HEALTH ▸ HYGIENE ▸ HOME

Delivering our purpose

**Innovative solutions for
healthier lives and happier homes**

**Reckitt Benckiser Group plc (RB)
Detailed Sustainability Report 2017**

About this report

Contents

Sustainability reporting at RB

Our approach to reporting
RB is committed to publicly sharing its sustainability performance as part of its strategic approach to addressing all relevant and important sustainability topics. We share this information across a number of different reports and media channels.

Sustainability Report 2017
In 2017 we produced our 17th Annual Sustainability Report which aims to provide an engaging overview of our activities and performance across the five key stages that will enable us to fulfil our purpose:

1. Addressing global issues
2. Responsibly developing innovative solutions
3. Operating in a sustainable way
4. Empowering and developing our people
5. Delivering our purpose

This report can be found at rb.com.

Detailed Sustainability Report 2017
The Sustainability Report is supplemented by this Detailed Sustainability Report, which provides further data and information on our processes, methodologies, definitions, policies and standards. Information within this report is organised according to the three strategic pillars of the **betterrb** strategy, which are:

• **betterbusiness**
• **bettersociety**
• **betterenvironment**

Annual Report 2017
As sustainability is a core part of our business strategy, a summary of our sustainability performance across our strategic pillars is also included in our Annual Report, available at rb.com

In addition, RB's website includes other reports and documents that disclose the ways in which the company aims to improve its sustainability profile and performance.

Audiences for this report
This report is a key part of our continuing communication with stakeholders on our approach to and management of sustainability issues and risks for long-term profitability. We seek an open and transparent dialogue with stakeholders and we maintain a focus on material issues where we can make a real difference. This is an integral part of our culture and reflected in the content of this report. This report is primarily aimed at audiences that have shown most interest in our sustainability management and performance during 2017: employees, customers, shareholders/investors, consumers of our products, and advocacy and campaigning organisations.

Report profile
This report is for the year ending 31 December 2017. Our 2016 Sustainability Report was published on 4 April 2017. We report annually, on calendar year data basis and previous reports can be found at https://www.rb.com/responsibility/policies-and-reports/

Unless otherwise indicated, performance data from Mead Johnson Nutrition is not included in this report but will be fully included from 2018 onwards.

All our 2020 sustainability goals are based on the 2012 baseline year unless otherwise indicated.

Reporting standards
This report has been prepared in line with the Global Reporting Initiative's (GRI) Standards. This report, along with our Summary Sustainability Report, meets the 'core' requirements of the standard. GRI Content Index and Application Level Table is provided on page 35. It provides a navigational tool for those looking for specific information relating to the GRI Standards guidelines.

In preparing this report, we referenced the criteria and principles of accountability set out in the AA1000 Assurance Standard (2008) and the AA1000 AccountAbility Principles Standard, produced by AccountAbility. We also took into account the evolution of best practice in corporate sustainability reporting.

UN Sustainable Development Goals (SDGs)
The United Nations Sustainable Development Goals (SDGs) outline the global priorities for ending poverty, protecting the environment and ensuring prosperity for all.

Our purpose is to deliver healthier lives and happier homes and in this context, we fully support delivery of all the SDG goals and supporting targets by 2030.

We believe we can make the biggest impact on the four of the goals: good health and wellbeing; clean water and sanitation; gender equality; and zero hunger. We also contribute to other relevant goals - read more in our Sustainability Report at rb.com.

Responsibility
The Directors are responsible for reporting the sustainability data as at 31 December 2017 in accordance with the reporting criteria as set out in the Reporting Criteria and Basis of Preparation document available at www.rb.com. In doing so they have:

• Designed, implemented and maintained internal controls and processes over information relevant to the measurement and preparation of the sustainability data that is free from material misstatement, whether due to fraud or error;
• Established objective reporting criteria for measuring and preparing the sustainability data to meet the needs of Reckitt Benckiser's stakeholders and applied them consistently;
• Presented information, including the criteria, in a manner that provides relevant, reliable, comparable and understandable information;
• Measured and reported the sustainability data based on the reporting criteria.

Sustainability reporting at RB continued

Key Performance Indicators (KPIs)

The KPIs that we use in this report are determined by:

- The significant sustainability aspects of our operations in line with our materiality assessment (see page).
- Independent, external sources of guidance on the indicators that we should be using to measure and report on those significant sustainability aspects.
- The indicators that are most practical to use and add most value across our business and supply chain. The GRI Standards performance indicators provide some reference for selecting appropriate KPIs; as an international standard using its indicators provides compatibility with other companies. We also take account of the specific guidance on environmental KPIs for UK companies provided in the British Standard BS EN ISO 14031 (Environmental Performance Evaluation Guidelines), and the Environmental KPIs – Reporting Guidelines for UK Business (Department for Environment, Food & Rural Affairs).

Reporting criteria

The principles and methodologies we have used in reporting sustainability performance data for 2017 are available in our Reporting Criteria and Basis of Preparation document, available at www.rb.com.

Assurance

PricewaterhouseCoopers LLP (PwC) has provided independent limited assurance over selected 2017 data contained within this report as set out in the table on page 03. Their independent assurance statement is on page 33-34 of this report.

Table of indicators subject to PwC's limited assurance scope[5]

	Units	2012	2013	2014	2015	2016	**2017†**
Healthier Communities (Social Metrics)							
People reached to improve their health and hygiene	millions (cumulative)	–	24	141	237	365	**568**
Better Design (Product Metrics)							
Total Net Revenue from more sustainable products[3]	£ million	–	230[1]	325[1]	558	1,193	**1,824**
Total carbon footprint	grams per dose	65.9*	–	–	–	64.6*	**64.6**
Total water impact	e–litres per dose	8.9*	–	–	–	7.8*	**8.2**
Manufacturing Responsibly (Environment Metrics)							
Total GHG Scope 1 and 2 emissions from manufacturing, R&D, offices and warehouses[4]	tonnes CO_2e	-		–	294,087	269,045	**227,766**
GHG emissions from energy use in manufacturing and warehouses[4]	tonnes CO_2e per 1,000 CU	0.0402	0.0392	0.0374	0.0347	0.0313	**0.0278**
Total waste at manufacturing and warehouses	tonnes per 1,000 CU	0.0117	0.0114	0.0105	0.0100	0.0094	**0.0092**
Hazardous waste at manufacturing and warehouses	tonnes per 1,000 CU	0.0016	0.0016	0.0014	0.0012	0.0013	**0.0013**
Water discharges from manufacturing and warehouses	m³ per 1,000 CU	0.496	0.344	0.289	0.281	0.289	**0.238**
Energy use at manufacturing and warehouses	GJ per 1,000 CU	0.4704	0.4488	0.4130	0.3959	0.3939*	**0.3767**
Water use at manufacturing and warehouses	m³ per 1,000 CU	0.964	0.788	0.718	0.675	0.657	**0.612**
Our People (Health & Safety Metrics)[5]							
Lost Working Day Accident Rate[2]	per 100,000 hrs	0.107	0.107	0.093	0.080	0.071	**0.121[6]**
Employee fatalities	number	1	0	0	1	2	**0**
Severe accidents	number	1	1	2	3	1	**2**
Diversity							
Women employed – Board	% at 31 December	20	10	17	29	27	**27**
Women employed – senior management	% at 31 December	16	17	19	19	20	**24**
Women employed – global employees	% at 31 December	41	42	42	42	42	**44**

†   2017 data included in PwC's limited assurance scope referred to on this page.

*   Values re-stated due to methodological improvements made in 2017; refer to our Detailed Sustainability Report 2016 for original values.

1   2013 and 2014 total Net Revenue from more sustainable products Q1-Q3.

2   LWDAR from manufacturing, warehouses and R&D through 2016. 2017 also includes commercial offices and organised travel.

3   DvM (Developing Markets) data from Q4 2016-Q3 2017; ENA (Europe North America) data covers FY 2017. Prior year data sets have been prepared on a Q4-Q3 basis.

4   Moved to Scope 2 market-based reporting for 2016 and 2017 GHG emissions as outlined in our Reporting Criteria and in line with the GHG Protocol Scope 2 Guidance (2015).

5   Excludes results and performance from MJN acquisition with the exception of Health and Safety metrics and Diversity metrics, as detailed in our Reporting Criteria.

6   LWDAR for 2017 includes accidents for commercial offices and organised travel. LWDAR for 2017 excluding commercial offices and organised travel is 0.068 (for year-over-year comparison purposes).

Sustainability reporting at RB continued

Materiality

Purpose

RB is committed to recognising and addressing sustainability issues and opportunities that are important to stakeholders – internally and externally – and to delivering the organisation's strategic objectives. Furthermore, RB believes in being transparent in the communication of its sustainability priorities and performance and shares this information across a range of communication media. We appreciate that we operate in an ever-changing environment and that it is important to review our sustainability profile on a periodic basis, ensuring we continue to focus and report on sustainability areas that are important to both the business and stakeholders.

Scope

When reviewing potential sustainability areas that are likely to be relevant to those associated with RB, it is necessary to consider the impacts our products and operations have across the value chain. Therefore, our sustainability materiality assessment considers a range of issues that can affect or be affected directly by our operations and also the upstream and downstream constituents of the value chain such as suppliers, customers and other partners.

The range of topics assessed are primarily focused on: those that have a significant positive or negative short, medium or long-term impact on RB's stakeholders and the planet; those that we are most able to influence; and those that may affect our ability to fulfil our purpose. The assessment process aims to establish a final list of sustainability priorities that are deemed as being important to both RB and its stakeholders. Although the company avoids reporting on subjects that are not deemed as being material – helping to ensure reporting conciseness – this does not mean it is not aware of other less significant matters, or that they are not monitored and reviewed internally. This is particularly true of issues that have a propensity to increase in the future.

Process for identifying material issues

External drivers, trends and opinions are combined with the views and knowledge of internal contributors to determine relevant areas of focus for external reporting. This process uses both quantitative and qualitative inputs on sustainability issues and opportunities, generating a list of categories deemed to be material. Sources that inform our views and issues include:

- The UN Sustainable Development Goals (SDGs)
- Reporting trends and external standards
- Audience research and stakeholder feedback
- Industry benchmarking and peer review
- International media review
- Input from internal experts or consultants
- Legislative reviews and updates
- Employee engagement
- Corporate risk register
- Business priorities and corporate values

RB carries out full materiality assessments every two years (in 2016 and 2018) with revisions taking place as needed in the interim, such as this year.

In 2016, RB conducted a comprehensive materiality assessment to identify, social, environmental and economic issues significant to RB and its stakeholders. The findings helped to prioritise relevant sustainability issues for external communication and internal strategy development. To find out more about our full materiality assessment, see the 2016 Detailed Sustainability Report.

In 2017 a desk-based materiality review was carried out to determine if there had been any changes to the materiality issues affecting the business. The review concluded that two issues previously included within broader priority topics merited being added as priorities in their own right. These were data security and privacy and bribery and corruption. The matrix below presents the findings of the 2017 materiality review.

Our 2018 materiality assessment will incorporate relevant sustainability issues for Mead Johnson Nutrition (MJN), following their integration into RB in 2017.

RB's sustainability priorities

The matrix below shows the ranking of sustainability areas based on the importance to RB and external stakeholders.
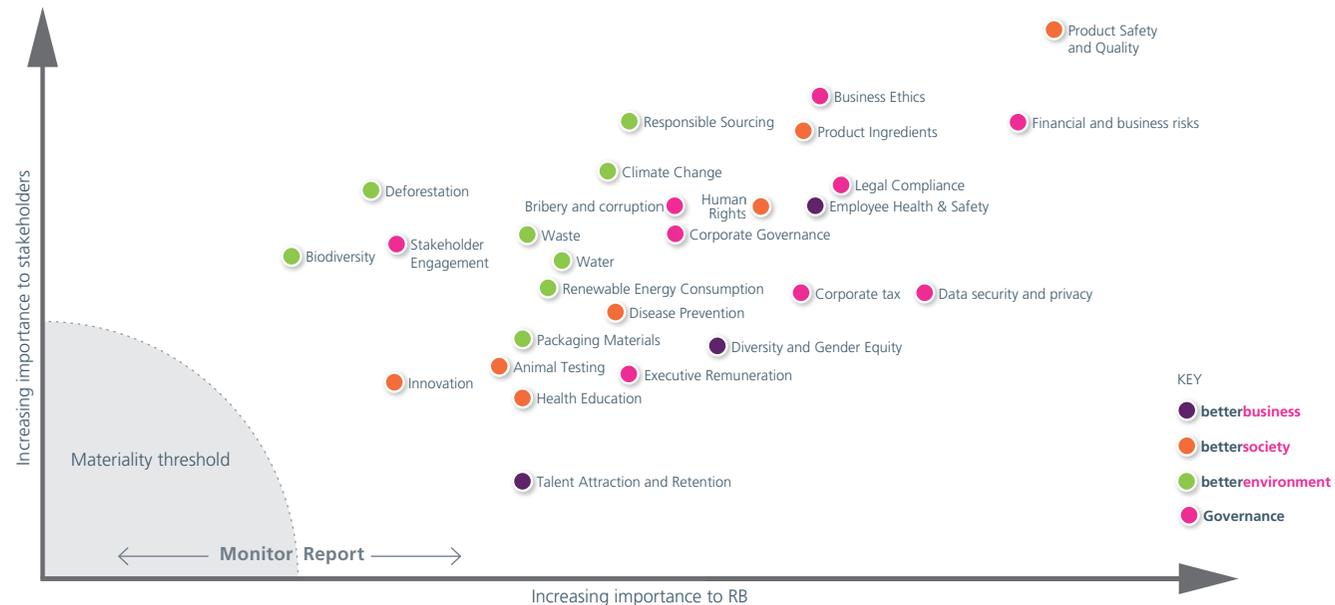
Managing sustainability

Section one

betterRB – our corporate strategy

betterRB

Sustainability is at the heart of our **betterRB** corporate strategy and we have taken an integrated approach to reporting by aligning the contents of this Detailed Sustainability Report with the Annual Report.

