

# Diversity Pay Report for 2021

Dear all,

For our culture to feel like a family, we recognise the importance of creating a working environment that is inclusive and respectful such that we become a company where people want to stay and grow. We recognise that this commitment must be irrespective of gender.

For this reason, we are publishing the gender pay gap analysis for 2021. This analysis has been conducted across three regions and you can read the results by clicking on the following links:

1. China - [English version](#) and [Chinese version](#)
2. Europe [English version](#) and [French version](#)
3. North America [English version](#)

Transparent communication of results and using these results and insights to take action is core to our plan. It is, therefore, really pleasing to see that we are making progress - admittedly small steps but movement in the right direction.

These papers also give an overview of initiatives we are driving across the Group, recognising more to do. We see the value of the DEI councils in identifying further actions to be taken.

We value your thoughts about these results and ask you to send any comments to me directly or via your local HR business partner. This will help us delve deeper into the analysis that will be conducted on an ongoing basis.

We commenced these reports in 2019 and have completed comprehensive analysis in 2020 and now 2021. We will continue these reports each year and track performance against actions highlighted.

Best Regards,



Jane Beeston, **Chief People Officer**