As of 31 December 2022, 23% of our employees were represented by an independent trade union or covered by collective bargaining agreements.

OUR PEOPLE CONTINUED

Our people are the heart of our business. Success in fulfilling our Purpose to protect, heal and nurture in the relentless pursuit of a cleaner, healthier world depends on our colleagues. And creating an inclusive and supportive workplace is vital for them to perform at their best.

Leadership behaviours

Leadership is vital to how we embed our culture and achieve strong and sustainable performance. We've defined leadership behaviours that capture our uniqueness, capitalise on our strengths and challenge us to do better. At Reckitt, we Own, Create, Deliver and Care. These behaviours are for everyone in the organisation and are part of our annual performance and development reviews.

We want our leaders to know their business and 'Own' their decisions, while living our Purpose. 'Create' reminds us to relentlessly look for better results and seek out new opportunities that put people and consumers first. 'Care' is about being concerned for our colleagues and the world around us. We speak directly and respectfully, while actively involving, including, and listening to other voices and being ready to learn from them. 'Deliver' encapsulates our commitment to getting things done. We act boldly and with purpose. Getting results and joining forces to achieve goals is more important than personal kudos.

In 2022, we expanded our Leadership Behaviours Assessment to 1,500 of our most senior people leaders. As part of this process, leaders get 180° feedback from their managers and teams on their leadership behaviour, reinforcing our open feedback culture. We reinforce these behaviours through our leadership development curriculum, Employee Engagement Survey, and personal development tools.

In our annual all-employee engagement survey in August 2022, 74% felt a positive impact from our strengthened leadership behaviours. We'll keep focusing on behaviours as we work to embed authentic, purposeful, inclusive and high-performing leadership at all levels of the business.

OUR PURPOSE

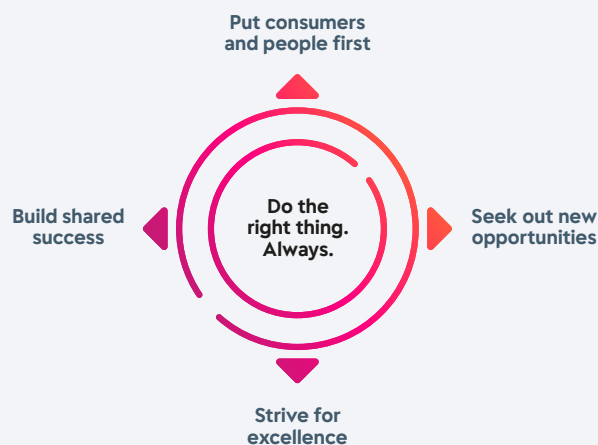
We exist to protect, heal and nurture in the relentless pursuit of a cleaner and healthier world.

OUR FIGHT

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

OUR COMPASS

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



OUR LEADERSHIP BEHAVIOURS

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

Own

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

Create

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

Deliver

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

Care

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

OUR PEOPLE CONTINUED

Setting standards for our whole business

We give our people the freedom to succeed, and we celebrate our entrepreneurial culture, but always within a clear framework. Our expectations and policies set our global standards.

➤ There's more about these in our [Code of Conduct](#), and in our [Health, Safety and Wellbeing](#), and [Inclusion Insights](#)

Empowering our colleagues to make a difference

Our diverse team of around 40,000 includes people of all ages, backgrounds, identities and beliefs, coming from more than 120 nations. This diversity is a strength that enriches our thinking and our actions. We sustain it by promoting an inclusive culture where everyone is heard, every voice matters and everyone contributes.

We speak directly, but with respect, and foster honest conversations between colleagues. We actively try to find out what's on our people's minds and what they need, whether that's through in-depth conversations or Group-wide surveys, and we act on what we hear.

In 2022, we continued to establish grassroots networks of under-represented communities with shared characteristics or life experiences through our ERGs. These help people support each other and share the challenges they face with the wider business to increase awareness and foster empathy.

In 2022, we launched our Disability ERG to raise awareness of disability and how to support employees who have disabilities or care for friends or family with disabilities.