The review is a supplement to the RB Sustainability Report 2017 and provides detailed information on RB's approach to sustainability and our performance under the strategic pillars: **betterbusiness**, **bettersociety** and **betterenvironment**.

To find out more information about our **betterRB** strategy, see our 2017 Annual Report.

betterbusiness

The **betterbusiness** element of our strategy has four pillars: organisation and culture; Powerbrands; Powermarkets; and virtuous earnings model. These combine to focus us on faster-growing markets and categories and enable us to outperform.

Goals	Status in 2017		
40% Net Revenue generated in our DvM area by 2020	**33%** (2016: 31%)	of total NR	🟢
80% Net Revenue generated by our Health and Hygiene categories by 2020	**79%** (2016: 75%)	of total NR	🟢
Double the number of females in senior management positions from a 2016 baseline	**24%** (2016: 20%)	of senior management are women	🟡
Continued reduction of injury rate (vs 2012)	**13%** (2016: -33.8%)	increase in LWDAR since 2012[1]	🟡

1 Updated reporting scope in 2017 includes accidents from organised travel and commercial (like-for-like is 36% reduction since 2012). Total recordable accident rate has decreased 33% since 2013.

bettersociety

bettersociety is about how we meet our responsibilities in relation to our communities and our products.

Goals	Status in 2017		
100% of management employees completing human rights training by 2018	**76%** (2016: N/A[2])	trained	🟡
Improved health & hygiene knowledge	**2m** (2016: 1.565m)	educated	🟢
400m people reached by 2020	**568m** (2016: 365m)	reached so far	🟢
100% ingredient transparency by 2020	**63%** (2016: 66%)	NR from products with published ingredients lists[3]	🟡
1/3 Net Revenue from more sustainable products by 2020	**19%** (2016: 13.2%)	NR from more sustainable products	🟡

2 In 2017 we rolled out a requirement to complete human rights training to all functions globally. In 2016 the focus for training was site management and procurement.

3 Decrease a result of NR fluctuations in markets with published ingredients lists and our ingredients website in Australia being taken down while we complete a review of our approach to disclosure in this market.

betterenvironment

The **betterenvironment** element of our strategy sets out how we minimise our emissions, water use and waste, ensure we resource responsibly and innovate to produce more sustainable products.

Goals	Status in 2017		
1/3 reduction in carbon footprint of products by 2020 vs 2012	**2%** (2016: 0%)	reduction	🔴
Reduce CO_2e in manufacturing by 40% by 2020 vs 2012	**31%** (2016: 25%)	reduction	🟢
1/3 reduction in water impact of products by 2020 by 1/3 vs 2012	**8%** (2016: 6%)	reduction	🔴
Reduce water use by 35% by 2020 vs 2012	**37%** (2016: 31.8%)	reduction	🟢
100% of factories with zero waste to landfill by 2020	**100%** (2016: 98%)	factories with zero waste to landfill	🟢
1/3 Net Revenue from more sustainable products by 2020	**19%** (2016: 19%)	NR from more sustainable products	🟢

Key

🟢 Achieved/on track to meet goal   🟡 Key area of focus for 2018   🔴 Off track

NOTE: all goals are for 2020 and compared to a 2012 baseline unless otherwise stated.

Managing sustainability continued

Governance

Overview of RB's sustainability policies and positions

RB is governed by a corporate responsibility framework comprising our Code of Business Conduct, various policies, control arrangements and reporting; these are available on rb.com, and include:

- Consumer Safety Policy
- Anti-Bribery Policy
- Whistle blower Policy
- Occupational Health & Safety Policy
- Policy on Human Rights and Responsible Business and associated Detailed Requirements document
- Restricted Substances List Policy
- Animal Testing Policy
- Environmental Policy
- Responsible Sourcing of Natural Raw Materials Policy and Standard and zero deforestation

Governance structures and responsibilities

RB's Board of Directors is responsible for the overall stewardship of the Group, which includes oversight of sustainability and corporate responsibility. The Board plays a key role in setting our values and standards and undertakes a formal review of sustainability matters at least once a year. The Board also regularly considers the significance of sustainability issues, for example climate change, and their potential risk to the business as well as opportunities for enhancing value.

The Board is accountable for ensuring that our products and people are safe, the environment is protected and human rights are respected. They have ultimate accountability for the achievement of the 2020 **betterRB** strategy. The CEO has accountability for sustainability within RB.

The Corporate Responsibility, Sustainability, Ethics and Compliance Committee (CRSECC) is a subcommittee of the Board and responsible for overseeing the implementation and progress of RB's sustainability strategy and reviewing performance against the 2020 targets. The Committee meets quarterly and is attended by the CEO and other executives. Miguel Veiga-Pestana is the SVP Global Corporate Affairs & Sustainability responsible for sustainability matters, reporting to the CRSEC Committee.

The two management committees, the Compliance Management Committee (CMC) and the Ethics Management Committee (EMC), are operational in focus and are led by the CEO. They are responsible for overseeing the implementation of compliance and ethics activities across the company, in conjunction with functional department heads.

In 2017, operational leadership for sustainability and related compliance moved from the Safety Quality and Compliance (SQC) function to the Corporate Affairs function to become more integrated with broader business teams focusing on delivering RB's purpose. Ingredients, Health & Safety, Environment, and Human Rights Compliance Managers ensure that policies, activities and processes are rolled out throughout the organisation.

The SQC function retains operational responsibility for health & safety, product safety and quality. In 2017 its scope was broadened to include responsibility for product regulatory compliance – previously part of our R&D function – and was consequently renamed to SQRC.

Both the SQRC and Corporate Affairs functions report directly to the CEO.

Board of Directors

Group Head of Internal Audit	Corporate Responsibility, Sustainability, Ethics and Compliance Committee (CRSECC)			Group General Counsel
	Adrian Bellamy Non-Executive Director	Pam Kirby Non-Executive Director	Nicando Durante Non-Executive Director	

Compliance Management Committee (CMC)	CEO	Ethics Management Committee (EMC)

Corporate Affairs & Sustainability	Safety, Quality, Regulatory Compliance (SQRC)

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Managing sustainability continued

External partnerships

We seek to develop industry-wide solutions to shared challenges. In 2017, our work with external partners included:

- Roundtable on Sustainable Palm Oil (RSPO), promoting the growth and use of sustainable palm oil: rspo.org
- TFT is an international non-profit organisation working to deliver responsible product supply chains. As a member of TFT, we have worked together to carry out in-depth reviews of our latex and palm oil supply chains, with the aim of increasing transparency and ensuring full compliance with our sourcing requirements: tft-forests.org
- A.I.S.E. (the International Association for Soaps, Detergents and Maintenance Products) in Europe, which coordinates the voluntary Charter for Sustainable Cleaning, and the Save Energy & Water project: aise.eu
- AIM Progress – a forum for consumer goods companies assembled to enable and promote responsible sourcing practices and sustainable production systems: aim-progress.com
- FRAME (Fund for the Replacement of Animals in Medical Experiments) is a UK-based charity that promotes consideration of the ethical and scientific issues involved in the use of laboratory animals for medical research, and the adoption of the "Three Rs" (Replacement, Reduction, Refinement) strategy of alternatives to animal testing: frame.org.uk

- CSPA (Consumer Speciality Products Association) Product Care is a trade association representing the interests of companies engaged in the manufacture, formulation, distribution and sale of familiar consumer products that help household and institutional customers create cleaner and healthier environments. RB actively participates at all levels in this trade association, including participation in specific task forces, chairing divisions and representing the Board of Directors. CSPA is mission-critical for RB's home and hygiene brands, especially Airwick and Lysol, due to the extensive regulatory environment of these product categories: cspa.org
- GC3 (The Green Chemistry & Commerce Council) is a US-based cross-sectoral, business-to-business network of companies and other organizations, working collaboratively to advance green chemistry across sectors and supply chains: greenchemistryandcommerce.org

Industry sustainability programmes

A.I.S.E Charter for Sustainable Cleaning

We work with A.I.S.E on a number of projects. A.I.S.E represents, among others, members of the European air freshener and detergents products industry. The Charter is the principal expression of the detergent industry's commitment to sustainability. This voluntary initiative promotes a common industry approach to sustainable improvement and reporting, based on a lifecycle framework.

RB has been a member of the Charter since June 2005 and contributed to the update in 2010. This major upgrade introduces additional sustainability procedures for products, supplementing the existing Charter of Sustainability Procedures for companies. The Charter logo on our packaging recognises our commitment and can only be used by companies committed to the Charter.

A.I.S.E Air Fresheners Product Stewardship Programme

RB has committed to the A.I.S.E. Air Fresheners Product Stewardship Programme, a voluntary industry initiative established in October 2007 (aise. eu/our-activities/product-stewardship-programmes. aspx). Companies signing up to the programme must abide by a set of rules that go beyond legislative requirements and aim to promote best practice in the responsible manufacture, consumer communication and use of air fresheners across the EU, Iceland, Norway and Switzerland. We contributed to its update launched in 2016.

A.I.S.E. Product Stewardship Programme for Liquid Detergent Capsules

We have committed to the A.I.S.E. Product Stewardship Programme for Liquid Detergent Capsules, a voluntary initiative launched on 1 March 2015 (aise.eu/our-activities/product-stewardship-programmes.aspx). Companies signing up to the programme must abide by a set of rules that go beyond legislative requirements and aim to ensure the high safety level of our products and to prevent any future accidents.

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better**business**

Section two

betterbusiness

Business conduct
Code of Conduct
Our Code of Conduct (CoC) sets out the principles and ethical values that we want to uphold; it is available at rb.com. Senior managers across the company are required to report and sign-off compliance with the CoC every year. The Board Audit Committee monitors the findings of this certification process.

The CoC policies and training programme are available in all core languages used across our business, ensuring that employees worldwide receive clear communication and education in this important area. All employees are required to complete annual CoC training, which includes human rights issues. Following the implementation of a revised RB Code of Conduct, a new online training module was developed in 2017 and is being rolled out in 2018. By March 2018, the new training had been completed by 20,231 people (including contractors). This equates to approximately 25,050 hours being devoted to Compliance Passport related training to date, which focuses on Code of Conduct, Data Protection, Anti-bribery, Competition Law and Conflicts of Interest. We regularly follow up with our employees to ensure they have taken the required training, but staff turnover and the continuous hiring of new staff will result in rates that are less than 100% in a calendar year.

Anti-bribery and corruption
Our anti-bribery and corruption policy explains our responsibility in complying with anti-bribery and anti-corruption laws and ensuring third parties that we engage to act on our behalf, do the same.

RB employees receive formal training on the UK Bribery Act, and all employees with email access are required to pass a mandatory online test as part of the process. This is supported by Internal Audit visits to high-risk overseas operations. As part of the annual audit planning process, all RB locations are assessed against a number of risk factors that include bribery and corruption risks.

Anti-competitive behaviour
It is company policy that all RB companies and their employees and contractors comply with the competition, anti-trust and anti-monopoly laws of all countries in which they conduct company business.

RB is involved in a few investigations by government authorities and the litigation associated with them. Therefore, where appropriate, the Group has made provisions for such investigations. Where it is too early to determine the likely outcome of these matters, or to make a reliable estimate, the Directors have made no provision for such potential liabilities.

Whistle blower helpline
Our Whistle blower helpline is a confidential Freephone number in each country, operated by an external organisation that employees can use to report any suspected breaches of the CoC. Typical issues identified include grievances with managers and allegations of unprofessional behaviour or bullying.

All reported issues are investigated by management or Internal Audit with the appropriate action being taken. Depending on the type of issue identified, new policies may be issued, training may be provided, and formal warnings may be issued. In some cases, if allegations against an employee have been proven valid by legal and HR, their contract may be terminated. This process is reported to and overseen by the Ethics and Management Committee and also the Board Audit Committee.

Human rights
As a global business with operations in over 60 countries, over 40,000 employees and an extensive supply chain, we recognise the important role that we play in society; ensuring that the human rights of all our internal and external partners are protected and respected. This is our responsibility and is vital in maintaining consumers' confidence and trust in our brands. We, therefore, have a clear policy commitment to respect human rights – that all within and who do business with RB must follow – in addition to a proactive compliance programme to effectively ensure compliance with it. Further details are on page 17.

Grievance process

RB has grievance processes in place in all countries that comply with local laws. RB had a total number of 32 grievances relating to human rights filed through its formal Whistleblower line during the reporting period. Of the identified grievances:

- 36 were addressed during the reporting period
- 32 were resolved during the reporting period

There was a total number of four grievances relating to human rights that were filed prior to the reporting period that were resolved during the reporting period.

betterbusiness continued

Our people

Our people are what make RB great. In this section we provide information relating to our global workforce and provide a summary on our approach to: remuneration and benefits; training, education and development; employee engagement; diversity and equal opportunity; and employment terms and collective bargaining.

Key employee figures as at December 31st 2017

KPI	KPI Details	Female	Male	Unknown	Total
GRI Standards	**A- Employment Contract**				
	Permanent Contract	14,914 (43.49%)	19,359 (56.45%)	20 (0.06%)	34,293
	Fixed Term or temporary contract	513 (48.21%)	551 (51.79%)	–	1,064
	B- Employment Type				
	Full time	14,969 (43%)	19,827 (56.95%)	18 (0.05%)	34,814
	Part time	458 (84.35%)	83 (15.29%)	2 (0.37%)	543
	D- Employment Location				
	ENA	6,115 (47.1%)	6,849 (52.76%)	17 (0.13%)	12,981
	DVM	5,289 (38.51%)	8,446 (61.49%)	0	13,735
	Other	448 (37.24%)	754 (62.88%)	1 (0.08%)	1,203
	IFCN	3,575 (48.06%)	3,861 (51.91%)	2 (0.03%)	7,438
	Total Employees	15,427 (43.63%)	19,910 (56.31%)	20 (0.06%)	35,357

Employment

The monthly average number of people employed by the Group, including employees and contractors, during the year was:

	2013 '000	2014 '000	2015 '000	2016 '000	**2017 '000**
Continuing operations					
ENA	12.5	12.5	15.5	14.2	**14.4**
DvM	–	–	18.0	18.8	**20.3**
IFCN					**7.2**
RUMEA	7.6	7.2	–	–	
LAPAC	15.1	15.6	–	–	
Other	1.2	1.2	1.2	1.7	**1.2**
Discontinued operations					
RB Pharmaceuticals	0.7	0.7	–	–	
	37.1	37.2	34.7	34.7	**43.1**

Note:
The employment figures in the KPI table (sections A, B & D) are based on data for 35,357 global Group employees, which represents 79% of the average number of people RB employs or contracts with globally (44,495 as at 31st December 2017). These figures do not include some employees such as consultants and contractors.

