



Believe  
Challenge  
**Achieve**

**2020 target achieved early – more than  
a 20% reduction in carbon per dose!**

### Using this report

This report is different to our previous sustainability reports. Because we know some readers prefer real-life examples of the year's activities and some prefer detailed data and policies, we have split the report into two sections. The first part (page 3-22) of the report provides an overview of our performance in 2011 with case studies. The second part (page 33-50) contains policies, data and information on our sustainability reporting process.

### This is an interactive PDF

Use the menu bar across the top of each page for easy navigation around this report. The contents list is also interactive.

Links to websites and appendix items appear throughout this report.

### Printing this report

Please be mindful of the pages you print. Avoid waste, only print the pages you wish to read and print double sided.

Colourful, full bleed backgrounds in this PDF will revert to white when printed.

## Key content

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# Outstanding performance

Protecting the environment has long been a priority for RB, especially acting to reduce the emissions that contribute to climate change. Our Carbon20 programme was one of the first to recognise the need for action on products as well as manufacturing processes. I am delighted to report that we have exceeded our 2020 carbon target already – in less than half the time!

We measured total product lifecycle carbon emissions, from raw material to disposal, and targeted a reduction of 20% per product Dose below the 2007 level. Remarkably we achieved this contribution to tackling climate change in 2011 eight years early. A real tribute to the innovation that drives every part of what we do in this company.

We are also close to reaching our fundraising goal of creating a 'Million Brighter Futures' with Save the Children since we started the partnership in 2003.

These tremendous achievements demonstrate RB's commitment to sustainability, which is embedded in the company's new vision, purpose and strategy.

We are responding to the seismic shifts the world is going through, notably the billions of new consumers in rapidly developing markets. Our core strategy is based on helping these new consumers, as well as those in more established markets, live healthier and better lives.

Meeting our Carbon20 target is a great start but we know there is much more to do. In particular, we want to work more closely with suppliers to ensure responsible sourcing and cut emissions in manufacturing our raw materials.

In 2012 we will refresh our sustainability strategy to align closely with the revised business strategy and give new impetus to our efforts. I am sure that RB's tremendous track record in product innovation will help us implement the strategy while meeting the challenges of sustainability.

**“I am delighted to report that we have exceeded our 2020 carbon target already, in less than half the time!”**

**Rakesh Kapoor**  
CEO, Reckitt Benckiser

## 21%

reduction in total carbon footprint per Dose since 2007, meeting our Carbon20 goals

## 16%

reduction in fresh water usage (per unit of production) versus 2000

## 23%

reduction in accident rate versus 2010

## 775,000

children reached with Save the Children since 2003

# Our business

RB benefits from many very strong market positions for its brand portfolio. RB is the world market leader in household cleaning products, excluding laundry detergents and fabric softeners, and has leading positions in selected health & personal care categories.

These positions derive from the strength of RB's leading brands, described as Powerbrands, which are the flagship brands in our five major categories and on which we focus the majority of our efforts and investment. RB also has other brands and market positions that are less of a strategic focus, but which play a role as scale builders in local markets.

RB is a truly global business with manufacturing operations in over 60 countries and sales in over 180 countries; 90% of our business is done outside the UK. In 2011, our business was structured as a matrix of three geographical areas. We report our pharmaceuticals business separately.

**Europe** – including Eastern Europe, the Russian Federation, Turkey and Israel

**North America & Australia (NAA)** – including Canada and New Zealand

**Developing Markets** – Latin America, Africa / Middle East, South Asia and East Asia

	Net revenue 2011	Adjusted operating profit 2011	Employees 2011 (000s)
Europe	£4009m	£908m	16.7 (including 3500 UK employees)
NAA	£2402m	£652m	4.0
Developing markets	£2312m	£399m	16.5
Pharmaceuticals	£762m	£518m	0.6



**Dettol & Lysol** global No.1 germ kill

**Veet** global No.1 depilatory

**Clearasil** a leader in clear skin treatment

**Strepsils** global No.1 medicated sore throat

**Mucinex** global No.2 cough relief

**Nurofen** local leader analgesics

**Durex** global No.1 sexual wellbeing

**Gaviscon** local leader stomach remedies

**Finish** global No.1 automatic dishwashing

**Vanish** global No.1 fabric treatment

**Scholl** global No.1 foot care

**Calgon** global No.1 water softener

**Woolite** global No.2 garment care

**Bang with Lysol & Dettol** global No.1 multipurpose cleaners

**Harpic with Lysol** global No.1 toilet care

**Air Wick** global No.2 air care

**Mortein** global No.2 pest control

**French's** global No.1 mustard

**9,485m**

our net revenue in 2011

**£2,487m**

adjusted operating profit

**125.0p**

dividend per share  
(includes final 2011 dividend of 70p recommended by the Board)



# A reshaped strategy

A new vision and purpose was announced in early 2012.

**Our vision is a world where people live healthier and better lives.**

**Our purpose as a business is to make a difference by providing innovative solutions for healthier lives and happier homes.**

A reshaped strategy supports the new vision and purpose.

## The strategy:

- **Targets Health & Hygiene Powerbrands:** successful Powerbrand strategy continues, but focus and investment is increased on higher growth, higher margin health & hygiene categories in addition to home.
- **Targets faster growing markets:** prioritises 16 'Powermarkets', mainly emerging, for disproportionate investment and growth.

► [Click for more online information](#)

In light of our new purpose we are reviewing our sustainability focus and will be deciding in 2012 on the most relevant and impactful programme for us to pursue.



**Good health is the key to happiness.**

RB health care brands provide trusted, innovative solutions that help people live healthier, more fulfilling lives.



**Hygiene is the foundation of healthy living.**

RB hygiene brands help promote both personal hygiene for wellbeing and home hygiene to create a safe haven for you and your family.



**Home is the centre of family life.**

RB home care brands help you take pride in creating a home that your family will love being in together.

# A responsible strategy

**Our business strategy includes an absolute commitment to run the business in a way that is responsible, environmentally sound and sustainable.**

Success depends on operating ethically and making positive contributions from growing the business while reducing negative impacts, especially on the environment.

Environmental issues are a key focus because our most significant sustainability impact is the greenhouse gas emissions that contribute to climate change. Our sustainability strategy also addresses three other important dimensions: Marketplace, Workplace and Community. Our ambitions in each area are:

## Environment

Operating today with as little adverse impact on the environment as practical, and working to continually reduce our future environmental impact.

## Workplace

A working environment that is safe and healthy; an employment environment that attracts, develops and retains the right talent of people to run our business.

## Community

Returning some of the wealth we create to those who are most in need of help; supporting health, hygiene and social development locally and globally.

## Marketplace

High quality products that are safe and effective; delivered through business practices and a supply chain that is legal, ethical and socially responsible.

**In pursuit of these ambitions, most of our efforts concentrate in four main areas. We focussed this report in these areas:**

- ◀ **Lifecycle carbon management**
- ◀ **Sustainable operational excellence (including environment, health and safety management)**
- ◀ **Our partnership with Save the Children**
- ◀ **Talent attraction and development**

## Award winners

### USA

- Lysol Healthy Touch No-Hand Soap System (Personal Hygiene)
- Air Wick Aqua Mist (Air Care)



### UK

- Lemsip Max Flexi Lemon Tablets (Cold and Flu)
- Air Wick Ribbons Scent Candle (Ambient Air Fresheners)
- Vanish Extra Hygiene Stain Remover (Laundry Stain Remover)

### Australia

- Air Wick Aqua Mist Fresh Waters (Air Care)
- Pine O Cleen Complete Clean Wipes (Cleaning)
- Dettol Healthy Touch No-Touch Soap System (Personal Care)
- Finish Quantum (Dishwashing)

In 2011, RB once more achieved success in the prestigious Product of the Year award, with nine innovations getting a mention in the UK, USA and Australia.

