

Building a business where everyone can thrive

Our Diversity, Equity & Inclusion
and Wellbeing journey

November 2023



convatec
— forever caring —

Welcome, everyone.

At Convatec, our colleagues represent multiple nationalities, as well as many cultures, religions, races, sexual orientations, backgrounds and beliefs. Aligned to our core values of delivering results for our customers and patients, we recognise that we will only grow together and improve care if we harness the power of our differences and encourage diverse thinking. In doing so effectively, we will deliver on our vision of Pioneering trusted medical solutions to improve the lives we touch.

Our colleagues should feel included, valued and respected - not just because it's the right thing to do, but because people are the best version of themselves when they feel they are being treated fairly and respectfully. When this happens, and people feel they have the support they need, colleagues are empowered to voice ideas and be at their best. We cannot expect to meet diverse customer needs without embracing the diversity of our colleagues, and we cannot deliver the innovation needed to sustain our commercial success without harnessing the collective abilities of diverse talent and thinking.

In recent years, we have transformed our company and taken important steps to strengthen our culture, policies and practices, and I'm delighted at the quality of talent we've been able to attract and retain in the business. We have made excellent progress since pledging that 40% of our senior management roles would be filled by women by 2024 and will introduce a new target on ethnicity in senior management in 2024.

Improving DE&I and wellbeing is not just about numbers. It is about building a winning culture and high performing teams who can deliver for our customers and support our people - it's core to who we aspire to be as a company and our forever caring promise. In recent years, we have worked hard to foster a working environment that allows everyone to be themselves and feel supported to grow.

We have taken important steps to strengthen our culture, policies and practices, and ensure we are building a business where everyone can thrive. We are proud of the actions we have taken, but we recognise that there is more to do on this important journey. We are committed to listening and engaging with our people as we grow together.



Karim Bitar
Chief Executive Officer



DE&I and Wellbeing: A clear direction

Convatec

Vision: Pioneering trusted medical solutions to improve the lives we touch

Promise: Forever caring

Strategy: Focus, Innovate, Simplify, Build, Execute

Values: Improve care, Deliver results, Grow together, Own it and Do what's right

People mission: Creating a winning culture where our people can learn, grow, thrive and make a real difference

Our DE&I and Wellbeing commitments

- Cultivate an inclusive culture for our colleagues by developing leaders, improving performance and equal opportunities, and making our employees' voices heard
- Build a diverse workforce with greater gender and ethnic diversity across our leadership by strengthening our approach to talent acquisition, progression and employee networks
- Support wellbeing as a priority for colleagues and the wellbeing of others by sustaining our focus on ways of working, workplace culture, environment, health and safety, and employee recognition
- Enhance our reputation through leveraging our scale, partnerships and programmes that build pride within Convatec, encourage positive change beyond our organisation and strengthen our Environmental, Social and Governance (ESG) reporting

We're determined to get our journey towards greater DE&I and Wellbeing right. We believe that DE&I and Wellbeing are fundamental to our ability to operate and pivot to achieve profitable and sustainable growth, so it's vital that we focus on the right priorities that will make the biggest impact on our people and the business.