Remuneration and benefits

Total remuneration changes in line with the number of employees and our remuneration policy that encourages, reinforces and rewards the delivery of outperformance.

The total remuneration paid to employees in 2017, including Directors, was £1,589m (2016: £1,222m). We seek to offer competitive remuneration that reflects both market conditions of the country in which people are based and their abilities and skills. Benefits (in addition to salaries, bonuses and long-term incentives) vary regionally and nationally and generally include items such as: pension plans; health, accident and disability insurance; medical care plans; and annual health checks. Our international transfer policy is an integral part of RB's commitment to developing globally experienced senior leaders, and support is provided to employees and their families to ensure a smooth international transition. Additional benefits help them face the challenges of moving to a foreign country, and compensate people for differences in pay and living costs.

Remuneration	Units	2012	2013	2014	2015	2016	**2017**
Total employee[2] remuneration	£m	1,196	1,329	1,245	1,158	1,222	**1,589**

2 Values restated for all years to include social costs

Training, education and development

We have an experience-based approach to development, moving our people into new roles and geographies. We support this with appropriate development and training including leadership skills and coaching. And these are underpinned with formal training.

We provide site level, regional, area and global capability enhancement programmes on functional competencies and leadership skills. This is further enhanced by e-learning and blended learning programmes that are available for all employees and are phone and tablet friendly. For example, around the world in 2017, our training programme provided courses in leadership, unconscious bias, recruiting skills, business and organising, managing the P&L, Sales, Crisis Management, etc. Other training programmes included health and safety, environment, quality, adverse events and compliance training events. The Group trains and develops its senior management pipeline through formal leadership development programmes and through a deliberate policy of training on the job. Management is international and is trained through rotation in international postings both in countries and in the Group's central functions.

Project DARE (Develop, Attract, Retain, Engage), which focuses on improving the drop-off rate of talented women was launched in 2015. Leadership training programmes covering topics of Inclusive Leadership and Unconscious bias have been introduced in addition to RB's Accelerate initiative – aimed at developing female managers with five to ten years of experience for leadership roles. In 2017 the number of female leaders at T400 level increased by four percentage points to 24%.

betterbusiness continued

All employees globally have an annual performance development review (PDR) which assesses their skills, ability and performance against personal and business objectives and desired competencies. The PDR process is integrated with how we identify people for further growth and the potential to take on different or more senior roles in the future. Improving managerial ability in conducting quality conversations regarding performance and capability improvement was introduced as a key focus which will continue over the next few years.

Succession planning is a critical management discipline and is reviewed at least annually by the Board and the Executive Committee with more frequent reviews taking place within business units.

Employee engagement
Providing an environment and culture in which employees can and want to give their best is a priority. We regularly seek feedback from employees on a variety of matters and in a variety of ways.

In 2017 we rolled out a new company-wide intranet that connects employees of the Group and the latest news and happenings in the RB universe.

Communication played a strategic role in the successful change management programmes during the integration of MJN and the company transformation in Q4 2017. With a communications philosophy centred on timely and transparent sharing of information, there were Town Hall meetings across the business globally, and weekly updates on progress towards our stated goals.

In addition to information sharing, thousands of colleagues globally were involved in the 'Conversations with Leaders' programme, tailored listening sessions and focus groups to support

leaders in engaging in the change and in contributing to the future strategy.

Although there are some significant differences in the opportunity areas, depending on location and geography, we get consistent feedback that our employees are energised by the scope of their jobs and the freedom they have to make decisions, and impact the business.

We continue to work on encouraging a more open environment for our employees.

A diverse culture
We work hard to attract, develop and retain highly capable and talented employees who can work together to produce outstanding results. We encourage diversity of nationality and international mobility among employees. This contributes to the generation of innovative ideas by applying new and different experiences and viewpoints across our business.

The Company operates within a corporate diversity and inclusion policy framework which is reviewed by the Executive Committee.

The Board continues to promote diversity in its broadest sense and ensure that the Company's most senior executives, the Group Leadership Team, in particular, are open to fresh thinking and must include personnel from different global backgrounds who bring new ideas to the table.

The Company values its freedom to retain a group of people who, collectively, have the skills, experience and insight to achieve the Company's global vision and objectives and to achieve long-term value growth without being hindered by a gender quota which does not take cognizance of the specific situation and culture of the Company.

The Board composition was 27% female at 31 December 2017, which brought the board composition above the Davies recommended target of 25% females.

At 31 December 2017:

- 27% of the Board are female and 36% are non-UK nationals
- 10% of the Executive Committee are female and 80% are non-UK nationals
- 11% of the Top 40 managers are female and 77% are non-UK nationals
- 44% of global employees are female
- 24% of the Top 400 population are female

All RB employees understand their personal responsibility for ensuring that diversity policies and programmes are actively pursued, implemented and maintained. The Company does not set specific targets in absolute percentage terms to deter artificiality in the process; it measures progress year on year to understand changes to gender balance.

A diverse company enables the business to better understand its opportunities and risks and to develop robust solutions to them. We believe that:

- Diversity is clearly much broader than gender. It incorporates diversity of race, thought, experience, skills, understanding, perspective and age and also requires implementation at all management levels.
- Successful companies sell their goods and services to customers regardless of gender, race, ethnic group or religion and a diverse workforce should reflect its customers. A diverse management is more in touch with its customers' demands and staff concerns and provides different perspectives in devising successful business strategies.

- Diversity is a matter of organisational culture largely set by example from the top. Company management that actively considers diversity is better able to support diversity efforts in the rest of the organisation and is equipped to identify the organisation's requirements. RB's CEO Rakesh Kapoor was recognised as one of the top ten male company leaders championing women in business by the Financial's Times HERoes ranking in 2017.
- Awareness programmes through webinars have been introduced in the business to help women who are expectant mothers prior to proceeding on their maternity leave and a separate programme has also been put into place for women returning to the workplace. In addition, awareness programmes have been introduced for managers of these employees either proceeding on or returning from maternity leave.

Employment terms and collective bargaining
As a minimum, RB complies with applicable local laws regarding minimum notice, consultation periods. RB also fully complies with all laws regulating collective bargaining and recognises the right to freedom of association. This means that, consistent with the law and with Company policy, employees shall have the right to assemble, communicate and join associations of their choice, or not. Approximately 38% of full-time employees were covered by collective bargaining agreements[1]. Our commitment to respecting the right to freedom of association is embodied in our Global Code of Business Conduct, and Policy on Human Rights and Responsible Business available on rb.com.

1   Based on analysis in March 2017

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Equal opportunity

We employ, promote and reward people based on their skills, abilities and achievements, regardless of gender, race, age or other personal characteristics. We seek to encourage, recognise and reward our five core values of Responsibility, Achievement, Ownership, Entrepreneurship and Partnership. In 2017, RB had comparable hire and turnover rates for males and females.

Diversity (at 31st Dec 2017)

		2013	2014	2015	2016	**2017**
Nationalities in management – Board	Number at 31 December	6	8	6	5	**5**
Nationalities in management – Executive Committee	Number at 31 December	8	7	7	7	**8**
Nationalities in management – Top40	Number at 31 December	8	13	13	14	**14**
Nationalities in management – Top400	Number at 31 December	49	47	49	51	**52**
Nationalities of global employees	Number at 31 December	102	103	105	106	**120**
Women employed – Board	% at 31 December	10	17	29	27	**27**
Women employed – Executive Committee	% at 31 December	10	17	29	27	**10**
Women employed – Top40	% at 31 December	14	12	14	11	**11**
Women employed – Top400	% at 31 December	17	19	19	20	**24**
Women employed – global employees	% at 31 December	42	42	42	42	**44**

Global employee data from women and nationalities employed is based on 35,357 global Group employees, which is 79% of the average number of people employed by the Group during 2017

KPI Details (at 31st Dec 2017)

	Female	Male	Unknown	Total	ENA	DVM	IFCN	CHQ or Other	<30 yrs	30-50 yrs	>50 yrs
New hires (total number)	2,367	3,086	10	5,463	1,869	2,690	170	734	2,841	2,622	178
New hires (rate)	15%	15%	50%	15%	14%	20%	14%	10%	34%	11%	4%
Turnover (total number)	1,598	1,903	6	3,507	1,287	1,282	147	791	888	2,380	239
Turnover (rate)	10%	10%	–	10%	10%	9%	12%	11%	11%	10%	6%
Global employees	15,427	19,910	20	35,357	12,981	13,735	1,203	7,438	8,400	22,855	4,102
% Global employees	44%	56%	0.06%	100%	37%	39%	3%	21%	24%	65%	12%
Exec	1	9	0	10	1	1	8	0	0 (0%)	4 (40%)	6 (60%)
Top 40*	4	31	0	35	10	9	16	0	0 (0%)	21 (60%)	14 (40%)
¬Top 400*	127	392	0	519	161	118	158	82	0 (0%)	422 (81%)	97 (19%)

* T40 includes T40 and Exec and T400 includes T40 and T400

Note: EBU and Household business unit are included under 'CHQ or Other'.

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Health and Safety

Our commitment to occupational health & safety

RB is committed to the health, safety and welfare at work of its employees; complying with applicable health & safety legal requirements and the continual improvement of its health & safety control arrangements and performance.

Specifically, the Group is committed to providing and maintaining:

- Control of the health & safety risks arising from work activities.
- A safe place of work with safe means of entry and exit.
- Safe plant, equipment and systems of work.
- A safe and healthy working environment.
- Arrangements for the safe use, handling, storage and transport of articles and substances.
- Necessary information, instruction, training and supervision to protect health & safety at work.

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> **2020 TARGET:** Continued reduction in lost work day accident rate (LWDAR)
> **PROGRESS:** 13% increase since 2012

RB is committed to preventing accidents, injuries and occupational ill health at all locations under our control. To ensure progress against our goals, we work to an Occupational Health & Safety Policy that is in operation globally. The policy is supported by health & safety standards that are in place at all locations, actively promoting safe behaviours that continually develop a culture of safety among employees and contractors. These measures have decreased our LWDAR to 0.121, which is a substantial improvement since 2000, and puts safety at RB in line with the industry benchmark. In 2017 we revised the classification of our LWDAR to include accidents associated with organised travel and commercial offices, which were included in the 2017 LWDAR of 0.121. The LWDAR for 2017 excluding organised travel and commercial accidents is 0.068 - a 36% reduction on 2012.

Since 2013, RB has been tracking total recordable frequency rate TRFR (lost workdays, restricted work cases and beyond first aid incidents) to ensure all safety incidents are investigated and necessary improvements are made. In 2017, there was a 19.1% reduction in TRFR compared to the 2013 baseline. During the year, RB continued to focus on actively engaging workers' participation in occupational safety. In December 2017 over 84% of all those working at an RB manufacturing site had documented at least one proactive safety action they had taken. Programmes such as these have contributed to the continual reduction in the number of accidents recorded at RB sites.

No government prosecutions for employee health and safety violations were brought against RB sites in 2017.

The following table details RB's health and safety performance since 2001. We make some assumptions when calculating working hours (used for our LWDAR data). See Reporting Criteria at rb.com.

External assessment

To ensure the effectiveness of our health & safety management systems, we ensure they are independently verified by external assessors. The RB Group's health & safety approach is certified to the globally recognised OHSAS 18001 standard, as are 96% of individual RB factories (excluding recently acquired MJN sites).

Reporting and performance management

All sites report accidents and illnesses into a centralised tool as they occur, and all serious cases are fully investigated. First-aid cases and near misses are also reported. The learning from all incidents is shared, where appropriate, across the organisation, along with recognised best practices. Health & safety performance is consolidated at regional and group level on a monthly basis and is reviewed by senior management. We also set clearly defined standards for our suppliers and other third-parties within the supply chain and have a programme to monitor compliance through our human rights and responsible business programme.

Health and Safety	Units	2001	2010*	2011*	2012[1]	2013[1]	2014[1]	2015[1]	2016*	**2017***	% change vs. 2012
Lost work day accident rate (LWDAR)**	per 100,000 hours	1.34	0.136	0.127	0.107^^	0.107^^	0.093	0.080	0.071	**0.121**	13%
Employee fatalities	number	(1)^	0	0	1	0	0	1	2	**0**	-
Contractor fatalities	number	1	3	0	0	0	0	0	0	**0**	-
Severe accidents***	number	8	2	0	1	1	2	3	1	**2**	-

*   Assured by PWC in 2010–2011, 2016 and 2017
1   Assured by EY in 2012–2015
** At manufacturing, warehouse and R&D commercial sites, resulting in at least one day of lost time, per 100,000 hours worked
***A severe accident is a permanent disability, including loss of sensory motor dexterity e.g. loss of a fingertip
^   Suspected suicide
^^ Restated 2012 and 2013 figures due to restatement of accident numbers at factory sites
NOTE: LWDAR for 2017 includes incidents for commercial offices and organised travel. LWDAR for 2017 excluding commercial offices and organised travel is 0.068 (for year-over-year comparison purposes)

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HEALTH ▸ HYGIENE ▸ HOME

Section three

17 **Reckitt Benckiser Group plc (RB)** Sustainability Report 2017

Overview | Managing sustainability | **betterbusiness** | **bettersociety** | **betterenvironment** | Reporting and assurance

better**society**

Human rights
Our supply chain

We have a truly global supply chain with the 25 million products sold daily manufactured in 54 RB production facilities and approximately 300 third party manufacturer sites (Copackers), excluding the recently acquired MJN business. Our 54 manufacturing facilities source raw and packaging material from suppliers at a local, regional and global level depending on the type of material. We also have a whole host of indirect suppliers providing us with services such as logistics, warehousing, office services and supplies, etc.