# Lifecycle Carbon Management



# Beating our Carbon20 target



**We achieved our Carbon20 targets – eight years early! We want to make a meaningful contribution to mitigating climate change and we recognise this means taking action to reduce our products' carbon dioxide emissions across the entire lifecycle well beyond our own operations.**

The diagram above shows that by far the largest emissions come when consumers use our products, while raw materials also make a significant contribution. So we take a lifecycle management approach, aiming to reduce emissions right across the product lifecycle through our Carbon20 programme.

The aim is to decouple business growth from our products' impacts so that our business will grow at a faster rate than our emissions. At the same time, our Trees for Change programme helps to effectively offset the emissions from our manufacturing sites.

Our ambitious target was to reduce our products' total carbon footprint – from raw materials to use and disposal – by 20% per Dose\* by 2020, compared to 2007. This is an average reduction of 1.5% per Dose each year.

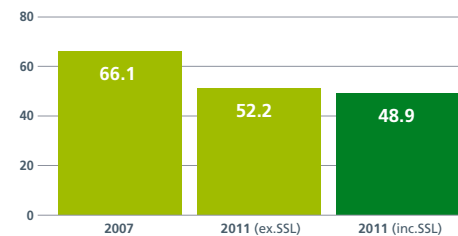
We have exceeded our 2020 target, with a 21% reduction in carbon emissions per Dose (excluding our SSL business). When the recently acquired SSL business is included this rises to 26%.

## How did we do it?

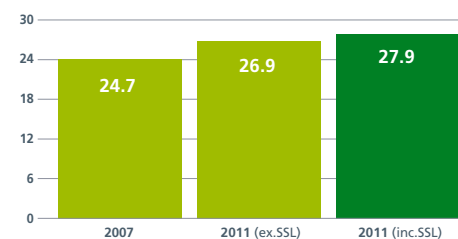
**We don't include Trees for Change in our Carbon20 results. Read on for more information on some of the innovations and initiatives that contributed to our Carbon20 achievements!**

\* A Dose is the amount of each product required to deliver the intended service, eg one Finish automatic dishwashing tablet for one dishwashing load or the recommended number of Nurofen tablets for 24 hours of pain relief. The number of Doses per year is not comparable to other measures of sales or production volume.

Greenhouse gas emissions from the Total Carbon Footprint of RB's global products, per Dose Grammes of CO<sub>2</sub> equivalents



Greenhouse gas emissions from the Total Carbon Footprint of RB's global products Million tonnes CO<sub>2</sub> equivalents



## What is it?

A project to plant enough trees on previously deforested land in British Columbia, Canada, to offset the greenhouse gas emissions from RB's manufacturing facilities between 2006 and 2011.

## Why?

So that the manufacturing of approximately 30 billion products over the six-year period they will effectively have been carbon neutral.

## How does it work?

The newly planted trees take in carbon dioxide and will remove the same amount of carbon from the atmosphere as our manufacturing has produced in the six-year period. They will offset approximately 2 million tonnes of CO<sub>2</sub> over the life time of the trees.

## How many have you planted?

More than 865,000 in 2011, bringing the total to 5.4 million.

## What next?

We'll keep planting until 2015, when we will have reached more than 6 million trees. Then we will carry out maintenance to ensure the trees remain strong and healthy for the next 80+ years.

► [Click to visit website](#)

# 100% Fresh Air

## Air Wick launched a ground-breaking air freshener product, replacing traditional propellant gases with compressed air.

The 100% natural propellant delivers a cleaner fragrance experience in a safer way than butane or nitrogen. It is non-flammable and non-hazardous.

To fill the cans we had to develop special air compressors and overcome other technical difficulties. It was a challenge to make sure the air remains '100% natural' – a claim that is checked every 12 weeks by an independent lab.

Using compressed air means we avoid using around 5,000 tonnes of butane per year, which is equivalent to 20,000 tonnes of CO<sub>2</sub> emissions.

Adding to the environmental benefit, the can is 100% recyclable tin-plate and 25% of the tin is recycled material. These changes reduce the climate change impacts by 40% compared to regular aerosols.

**“This challenging project shows how entrepreneurial and innovative we can be”**

**Ian Corkhill** Manager of Engineering, North America

**“Our consumer tests have clearly shown that users are highly attracted by a cleaner fragrance experience, using a spray powered by fresh air. So the environmental benefit is coupled to a real consumer benefit.”**

**Anne Engerant** Global Category Director, Air Care



40%

less climate change impact than regular aerosols

100%

recyclable product package

25%

tin is recycled



▶ [Click for more information](#)

### Flip & Fresh

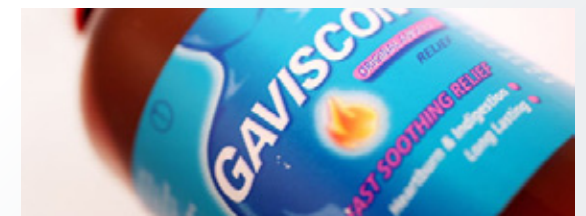
Air Wick Flip & Fresh saves more than 10,000 tonnes of carbon, compared to traditional packaging. The product contains only fragrance oil and provides many Doses per consumer unit with no propellant, heavy gadgets or batteries, minimising the carbon footprint per Dose.



### Concentrating on sustainability

One way to reduce the carbon footprint per Dose is to concentrate the products. In 2011 we launched Nurofen in the EU in a double concentration. The same pack size holds twice as many Doses, halving the carbon impact of the pack.

Gaviscon Advance also doubled the concentration. Once again, the Dose size is cut in half, providing more Doses for the same carbon emissions from the packaging.





# A package of improvements

## We joined Walmart's End-to-End Sustainability program in Brazil, transforming the pack for our leading cleaning brand Veja.

Walmart works with suppliers to launch leading products in different categories focusing on sustainability, redesigning aspects throughout their lifecycle, from the choice of raw material to disposal. The new Veja Perfumes Sensações is contributing savings of 1800kg of packaging and 450kg of CO<sub>2</sub> a year purely based on its sales through Walmart stores in Brazil.

A review of the product came up with a range of improvements, from increasing the size of the bottle to using soybean ink on the label. We even altered the bottle manufacturing process to cut the production time. The changes make Veja less energy intensive and more recyclable.

The new 2-litre bottle uses approximately twice as much material as the 500ml version, which means half as much material per litre. The saving also carries over into distribution to Walmart stores, reducing the fuel per litre as well.

We didn't just change the bottle size. Our packaging engineers developed a new technology to make the bottles from post consumer recycled PET resin, they also saved a bit more weight by slimming down the bottle cap and the label. We're now looking at how we can use what we learnt here in our other brands.

**1800kg**

annual packaging saving

**450kg**

annual CO<sub>2</sub> saving

**“We took the opportunity to contribute in Brazil to environmental improvements for our best-known brand. The commitment of people from several teams achieved tremendous results.”**

**Frederic Morlie** General Manager, RB Brazil

## Every little counts

We are saving around 280 tonnes of plastic a year with packaging redesigns – and the fuel that would have been needed to transport that extra weight. For example, a more efficient shape for the 500ml Harpic bottle in India saves 162 tonnes a year.

► [Click for more information](#)



OUR HOME OUR PLANET

We help consumers understand how they can do their bit for the environment with Our Home Our Planet (OHOP), a website with information and advice in 15 languages.

OHOP will get a more active role in 2012. We aim to reach at least 1 million people with a revamp that integrates it into the brand websites.