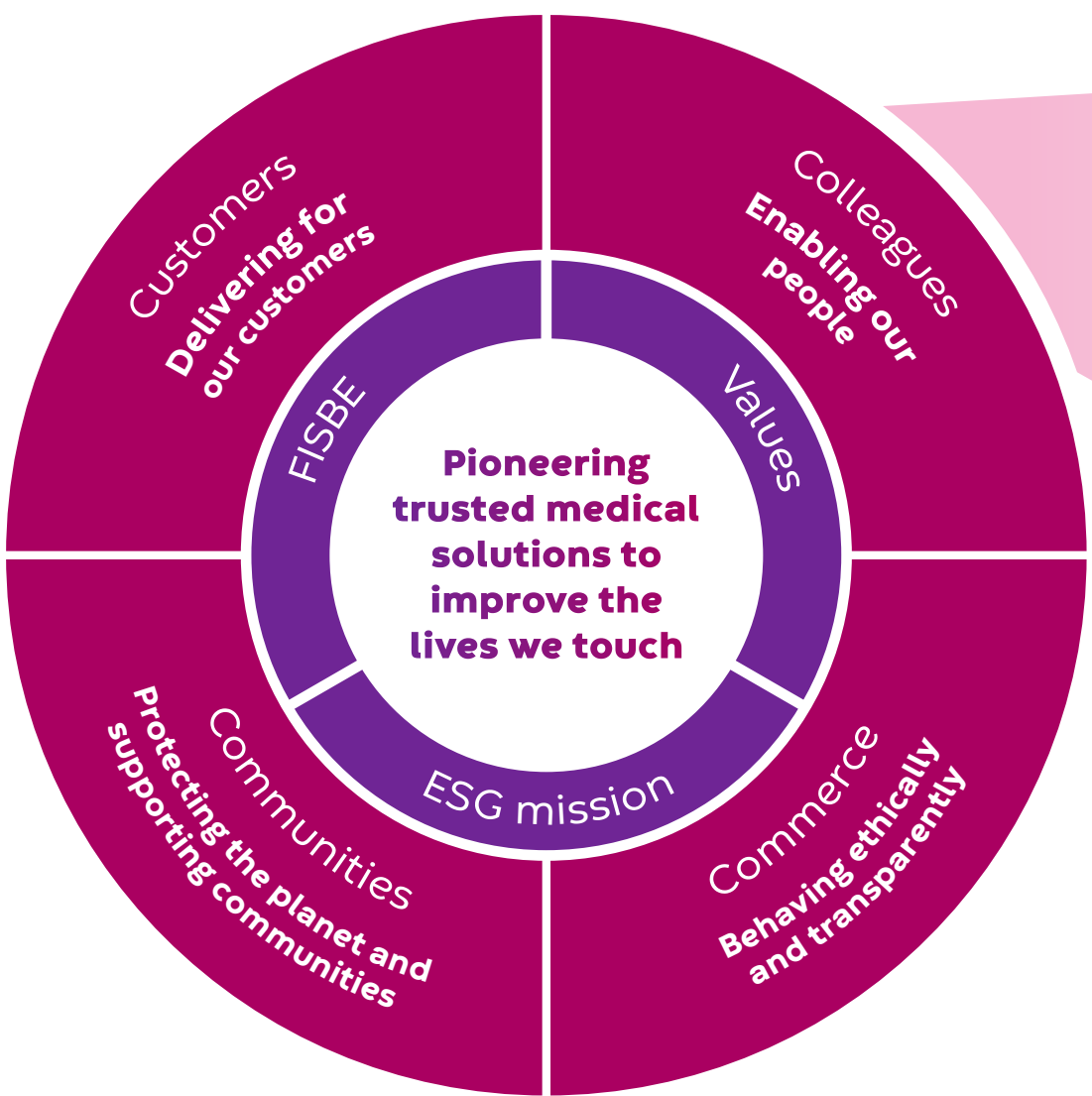
In 2021, we engaged more than 3,000 colleagues at all levels of the business, including Board members, to help us shape our company-wide DE&I and Wellbeing approach. This work culminated in the articulation of a new model that aligns our programmes and commitments for 2022 under four focus areas.

DE&I and Wellbeing is a component of Convatec's broader Environmental, Social and Governance (ESG) strategy. It sits within our ESG strategic pillar of 'Enabling our people to thrive'. This is significant because our ESG strategy and associated targets are shared with a broader set of stakeholders, and these public commitments hold us accountable for the targets we set.