Some of our suppliers are large, multinational companies with substantial business and ethical conduct programmes of their own. Smaller, local companies – for example within emerging economies – may not have such formal conduct programmes in place, but can still be excellent suppliers. Our suppliers are chosen based on quality, cost, location and compliance to our policies and standards, including our Policy on Human Rights and Responsible Business.

All significant investment agreements (greater than £50m) undergo a due diligence analysis of human rights. This is conducted mainly by our manufacturing due diligence and factory visits. On the rare occasions that access to a facility is not possible, due diligence is carried out by accessing publicly available information.

Our Policy Commitment

RB believes that human rights, which includes no slavery and human trafficking, are an absolute and universal requirement and is committed to
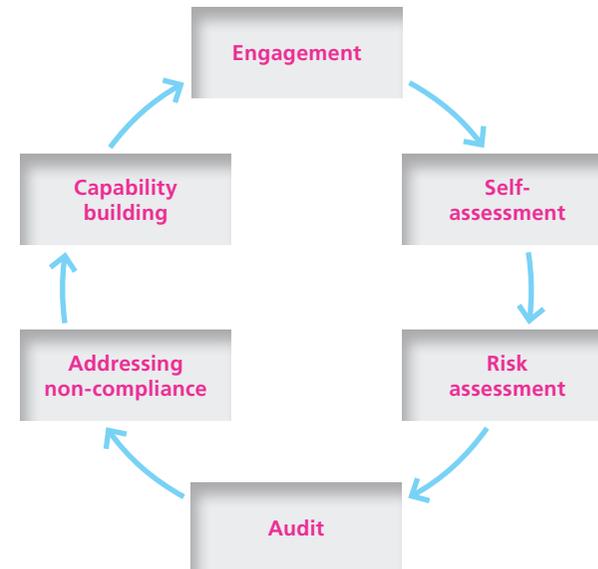
RB Human Rights and Responsible Business compliance programme

Legislation
- UK Modern Slavery Act 2015
- Californian Transparency in Supply Chains Act

Industry best practice
- United Nations Guiding Principals on Business and Human Rights (UNGPs)
  - Policy commitment
  - Human rights due diligence
  - Remediation
  - Access to remedy

RB's Policy on Human Rights and responsible Business

Engagement → Self-assessment → Risk assessment → Audit → Addressing non-compliance → Capability building → Engagement

upholding those rights, as expressed in the International Bill of Human Rights[1] and the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work. We are also committed to following the Organisation for Economic Cooperation and Development's (OECD's) Guidelines for Multinational Enterprises. We recognise the important role that businesses play in society and the responsibility we have in helping to ensure human rights are respected. Our commitment to respecting human rights is publicly disclosed through our Code of Conduct and our Policy on Human Rights and Responsible Business. These policies apply to all employees and contractors of, and suppliers of goods and services to RB. We also encourage our suppliers to communicate our requirements within their supply chain.

Our Policy on Human Rights and Responsible Business outlines the minimum labour, health & safety, environment and business integrity standards we expect our facilities and those of suppliers to meet, in the production of goods and provision of services to RB. Our requirements are closely aligned with the Ethical Trading Initiative (ETI) base code and the conventions of the International Labour Organisation (ILO) and consists of ten principles:

1. No child labour. Limitation of work by young workers
2. No forced or bonded labour
3. Safe and healthy working environment
4. No discrimination. Equal opportunities/rights
5. No harmful or inhumane treatment
6. Reasonable terms and conditions of employment

7. Effective communication between employees and management. Right to freedom of association
8. Protection of the environment
9. Conducting business with integrity
10. Implementation of management systems to drive compliance

We take any adverse human rights impacts extremely seriously. Where RB identifies that it has caused or contributed to any such impacts, it will co-operate in or provide for appropriate and legitimate processes to remedy these.

We acknowledge the growing importance and complexity of the issue of human rights and are committed to continuously improving our approach,

1 Consisting of the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights

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following the UN Guiding Principles on Business and Human Rights as our model.

International standards and guidelines

We subscribe to a range of international standards and guidelines relating to sustainability and corporate responsibility, including: the United Nations (UN) Declaration of Human Rights: un.org, and the International Labour Organisation (ILO) eight fundamental conventions: ilo.org. The intent of these standards and guidelines, along with others such as the social accountability standard SA8000: sa-intl.org, are incorporated in the Company's Code of Conduct and other elements of our Corporate Responsibility Framework, such as our Policy on Human Rights and Responsible Business.

Our approach to managing human rights

Businesses play a crucial role in ensuring they and their suppliers operate in a way that respects the human rights of the workers and communities within their supply chain, their employees and consumers. Policies alone are not sufficient so we have a proactive compliance-monitoring programme focused on continuous improvement, to enable us to identify and remediate any deviations from our policy within our business and supply chain. In 2017, we significantly enhanced the robustness and capabilities of our Human Rights compliance programme by establishing a dedicated team with regionally based resources. We established a partnership with Intertek, who provide four regional Human Rights leads who partner and engage with suppliers and internal teams to manage the programme within their respective regions. Within our highest risk regions – South Asia, Middle East and Africa – we have directly employed human rights experts who proactively engage with suppliers and local Procurement teams at a level previously not possible, resulting in a more collaborative approach to delivering sustained improvements in labour, health & safety, environment and business integrity standards within a challenging supply chain.

This new team manage the programme at a global and regional level, involving relevant stakeholders from Procurement, Supply Services Manufacturing, Human Resources, Legal and Internal Audit to support with delivery. The programme is reviewed regularly by our senior leadership team, who take active interest, participate and steer our long-term strategy and targets.

To ensure a comprehensive but efficient approach to managing risks in our supply chain, we take a risk-based approach towards conducting due diligence. This allows us to ensure our resources are effectively deployed to the areas of highest risk. Consequently, all our own manufacturing facilities and distribution centres are included in our programme, in addition to our high-risk direct and indirect suppliers.

Our supplier base has been reviewed to determine which areas are at greatest risk from a labour, (including slavery and human trafficking), health & safety, environmental and business integrity perspective. This process was conducted using internal and external expertise with consideration given to a range of factors including country of operation, commodity supplied, sector profile, etc.

Through this process, the following supplier groups were identified as high risk and in need of further due diligence: third-party manufacturers, embellishers, distribution centres and selected raw and packaging material suppliers predominantly located in countries within Latin America, Middle East, Africa, North and South Asia. We also regularly keep up to date with publicly available research and articles from a range of external sources and actively engage with NGOs and peer companies to better understand key risks and best practices to address these.

Currently we have 54 RB manufacturing facilities, seven RB distribution centres and 770 suppliers, third party distribution centres and embellishers amounting to 905 individual sites included in the programme. The steps of the programme and the associated performance are as follows:

1. **Engagement:** We actively communicate our requirements and expectation to all RB facilities. At the start of any commercial relationship, we communicate our requirements to suppliers and integrate the need to comply within the commercial contract. In 2017, the scope of our compliance programme further increased to include all our embellishers located within developing markets.

2. **Self-assessment:** We believe the self-assessment is a useful educational engagement tool in helping suppliers understand the policies and procedures they should implement within their own facilities and supply chain to best manage labour, H&S, environment and business integrity. In order to reduce the burden on suppliers we request them to complete the self-assessment on the ethical data sharing platform, Sedex. As of the end of 2017, 82% of those suppliers requested to complete a self-assessment had done so and we continue to engage proactively with those suppliers still outstanding. RB facilities are required to complete an annual self-assessment of compliance with RB's Human Rights and Responsible Business requirements on Enablon. As of the end of 2017, all of RB's manufacturing facilities had completed this apart from the recently acquired Mead Johnson Nutrition (MJN) sites. We have a planned programme role out for MJN sites and will ensure all complete the self-assessment in H1 2018.

3. **Risk assessment:** RB follows a risk-based approach to compliance monitoring; therefore, of those included in our compliance programme we conduct a specific site level risk assessment to determine which sites are high risk and in need of further due diligence through a physical on-site audit. All RB facilities are risk assessed using the site's inherent labour risk, associated with the site's country of operation, product area, sector profile and site function, and management controls risk, which considers previous audit ratings as a reflection of the site's ability to manage compliance on site. All suppliers undergo a site level risk assessment through our programme management platform, Inlight, which is hosted by Intertek. Through Inlight, each site is assigned an overall risk rating of either Critical, High, Medium or Low. The overall risk consists of inherent risk and if applicable, the audit rating of the latest audit. Currently, the site's inherent risk score is country specific and based on the country performance against the indicators listed below;

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however, in 2018 we shall explore developing a commodity specific risk assessment for packaging and raw material suppliers to complement this:

- 50% – World Bank Governance Indicators
- 20% – UN Human Development Index (HDI)
- 15% – Transparency International Corruption Index
- 15% – US State Department Human Trafficking Report

4. Auditing and addressing non-conformities:
Critical and High risk sites undergo a physical on-site audit to assess compliance. Additionally, all third party manufacturers located within an emerging economy require an audit as part of their onboarding. For our own operations, we conduct announced bespoke Human Rights and Responsible Business compliance audits. For our supply chain partners we conduct bespoke Human Rights and Responsible Business compliance audits for any supplier audited by our internal team and 4-pillar SMETA audits for any supplier audited by an external third party audit firm. SMETA is our preferred auditing

procedure as it is one of the most widely used ethical formats in the world that is widely accepted thereby reducing the audit burden on suppliers. We are also committed to recognising ethical audits carried out for other customers, provided they meet our mutual recognition criteria.

In 2017, we conducted audits of 11 RB factories and seven RB distribution centres in high-risk geographies, in addition to three pilot audits of our commercial offices within the Middle East and North Africa. Through these 21 audits, 172 non-conformances with our requirements were identified, with the five most common issues concerning remuneration (24%), working hours (17%), inadequate management systems (16%), disciplinary measures/procedures (9%) and forced labour (9%). We promptly remediate any areas of non-conformances and have internal processes to monitor progress towards this. In 2017, 59% of the issues raised were satisfactorily resolved with action plans in place for the remaining issues.

In terms of our supply chain partners, we conducted 118 supply chain audits across 22 countries within Latin America, Middle East, Africa, South and North Asia. We identified 1,545 non-conformances with the majority of issues concerning H&S (49%), working hours & remuneration (20%), environment (15%) and management systems (5%). We are always

committed to supporting our suppliers in implementing robust corrective and preventative actions to ensure sustained improvements in working conditions. Our Procurement and Sustainability teams directly engage with suppliers to support and will continue to do so until all issues are satisfactorily resolved within appropriate timescales.

5. Capability Building: Proactive engagement and establishing collaborative partnerships with key internal and external stakeholders is crucial in raising awareness and understanding of, preventing, identifying and remediating human rights issues. Currently much of our activity is focused on our own employees, suppliers and peers; however, we do recognise the importance and value of increasing the scope of our engagement and plan to do so moving forward. Below are some of the key areas of activity in 2017:

- **Employee training** – We developed and launched an interactive human rights eLearning course to provide our employees with an understanding of Human Rights, RB's minimum requirements, common supply chain issues they may come across and how to report issues for further investigation and remediation. This course was mandatory for all management employees globally and to date the training has been taken by 11,873 employees representing 76% of all management level employees. We will continue to follow up with those outstanding in 2018 to ensure they complete the training. In order to assess the effectiveness of the training there was an optional survey at the end of the course. We had 6,124 responses and achieved an effectiveness rating of 4.59 out of 5.

- **Peer and supplier collaboration** – We are members of AIM-Progress, which is a forum of leading Fast Moving Consumer Goods (FMCG) manufacturers and common suppliers, assembled to enable and promote responsible sourcing practices and sustainable supply chains. It is a global

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Healthier lives

> **2020 TARGET:** 400m people reached with health and hygiene messaging
> **PROGRESS:** 568m people reached since 2013

Our brand-led educational campaigns support our vision of a world where people are healthier and live better. They do this by promoting health and hygiene messages, by bringing together the awareness and education work of our Dettol, Lysol, Harpic, Mortein and Durex brands. Our brand-sponsored programmes deliver health and hygiene related messages specific to the brand, for example, personal and home hygiene education for Dettol, or sexual health education for Durex. Brand messaging may also be targeted at specific audiences, for example, new mothers and schoolchildren for Dettol, or young people for Durex. The figures below measure the number of people reached via these sponsored campaigns.

Reach
Reach is the total number of people encouraged to improve their health and hygiene behaviour as a result of brand educational programmes. The definition includes both 'direct reach' and 'indirect reach' programmes.

Total reach is calculated as the total number of direct contacts and indirect contacts per brand educational programme.

Direct contact is defined as an individual who has attended a programme in-person which consisted of interactive elements such as educational videos, slide presentations, lectures by health professionals and demonstrations of health and hygiene practices. Some programmes use the distribution of educational materials – such as booklets, cartoon comic books and product samples – where there is an implied endorsement via delivery from an expert, such as a health professional.

Indirect contact is defined as an individual who has engaged with a programme via the following means:

- Watching educational video content (the video must have an educational format and focus on health and hygiene information. Short product advertisements – even those containing health & hygiene information – do not qualify).
- Accessing educational content on a brand website, e.g. health and hygiene tips.
- Pledging support to the cause.
- Engaging with educational content placed on social platforms.

In cases where a programme involves a combination of the above interactions, only one occurrence is included in the reach values (that with the higher number of participants), to avoid multiple counting.