► [Click to visit website](#)



# Sustainable Operational Excellence



# Safe & sustainable

**Our business strategy aims for outperformance and includes a commitment to operate safely and responsibly. The impacts of our operations are much smaller than the use of our products but sustainability must begin at home, with safe and environmentally sound operations.**

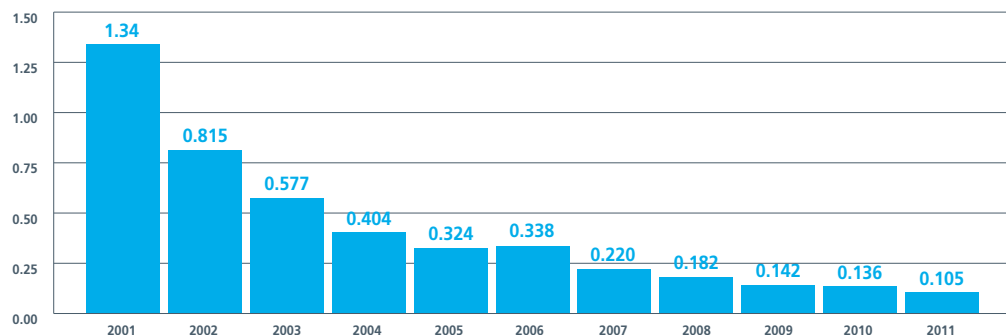
**Our environmental programmes operate through a robust environmental management system (as shown opposite) that focuses on:**

- Energy efficiency and greenhouse gas reduction
- Water use and discharge
- Waste reduction and recycling

Providing safe, healthy workplaces is fundamental. We consider the health, safety and welfare at work of employees to be an essential part of being a responsible and productive company that delivers long-term shareholder value.

Our safety management systems operate to achieve compliance with RB's performance standards for process safety and key items such as working at height and handling hazardous materials. The key to safety is appropriate behaviours and we place great emphasis on a strong safety culture.

**Global Factory and Warehouse Lost Work Day Accident Rate** (per hundred thousand hours worked)



## Working with suppliers

Our Global Manufacturing Standard (GMS) is the basis for self-certification and internal audit of suppliers against international standards for human rights, working conditions, health and safety and environmental protection. It is a standard part of our contracts with suppliers and covers seven fundamental principles based on International Labour Organization (ILO) and other widely accepted standards. The principles include no child labour or forced labour, freedom of association, health, safety and environmental protection.

The GMS defines the minimum requirements for our own manufacturing as well as selected suppliers. It is available on [rb.com](http://rb.com) and our internal GMS implementation guidelines are available on request.

► [Click for more information](#)

## Strong management systems

ISO 14001

**52%**

of manufacturing sites in 2011 were certified to the internationally recognised environmental management system standard ISO 14001

OHSAS 18001

**47%**

of manufacturing sites in 2011 were certified to the internationally recognised safety management system

Group level programmes underpin site performance. Certification of the RB Group Occupational Health & Safety Management System to OHSAS 18001 was reconfirmed in 2011.

# Cutting emissions, water & waste

**Our site at Nowy Dwór Mazowiecki (NDM) in Poland is the largest manufacturing plant in the group, producing approximately a tenth by value of all our products around the world. In keeping with that stature, it takes quality, environment and safety seriously and operates management systems accredited to the international standards ISO 9001, ISO 14001 and OHSAS 18001.**

NDM has three manufacturing plants making dishwasher, laundry and household products such as Finish and Vanish. With a distribution centre, water and wastewater treatment and other activities, the plant consumes about 24 GWh /year. Reducing energy use and the associated carbon emissions is therefore a priority.

In 2011, an 18-month project came to fruition that is saving almost a quarter of the factory's CO<sub>2</sub> emissions. The £2 million investment has created a Combined Heat and Power (CHP) plant that produces electricity and makes use of the heat energy. This is much more efficient than conventional generation, where the heat is wasted.

Over a full year it will save 6,500 tonnes of CO<sub>2</sub> and almost £300,000. An added attraction is that the plant will reduce the risk of energy shortages and rising prices for grid electricity.

CHP is the largest environmental initiative at NDM but there are many more. Reducing the quantity of water in the output from powder production means less energy is needed to evaporate the water, saving almost 300 tonnes of CO<sub>2</sub> a year.

Further savings add up to 400 tonnes a year, from measures such as changing air compressors and using energy they produce to heat the warehouse.

Switching waste management companies is also helping to conserve resources. Only 8% of waste now goes to landfill. More than half is directly recycled with the remainder incinerated to generate energy or produce fertilizer.

There is more to come. In 2012 NDM will investigate heat recovery from the spraying tower installation, build an energy-saving culture among employees and create a system for retaining rain water.



## Saving energy in Sao Paolo

Our factory in Sao Paolo, Brazil has introduced a system to monitor and manage compressors which is expected to reduce their electricity consumption by 10%. The system controls the demand for compressed air between the factory's two main air pressure systems and sets the compressors accordingly. Introducing a variable speed drive compressor in each group means other units can be shut down when not needed.

**“We have invested a lot of time, effort and money in our environmental programmes. It's good to see them paying off for the business as well as the environment.”**

**Winek Bronny** Site Manager

# Safety first saves injuries & money

**The RB site at Iksan in Korea demonstrates our commitment to safety with an outstanding record. In 2011 Iksan reached two years without an accident involving lost working time.**

The site's dedication to safety was recognised at the end of the year with certification to the international safety standard OHSAS 1801. Iksan is one of the first companies in Korea to achieve this certification.

The factory, which manufactures Finish and Vanish, has reached this position because of sustained investment in health and safety. It has built a strong health and safety management system and has recognised that excellent performance also requires a 'safety first' culture.

That culture has been developed by thoroughly involving employees. Worker representatives sit on the Safety Committee and are involved in risk assessments. Continuous training keeps the spotlight on safety and specific communications reinforces learning from actual cases.



The right culture breeds a rigorous approach. Before performing work on equipment, operators carry out an inspection to identify any problems and eliminate potential risks. Supervisors recognise high-risk activities and can call in support from experts.

The reward for this dedication is not only a safe factory. Recognition by Korea's Occupational Safety & Health Agency and the Ministry of Employment and Labor means the factory is exempted from requirements such as special audits. And it feeds through to the bottom line. The factory is saving more than £100,000 a year, including lower insurance premiums and avoiding lost working time.

**“We have achieved a significant improvement. Working closely with the union has contributed, as has designating experts to each high risk category. For example, confined space is managed by the production supervisor, but machine guarding by engineering.”**

**Doyoung Kim** Health, Safety and Environment Manager

## Safety Success in Pakistan

Our Mauripur factory in Pakistan has completed 4 million labour hours without a 'lost time' accident. This remarkable record is due to a focus on employee training, constant communication and continuous improvement of processes.

Action in 2011 ranged from small details such as new safety signs to major measures protecting against earthquakes. The factory installed smoke detectors, a pressurised fire hydrant system and an automatic foam fire protection system. They also improved electrical safety and created a dedicated safe storage area for hazardous chemicals and pressurised cylinders.

Everyone working at the factory takes part in emergency response, first aid and risk assessment training.

## 13 years and counting...

For the Hosur plant in India, 2011 was the 13th year without a single accident resulting in lost time. The site also continues to improve environmental performance, maintaining its ISO 14001 certification.

A biomass boiler has replaced oil in the Hosur plant avoiding almost

**600** tonnes of CO<sub>2</sub> a year

# Save the Children





# Supporting children all over the world

We have worked with Save the Children as one of its largest corporate supporters since 2003, helping to improve children's health, hygiene and social development around the world.



Save the Children is the world's largest independent children's charity and a natural partner for RB because health and hygiene are important to its mission, alongside education, freedom from hunger and child protection. We have reached 775,000 children through this partnership, including 175,000 in 2011. We also reached more than 40,000 women and 230,000 other community members in 2011.

Our support means Save the Children is the chosen global charity partner for employee fundraising (see box opposite) and RB contributes to the charity's response to emergencies (see [page 18](#)).

In 2011 RB donated more than £500,000 in cash as well as products such as Dettol soap and Mortein mosquito coils following the life-threatening food crisis in East Africa and the serious floods in South East Asia.