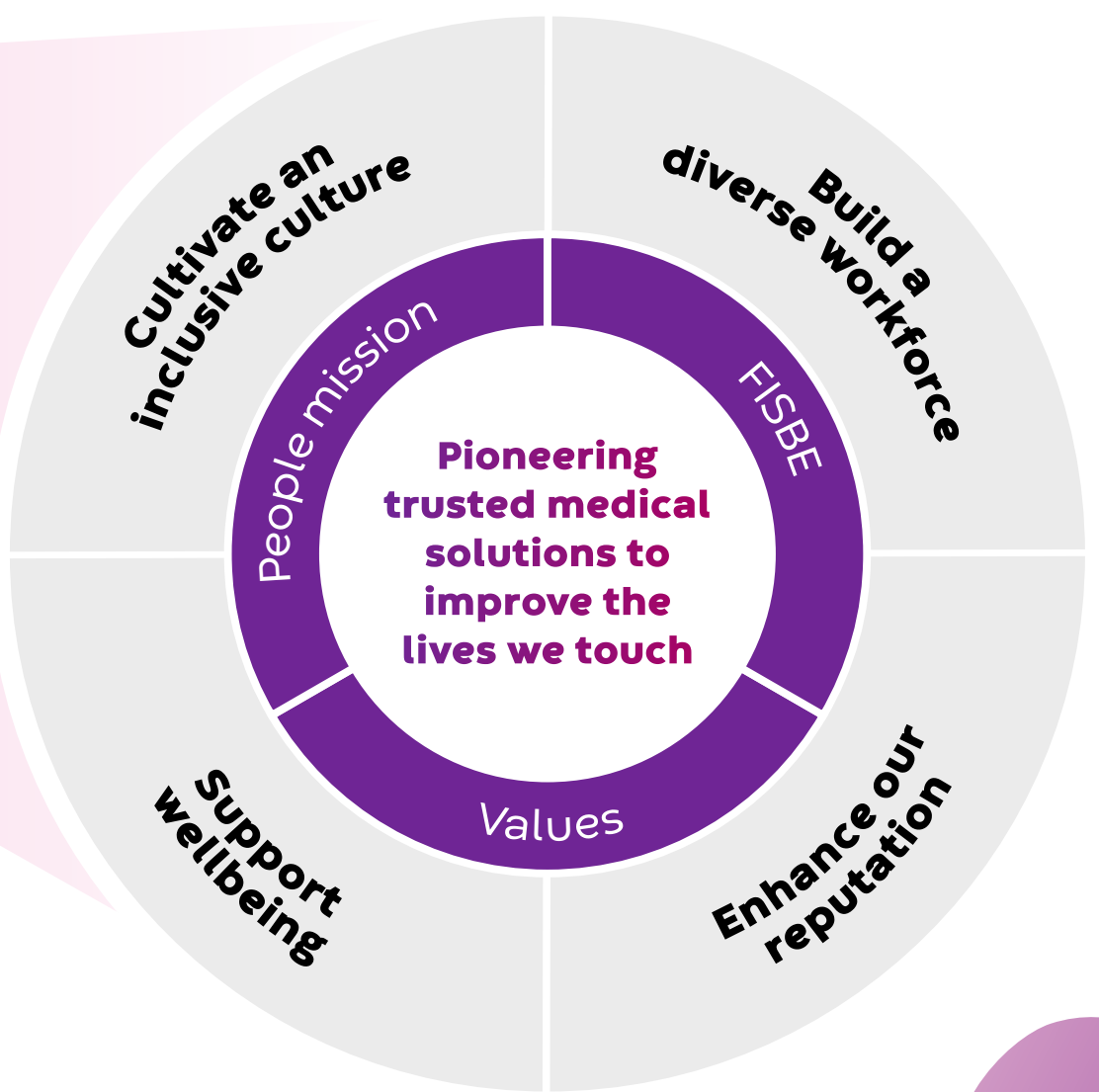
For example, one of our ESG targets around DE&I is to reach at least 40% women in senior management (Convatec Executive Leadership Team and their direct reports*) by end of 2024. A target related to wellbeing is to reduce voluntary turnover to less than 10% by end of 2023. In 2024 we will be setting a new target for the percentage of ethnic minority leaders within our senior management team, to add to the existing target we have on gender diversity within this group.

*Excluding assistants

ESG Framework



DE&I and Wellbeing at Convatec



What do we mean by Diversity, Equity & Inclusion and Wellbeing?

DE&I and Wellbeing are not vague platitudes or “nice-to-haves”. They are vital foundations for the business we want to build. So, we should be clear about what words mean to us.



Diversity

What we mean - We want our organisation to reflect the rich variety of customers, patients and communities we serve, welcoming all people regardless of their background, beliefs, age, ethnicity, race, gender or sexual orientation.