The total reach numbers below are assured by PwC. For more details see the full basis of reporting at rb.com.

Brand	Priority areas	2013 reach (m)	2014 reach (m)	2015 reach (m)	2016 reach (m)	2017 reach (m)	Total Reach (m)
Dettol/Lysol (also including Sagrotan and Napisan brands)	Hygiene practices - new mums	16	20	12	7	8	63
	Hygiene practices- schoolchildren	8	9	8	6	8	39
Durex (also including Sico and Jontex brands)	Sexual health & wellbeing	–	71	44	102	169	386
Mortein* (also including SPB, Shieldtox and Pif Paf brands)	Mosquito-borne disease prevention and protection	–	2	18	9	7	34
Harpic	Hygiene and sanitation	0.1	0.2	6	3	5	14
Dettol & Harpic combined	Hygiene and sanitation	–	17.3	7.4	0.46	5	31
Total RB		**24**	**117.6**	**95.5**	**127.6**	**203**	**568**

Note: Small inconsistencies in value totals due to rounding.
* To avoid potential double counting, Mortein numbers are excluded from 2013 as people could have been reached by both Dettol and Mortein programmes.

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Sustainable products
One-third (NR) from more sustainable products in 2020

2020 TARGET: 1/3 Net Revenue from more sustainable products
PROGRESS: 19% Net Revenue from more sustainable products

By 2020, one-third of our NR will come from "more sustainable" products as measured by our Sustainable Innovation App. Our NR from more sustainable products was £1,824 million in 2017 (based on a full year's data, in the case of DvM from Q4 2016–Q3 2017, ENA data covers FY 2017) equivalent to 19% of total NR, up from 13% last year. This shows our focus on sustainable products is having a real impact on the sustainability of our portfolio. Our NR target will improve our ability to reduce our full lifecycle impacts by translating them into the language of business. The sustainability team works closely with the finance function to track our Net Revenue from more sustainable products to help bolster the business case for sustainability. These efforts, supported by performance objectives requiring RB's brands to derive a percentage of their NR from more sustainable products, will help ensure that our biggest selling products are more sustainable.

Sustainable Innovation
We use RB's Sustainable Innovation App to determine whether or not a product will be considered "more sustainable" and have its revenues count towards our NR target. The application is a streamlined Life Cycle Assessment (LCA) tool that models the most important environmental impacts of products, including raw materials, packaging and consumer use. To count towards our NR target, a product innovation must score better in at least one of the following categories without scoring worse in any others:

- Carbon – significant savings (>10%) in grams of CO_2e per dose.
- Water – a significant decrease (>10%) of water impact per dose.
- Ingredients – adhere to RB's Restricted Substances List and have at least one preferred sustainability credential (Fairtrade or FSC certification, for example).
- Packaging – the product must use less packaging overall or use less virgin packaging material resulting in a significant savings (>10%) in the weight of virgin packaging per dose (after subtracting any post consumer recycled content).

The tool is also used to assess our product pipeline so we know what changes are likely to affect our total carbon and water use footprints over the coming three years as products are launched. A network of Sustainability Champions representing each category in their respective markets has been established across the globe to help embed sustainability into the product development process.

Product safety and stewardship
Consumer safety
Our consumer safety policy (available at rb.com) ensures safety is an integral part of our product development process. It is our corporate responsibility to deliver solutions in a way that meets needs while continuously assuring safety and improving environmental profile of our products. We recognize that standards are improving constantly and we can no longer remain satisfied that compliance with the law is a sufficient safeguard.

Our global Consumer Safety & Vigilance team have revitalized our approach to safety as outlined in our Policy that comprises guidelines, standards and procedures which are implemented throughout the product lifecycle from conception through market delivery and post launch market surveillance.

The global safety team is an integral part of our SQRC team and as such ensures products are evaluated based on their intended use and foreseeable misuse within the framework of the applicable regulatory jurisdiction. The safety team works closely with R&D (global and regional) and across all of our business functions. For example, they work with supply to ensure the appropriate raw materials are used and with category development to ensure the product is appropriately packaged and that appropriate precautions and safety language are provided on the product label.

Highlights of 2017 included:

- Recruited specialists in the UK and India, adding significantly to our consumer safety, talent and capability
- Completed reviews of around 70% of the 8,900 formulations used across RB, by the year end
- Introduced a new process and associated training, to ensure safety reviews are performed for all new or changed products
- Performed an external audit of our consumer safety systems and processes, to ensure that they are best in class, with action plans in place to address areas to strengthen further

Product quality and consumer satisfaction
We are committed to consistently delivering the highest quality of products. We build in quality at the product design stage and aim to minimise quality risks across our supply chain, preventing quality issues before they arise. Our Quality organisation comprises global, area, regional and site-level quality assurance functions that oversee and monitor process and product quality. We regularly audit key suppliers to assure and continuously improve the quality of raw materials, components or finished products.

RB is committed to providing consumers with the highest level of product quality. In support of this, the Consumer Relations department relay consumer comments and complaints to the organisation to ensure continuous improvement of our products, maintaining the trust and loyalty of our consumers. Our continuous focus is on consumer satisfaction and to provide safe and effective quality products. To ensure quality products one of our KPIs is CPM which we monitor very closely. In 2017 CPM decreased 43% vs 2016 and 27% vs 2015 when comparing like for like e.g. the same countries/products. Additional countries were added to the metric in 2017 as well as products from the Mead Johnson acquisition; with these additions, CPM decreased 48% vs 2016 and 31% vs 2015.

RB's Restricted Substances List
Since 2001, we have maintained a Restricted Substances List (RSL) to ensure a consistent global approach towards minimising and eliminating potential ingredients of concern. We have a 4-pillar RSL approach that assesses the regulations, sustainability, safety, and public landscape of the ingredients we use to identify potential risks and opportunities for substituting products with safer, healthier or more environmentally friendly alternatives. All staff responsible for the design, development and purchasing of ingredients receive annual training to ensure they are up-to-date with the RSL.
Our RSL policy further defines our commitment and approach and can be viewed at RB.com.

Highlights of 2017 included:

- Remediated RSL compliance issues, for example by stopping using formulations, agreeing dates by which other formulations will no longer be used, adjusting formulations and improving packaging labelling
- Sponsored a GC3 Preservative Challenge Competition to find novel, safe and effective preservatives

bettersociety continued

The table below outlines some achievements of our Restricted Substances List. This table shows the pro-active removal programmes that RB has delivered over the years which are only a part of the longer Restricted Substances List to which RB adheres.
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Ingredient	Completion date	Comments
Polyethylene (PE) beads	2018	Removal
Parabens (butyl, propyl, isoparabens)	2013 (EU) 2015 (rest of the world)	Reduction programme (excluding medically licensed products)
Chlorpyrifos	End 2009	
Boron compounds	End 2009	Removal/reduction to meet threshold levels established in the EU
PVC packaging of household products	End 2009	Health care products are excluded from this target as no viable alternatives have yet been identified for some healthcare applications
Fragrance raw materials: Non-GN Geranyl Nitrile (GN)	 End 2009 End 2007	
Brominated flame retardants	End 2007	BFR with an adverse safety profile
Formaldehyde-donor preservatives Formaldehyde	End 2009 End 2006	
APEs/NPEs	End 2006	
Dichlorvos	End 2006	
Glycol ethers (monoethylene series)	End 2006	
Paradichlorobenzene (PDCB)	End 2006	

Through acquisitions the Company can periodically acquire additional products which contain ingredients which may be banned or restricted under the Restricted Substances List. Those products are then assessed to be brought in line with RB's RSL.

Transparency on ingredients
Consumers have a right to know what is in the products they purchase, and we are committed to providing access to ingredient information above and beyond legislative requirements. We have an ambition to provide 100% transparency on ingredients to enable our consumers to make informed decisions. In 2017, 63% of RB's net revenue came from products for which we publish lists of ingredients. This is a reduction from 2016 (66%) and is a result of NR fluctuations in markets with published ingredients lists and our ingredients website in Australia being taking down while we complete a review of our approach to disclosure in this market.

Ingredients lists can be found at:

- EU: rbeuroinfo.com
- North America and Canada: rbnainfo.com
- Korea: http://oxy.dartz.com/?rf=CA

Preservative task force
Our mission is to deliver high quality and safe products that delight the consumer. A crucial area for our scientists is the development of sound products that will not maintain or allow proliferation of bacteria. Bacterial contamination in products not only poses a health threat to the user, but can substantially alter product performance and aesthetic characteristics. In order to meet this very important need, our products must be preserved. We do this with the addition of safe and effective chemical preservatives, and/or formulate in a manner that is innately hostile to bacteria. Preservatives are a highly regulated family of ingredients and RB is committed to using the safest preservative systems possible that meet or exceed all local and global requirements.

In 2015, we completed a project to remove isoparabens from our cosmetic portfolio globally and have also restricted the use of propyl and butyl parabens. Parabens are a family of chemical preservatives used across many types of consumer goods, especially in cosmetics. Whilst the preservation of our products is an important function to ensure they are safe to use, recent research has linked the use of parabens to potential health risks. Our aim is to maintain pace with new scientific research or advance research in specific areas and make ingredient decisions that will always be safe for our consumers.

Over 60 products that previously contained parabens have been reformulated, replaced or discontinued. To accomplish this task, a team of expert chemists and microbiologists researched alternative preservatives, partnered with key suppliers and helped replace the parabens with more sustainable options.

Animal testing
RB has a strict policy on animal testing which is available on rb.com. We will not conduct or commission animal tests on ingredients or finished products, or request our suppliers to do this, unless there is a legal requirement or a safety concern for which there is no alternative method. Our animal test policy can be found at RB.com. RB is a supporter of FRAME – a UK charity with a mission to develop alternatives to animal testing (learn more at www.frame.org.uk). Together with FRAME, we are committed to finding all possible alternatives to tests that involve animals. In 2017 we continued to reduce, refine and replace testing in order to improve animal welfare in line with our global policy.

Green chemistry and RB products
RB applies the key concepts of green chemistry to product development. Following these steps helps to ensure we develop products that have the lowest possible environmental impact:

1. **Prevention**
   It is better to prevent than to treat waste

2. **Designing Safer Products**
   Products should be designed to affect their desired function while minimizing hazard, toxicity and potential for exposure

3. **Design for Energy Efficiency**
   Energy requirements of products should be recognized for their environmental and economic impacts and should be minimized where possible

4. **Catalysis**
   Catalytic chemistry is superior to stoichiometric

5. **Design for Degradation**
   Products should be designed so they break down innocuously and do not persist in the environment

6. **Real-time analysis**
   Develop tools to allow for real-time assessments and feedback during the product development process

bettersociety continued

Our approach to product packaging

Packaging is essential to securely and safely contain our products. However, it is a potential source of waste once the products have been used if it is not reused or recycled. Optimising product packaging has several environmental benefits:

- It reduces the raw materials and energy used in manufacturing the packaging
- It reduces the size and weight of products requiring transport, cutting fuel use per item
- It can make it easier for consumers to recycle, where facilities exist
- It reduces the volume of waste packaging generated for consumer re-use, recycling or disposal

We have a three-pronged approach:

1. Reduce packaging weight
2. Consider more sustainable materials
3. Increase recyclability

As part of this approach, our product developers are required to measure and manage packaging quantities and types through RB's Sustainable Innovation Application. In order for a product to be considered more sustainable in relation to packaging and count towards our NR target it must use less packaging overall or use less virgin packaging material, resulting in significant savings (>10%) in the weight of packaging per dose (after subtracting any post-consumer recycled content).

Our main packaging materials are:

- Paper and board
- Plastics (mainly PP, HDPE and LDPE)
- Tin plate

Plastics

In recognition of the negative impact plastics and microplastics have on the environment, RB is phasing out use of directly added plastic microbeads across the personal and homecare portfolio. Polyethylene microbeads ceased to be used in Clearasil products in 2016, and after 2018 polyurethane microbeads will no longer be used in Vitroclen oven cleaning products. In both instances, silica based alternatives have been chosen, maintaining equal product performance. Microplastics have been added to our RSL to notify product developers of our desire to use safe and more effective alternatives.

In 2018, we will be refreshing our approach to managing these important topics and mobilising a plastic task force to define programmes, targets and goals to reduce, reuse and recycle plastic across our portfolio. During 2018 more information will be made available at rb.com.

betterenvironment

Section four

betterenvironment

Total carbon footprint and water impact 2020 goals (using 2012 baseline)

2020 TARGET: 1/3 reduction in our carbon footprint per dose
PROGRESS: 2% reduction since 2012

2020 TARGET: 1/3 reduction in water impact per dose
PROGRESS: 8% reduction since 2012

One-third less carbon footprint per dose by 2020

Our carbon performance is measured by our total carbon footprint per dose of product against a 2012 baseline (65.9g CO_2e per dose). In 2017, our total carbon footprint was 64.6g CO_2e g per dose, a 2% decrease against 2012. Total carbon footprint enables robust and comprehensive calculation of greenhouse gas emissions for the "cradle-to-grave" lifecycle of RB products and this breakdown is shown in the table below. The system has been developed with reference to the requirements and principles of recognised international standards such as PAS 2050:2011 and the greenhouse gas protocol. Selected data of the 2017 performance year has been subject to assurance by PwC (refer to page 33 for further information).

One-third less water impact per dose by 2020

Our water performance is measured by both water use and water impact. Water is a local issue, and quantifying the water impact allows us to take into account the water scarcity at the location where the water is used. We measure our total water use in litres and total water impact in litre equivalents (e-litres) per dose of product against a 2012 baseline (4.94 litres per dose and 8.9 e-litres per dose respectively). In 2017, our total water use was 5.2 litres per dose, a 6% increase on 2012. Our total water impact footprint was 8.2 e-litres per dose in 2017, a 8% reduction on 2012.