RB country offices also support local programmes with Save the Children. For example, RB Colombia is helping to improve healthcare for 4,500 children and 1,500 women in Cali and RB Pharma is supporting children working in 70 brick kilns in India's slums. It's not just in the developing world that children need help. RB US is improving literacy and nutrition of 100 vulnerable children in Mississippi.

**“Our partnership with Reckitt Benckiser demonstrates how businesses can contribute to our aims, applying their commercial vision and leadership to make a measurable, lasting difference to children's lives.”**

**Jasmine Whitbread** CEO, Save the Children International



We have continued towards our target of raising £10 million by 2015, reaching £8m since 2003. That contribution will create or support a million brighter futures for children around the world.

In 2011, we raised £2m from employee fundraising and events such as the 3rd Global Challenge, and other initiatives such as Dettol's Mission for Health Campaign (see the following pages).

The funds help in many ways. For example, in India we are supporting children trafficked as domestic workers. In 2011, we brought back 65 trafficked children, provided education and training to 746 children and raised awareness of the devastating impact of trafficking with more than 1,000 community members.

## A winning partnership

In 2011, our partnership with Save the Children was awarded Gold for 'Most effective long-term philanthropic scheme' and Silver for 'Best charity-centred sponsorship activity' at the Corporate Engagement Awards in London.



# Rising to the challenge

**A group of employees from around the world spent five days trekking through 71km of Brazil's mountainous Chapada Diamantina region in 2011.**

It was all in a good cause – the cause being renovation of two crèches in Petrolina. A similar group of employees worked on the crèches which now provide a safe, inspiring environment for 500 pre-school children.

The 65 employees from 33 countries were taking part in the third RB Global Challenge, designed to bring employees together with a common goal and raise large sums for Save the Children.

Ultimately the 2011 Challenge will benefit 30,000 children in Brazil because the team's efforts inspired colleagues to raise £353,000 and Save the Children leveraged this sum to generate £3.4 million. The money will finance a five year project with the European Commission to improve children's chances of survival and success at school.

RB covered the costs of flights and insurance for all the Challengers, as well as the doctor and construction supervisor required on the project. Dettol sponsored the opening community day of the crèches.



**“The most rewarding part for me is contributing directly to the projects where our donations go and experiencing first hand the changes that RB is making in the community”**

**Lisa Williams** Global Co-ordinator, RB

**“It was tough, physically challenging, but amazingly satisfying and it really did change my outlook on life!”**

**Ben Ellins** IS Analyst, RB UAE

The Challenge benefits employees as well as the communities we help because thousands of employees are inspired in supporting their colleagues and strong relationships are built across our global workforce.

Following Global Challenge, RB is funding a five-year programme to provide children and families with access to quality health and nutrition services in the North East of Brazil. A regional Latin American Challenge will take place in June 2012 and planning is underway for Global Challenge 2013.

## Helping around the world

### Angola

In Angola, one in fifty women die in child labour. That's why we're working with Save the Children in Huambo to provide lifesaving health services to 33,000 pregnant and breast feeding women. In 2011, our support helped to treat more than 15,000 children for malaria and distribute 13,000 mosquito nets, contributing to a 35% reduction in malaria cases since 2010. Thanks to our partnership, Save the Children was able to train 175 health professionals and immunise more than 90,000 babies against preventable killer illnesses.

### Tanzania

Save the Children helped 192,000 people access better healthcare thanks to our support. They trained 54 health workers, vaccinated 75,003 children against killer diseases and set up 134 community groups to grow crops and keep livestock.



# RB reacts quickly to emergencies

**Contributions from RB and employees help Save the Children all year round. But support is especially important at times of crisis, when an emergency strikes that can devastate the lives of thousands of families at a stroke.**

RB was Save the Children's first corporate partner to donate to the Children's Emergency Fund in 2007 and we donate at least £100,000 each year. The Emergency Fund enables the charity's experts to respond immediately when an emergency strikes, without having to wait for other donations to arrive.

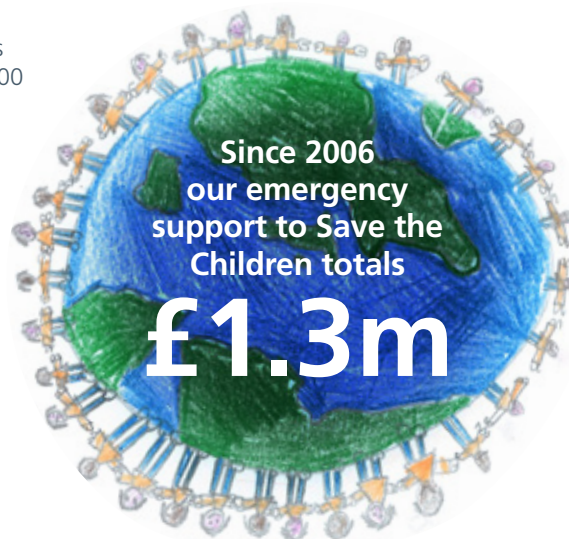
As well as money, we donate RB products such as soap, antiseptic liquid and mosquito coils, which provide vital support to families affected by emergencies.

In 2011, our contributions helped more than 800,000 people caught up in emergencies, half of whom were children. The emergencies included the drought that caused severe food shortages in Kenya, Ethiopia and Somalia, flooding in Australia, Colombia, Brazil, Thailand, Pakistan and Bangladesh, and of course the devastating earthquake and tsunami in Japan.

We donated £535,000 in cash and products to support Save the Children's emergency work in 2011. This includes Dettol's Mission for Health campaign which raised £191,000 for Save the Children's Emergency Fund and £25,000 to fund research in disaster risk reduction.

**“Product donations such as Dettol soap and liquid and mosquito coils save children's lives by stopping the spread of deadly diseases such as diarrhoea and malaria.”**

**Gareth Owen** Director of Emergencies,  
Save the Children



## South East Asia

Widespread flooding affected more than 8 million people across Thailand, Vietnam, Laos, Cambodia and the Philippines. More than 600 people died and several thousand were injured. Homes were swept away, water supplies contaminated and people were exposed to the dangers of water-borne diseases.

RB donated products for hygiene kits distributed to families at evacuation centres and schools. Country organisations in the Indian sub-continent and South East Asia gave Dettol soap and liquid, Lysol cleaner and Mortein mosquito coils.



# Talent Attraction & Development





# Making your mark

The performance of RB depends on our people, who are entrepreneurial, innovative and internationally diverse, as the examples on the following pages demonstrate. We aim to attract and retain the best available people, develop them so they will respond positively to challenges, and reward performance.

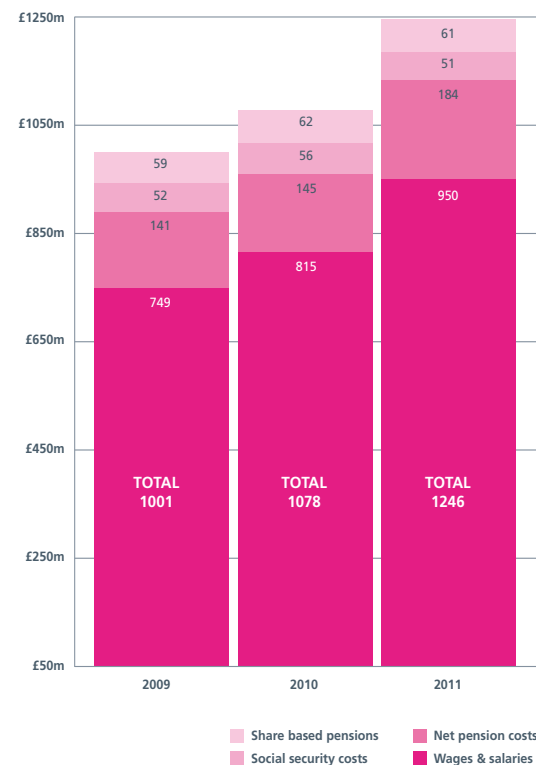
A continuing programme of training and development underlines our commitment to employee development. All employees typically have three to five performance objectives which are directly linked to their job and their specific contribution to the overall performance of the Group.