We now have four ERGs:

- **Women@Reckitt**
- **LGBTQ+@Reckitt**
- **Race & Ethnicity**
- **Disability**

➤ For more information on our ERGs, see our [Inclusion insight](#)

Workforce Disclosure Initiative (WDI)

The WDI seeks to improve corporate transparency and accountability on workforce issues, providing investor signatories with comparable company data. Greater transparency and an understanding of this data helps to drive international standards and demonstrate publicly

that workforce practices are delivering for both the company and its workers. For our 2022 WDI survey, we were placed in the top quartile of more than 170 WDI companies for transparency in sharing information on pay, contract types, diversity and supply chains, with a score of 83%, compared with the 73% industry average.

Communication

The challenging working environment of the last three years has emphasised the importance of internal communication and engagement. Our senior leaders encourage communication as a way to build connections and understand our strategy and direction. It also helps us understand our people's concerns.

Our CEO, Nicandro Durante, sets the tone. Virtual global townhalls include a live-streamed Q&A section accessible to all employees. Nicandro also hosts informal townhalls in person, allowing employees in different markets to hear from him directly, raise questions and make sure they understand the strategic direction for the business.

Our GEC members host quarterly townhalls with their specific areas to make sure we continue the conversation around purpose, people, and performance throughout the business.

We support global communication with content and conversation on our intranet, Rubi, and in 2022 we introduced Workplace, a richer more tailored communication platform for employees.

Listening to our people

We ran our employee engagement survey in August 2022, using the LinkedIn survey tool, Glint. We included the same questions as in 2021, to enable year-on-year comparisons.

83% of employees responded to the survey. Over three quarters (76%) agreed they would 'recommend Reckitt as a great place to work'. More than eight out of ten said they're personally committed to making access to the highest-quality hygiene, wellness, and nourishment a right, not a privilege. Overall, our people are proud to work for us, identify strongly with our culture of achievement, and appreciate our investments in wellbeing and sustainable high performance. They also believe our leaders are performing well, especially when it comes to integrity, purpose and speaking directly with respect.



RECKITT 2022 GLOBAL AWARDS

In December 2022, we held our Global Awards and the Company gathered virtually to join an in-person audience at our headquarters in Slough, UK. The Awards were presented by the Group Executive Committee (GEC) and celebrated the extraordinary achievements we've made this year. At the event, we also announced the winners of this year's Global Compass Awards and the Sir James Reckitt Award. Hosted by our CEO, Nicandro, we presented awards to teams who had demonstrated the Reckitt principles to a stellar standard, which included, 'do the right thing. Always', 'seek out new opportunities', 'strive for excellence', 'build shared success' and 'put consumers and people first'.

The most prestigious award, the Sir James Reckitt Award, went to all of our employees who supported our US Infant Formula Response. It was a truly global and cross-function effort which stepped up to support US families following a product recall and temporary factory closure from another manufacturer, which dramatically reduced the overall supply of infant formula in the US. As shortages spread across the country, we ramped up operations and worked around the clock to produce more formula and get it to store more quickly. Also, we imported millions of servings from our factories abroad, while always adhering to the highest safety and quality standards.



OUR PEOPLE CONTINUED

The survey also highlighted where we can improve. For example, while our people support our push for inclusivity, they also want more equal opportunities for development and better recognition of their efforts.

The Board ran formal listening sessions with employees in September 2022 to discuss topics like inclusion, consumer focus, innovation and R&D, business transformation and sustainability.

We regularly check in with our employees through townhall meetings and our intranet. And we hold forums, focus groups and listening sessions with leaders to give us timely insights on topics which matter most.

Our confidential online and freephone service, Speak Up!, is a safe, trusted channel for employees to raise concerns about violations of our policies and any unethical behaviour.

➤ For more information, see our [Ethical Behaviour Insight](#)

Supporting and enhancing our colleagues' wellbeing

With global events, such as COVID-19, the cost of living crisis and increased strain on public health services putting unprecedented strain on people's mental health, our employees' personal and professional wellbeing is more important than ever. This year, we focused on two main goals. We wanted to give all our people the mental and physical resources to thrive, by building awareness and resilience through self-care and education. We also sought to make our leaders as resilient as possible, to help them sustain performance, individually and collectively.