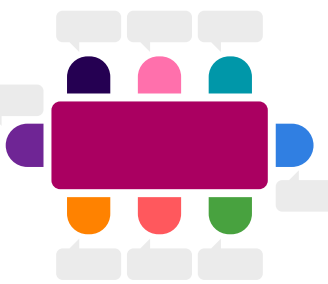
Why it matters - Our differences make us stronger. It's the power of diverse experiences, perspectives, ideas and mindsets that gives us the formula to pioneer trusted medical solutions and succeed in today's world.



Equity

What we mean - We want to build a fair and level playing field so that no-one is disadvantaged and everyone can access the opportunities and support they need to succeed.

Why it matters - When people know that their efforts and contributions will be fairly recognised and rewarded, they are more motivated to stay with us and give their best to our organisation.



Inclusion

What we mean - We want to foster a culture in which every person is free and unafraid to bring their authentic self to work - feeling welcomed, supported, valued and respected for who they are.

Why it matters - Good ideas can come from anyone, anywhere. When people feel like they belong and know that their voice matters, we can all benefit from what they have to contribute.



Wellbeing

What we mean - We want to empower our people to care for their physical and mental health and to support each other in doing the same.

Why it matters - Convatec is only at its best when our people are at their best. Research suggests that wellbeing makes both individuals and teams more productive, creative and resilient.¹

¹For summaries of such research, see <https://hbr.org/2016/11/why-diverse-teams-are-smarter> and <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

'Diversity is being invited to the party. Inclusion is being asked to dance.'

Equity is ensuring everyone at the party is treated fairly and has a way of travelling there and back.'

Verna Myers

Cultural change influencer, thought leader and author



Communities supporting positive change

As part of our transformation journey, we’ve taken several steps to strengthen our culture. Our Employee Resource Groups (ERGs) continue to grow their memberships and strengthen engagement across our LGBTQ+ (Pride), Black Employees Network (BEN) and Women’s Network communities, bringing colleagues together to create positive change in Convatec and beyond. In 2023 we launched a new ERG, Latinx, to create a community of support for our Latino colleagues who are of Latin American origin or descent.

All our ERGs have significant support and sponsorship from the Convatec Executive Leadership Team (CELT) and ambitious plans to grow further. We’re excited to continue investing in our ERGs as they have a critical role to play on our journey to a more inclusive culture.



Women’s Network

- Running a three-part training session on Executive Presence, which included: Virtual Body Language, Building Virtual Rapport and Dare to be Remarkable
- Holding Hour of Togetherness events on topics including Imposter Syndrome, the Art of Self Promotion, Breaking the Glass Ceiling and Awareness around Breast Cancer Month
- Hosting a panel event for International Women’s Day
- Appointing a new Chair and announcing global expansion plans for EMEA and Asia Pacific



Black Employee Network

- Celebrating Black History Month with weekly company-wide activities
- Promoting a quarterly educational newsletter focused on celebrating successful black people in sciences, business and politics
- Hosting multiple seminars and workshops on issues including implicit bias, microaggressions, health concerns in the black community, and HBCU partnership



Pride Network

- Organising Lunch & Learn events to raise awareness around mental health, unconscious bias, LGBTQ+ representation within the workplace and allyship
- Co-hosting with the other ERGs a monthly series of events that address hard-to-talk about topics such as mental health, suicide and seeking help



Latinx Network

- Celebrating National Hispanic month and company-wide activities
- Creating an engaged Latinx community across the globe at Convatec
- Creating networking opportunities, engaging in professional development, and discussing topics that affect the community
- Fostering a feeling of inclusion and belonging and encourage this community’s diversity of cultures, languages and regions

DE&I initiatives: Putting words into action

When it comes to advancing DE&I and Wellbeing, our words matter - but it's our actions that make the difference. Here, we shine the spotlight on a few of the many initiatives that are doing just that.

Leaders walking the talk

In 2023, to ensure we were supporting our leaders to drive positive change, we rolled out an executive education series with the University of Michigan Ross School of Business (one of the top business schools in the world) to engage our top 100 leaders in diversity, equity and inclusion (D,E&I) practices. The 3-part series connected our five team principles to help us perform as one team and support our winning culture through inclusive leadership, diversity in the workplace and advancing equity.