Our total water use and total water impact enable robust and comprehensive calculation of water use and water impact for the "cradle-to-grave" lifecycle of RB products. The breakdown of the water impact footprint is shown in the table below. The water use and water impact measurement methodologies have been developed in general accordance with the requirements and principles of the following recognised water accounting guidance document: The water footprint assessment manual: Setting the global standard, (Hoekstra, A.Y., Chapagain, A.K., Aldaya, M.M. and Mekonnen, M.M. 2011). Selected data of the 2017 performance year has been subject to assurance by PwC (refer to page 33 for further information).

Total Carbon Footprint, Water Use and Water Impact 2017

		Raw & pack	Manufacturing	Logistics	Retail	Consumer use	End of life	Total/ Average
Doses 2017	billions of doses							526
Carbon 2017	total (million tonnes CO_2e)	5.3	0.5	0.7	0.9	26.3	0.3	34.0
	g/dose	10.1	1.0	1.4	1.6	49.9	0.6	64.6
	% split	16	2	2	3	77	1	100
Water Use 2017	total (million litres)	978,189	5,549	3	0	1,763,567	0	2,747,308
	litres/dose	1.86	0.01	<0.01	-	3.35	-	5.22
	% split	36	0	0	0	64	0	100
Water Impact 2017	total (million e-litres)	511,649	5,680	2	0	3,182,456	0	4,329,787
	e-litres/dose	0.97	0.01	<0.01	-	7.24	-	8.23
	% split	12	0	0	0	88	0	100

Note: Where lifecycle stage data do not sum to total data, this is due to rounding.

	2012 (baseline)	2016	**2017**	% Change on 2012	% Change on 2016
Carbon (g/dose)	65.9	64.6	**64.6**	**-2%**	0%
Water Use (litre/dose)	4.9	5.1	**5.2**	**6%**	3%
Water Impact (e-litre/dose)	8.9	7.8	**8.2**	**-8%**	5%

Note: 2012 and 2016 data were restated following calculation methodology changes

betterenvironment continued

Environment performance
Energy use

> **2020 TARGET:** 35% reduction in energy consumption (per unit of production)
> **PROGRESS:** 19.9% reduction since 2012

We reduced our energy consumption by 4.4% using 0.3767 gigajoules (GJ) for every 1,000 consumer units (CUs) of production in 2017 vs 2016. Our energy and production efficiency programmes and employee behaviours are behind this improvement.

For example:

- We have implemented a variety of energy saving measures across our manufacturing sites and will continue to invest in energy efficiency projects, such as chiller replacement, conveyor switching, improvements to compressed air systems, use of waste heat for heating, installing timers for cold air distribution while ensuring that heating, air-conditioning and lighting controls are optimised.
- At a number of facilities we have also upgraded lighting and heating controls, installed automatic boiler regulators and moved to more energy efficient LED lighting.

Since 2012, we have reduced energy consumption by 19.9% per unit of production and 11.0% in absolute energy used. This shows a good track record of reducing energy use and an acceleration in our progress in recent years.

In 2017, we used 2,873,130 GJ of energy from the following sources:
- Fuels (Non-renewable) – 1,020,265 GJ
- Fuels (Renewable) – 220,720 GJ
- Electricity (Non-renewable) – 751,749 GJ
- Electricity (Renewable) – 422,230 GJ
- Other indirect energy (e.g. energy from CHP & compressed air) – 458,166 GJ

Greenhouse gas emissions

> **2020 TARGET:** 40% reduction in greenhouse gas emissions (per unit of production)
> **PROGRESS:** 30.9% reduction since 2012

Since 2016, we've reduced greenhouse gas emissions by 11.2% per unit of production: down to 0.0278 tonnes of CO_2 equivalent per 1,000 CUs. Total emissions from manufacturing and warehouse facilities were 215,471 tonnes of CO_2 equivalent. These emissions are generated directly on-site,

through burning fossil fuels for space heating, hot water and process heating or cooling, and indirectly from our use of electricity.

Greenhouse gas emissions from energy use in manufacturing and warehouses have fallen by 30.9% per unit of production since 2012, and we have reduced our absolute emissions by 15.6% vs 2016. We participated in the CDP Climate Change investor information disclosure in 2017 and received a Leadership score of A-. (see www.cdp.net)

As well as improvements in energy efficiency, we have made further greenhouse gas savings by investing in new technologies and fuels, including:

- Securing renewable electricity for 14 of our sites including Mysore, India, and Raposo Tavares, Brazil.
- Using energy produced by combined heat and power plants, biomass boilers and solar PV and hot water units at 10 of our sites.

Group greenhouse gas emissions
Our scope 1 & 2 GHG emissions across the company in 2017 (including R&D and offices) were 63,726 and 164,040 tonnes of CO_2 equivalent respectively, which results in a total of 227,766 tonnes of CO_2 equivalent.

	tC0$_2$e
Scope 1	**63,726**
Scope 2	**164,040**
Total	**227,766**

RB follows GHG emissions dual reporting requirements in line with the GHG Protocol Scope 2 Guidance. Our GHG emissions reported above follow the market based methodology. In line with the location-based approach our Scope 2 emissions for 2017 were 213,966 tonnes of CO_2 equivalent and our total Scope 1 and Scope 2 tonnes of CO_2 equivalent was 277,692. This equates to 49,926 tonnes of CO_2 equivalent being saved due to our use and purchase of renewable energy.

Other emissions
RB is not a significant user of ozone depleting substances (ODS) and, as a result, this is not a significant issue for our business. Common industrial air emissions such as sulphur and nitrous oxides (SOx and NOx) and particulates (dust) are not generally emitted from our manufacturing facilities. Where present, these emissions are below applicable legal requirements.

Energy and greenhouse gas data

Energy usage	Units	2012	2013	2014	2015	2016	**2017**	% Change vs. 2016	% Change vs. 2012
Per unit production	GJ per 1000 CU	0.4704	0.4488	0.4130	0.3959	0.3939*	**0.3767**	-4.4%	-19.9%
Absolute usage	million GJ	3.23	3.20	3.08	2.99	2.91	**2.87**	-1.3%	-11.0%

Greenhouse gas emissions**	Units	2012	2013	2014	2015	2016	**2017**	% Change vs. 2016	% Change vs. 2012
Per unit production	tonnes CO$_2$e per 1000 CU	0.0402	0.0392	0.0374	0.0347	0.0313	**0.0278**	-11.2%	-30.9%
Absolute emissions***	thousand tonnes CO$_2$e				294.1	269.0	**227.7**	15.6%	-

Note: All data for manufacturing and warehouses unless otherwise stated
* Values restated due to methodological improvements made in 2017, refer to our Detailed Sustainability Report 2016 for original values
** GHG emissions data are in line with the Scope 2 GHG Protocol market-based approach for 2016 and 2017
*** Absolute GHG emissions from manufacturing, R&D, offices and warehouses

betterenvironment continued

RB's carbon offset programme

RB's Trees for Change programme launched in 2006 because we believe it is important to actively mitigate our company's impact on climate change. Our goal for the programme was to plant enough trees to take in the same amount of carbon dioxide as our manufacturing operations generated from 2006 to 2017, effectively making our manufacturing operations carbon neutral. We have achieved this goal through planting over 8 million native trees since the inception of the programme. Our methodology for estimating the carbon sequestered by the trees planted in our RB Trees Programme is aligned to the Intergovernmental Panel on Climate Change's (IPCC) Good Practice Guidance (GPG) for Land Use, Land-Use Change and Forestry (LULUCF) Projects (2003). This description has been subject to independent assurance by PricewaterhouseCoopers LLP in 2015 (see rb.com).

We have always managed the programme in-house rather than using an external offsetting company, which means we are responsible for ensuring enough trees survive and grow, whilst maintaining the land we own using local contractors and striving to be a good neighbour. We understand that land use priorities are changing within British Colombia. As a result, in 2015, we paused the programme whilst we completed a full review. As part of this review, we engaged with local stakeholders to understand how RB's Trees for Change programme

could continue to make a positive contribution to the local community. Based on the feedback from the community, in 2016 we decided to continue to maintain the trees and land already planted as part of the programme, but to discontinue efforts to purchase any additional land. RB will continue to be a responsible neighbour, maintaining the land it owns and keeping the properties safe and secure, using local suppliers. At this time, we do not plan on implementing another Trees for Change programme. Instead we will focus our efforts on reducing our direct greenhouse gas (GHG) emissions through manufacturing efficiencies.

Water management
Water use

> **2020 TARGET:** 35% reduction of water use in manufacturing
> **PROGRESS:** 36.5% reduction since 2012

In 2017, we used 0.6124m³ of water for every 1,000 CUs of production, 36.5% less than in 2012. In 2013 we amended our 2020 target to a 35% decrease in water use per unit of production due to strong performance on this topic. The decrease in our water consumption per unit of production is due to process improvements.

For example:

- Expand RO installation to increase the recovery of concentrate (Nowy Dwor, Poland).
- Water recycling on dipping lines Shangma (Qingdao).
- Water recycling of treated wastewater to achieve zero wastewater discharges and reduce water use (Hosur, India).
- Pre-heating purified water used for CIP and using flash steam for water boiler feed pre-heating (Chartres, France).
- Re-using / Re-cycling (89%) water for in-house purpose by implementation of ultra-filtration and reverse osmosis systems (Bangplee, Thailand).

In 2017, we reused/recycled 1,293,554m³ (equivalent of 28% of total water use) and drew water from the following sources:

- Public supply – 2,751,890m³
- Private wells – 1,592,089m³
- Rivers – 285,039m³
- Other (including tankers) – 42,624m³

Since 2012, our water use has decreased by 36.5% per unit of production, and absolute water use has decreased by 29.4%. In 2017, we again participated in the CDP Water disclosure where we scored B. In 2018 we are aiming to improve our score even further (see www.cdp.net).

Water discharges

We have reduced water discharges by 52.1% per unit of production and decreased by 46.8% in absolute terms since 2012. We discharged 0.238m³ of water for every 1,000 CUs of production in 2017 and 1.812 million m³ in total in 2017, which is a 17.8% and 17.3% reduction vs 2016 respectfully.

Of the water we used in 2017, 39% was discharged into water systems. The remaining 61% went into our products, was in liquid and solid wastes sent off site, or evaporated from cooling and process systems.

In 2017, we discharged water via the following methods:

- Sewers (treated before discharge) – 1,135,111m³
- Sewers (untreated before discharge) – 215,880m³
- Natural water bodies e.g. rivers (treated before discharge) – 264,972m³
- Natural water bodies e.g. rivers (untreated before discharge) – 134,933m³
- Other water discharges (treated/untreated) – 61,274m³

Water use*	Units	2012	2013	2014	2015	2016	2017	% Change vs. 2016	% Change vs. 2012
Per unit of production	m³ per 1,000 CU	0.964	0.788	0.718	0.675	0.657	**0.6124**	-6.8%	-36.5%
Absolute	million m³	6.616	5.625	5.357	5.108	4.983	**4.672**	-6.2%	-29.4%

Water discharge*	Units	2012	2013	2014	2015	2016	2017	% Change vs. 2016	% Change vs. 2012
Per unit of production	m³ per 1,000 CU	0.496	0.344	0.289	0.281	0.289	**0.238**	17.8%	-52.1%
Absolute	million m³	3.405	2.457	2.152	2.128	2.191	**1.812**	-17.3%	-46.8%

*All manufacturing facilities and warehouse

betterenvironment continued

Waste management

2020 TARGET: Zero waste to landfill
PROGRESS: 100% of factories achieved zero waste to landfill status (inc. hazardous and non-hazardous waste)

2020 TARGET: 30% reduction in waste (per unit of production)
PROGRESS: 21.4% reduction since 2012

Since 2012, waste per unit of production has decreased by 21.4% and our total waste volume decreased by 12.4% over the same period. We created a total waste volume of 70.06 thousand tonnes in 2017 and 0.0092 tonnes of waste for every 1,000 CUs of production, which is a reduction of 1.9% and 2.3% vs 2016 respectfully.

Our long-term strategy is to continually reduce waste generation and improve our recycling of waste arising from our operations, especially hazardous waste, which is more difficult to recycle and dispose of. Our hazardous waste was 0.0013 tonnes per 1,000 CUs (14% of our total waste) and is disposed of in accordance with local legislative requirements.

Our hazardous waste decreased by 16.9% per unit of production* and 4.8% in absolute terms compared to 2012.

As of 31 December 2017, 100% of our manufacturing sites have met our Zero Waste to Landfill goal. Our definition for this includes all hazardous and non-hazardous manufacturing waste. This has been achieved by the hard work of our collaborative teams identifying alternatives to landfill for their waste streams.

In addition we created a network of waste champions, partnering manufacturing sites who have achieved zero waste to landfill with those who have not to ensure knowledge sharing; we have launched "race to zero" campaign and a global employee challenge to encourage innovative waste reuse and recycling ideas. Regular waste audits have been rolled out to monitor progress and identify opportunities for improvement.

Transportation and logistics

We recognise the importance of transport and distribution in our business. However in 2017 logistics accounted for 2% of our total carbon footprint. We use transport contractors to move our products by road, sea, rail and sometimes air; consequently we do not have operational control of these companies but we work with them to improve efficiency and reduce emissions.

Most of our impact is through road transportation. To reduce the environmental impact (and cost) of product transport, we are working with our transport contractors to:

- Combine our truck journeys with those of other companies, so that a truck is carrying products on both the outward and return legs of its journey, reducing 'empty' running.
- Combine 'less than a truck load' (LTL) shipments.
- Move freight off roads to rail, inland waterways and inland sea shipping.

This will increase our efficiency and reduce our total carbon footprint, contributing to our carbon reduction goals.