Open and regular dialogue with employees at all levels reinforces our culture, helps employees to understand RB's strategies, policies and procedures and voice opinions on sustainability and other issues.

The Group is committed to the principle of equal opportunity in employment regardless of nationality, age, gender, religion or disability. Ensuring, facilitating and driving diversity in its broadest sense has helped drive our success. Groups usually under-represented in most organisations (women and black or minority ethnic) constitute 28% of our Top 40 managers. We have strong female and non-UK representation throughout senior management.

	Female%	Non-UK%
Board	20	50
Executive committee	22	78
Top 40 managers	12	75

## Staff costs



## Running our business responsibly

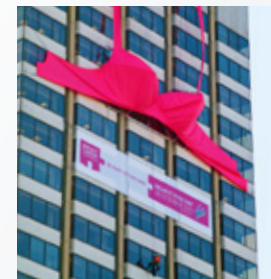
Our Code of Conduct (available at [rb.com](http://rb.com)) sets out the principles and ethical values we want to uphold. Senior managers across the company are required by Internal Audit to report and sign-off on compliance with the Code every year. The Board Audit Committee monitors the findings of this certification process.

The Code of Conduct and Global Manufacturing Standard enshrine our approach to protecting human and labour rights at work. We believe human rights at work are an absolute and universal requirement. We aim to support progress on human rights issues in the countries where we operate in accordance with what can reasonably be expected from a commercial organisation. We subscribe to the principal international standards and guidelines for human rights and working conditions.

Any employee can use our Whistleblower Helpline to report concerns. It is a confidential free phone number in each country, operated by an external organisation, which employees can use to report any suspected breaches of our Code of Conduct. All reported issues are investigated by Internal Audit and reported to the Board Audit Committee.

## Awareness Uplift!

The challenger spirit of the people at RB doesn't end with products. When the UK Vanish team decided they wanted to raise awareness to their involvement in Breast Cancer Campaign's 'Wear It Pink' day, they decided the best way was to think big! Max Wilbaux, Assistant Brand Manager, Vanish, set in motion a project to create the world's largest bra. With no precedents to follow, the project wasn't without its challenges, but an expert team of sailmakers, bra designers and abseilers strived to make it happen. The giant 29.6m x 26.72m pink bra was revealed on ITVs This Morning show on Friday 28th October 2011. The rest is Guinness World Record history. [Click to visit website](#)





## Big ambitions – John Guy

**Nationality** British

**Role** Scientific Services Manager

**Previously** Graduate trainee 2006-8, R&D 2008-11

**Location** China

**Education** University of Leeds, MChem (Industrial), Chemistry 2006

### I know more about female hair removal than most men.

I was working on Veet when I first joined RB and after only six months I got the opportunity to lead a team. It was a baptism of fire but it was a really interesting opportunity, and I got to talk to consumers face to face. It's typical of RB because if anybody's interested in something they can usually get involved.

### I have gone from knowing nothing about aerosols to co-ordinating one of our biggest change projects in fragrances.

It began as a side project to see if we could reduce the use of butane but it became a complete replacement project (see [page 9](#)). When we did some consumer research we realised we needed to look beyond the 'technical envelope' of particle sizes and dosage rates. I ended up presenting our research and 50 or 60 different prototypes I created to the global Air Wick brand manager, and the project was born.

**“There’s a real feeling that you can affect things, whether you’ve been here for one week or 20 years.”**

### I have done some really cool stuff while I was between assignments.

I developed some demonstration techniques for air fresheners, to show customers how well they work. That's not easy because of course you can't see air freshener like you can with something like Cillit Bang. I presented at a trade show in Moscow and after that there was a huge increase in sales. I have also presented to Carrefour and Walmart. It's great that R&D can be an integral part of sales and trade marketing.

### China was the one place I had vetoed but I'll miss it when I leave.

I wanted to work in an emerging market but I had found China to be too big and too busy for someone like me that grew up in a small village near Sunderland in the UK. I was persuaded to give it a go and I've found that where I work in central China is great. It's not too huge and the people are fantastic – friendly and welcoming. The R&D team will grow from five in 2010 to over 30 by the end of 2012, and I'm leading one half, working on household products, quality systems and training.

### The RB culture is completely different.



What I love about RB is that I can get involved in as much as I want to. If you really believe in something you can present the idea and the data to someone and get the chance to do some consumer research to test a prototype. There's a real feeling that you can affect things, whether you've been here for one week or 20 years, and that's quite different from what I've heard of other companies.

## Developing employees in R&D

Our research and development (R&D) capability has grown to more than 1,000 people. That is almost 50% more than in 2006 and the numbers in developing markets have doubled.

It is essential for the individuals and for the company that we invest in development and training. These opportunities are important in attracting people like John Guy, in helping them achieve their potential – and in keeping RB at the forefront of innovation.

Early in their careers, employees in R&D can apply to the Associate Training Programme. This programme aims to develop the self-awareness and leadership skills necessary to excel as an R&D Manager.

In 2011, one of the course modules required teams to construct an overnight shelter and prepare their food over a fire. This setting extended the concepts of leadership and teamwork beyond meeting rooms and job contexts into real life. The Management Training Programme aims to develop the skills, agility and strategic thinking ability that R&D Managers need to excel as R&D Directors.

## A man for all markets – Selim Akis

**Nationality** Turkish

**Role** Global Brand Marketing Manager for Nurofen

**Previously** Assitant Brand Manager & Brand Manager, Vanish, Turkey; Global Brand Manager, Vanish, UK; Senior Brand Manager, Finish, USA

**Location** UK

**Education** BA Business Administration, Bilkent University; MBA, Koc University 2002



**I joined the Vanish team in Turkey and within six months I was leading the Oxi Action launch.** I was in my mid-20s so it was quite daunting but it was a pure team effort. It's one of the great things about RB – you get a lot of responsibility from day one. And if you succeed you move on.

**I hadn't thought about working abroad but when I joined RB and saw how it worked I really wanted to experience other countries.** So I moved to the UK in 2005 as Global Brand Manager for Vanish. I was one of the first people below the Top 400 in the global marketing and R&D area at that time.

**It was a one-year assignment, after which I was supposed to go back but I had got the taste for different countries and I moved to the US.** I worked in New Jersey as the Senior Brand Manager for Finish. At that time it was called Electrasol in North America and we introduced the brand change to Finish and then went on to launch Finish Quantum.



**After a couple of years in the US I came back to the UK as Global Brand Marketing Manager for Nurofen, which is a Top 400 role.** I wanted to move to healthcare, so I could experience a different category which is strategically important for RB. One of the responsibilities in my new role is about defining the brand purpose of Nurofen. We are defining what the brand should stand for and that will underpin the marketing activities for the foreseeable future. It is one of the purest marketing jobs anyone can have.

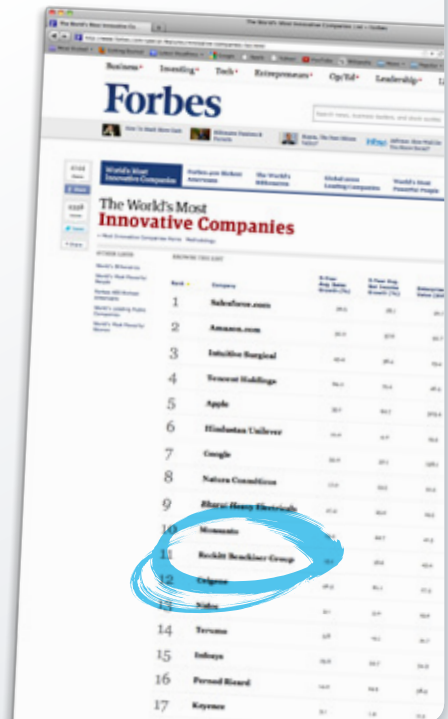
**I think my career so far sums up what's different about RB.** You get much more responsibility than anywhere else and if you really believe in something you get the chance to do it. It's also much quicker getting things done because of the decision-making processes and because we work really effectively as a team – across different functions as well as within marketing.