Self ID

We have launched the first-ever Convatec self-ID campaign, in markets where we can lawfully do so. It's an important step to understand where we are today on a broader range of characteristics than those we currently track, such as age and gender. On a voluntary basis, the information will provide an opportunity for us to understand where barriers may exist and to shape actions that can make a difference to improve the diversity of our workforce as well as provide a dataset to measure our progress. We know that an inclusive workplace is one that is representative in its broadest sense, including of the customers and patients we serve.

Developing black leaders

In 2021, we introduced the Black Executive Leadership Program (BELP): a partnership with the McKinsey Academy that helps participants build core leadership and management capabilities alongside over 1,000 black leaders across the US, and benefit from executive sponsorship at Convatec. Since the launch 25 participants have completed the programme.

Increasing supplier diversity

Our supplier relationships are another opportunity for us to influence positive change. As part of a new vendor diversity initiative, we are introducing a software service that will assist us in building partnerships with certified diverse suppliers in key areas of our supply chain. This system will give us a complete picture of our vendors and help us identify existing and new partnerships that can make an impact. Third party logistics providers are expected to have set DE&I targets which we assess at the time of their appointment and monitor through supplier annual performance reviews



Great Place to Work
China, Chile, Colombia, Mexico, Korea, Taiwan and Brazil



Top Employer
Germany (4 years running)



Wellbeing initiatives: 'Our Work Life' philosophy

Recognising the ongoing impacts of the pandemic on both physical and mental health, in 2021 we provided a wide range of information, support and initiatives to help ensure that our people have opportunities to thrive. In line with this philosophy, we established a hybrid way of working, as part of what we call Our Work Life.

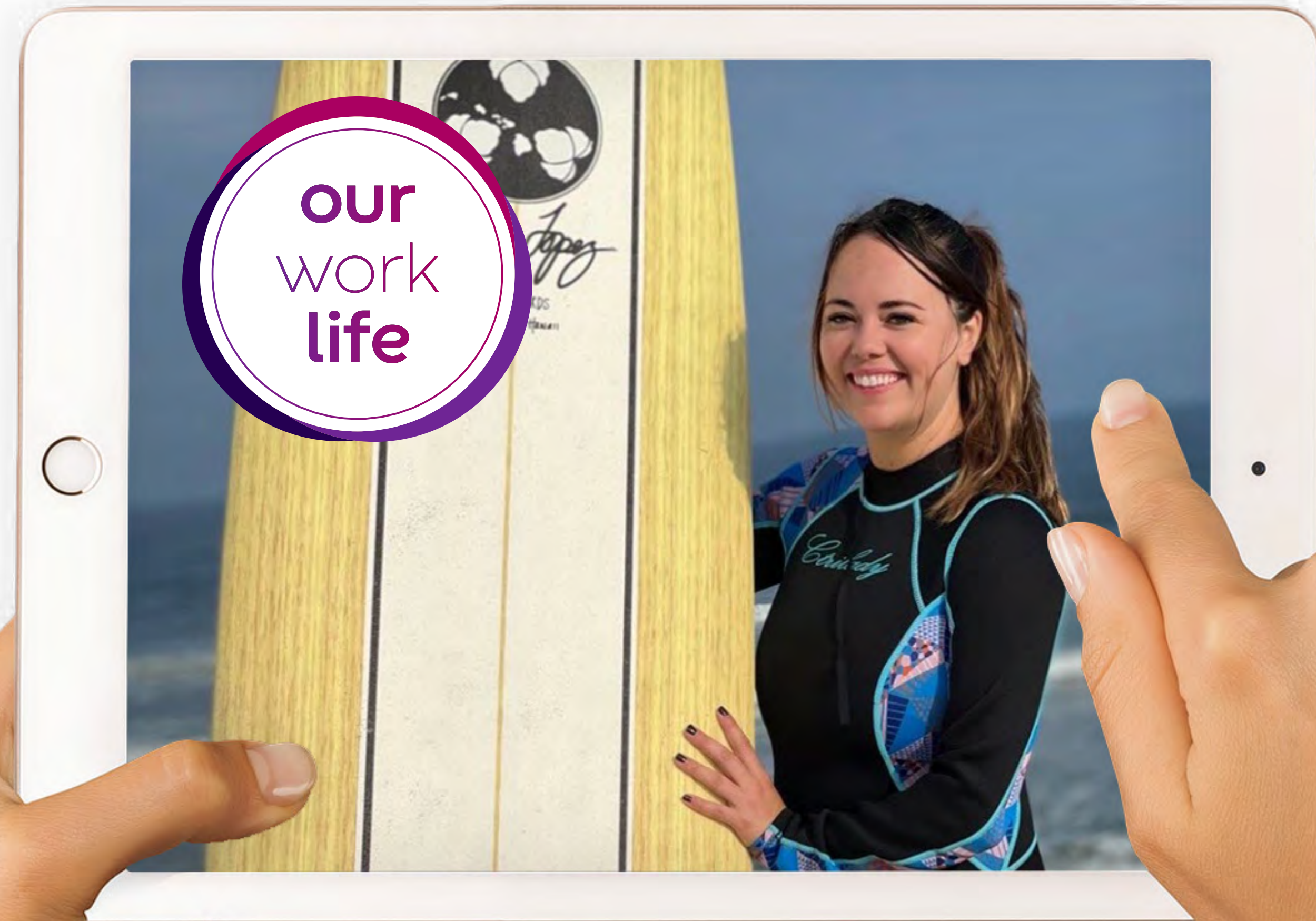
In this initiative, colleagues (whose roles allow it) can split their time between working at home and collaborating with colleagues in our offices, many of which have been refurbished to become more collaborative workspaces. This ensures that colleagues can always work in the environment that suits them best.