Waste*	Units	2012	2013	2014	2015	2016	**2017**	% Change vs. 2016	% Change vs. 2012
Per unit of production	tonnes per 1,000 CU	0.0117	0.0114	0.0105	0.0100	0.0094	**0.0092**	-2.3%	-21.4%
Absolute	thousand tonnes	80.00	81.62	78.35	75.45	71.41	**70.06**	-1.9%	-12.4%
Waste sent to landfill (inc. hazardous waste)	% of waste sent to landfill	29%	20%	13%	4%	1%	**0%**	–	–

Hazardous waste*	Units	2012	2013	2014	2015	2016	**2017**	% Change vs. 2016	% Change vs. 2012
Per unit of production	tonnes per 1,000 CU	0.0016	0.0016	0.0014	0.0012	0.0013	**0.0013**	+5.3%	-16.9%
Absolute	thousand tonnes	10.65	11.43	10.41	8.76	9.48	**10.14**	+7.0%	-4.8%

Note: % changes versus 2016 and 2012 are stated accurately and not affected by rounding. This is to provide full year-on-year comparison.
*   All manufacturing facilities and warehouses

betterenvironment continued

Environment, Health & Safety (EHS) management systems

2020 TARGET: 100% of manufacturing sites with certified EHS management systems
PROGRESS: 100% of factory sites held ISO 14001, 96% held OHSAS 18001

In 2012, we set a target for all manufacturing sites to have implemented functioning EHS management systems externally certified to ISO 14001 and OHSAS 18001 by 2020 and committed to reporting annually on our progress. As of 31 December 2017, 100% of our factory sites, where we have overall management responsibility, held ISO 14001 certification and 96% held OHSAS 18001 certification. All our factory sites are currently working towards developing certified systems by the end of 2017. Our Group Health & Safety management system continues to be certified as compliant with OHSAS 18001.

Environmental and occupational safety prosecutions and fines
During 2017, no fines or prosecutions pertaining to environmental breaches or occupational safety were registered.

Responsible sourcing of natural raw materials
We are committed to ensuring the natural raw materials used in our products and packaging are produced in a manner that: meets or goes beyond applicable laws and regulations with respects human rights; safeguards health & safety; protects biodiversity and the environment; does not cause deforestation; and generally supports the contribution of business to achieving sustainable development.

We are committed to:

- Zero deforestation
- Zero development on peatlands (of any depth)
- Zero exploitation of workers or communities
- Being transparent about our requirements and our progress with implementation

Our Natural Raw Materials Policy & Standard applies to all natural raw materials used in products and product packaging that are produced by or on behalf of RB, including at both company owned/managed facilities and facilities owned, managed or operated by suppliers, contractors and subcontractors. Our Global Sustainability team set the standards and provide guidance on implementation. Our supply function is responsible

for implementing the policy and standard, details of which can be accessed via rb.com.

Key policy requirements
Our key policy requirements state that natural raw materials must be from sources that:

- Are managed in compliance with all applicable environmental, labour, and health & safety laws and regulations, and ILO Fundamental Conventions[1];
- Do not contribute towards deforestation or degradation of peatlands of any depth, primary forests[2] or High Conservation Value areas, as defined by the HCV Network[3];
- Are managed in accordance with all applicable tenure and use rights, including the respect of indigenous people's and local communities' rights;
- Are not using toxic chemicals (as listed by the Stockholm (POP) Convention)[4];
- Do not use fire to prepare land for replanting and/or waste disposal;
- Are managed in a manner that protects biodiversity and ecological processes; and
- Actively seek to utilise previously cleared and/or degraded land rather than natural forests. Plantations should optimise the use of agricultural land where appropriate, and not put indirect pressure on forests through overuse of agricultural land in an area.

Monitoring compliance
Each year we complete a risk assessment of all natural raw materials used within our products. We use an external company to assess a range of social and environmental criteria to grade the materials we use from low to high priority. The results of this assessment ensure we continue to focus our efforts on the highest priority materials. Specific due diligence is then performed for materials deemed to be of a higher priority. Our compliance monitoring programme includes suppliers of key natural raw materials, all of whom must comply with our policy which is an integral part of our commercial contracts. Our compliance monitoring activities include:

- In-depth responsible sourcing programmes
- Traceability and compliance questionnaires
- Supplier engagement including visits, meetings and assessments
- Independent audits

1 www.ilo.org/global/standards/introduction-to-international-labour-standards/conventions-and-recommendations/lang--en/index.htm.
2 Primary forest is a forest ecosystem with the principal characteristics and key elements of native ecosystems such as complexity, structure, and diversity and an abundance of mature trees, relatively undisturbed by human activity. Human impacts in such forest areas have normally been limited to low levels of hunting, fishing and harvesting of forest products. Such ecosystems are also referred to as "mature", "old-growth", or "virgin" forests.
3 'High Conservation Value Areas' refers to the areas necessary to maintain or enhance one or more High Conservation Values (HCV), where an HCV is a biological, ecological, social or cultural value of outstanding significance or critical importance. Specific definition of the six HCV categories is provided in our Standard for the Responsible Sourcing of Natural Raw Materials available on rb.com.
4 The Stockholm Convention on Persistent Organic Pollutants lists 22 organophosphates, such as DDT, which signatory countries agree to cease making and using other than in specific exceptional cases. POPs can be very widely distributed by wind; they are slow to biodegrade and tend to build up in animal tissue.

Systems/Regulatory Management Systems		2009	2010	2011	2012	2013	2014	2015	2016	2017
Manufacturing sites covered by ISO 14001	total	18	18	25	28	32	41	45	47	47
Total manufacturing sites for environment data	total	43	43	48	45	46	47	47	47	46
Manufacturing sites covered by ISO 14001	%	42	42	52	62	70	87	96	100	100
Manufacturing sites covered by OHSAS 18001	total	15	20	23	26	33	43	45	45	44*
Total manufacturing sites for health & safety data	total	44	48	49	49	50	47	47	47	55
Manufacturing sites covered by OHSAS 18001	%	34	42	47	53	66	91	96	96	96*
Internal Audits EHS function (Inc. data audits)	%	44	31	16	20.4	24	23	42	23	100

* Excluding recently acquired MJN sites

betterenvironment continued

Working with our suppliers
We are dedicated to working with our suppliers to ensure the responsible sourcing of natural raw materials against our policy and standard. We understand that in some regions or countries, particularly where there are complex and informal supply chains, reliably confirming compliance may be a difficult, complicated and lengthy process. We aim to address any issues identified, ensuring plans are in place to address them. We value an open and honest approach to any occurrences of non-compliance and a genuine commitment to correct these in an appropriate time frame. We believe that working with suppliers to address non-compliances in our supply chain can be a better long-term solution than immediately discontinuing work with them. However, if mutually acceptable solutions cannot be reached within appropriate timescales, we may be required to suspend our business relationship until a satisfactory solution can be found.

Responsible palm oil sourcing
Although RB is a relatively small user of palm oil derivatives, we are committed to helping address issues around palm oil sourcing. We fully support the goal of no deforestation or degradation of peatlands (of any depth), primary or high carbon stock forests, or high conservation value areas – specifically those associated with the cultivation of palm oil. We are a member of the Roundtable for Sustainable Palm Oil (RSPO) and are working with suppliers, NGOs and other brands to continue to build responsible supply chains.

Our palm oil programme focuses on the following areas:

Engaging with suppliers
We maintain a focus on taking action in our direct supply chain, working directly with suppliers, refineries and other supply chain actors.

Since 2014 we have been working with the international non-profit organisation TFT on tracing the palm oil derivatives we procure back through our supply chain to ensure our responsible sourcing and production requirements are being met.

In 2017 we achieved traceability to mill for 88% of our palm derivative volumes outside of India (excluding surfactants). We have continued to work with our key suppliers to ensure that outputs from on the ground assessments are incorporated into training and detailed transformational programmes that engage refineries, mills and plantations on how to address practice that does not conform with our standard, through TFT's Aggregator Refinery Transformation (ART) plans.

We know that traceability in India is complex. For this reason, we have focused on gaining traceability back to port for these volumes. In 2017, we made steady progress achieving traceability to port for 90% of our India volume. We will continue to work with all our India suppliers to increase levels of traceability initially back to port and then to mill. For our other suppliers, we will continue to support on the ground transformative activities going forward; which include hands on support, training, specific workshops, following up on the close out of action plans and supporting TFT landscape programme.

We recognise that we need to better understand the human rights risks linked to palm oil. For this reason, in 2017, we increased our human rights due diligence, adopting palm oil specific self-assessments, risk mapping of mills in our supply chain and an in-depth programme at a high priority mill in Indonesia. This allowed us to better understand the challenges faced and subsequently establish "best practice" solutions to remediate challenges. We continually explore opportunities to take a collaborative approach with our peers, NGOs and palm oil suppliers with the aim of targeting specific challenges such as ensuring workers have access to personal protective equipment.

Compliance monitoring
We recognise the need to focus on monitoring compliance within our supply chain. In 2017 we continued to fund the TFT Kumacaya initiative, which provides independent 'monitoring and verification' of company commitments to 'No Exploitation and No Deforestation' principles.

Advocacy
We continued to engage with external organisations, including NGOs and industry peers, to identify opportunities to further improve our responsible palm oil programme and wider industry sustainability. We supported the development of 'jurisdictional approaches' to engage government, civil society, smallholders and others in developing comprehensive and sustainable land use plans in Indonesia.

Smallholder farmer programme
Smallholder farmers supply around 40% of palm oil globally and are the first link in our supply chains.

Helping to build smallholder resilience through improved farming techniques will help them tackle the endemic social and environmental issues associated with palm production. This work, through TFT's Rurality programme, has also enabled us to improve smallholder access to markets by building connections between them, dealers that buy their fresh fruit bunches and mills in RB's supply chain. In 2017, these connections have facilitated field visits to small farms where training on improved farm management techniques has been given.

As part of a broader study, a survey of all our palm oil suppliers was initiated with Impactt Consulting, providing a better insight into the systems in place across our upstream supply chains to manage human rights risks. The research will support further engagement with suppliers, refineries and mills around human rights.

Further information on our responsible palm sourcing programme, including our approach for 2018, can be found on rb.com.

betterenvironment continued

Responsible latex sourcing

We recognise that the latex supply chain comprises risks which not only include deforestation but also challenges smallholders face. To address this, RB mandates that all latex suppliers comply with our Natural raw materials policy, thereby ensuring that its latex is responsibly sourced. As part of this process, all of our Latex suppliers are part of our Human Rights and Responsible Business programme and since 2014 we have been working with our suppliers to trace the latex we use back through the supply chain.

Once we identified the sources of our latex and with the help of The Forest Trust, we have completed multiple on-the-ground assessments to ensure that the latex we use is compliant with our natural raw materials policy and therefore sourced responsibly. As part of our on-the-ground compliance assessments we identified an opportunity to further help smallholder farmers within the supply chain and participate in a latex smallholder, multi-stakeholder farmer project. As part of this programme we are helping the farmers identify how they can improve the quality of their latex, whilst developing techniques to build resilience against other external factors such as climate change, which we hope will improve their livelihoods in the long term. This programme includes individual training on specific topics as well as group training on new farming techniques.

Soy

RB sources a very small amount of soy annually. Nevertheless, we understand that it is important for us to know where this soy originates from and that it does not contribute to deforestation or poor labour practices. We requested all suppliers of soy, or products containing soy, to complete a compliance review, through this process we established that all our raw soya originates from low-risk countries such as the USA.

Paper and board

RB is committed to ensuring that our operations, suppliers, contractors and subcontractors are sourcing paper and board in accordance with RB's Natural Raw Materials Policy. We complete annual due diligence of our paper and board supply chain and work with our suppliers and brands throughout the year to ensure we identify opportunities to:

- Promote the efficient use of paper & board.
- Use post-consumer recycled paper/board where possible and practical.
- Use virgin materials from forests that are verifiably legal, responsibly managed and comply with our NRM policy. Endorsed national forest certification systems – such as those of the Forest Stewardship Council (FSC) and the Programme for the Endorsement of Forest Certification (PEFC) – can be used as a way to verify that a forest source is responsibly managed.

External reporting and verification

Section five

Independent Limited Assurance Report to the Directors of Reckitt Benckiser Group plc

The Board of Directors of Reckitt Benckiser Group plc ("RB") engaged us to provide limited assurance on the information described below and set out in RB's Detailed Sustainability Report 2017 for the year ended 31 December 2017.

Our conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information for the year ended 31 December 2017 has not been prepared, in all material respects, in accordance with the Reporting Criteria.

This conclusion is to be read in the context of what we say in the remainder of our report.

Selected Information

The scope of our work was limited to assurance over the information marked with the symbol † in RB's Detailed Sustainability Report 2017 (the "Selected Information"). The Selected Information and the Reported Criteria against which it was assessed are summarised opposite.

Our assurance does not extend to information in respect of earlier periods or to any other information included in RB's Detailed Sustainability Report 2017.

Selected Information	Reporting Criteria
Healthier Communities (Social Metrics)	
People reached to improve their health and hygiene	
Better Design (Product Metrics)	
Total net revenue from more sustainable products	
Total carbon footprint	
Total water impact	
Manufacturing Responsibly (Environment Metrics)	
Total GHG Scope 1 and 2 emissions from manufacturing, R&D, offices and warehouses	We assessed the selected information using the RB's Reporting Criteria and Basis of preparation document as set out in the Responsibility section of RB's website[1]: https://www.rb.com/responsibility/
GHG emissions from energy use in manufacturing and warehouses	
Total waste at manufacturing and warehouses	
Hazardous waste at manufacturing and warehouses	
Water discharges from manufacturing and warehouses	
Energy use at manufacturing and warehouses	
Water use at manufacturing and warehouses	
Our People (Health & Safety Metrics)	1 The maintenance and integrity of RB's website is the responsibility of the Directors; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Selected Information or Reporting Criteria when presented on RB's website.
Lost Working Day Accident Rate	
Employee fatalities	
Severe accidents	
Diversity	
Women employed – Board	
Women employed – Senior management	
Women employed – Global employees	

standards and applicable legal and regulatory requirements.

Our work was carried out by an independent and multi-disciplinary team with experience in sustainability reporting and assurance.