I'm looking forward to experiencing more new markets, although I wonder if my sons will ever live in Turkey!

## Innovation recognition

The leading business magazine Forbes ranked RB the 11th most innovative company in the world in 2011.

The magazine judged us as one of the leaders in being able to: **'exploit new ideas, products and services to produce dynamic and lucrative new businesses'**.



**“It's been a pleasure to work in three different countries with very different marketing cultures. I've worked with exceptional people from a variety of different backgrounds and parts of the world.”**



# Managing & Reporting Sustainability



## MANAGING SUSTAINABILITY

### Overview of RB's Sustainability policies and positions

RB is governed by a corporate responsibility framework comprising their Code of Business Conduct plus policies, control arrangements and reporting. Policies are available on [rb.com](http://rb.com), and include:

- Environmental policy
- Occupational health and safety policy
- Global manufacturing Standard (for more information, see [page 31](http://page 31))
- Product safety policy
- Animal testing policy
- Whistleblower policy
- Anti-bribery policy

We also have additional policies and positions on specific sustainability topics, such as the responsible sourcing of natural raw materials – including palm oil (see [page 31](http://page 31))

### Our environmental commitment

Reckitt Benckiser is committed to running its business in an environmentally sound and increasingly sustainable manner. We recognise that our processes and products have both direct and indirect environmental impacts and we seek to achieve continuous improvement in our environmental performance with respect to those impacts. We are committed to using energy and natural resources wisely, eliminating and minimising waste where practical, and re-using and recycling where it is sensible to do so. Our policies and programmes look beyond the activities under our direct control to the impacts of our products across the whole lifecycle.

### Occupational health and safety policy statement

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

Specifically, the Company is committed to providing and maintaining:

- control of the health and 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 safety and health at work.

### Governance

#### Corporate Responsibility Framework

Our Corporate Responsibility Framework (below) comprises our Vision and Values, our Code of Conduct, and the core Group policies, control arrangements and reporting arrangements that govern how we conduct our business in the area of sustainability.

#### Code of Conduct

We have made our updated Code of Conduct policies and training programme available in twenty core languages to ensure that employees worldwide receive clear communication and training in this important area.

#### Governance structures and responsibilities

The Board is responsible for the overall Stewardship of the Company, including sustainability and corporate responsibility. The Chief Executive Officer (CEO) is the Board member with specific responsibility for the Company's sustainability policies and performance.

The Executive Committee is responsible for the day-to-day management of the Company and is chaired by the CEO. Its structure reflects the Company's organisation and its members are responsible for sustainability issues within their respective areas and functions.

Our Director of Global Sustainability, Environment, Health and Safety coordinates the sustainability programme on a day-to-day basis. Our Senior Vice President (SVP) of Corporate Communications and Affairs is secretary to the Executive Committee.

She is responsible for our community involvement and much of our stakeholder engagement.

The research & development (R&D) function includes the Regulatory, Safety & Environmental (RSE) services group, which is responsible for ensuring that our products meet regulatory requirements and are safe for their intended use. Our SVP Human Resources (HR) and the global HR function manage our human resources, employee remuneration and benefits, employment practices, organisational development / training and elements of Health and Safety (e.g. stress management).

### The role of the Board

The Board regularly considers and takes account of the significance of environmental, social and governance (ESG) matters and their potential risks to the company, including reputational risks and the opportunities to enhance value that may arise from an appropriate response. The Board undertakes a formal review of ESG matters at least annually. The Board's Audit Committee undertakes a regular review of the arrangements for, and effectiveness of, risk management and internal audit, including ESG matters and reputational risks.

The Directors Report on ESG matters and reputational risks, including an assessment of those risks, is provided in our Annual Report & Financial Statements 2011, [pages 14-16](http://pages 14-16), available at [rb.com](http://rb.com)

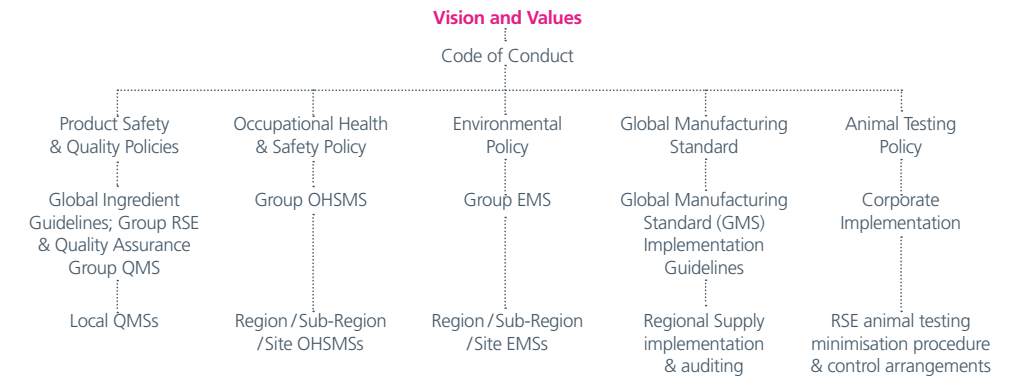
### Corporate governance

Details of our corporate governance arrangements, including Board composition, committee structure, internal control, performance evaluation and details of non-executive and independent Directors and their compensation arrangements, are provided on [pages 18-34](http://pages 18-34) of our Annual Report and Financial Statements 2011, available at [rb.com](http://rb.com)

### 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](http://un.org), and the International Labour Organisation (ILO) eight Fundamental Conventions: [ilo.org](http://ilo.org) The intent of these standards and guidelines, along with others such as the social accountability standard SA8000: [sa-intl.org](http://sa-intl.org), are incorporated in the Company's Code of Conduct and other elements of our Corporate Responsibility Framework, such as our Global Manufacturing Standard.

## Corporate Responsibility Framework



RSE – Regulatory, Safety & Environmental services group; QMS – Quality Management System; OHSMS – Occupational Health & Safety Management System; EMS – Environmental Management System

## MANAGING SUSTAINABILITY

### STAKEHOLDER ENGAGEMENT

#### We talk to stakeholders:

- as part of normal, day-to-day business.
- in connection with specific sustainability issues and programmes.
- in the development of our sustainability reporting.

#### Our key stakeholder groups are:

##### Workplace

- Employees
- Employee collective representatives (e.g. workers councils)

##### Marketplace

- Consumers (the users of our products)
- Customers (the retailers who sell our products to consumers)
- Regulators
- Shareholders and other financial stakeholders
- Suppliers
- Trade associations

##### Community

- Local communities (local to our manufacturing, R&D, office and distribution facilities)
- National and local government
- Non-governmental organisations (NGOs) and consumer organisations
- Civil society

#### 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. This includes departmental meetings, formal feedback tools and electronic surveys, which we carry out all over the world. We translate any opportunities for improvement into plans which are tracked in line with other business critical KPIs.

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 freedoms they have to make decisions, but we can do a better job of setting career expectations. Our Top 400 leaders are now trained in conducting career feedback, and a new global process requiring such feedback was rolled out during 2011.