To help achieve this, we teamed up with Hintsia, a global leader in wellbeing and high-performance coaching, and Heart on My Sleeve, a not-for-profit organisation that focuses on mental wellness. Together, we delivered bespoke wellbeing resources, including one-to-one and group performance coaching, training, social learning events and access to help through digital apps. We also hosted a series of global conversations on mental health, attended by more than 10,000 colleagues.

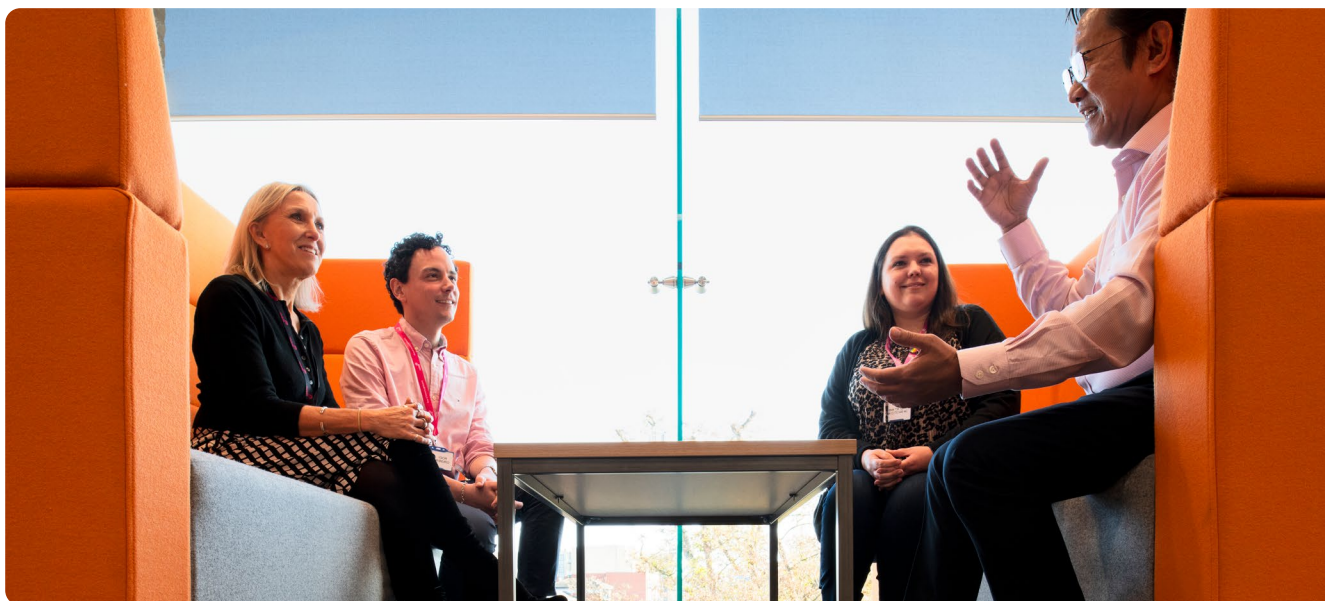
In 2022, we enhanced our Wellbeing Hub, a virtual collection of resources including online tools, guides and videos, as well as material on specific topics from sleep to sustainable high-performance leadership.

Working flexibly

After lockdown our people have started to return to the office safely and we've been flexible in supporting them to work in new ways, while keeping abreast of emerging issues in particular markets.

We're helping our people navigate the changing workplace with:

- **Updated hybrid working guidance**, launched in November 2022. Among other things, this helps us make best use of our offices, and keep face-to-face meetings productive and stimulating. As we balance hybrid ways of working, we continue to follow our 4Cs principles:
 - **Connecting and collaborating to build a stronger sense of belonging** – Being together in the office reminds us that we're all collectively part of a global Reckitt team focused on our Purpose and Fight
 - **Coaching and learning from others** – People need to be able to interact directly and personally. This is particularly important for new colleagues who want to build their network and learn about Reckitt, those who have changed roles or teams, and those who are early in their careers
 - **Creating to improve decision making, speed and innovation** – By meeting people in person and interacting with them quickly, and by creating the time and space to be together, to share ideas and have some fun!
- **Our Employee Assistance Program (EAP)** – A programme to offer employees in each country confidential, anonymous, and impartial advice on topics from mental health to financial challenges through web resources, as well as local language telephone support from professional advisors
- **Wellbeing Hub** – Bringing together our resources to support our people's physical and mental wellbeing, including practical advice, tools and education for all. We also offer all our people leaders individual and group coaching to support them in taking care of themselves and their teams