Understanding reporting and measurement methodologies

The Selected Information needs to be read and understood together with the Reporting Criteria, which RB is solely responsible for selecting and applying. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time. The Reporting Criteria used for the reporting of the Selected Information are as at 31 December 2017.

Work done

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information. In doing so, we:

- made enquiries of RB's management, including the Corporate Responsibility (CR) team and those with responsibility for CR management and group CR reporting;
- evaluated the design of the key structures, systems, processes and controls for managing, recording and reporting the Selected Information. This included analysing corporate head office and site based data, selected on the basis of their inherent risk and materiality to the group, to understand the key processes and controls for reporting the performance data to the group CR team;
- performed limited substantive testing on a selective basis of the Selected Information at corporate head office and in relation to 15 sites to check that data had been appropriately measured, recorded, collated and reported;
- evaluated, on a selective basis, the key assumptions management have used to calculate the Better Design (Products Metrics) information; and
- considered the disclosure and presentation of the Selected Information.

Professional standards applied and level of assurance

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' and, in respect of the greenhouse gas emissions, in accordance with International Standard on Assurance Engagements 3410 'Assurance engagements on greenhouse gas statements', issued by the International Auditing and Assurance Standards Board. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the

procedures performed in response to the assessed risks.

Our Independence and Quality Control

We applied the Institute of Chartered Accountants in England and Wales (ICAEW) Code of Ethics, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. We apply International Standard on Quality Control (UK & Ireland) 1 and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional

Independent Limited Assurance Report to the Directors of Reckitt Benckiser Group plc continued

RB's responsibilities

The Directors of RB are responsible for:

- Designing, implementing and maintaining internal controls over information relevant to the preparation of the Selected Information that is free from material misstatement, whether due to fraud or error;
- Establishing objective Reporting Criteria for preparing the Selected Information;
- Measuring and reporting the Selected Information based on the Reporting Criteria; and
- The content of RB's Detailed Sustainability Report 2017.

Our responsibilities

We are responsible for:

- Planning and performing the engagement to obtain limited assurance about whether the Selected Information is free from material misstatement, whether due to fraud or error;
- Forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- Reporting our conclusion to the Directors of RB.

This report, including our conclusions, has been prepared solely for the Board of Directors of RB in accordance with the agreement between us, to assist the Directors in reporting RB's corporate responsibility performance and activities. We permit this report to be disclosed in RB's Detailed Sustainability Report 2017 for the year ended 31 December 2017, to assist the Directors in responding to their governance responsibilities by obtaining an independent assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors and RB for our work or this report except where terms are expressly agreed between us in writing.

PricewaterhouseCoopers LLP
Chartered Accountants
London
26th March 2018

Global Reporting Initiative (GRI) standards content index

SR: 2017 Sustainability Report
DSR: 2017 Detailed Sustainability Report (this report)
AR: 2017 Annual Report and Financial Statements

GRI Standard	Disclosure	Location	Additional information/Omissions
General Standard disclosures			
Organizational profile			
GRI 102: 1	Name of the organisation	SR: Front cover	
GRI 102: 2	Activities, brands, products, and services	AR: Business model (including gatefold), 02-03	
GRI 102: 3	Location of headquarters	AR: Subsidiary undertakings, 164	
GRI 102: 4	Location of operations	AR: Subsidiary undertakings, 164	
GRI 102: 5	Ownership and legal form	AR: Independent auditors' report	
GRI 102: 6	Markets served	AR: Operating reviews, 24-29	
GRI 102: 7	Scale of the organisation	AR: Our business model, 01-03	
GRI 102: 8	Information on employees and other workers	DSR: Our people, 12-14	
GRI 102: 9	Supply chain	DSR: Our supply chain, 17-19	
GRI 102: 10	Significant changes to the organisation and its supply chain	AR: Chairman's Statement, 04-08	
GRI 102: 11	Precautionary Principle or approach	AR: Our framework for risk management 42-47	
GRI 102: 12	External initiatives	SR: Manufacturing responsibly, 16-17	
GRI 102: 13	Membership of associations	DSR: External partnerships, 09	
Strategy			
GRI 102:14	Statement from senior decision-maker	SR: Chief Executive's introduction, 01	
Ethics and integrity			
GRI 102:16	Values, principles, standards, and norms of behaviour	AR: Our business model, 02	
Governance			
GRI 102:18	Governance structure	AR: Board of Directors and Executive Committee, 52-56 SR: Governance, 05	
Stakeholder engagement			
GRI 102:40	List of stakeholder groups	AR: 03	
GRI 102:41	Collective bargaining agreements	DSR: Our people, 12-13	
GRI 102:42	Identifying and selecting stakeholders	SR: Engaging our stakeholders, 08; DSR: Materiality, 05	
GRI 102:43	Approach to stakeholder engagement	DSR: Materiality, 05	

Global Reporting Initiative (GRI) standards content index continued

GRI Standard	Disclosure	Location	Additional information/Omissions
GRI 102:44	Key topics and concerns raised	SR: Our sustainability priorities, 08 DSR: Materiality. 05	
Reporting practices			
GRI 102:45	Entities included in the consolidated financial statements	AR: Subsidiary undertakings, 164-174	
GRI 102:46	Defining report content and topic boundaries	SR: What's inside, IFC	
GRI 102:47	List of material topics	SR: Our sustainability priorities, 08	
GRI 102:48	Restatements of information	DSR: Sustainability reporting at RB, 03-04	
GRI 102:49	Changes in reporting	DSR: Sustainability reporting at RB, 03-04	
GRI 102:50	Reporting period	DSR: Sustainability reporting at RB, 03-04	
GRI 102:51	Date of most recent report	DSR: Sustainability reporting at RB, 03-04	
GRI 102:52	Reporting cycle	DSR: Sustainability reporting at RB, 03-04	
GRI 102:53	Contact point for questions regarding the report	DSR: BC	
GRI 102:54	Claims of reporting in accordance with the GRI Standards	SR: About this report, IFC DSR: Reporting standards, 03	
GRI 102:55	GRI content index	DSR: Global Reporting Initiative (GRI) standards context index, 35	
GRI 102:56	External assurance	SR: About this report, IFC DSR: External reporting and verification, 04; 33-34	
Topic-specific standards			
Category: Economic			
GRI 201 Economic Performance			
GRI 201-1	Direct economic generated and distributed	AR: Notes to Financial Statements, 118-153	
GRI 201-2	Financial implications and other risks and opportunities due to climate change	DSR: Governance, 08	
GRI 203 Indirect Economic Impacts			
GRI 205 Anti-corruption			
GRI 205-1	Operations assessed for risks related to corruption	DSR: Anti-bribery and corruption, 11	
GRI 205-2	Communication and training about anti-corruption policies and procedures	DSR: Anti-bribery and corruption, 11	
GRI 205-3	Confirmed incidents of corruption and actions taken	DSR: Business conduct, 11	
Category: Environmental			
GRI 302 Energy			
GRI 302-1	Energy consumption within the organisation	DSR: Energy use, 26	
GRI 302-4	Reduction of energy consumption	DSR: Energy use, 26	
GRI 302-5	Reductions in energy requirements of products and services	DSR: Energy use, 26	

# Global Reporting Initiative (GRI) standards content index continued

GRI Standard	Disclosure	Location	Additional information/Omissions
GRI 303 Water			
GRI 303-1	Water withdrawal by source	DSR: Water use, 27	
GRI 303-2	Water recycled and reused	DSR: Water use, 27	
GRI 304 Biodiversity			
GRI 304-2	Significant impacts of activities, products and services on biodiversity	DSR: Responsible sourcing, 29	
GRI 305 Emissions			
GRI 305-1	Direct (Scope 1) GHG emissions	DSR: Greenhouse gas emissions, 26	
GRI 305-2	Energy indirect (Scope 2) GHG emissions	DSR: Greenhouse gas emissions, 26	
GRI 305-3	Other indirect (Scope 3) GHG emissions	DSR: Greenhouse gas emissions, 26	
GRI 305-4	GHG emissions intensity	DSR: Greenhouse gas emissions, 26	
GRI 305-5	Reduction of GHG emissions	DSR: Greenhouse gas emissions, 26	
GRI 305-6	Emissions of ozone-depleting substances (ODS)	DSR: Other emissions, 26	
GRI 306 Effluents and Waste			
GRI 306-1	Water discharge by quality and destination	DSR: Water management, 27	
GRI 306-2	Waste by type and disposal method	DSR: Water management, 27	
GRI 306-3	Significant spills	DSR: Environment, Health & Safety (EHS) management systems, 29	
GRI 307 Environmental Compliance			
GRI 307-1	Non-compliance with environmental laws and regulations	DSR: Working with our suppliers, 30	
GRI 308 Supplier Environmental Assessment			
GRI 308-1	New suppliers that were screened using environmental criteria	DSR: Responsible sourcing, 29-30	
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	DSR: Our supply chain, 18; Environmental Health & Safety, 28-29	
Category: Social			
GRI 404 Employment			
GRI 401-1	New employee hires and employee turnover	DSR: Equal opportunities, 14	
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	DSR: Our people, 12	
GRI 402 Labor/Management Relations			
GRI 402-1	Minimum notice periods regarding operational changes	DSR: Our people, 12-13	
GRI 403 Occupational Health and Safety			
GRI 403-3	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities	DSR: Health and Safety, 15	

Global Reporting Initiative (GRI) standards content index continued

GRI Standard	Disclosure	Location	Additional information/Omissions
GRI 404 Training and Education			
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	DSR: Training, education and development, 12	
GRI 405 Diversity and Equal Opportunity			
GRI 405-1	Diversity of governance bodies and employees	DSR: Our people, 12-14	
GRI 406 Non-Discrimination			
GRI 406-1	Incidents of discrimination and corrective actions taken	DSR: Business conduct. 11	
GRI 407 Freedom of Association and Collective Bargaining			
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	DSR: Our people, 13	
GRI 408 Child Labour			
GRI 408-1	Operations and suppliers at significant risk for incidents of child labour	DSR: Our supply chain, 17	
GRI 409 Forced or Compulsory Labour			
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	DSR: Our supply chain, 17	
GRI 412 Human Rights Assessment			
GRI 412-2	Operations that have been subject to human rights reviews or impact assessments	DSR: Our supply chain, 17-19	
GRI 413 Local Communities			
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	SR: Social investment, 23	
GRI 414 Supplier Social Assessment			
GRI 414-1	New suppliers that were screened using social criteria	DSR: Our supply chain, 17-18	
GRI 414-2	Negative social impacts in the supply chain and actions taken	DSR: Environment, Health & Safety (EHS) management systems, 29-31	
GRI 416 Customer Health and Safety			
GRI 416-1	Assessment of the health and safety impacts of products and service categories	DSR: Product safety and stewardship, 21-23	
GRI 417 Marketing and Labeling			
GRI 417-1	Requirements for product and service information and labeling	DSR: Product safety and stewardship, 21	

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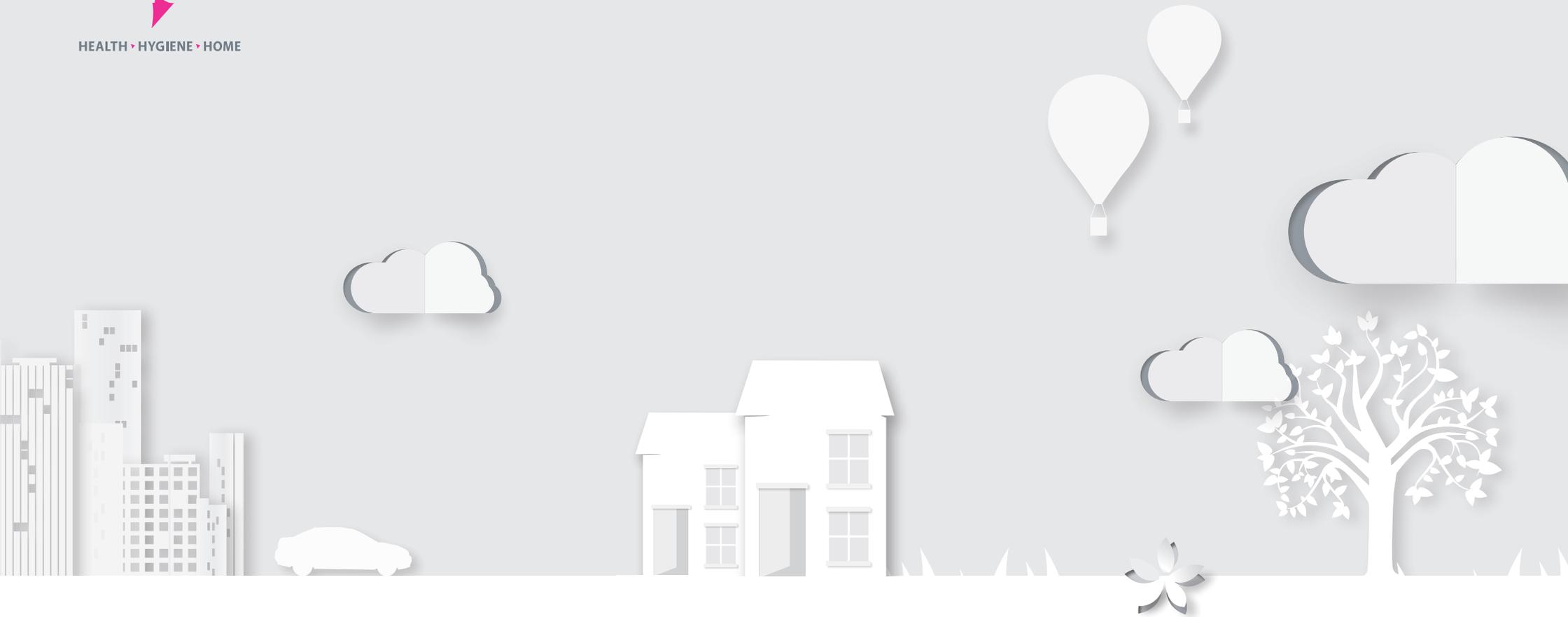
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