#### External partnerships

We seek to develop industry-wide solutions to shared challenges. In 2011, our work with external partners included:

- **Corporate Leaders Group (CLG)** on Climate Change, which in 2009 developed the Copenhagen Communiqué for the UN Climate Change Negotiations: [cpi.cam.ac.uk/bep/clgcc](http://cpi.cam.ac.uk/bep/clgcc)
- **Roundtable on Sustainable Palm Oil (RSPO)** promoting the growth and use of sustainable palm oil: [rspo.com](http://rspo.com)
- **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](http://aise.eu)
- **CSPA (Consumer Speciality Products Association) Product Care** [cspa.org](http://cspa.org)
- **AIM Progress** – a forum of consumer goods companies assembled to enable and promote responsible sourcing practices and sustainable production systems: [aim.be/responsible\\_sourcing.htm](http://aim.be/responsible_sourcing.htm)
- **FRAME** funding external research into alternatives to animal testing: [frame.org.uk](http://frame.org.uk)

### 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 is the International Association for Soaps, Detergents and Maintenance products ([aise.eu](http://aise.eu)), which represents, among others, members of the European air freshener 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 has contributed to the update in 2010. This major upgrade introduces Additional Sustainability Procedures for products, supplementing the existing Charter Sustainability Procedures for companies. The Charter logo on packaging recognises our commitment and can only be used by companies committed to the Charter.

#### A.I.S.E Air Freshener Product Stewardship Programme

We have committed to the A.I.S.E. Air Fresheners Product Stewardship Programme, a voluntary industry initiative established in October 2007 ([aise.eu/airfresheners](http://aise.eu/airfresheners)).

Companies signing up to the programme must abide by a set of rules which 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.



### OUR ECONOMIC CONTRIBUTION

#### Cash Value Added

Cash value added is a measure of actual monetary distribution in terms of cash. It is derived directly from the data provided in the Company's Annual Report & Financial Statements 2011. Our cash value added was £3,477million (2010 £2,785m), 81% of which was distributed to employees, shareholders and governments.

Cash Value Added	2009	2010	2011*
Shareholders	648	773	873
Employees	860	933	1062
Governments	512	824	861
Retained in Business	1316	263	668
Capital Providers	4	-8	13
<b>Total Cash Value Added (£millions)</b>	<b>3340</b>	<b>2785</b>	<b>3477</b>

\*Assured by PwC

## MANAGING SUSTAINABILITY

### Materiality

#### Our approach

Following Accountability's 5-Part Materiality Test (see [accountability.org](#)) and the GRI Technical Protocol on Applying the Report Content Principles (see [globalreporting.org](#)), we carried out an assessment of the most material sustainability issues for our business and our stakeholders (see [page 25](#)). We used the 5-Part Materiality test to help us identify the full range of sustainability issues affecting RB and its stakeholders.

Sources we used as part of this process included:

- Issues identified through our existing policies and commitments and by internal stakeholders
- Employee and consumer sustainability surveys
- Reviews of key customer, NGO, competitor, peer, regulatory and trade association sustainability concerns
- A literature review to identify the key sustainability megatrends likely to affect RB

Drawing on the methodology outlined in the GRI's Technical Protocol, we then prioritised these issues, using the following criteria:

- a) Potential to impact on RB's business:
  1. Risks or opportunities from an issue (including potential for long term or short term impact, the likely severity and business criticality of impacts)
  2. RB's preparedness to manage the issue
- b) Importance for stakeholders, determined by:
  1. Stakeholder perception of RB's impacts on the topic
  2. Expectations regarding transparency on the topic
  3. Diversity & range of stakeholders interested in the issue

This materiality assessment process will be completed annually and is managed by the Global Sustainability team and overseen by our VP of Internal Audit.

### Strategic priorities

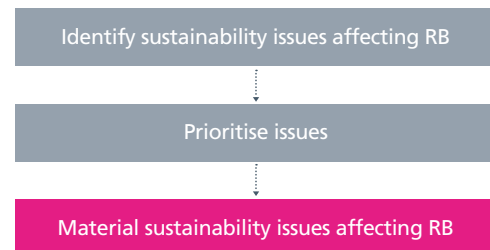
The aspects and risks we have identified are common to fast moving consumer goods (FMCG) companies with well-known brands and are essentially determined by our industrial sectors (Household, Health & Personal Care) and the products we make and sell.

Our strategic priorities therefore remain:

- to achieve continual improvement in our overall environmental performance, focusing on those issues where we can make a significant difference.
- to manage our business in a socially and ethically responsible manner.

We report on the majority of these issues in this report and have management and improvement programmes in place across them all, at Group, regional and/or local levels.

#### Approach to materiality assessment:



### Key issues with potential to have material impacts on the business

#### Environment

- Resource availability and use
- Water quantity and quality
- Greenhouse gas emissions reduction
- Waste management
- Natural raw materials sourcing
- Operational environment, regulatory compliance
- Product (and packaging) use and disposal
- Pollution (including contaminated land)
- Energy use efficiency
- Carbon offsetting
- Product regulation
- Sustainable product innovations

#### Social

- Occupational Health & Safety
- Human rights and labour practices
- Responsible and ethical supply chain
- Animal testing
- Impacts of demographic change
- Transparency on products and ingredients
- Consumer behaviour change
- Talent attraction
- Employee engagement
- Charitable donations / philanthropy

#### Governance

- Sustainability policies and positions
- Corporate governance
- Anti-bribery & corruption
- Code of Business Conduct

## PROGRESS AND PERFORMANCE

### Carbon20

Our Carbon20 target is a 20% reduction per Dose\* in our global products' Total Carbon Footprint by 2020, against a 2007 baseline. RB's 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 on [page 8](#). The system has been developed in general accordance with the requirements and principles of recognized international standards such as PAS 2050:2008 and the GHG protocol and the methodology has been assured by Deloitte LLP and later PricewaterhouseCoopers LLP.

From 2007 – 2011 we achieved an outstanding 21% reduction per Dose in our products' Total Carbon Footprint. This means we have achieved our 2020 goal – eight years early. When the SSL business (Durex, Sholl) is included, this rises to 26%. We also provided consumers with an additional 141 billion Doses in 2011 versus 2007.

This has been possible because the actual growth in our Total Carbon Footprint was kept to only 2.2 millions additional tonnes (9%), despite a 38% growth in the actual use of our products. This suggests that we are being successful in decoupling business growth from our products' climate change impact across their lifecycle.

We have also been making progress towards embedding the consideration of carbon impacts during the design and development phases of our product development processes.

The Carbon20 Calculator, a streamlined LCA tool, has been developed for internal use and is important because it provides our scientists with quick feedback as they are designing the next generation of products. The tool is also used to assess our product pipeline so we know what changes are likely to affect our Total Carbon Footprint over the coming three years as products are launched. A network of Carbon20 Champions has been established across the globe who act as local experts in their respective markets.

In Spain, Italy, Portugal and the Czech Republic, RB sells liquid laundry detergents under the brands Ava, Colon, Xau and Lanza. In 2011, these liquid products were being reformulated according to the AISE's Laundry Sustainability Program on Liquids. This programme resulted in more concentrated formulas, reduced packaging size and clear on-pack communication designed to guide proper dosage. At the same time, we rebalanced the formulation to be more enzymatic in nature. These changes result in over 32,000 tonnes of CO<sub>2</sub> savings per year.

For further information see [carbon20.com](http://carbon20.com)

### Trees for Change

#### Overview

Trees for Change is our ambitious project to offset the CO<sub>2</sub>e (carbon dioxide equivalents) emissions from RB's manufacturing facilities for six years (from 2006 to 2011). This is being achieved through our own large-scale tree planting project on previously deforested land in British Colombia, Canada.

By the end of the project, we will have planted over 6 million native trees from locally produced seeds, offsetting approximately 2 million tonnes of CO<sub>2</sub>e\*\*.

#### Why tree planting?

In addition to measuring our CO<sub>2</sub>e emissions and taking steps to reduce these emissions, we are offsetting the unavoidable emissions from RB's manufacturing facilities from 2006 to 2011. This effectively makes RB's manufacturing, of the around 30 billion products that have been sold during the six year period, carbon neutral.