OUR PEOPLE CONTINUED

Developing our people

Dialling up the development of our people has been a strategic focus for 2022. It's critical that we have the right skills, capability, and behaviours to achieve our Purpose and empower people to perform at their authentic best every day. On-the-job learning and continuous development take place throughout the year, with all employees having a formal annual Performance Development Review with their line manager to discuss business objectives and create a Personal Development Plan. This is also an important opportunity for employees to discuss their ongoing development and career ambitions. We encourage continuous development conversations throughout the year. These annual reviews also provide a way of identifying candidates for our Future Leader Development Programmes.

We believe in helping our people grow and develop through experience, moving colleagues to new roles and markets. With global mobility more restricted during lockdowns, we made sure people moving under our International Transfer Policy travelled only when it was safe. To support their moves, we offered benefits like international healthcare, international pension, school fees, tax return support and home leave.

We provide an extensive range of learning opportunities accessible through our digital learning platform including: workshops, programmes, e-learning and coaching. We have both Functional Development Academies and Leadership Development programmes to support people's holistic development at all levels of the organisation. We now have 10 Functional Academies across our commercial and global functions.

“DIALLING UP THE DEVELOPMENT OF OUR PEOPLE HAS BEEN A STRATEGIC FOCUS FOR 2022.”

Supporting young people to live our Purpose

The Reckitt Global Challenge asks university students to come up with a business idea, based on a Reckitt product, that shows performance and profitability and is rooted in a social purpose. Established nine years ago, it's become an important graduate engagement tool, especially in markets such as India.

Since 2014, over 100 of Reckitt's high potential young leaders have attended the annual One Young World (OYW) global summit to discuss and tackle critical social, environmental and human challenges with other youth leaders from the worlds of business, civil society and the public sector. On their return to Reckitt, delegates are encouraged to share their experience with colleagues, and given the support to turn their learnings into action.

Reward and recognition

Benefits

Some of our benefits, such as pension and medical care plans, annual health checks, and health, accident, and disability insurance, give employees and their families peace of mind and stability. We also offer life insurance for all our employees. Other benefits, like bonuses and long-term incentives, are linked to individual and Company performance.

Benefits vary depending on location and we review them regularly to make sure they're locally competitive. For example, we offer our pension scheme to more than 80% of our employees. There might be exceptions in markets where there's a state pension or where employers don't commonly offer pensions. Our global parental leave policy provides 26 weeks' paid and 26 weeks' unpaid maternity leave, and four weeks paid and four weeks' unpaid paternity leave. The policy recognises all types of families, and the same principles apply to LGBTQ+ employees, as well as adopting and surrogacy families.

Our rewards and benefits align with our diverse and inclusive culture. In 2022, our Board reviewed our salary structures, incentives and benefits, taking into account the views of management and employees. We also shared details of how we set executive pay, giving employees the chance to ask any questions.

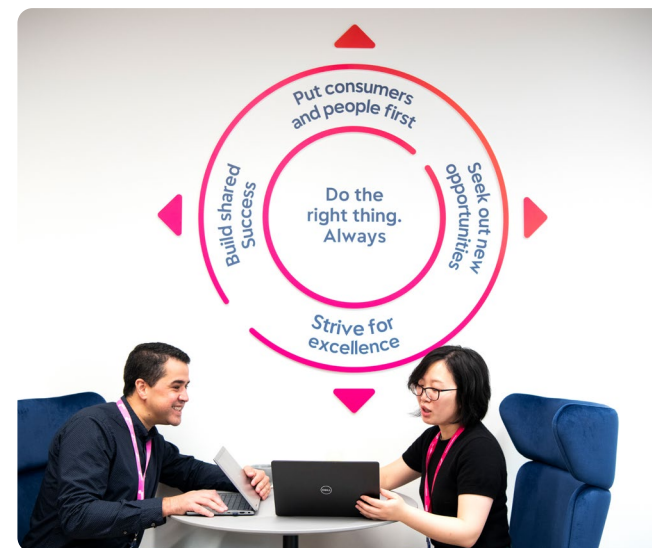
Salary and bonus

We pay our employees based on performance. We reward on-target performance with total cash (i.e., salary plus bonus), but offer a high proportion of variable pay to encourage outstanding performance and give an incentive to create long-term stakeholder value. We pay employees in relation to their role and location, taking account of internal pay equity, pay ranges and external market benchmarks.