We are also supporting colleagues across the company through a range of initiatives to support remote working, including:

Focus Fridays, help to keep one day each week free from regular or recurring meetings, creating more space for focusing on priorities, spontaneous collaboration and connection.

Convatec Day, an annual event giving everyone (role-permitting) a well-deserved extra day off to relax, reflect and recharge. We aligned the day to World Mental Health Day to amplify the importance of this topic.

Our Global Volunteering Policy, allowing employees to take up to two days annually to volunteer in their communities. In 2022 we launched an annual initiative called 'Forever Caring Month' to celebrate and share stories that demonstrate our forever caring promise in their communities. Throughout November and December, colleagues across the globe take time to engage their communities in a range of ways - from volunteering, fundraising, donating, and organising activities with charity partners. Volunteering has a wide range of benefits, including helping colleagues develop skills, increase motivation, build trust and expand awareness of the issues affecting communities. Many of our ERGs organised specific initiatives to support the initiative.



To see what our colleagues got up to on Convatec Day, click the screen to launch the video!

Our journey so far...

Improving DE&I and Wellbeing is a journey and we still have a way to go. We are proud of what we have achieved so far and are committed to taking action in line with our strategic framework so that Convatec is a place where everyone can thrive.

What we have done

Our actions so far:

- Listened actively to the voices of our employees - including more than 3,000 colleagues through surveys and focus groups - to guide our DE&I and Wellbeing journey
- Established monitoring of key employee diversity metrics through our HR systems and made the annual review of our diversity profile a priority for the Board
- Increased promotion rates of women overall (now higher than men) and increased female representation in both our Board and CELT membership to 40%, and to 38% in our senior management team
- Enhanced our parental and caregiver leave policies to provide eligible employees with paid leave to support them while meeting family obligations in the US and Denmark. We have also started introducing updates to other markets which will continue into 2024.
- Continued to close the Gender Pay Gap (UK) from 13.2% in 2020 to 12.2% in 2022 (measured by mean average hourly rate of pay)
- Supported three successful and growing ERGs, with total membership now around 400 and introduced a new ERG, Latinx
- Stepped up the emphasis on DE&I in our recruitment practices - launching a new careers website, advertising positions through more diverse channels and expanding outreach work with universities
- Introduced successful wellbeing initiatives, including new guidelines for hybrid and flexible working, Focus Fridays, Convatec Champions and Convatec Day (coinciding with World Mental Health Day)



Where we're headed...



What we will do

Our commitments from 2022-2025:

- Improve diverse representation: Our focus has been on improving gender diversity in leadership and management roles, and greater emphasis on increasing ethnic and racial diversity
- Continue building a more racially and ethnically diverse workforce, equally focusing on creating employment opportunities for people with disabilities
- Strengthen our culture by building more inclusive leadership capabilities, ensuring consistent offering for pay structure, benefits and work flexibility for all types of employees, while continuing active mentorship and sponsorship of diverse talent
- Provide our people with opportunities to learn and grow, strengthening capabilities and supporting the shifts we need to take
- Advance talent acquisition practices to better recruit, hire and retain diverse talent
- Actively engage with diverse talent to enhance retention
- Enhance diversity reporting and goals to include ethnically diverse talent outside of the US
- Continue to elevate our focus on wellbeing, resilience and the societal role of our workforce, creating a compelling employee value proposition as a great place to work
- Measure progress over time, including scoping what systems, policy and procedural changes will be required to bring our commitments to life
- Strengthen our ERGs further and expand their global reach

Our DE&I and Wellbeing leadership

At Convatec, we have a clear people mission: Creating a winning culture where our people can learn, grow, thrive and make a real difference. Our DE&I and Wellbeing Council was launched in 2022 to help ensure we’re continually elevating our strategic focus DE&I and Wellbeing with a wide range of internal and external stakeholders, driving progress towards our commitments, and championing initiatives across the company.

The Council aims to ensure we’re deliver against our commitments to become a more inclusive and sustainable business. It has representatives from our Employee Resource Groups (ERGs), CELT sponsors and our subject matter experts, who all share a passion for DE&I and Wellbeing. Our ERG chairs and their CELT sponsors also work together to ensure that individual ERGs have the support they need and where senior champions can help play a meaningful role.

The Council sits under the oversight of our ESG Steering Committee, and is led by our Chief People Officer. Our approach to DE&I and Wellbeing forms part of our ‘Colleagues’ ESG pillar, which we call ‘Enabling our people to thrive’. Further information on Convatec Cares, our approach to ESG, [can be viewed here](#).



Moyra Withycombe
Interim Chief People Officer



David Shepherd
President & Chief Operating Officer,
Advanced Wound Care
(CELT Wellbeing Champion)



Bruno Pinheiro
President & Chief Operating Officer,
Ostomy Care
(CELT Pride Network sponsor)



Anne Belcher
President & Chief Operating Officer,
Global Emerging Markets
(CELT Women’s Network sponsor)



Seth Segel
President & Chief Operating Officer,
Continence Care & Home Services Group
(CELT BEN sponsor)



John Haller
EVP, Chief Quality & Operations Officer
(CELT Latinx sponsor)



Tanya Brubaker
VP, Head of Global Talent,
Learning & Diversity



Ashley Sweetland
Head of Global Communications,
Engagement & ESG



Ruben Gonzales
Lead, Global Diversity,
Equity & Inclusion and Wellbeing



Yetunde Coker
Senior Director, Global Benefits,
Tax, Mobility & Payroll
(Wellbeing champion)

ERG leaders



Women's Network



Sandrine Letellier
VP, Global Marketing,
Advanced Wound Care
(Chair, Women's Network)



Pride Network



Kiren Alberry
Manager, Personally Delivered,
Home Services Group
(Co-Chair, Pride Network, Americas)



Sophie Bellamy
Senior R&D Scientist,
Advanced Wound Care
(Co-Chair, EMEA/APAC, Pride network)



Black Employee Network



Angie Christopher
VP, HR, Continence Care
& Home Services Group
(Co-Chair, Black Employee Network)



Michael Clarke
VP, Deputy General Counsel
& Chief Compliance Officer
(Co-Chair, Black Employee Network)



Latinx Network



Daihanna Peña
Director - Plant Operations
(Co-Chair, Latinx)



Yokasta Canela
Associate Director, Human Resources
(Co-Chair, Latinx)

Join the journey



Everyone has a part to play in promoting Diversity, Equity, Inclusion and Wellbeing at Convatec. Here are some of the ways you can get involved

Listen

Follow the [Women's](#), [BEN](#), [Pride](#) and [Latinx](#) channels on [MyConvatec](#)

Learn

[Your role in Workplace Diversity](#)

Join

Become a member of our [Women's](#), [BEN](#), [Pride](#) or [Latinx](#) ERGs

Careers

Visit our [LinkedIn page](#)

Contact

DEIW@convatec.com