- Line managers decide salary increases based on factors like individual performance and local market practice. We also consider local factors including inflation
- Our Annual Performance Plan covers more than 16,000 employees across the business, linking individual bonuses to Reckitt's financial performance. It incentivises employees on net revenue and a profit measure, which varies based on role. Some roles have a third measure related to market share, net working capital or innovation
- We also have local bonus plans, for example for employees in sales and factories

➤ For more details on how we pay our executives, see our [2022 Annual Report](#)

➤ For details on gender pay, see our [Inclusion Insight](#) and [Gender Gap Pay Report](#)



OUR PEOPLE CONTINUED

Supporting our employees through the cost of living crisis

Faced with the particularly challenging economic environment last year, we rolled out a global framework to support markets in giving our people extra financial reward (one-off appreciation bonus or salary increase). This recognised their ongoing commitment, demonstrated our care for them, and acknowledged the increased burden of the rising cost of living. A total of 34 markets participated in the framework with an overall spend of £15.8 million across approximately 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 (including permanent employees, those on a fixed-term contracts and those 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.

We have also been an accredited Living Wage Employer in the UK since 2020. As such, we'll apply the new Living Wage of £10.90 in 2023 and pay at least this rate to all our employees and contractors in the UK. In 2021 and 2022, we went beyond just the Living Wage and developed our Sustainable Livelihood Framework. This captured broader work on providing a working environment that promotes health and wellbeing, equality, employment rights, long-term financial security, and skills development to support ongoing career development for our people.

As part of the Sustainable Livelihood initiative, we reviewed our top 10 markets in 2022, which covered 25,665 employees (67% of the total full-time employee population). Of these, only 38 employees were identified to be paid below the Living Wage for their country and all were within 4% at the time of the study. We've addressed this now and we will roll out the approach to all our markets.

Sustainable livelihoods

To support sustainable livelihoods in our supply network, we're looking at how pay relates to the local cost of living. We're focusing first on places with the biggest risk of workers not having a sustainable livelihood. While this doesn't typically apply to our own teams, in some countries where we also use local contractors for temporary work, we want to make sure they're not affected. We assessed pay for contractors in manufacturing sites in India and Thailand, comparing it with the local cost of living and internationally recognised living wage frameworks. This showed we were paying above the local cost of living. We'll assess other countries in the same way but are also looking at how we can improve conditions for contractors, for example where jobs become more routine, by bringing them into our team as permanent employees.

Share ownership

Our award-winning, all-employee share plan fosters a culture of ownership among our people. It gives them the chance to save over a three-year period to buy Reckitt shares at a 20% discount to the share price at the start of this period. They can save anything from £10 to £500 and the scheme is risk-free, as people can take back the amount they've saved at any time. A total of 45% of Reckitt employees globally take part in one of the three share plans on offer. Over the last three-year period (2020–2022), around 4,500 employees saved a total of £31 million to buy Reckitt shares, making a gain of around 23% (based on the average closing price in the last quarter of 2022 of £58.22).

Looking ahead

In 2023, we'll continue to focus on developing our people and creating a learning culture. Our ERGs and Stronger Together conversations are solid foundations in building a more inclusive culture. We'll keep striving to make our culture more inclusive, and to continually improve how we measure our progress. Becoming a more diverse and inclusive organisation is central to our goal of 'doing the right thing. Always'.

"WE GIVE OUR PEOPLE THE FREEDOM TO SUCCEED, AND WE CELEBRATE OUR ENTREPRENEURIAL CULTURE, WITHIN A CLEAR FRAMEWORK."