#### The process

Newly planted trees take in carbon dioxide to live and grow and as a result, they remove carbon from the atmosphere. As a result, it is possible to estimate the average amount of CO<sub>2</sub> taken up by different trees over their lifetime\*. From this information, it is possible to estimate the total number of additional trees that would need to be planted to remove the same amount of carbon as our manufacturing facilities will emit over the project period. Once we had calculated this, we then set about planting the trees. Full scale planting began in 2007 and continues today.

#### 2011 performance

In 2011, we planted over 865,000 trees in addition to carrying out smaller scale fill planting. This means that by the end of 2011, we had planted over 5.4 million trees since the project began.

#### 2012 plans

Planting for our 2011 programme is set to continue until 2015 and from then on we will carry out maintenance to ensure the trees remain strong and healthy for the next 80+ years.

#### Energy use, greenhouse gas and other air emissions

Since 2000, we have reduced energy consumption by 43% per unit of production and 9% in actual energy used. We used 0.53 Gigajoules (GJ) for every 1,000 Consumer Units (CUs) of production in 2011. Our energy and production efficiency programmes are behind this improvement. For example:

- Compressed air upgrades in Belle Mead (USA), Brandon (USA), St Peters (USA), Derby (UK), Sao Paolo (Brazil) and Qingdao (China)

- Upgrading lighting, including moves to LED in Shashi (China), Qingdao (China) and Sao Paolo (Brazil)
- Heat recovery in Chittagong (Bangladesh) and Belle Mead (USA)

#### Greenhouse gas emissions

Greenhouse gas emissions from energy use in manufacturing have fallen by 48% per unit of production since 2000, and total emissions are 16% lower. During 2011 we reduced these emissions by 4% per unit of production; down to 0.042 tonnes of CO<sub>2</sub> per 1,000 CUs. Total emissions were 275,000 tonnes of CO<sub>2</sub> equivalent, 4% less than 2010. 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. As well as improvements in energy efficiency we have made further GHG savings with new technologies and fuels:

- Seven of our sites now use energy from combined heat and power (CHP) plants (see [page 13](#) for Nowy Dwor (Poland) case study) and seven use 'greener' energy such as hydroelectricity or solar power.
- We have replaced some high carbon fuels such as coal and furnace oil with biomass at our Hosur and Jammu sites in India and Semarang in Indonesia.
- We installed solar hot water heating in Johannesburg (South Africa).

We participate in the Carbon Disclosure Project (CDP) on an annual basis. In 2011 we scored 81% for disclosure and level B for performance. See [cdproject.net](http://cdproject.net)

\*a Dose is considered as one consumer use of a product. The technical definition is the amount of each individual RB product required to deliver that product's intended service, either for a single use or for a defined period of time. Specific examples would be one Finish automatic dishwashing tablet for one load of dishwashing or the recommended number of Nurofen tablets for 24 hours of pain relief, etc. In LCA terminology a Dose is the 'functional unit' of consumer use. The number of Carbon20 Doses per year is not comparable to other measures of sales or production volume reported by RB.

\*\* This calculation was performed for RB by an independent third party.

Carbon20	units	2007	2011 (ex. SSL)	2011 (inc. SSL)
Absolute emissions	million tonnes CO <sub>2</sub> e	24.7	26.9	27.9
Total number of Doses provided	billions of Doses	374	515	571
Per Dose of product	grammes CO <sub>2</sub> e /Dose	66.07	52.2	48.91
Reduction versus 2007 baseline	%	0	21%	26%

Trees for Change		2006	2007	2008	2009	2010	2011
Total trees planted (cumulative since 2006)	number of trees	45,000	665,000	2,258,000	3,629,000	4,563,000	5,428,000
Total area acquired for planting	hectares	3,026		1,467		1,545	
Estimate of CO <sub>2</sub> offset by planting	tonnes CO <sub>2</sub> e	896,196		517,510		467,702	



## PROGRESS AND PERFORMANCE

### Other emissions

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.

### Water management

#### Water usage

Since 2000, our water use has decreased by 16% per unit of production, but because of increased output our total consumption has risen by 34%. In 2011 we used 0.93m<sup>3</sup> of water for every 1,000 consumer units (CUs) of production, 2% more than in 2010. Total consumption was 6.1 million m<sup>3</sup>, an increase of 14% on 2010. The increases in our water consumption during 2011 were due to process changes through new product introductions at facilities in Springfield (US), Shashi (China) and Sao Paolo (Brazil). All of these sites increased production in 2011, in particular of more water-intensive products such as liquid detergent in 2011 and their water use rose accordingly. We participate in the Carbon Disclosure Project (CDP) Water Disclosure initiative.

In 2011, we withdrew water from the following sources:

- Public supply – 3,109,583 m<sup>3</sup>
- Private wells – 1,769,740 m<sup>3</sup>
- Rivers – 871,116 m<sup>3</sup>
- Other (including tankers) – 329,360 m<sup>3</sup>

We have reduced water use at several sites. For example;

- Identifying leaks and repairing them at Chalkis (Greece)
- Installing water meters and new piping in Sitarganj (India)
- Raising awareness of water consumption in Johor Bahru (Malaysia)
- Implementing stricter effluent controls in Johannesburg (South Africa) and Karachi (Pakistan)

### Water discharges

We have reduced water discharges by 32% per unit of production but increased by 9% in absolute terms since 2000. In 2011, our water discharges decreased by 2% per unit of production.

We discharged 0.43 m<sup>3</sup> of water for every 1,000 CUs of production in 2011 and 2.8 million m<sup>3</sup> in total. Almost half (46%) of the water we used in 2011 was discharged into water systems. The remaining 54% that went into our products, was in liquid and solid wastes sent off site, or evaporated from cooling and process systems.

In 2011, we discharged water via the following methods:

- Sewers (treated before discharge) – 90,305 m<sup>3</sup>
- Sewers (untreated before discharge) – 577,566 m<sup>3</sup>
- Other e.g. Rivers (treated before discharge) – 1,048,185 m<sup>3</sup>
- Other e.g. Rivers (untreated before discharge) – 238,200 m<sup>3</sup>

### Waste management

We have reduced our total waste generation by 7% per unit of production since 2000 but the total waste volume has increased by 50%. 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. We created 0.010 tonnes of waste for every 1,000 CUs of production in 2011, of which 12% or 0.001 tonnes per 1,000 CUs is hazardous and is disposed of in accordance with local legislative requirements. This was 1% per unit of production lower than in 2010 but hazardous waste was 20% higher per unit of production. Our total waste in the year increased by 12% and hazardous waste increased by 36%. For this year's report, we have excluded all waste from our Johannesburg site from our data (2000 - 2011) due to data quality concerns. We hope to incorporate this data again in our 2012 Sustainability Report. Continual improvement of our waste management since 2000 has reduced hazardous waste generation by 30% per unit of production.

### Environment, health and safety management systems

Our goal is for all RB-owned manufacturing sites to have implemented functioning EHS management systems externally certified to ISO 14001 and OHSAS 18001. We will report annually on our progress. At the end of 2011, 47% (42% in 2010) of our factory sites, where we have overall management responsibility, held OHSAS 18001 certification and 52% held ISO 14001 certification. All our factory sites are currently working towards developing certified systems by the end of 2014. Our Group H&S management system continues to be certified as compliant with OHSAS 18001.

During 2011, to further strengthen our existing EHS management systems, we:

- Rolled out H&S Leadership Training at more than 80% of our factory and warehouse sites. These training sessions were attended by more than 900 RB employees.

- Commissioned external EHS legal compliance and data assurance reviews at more than 15% of our factory sites.
- Completed compliance assessments at 50% of our aerosol manufacturing sites against the requirements of our own internal Aerosol Manufacture Process Safety Standard.

### Environmental and occupational safety prosecutions and fines

A single £400 fine was levied on our factory in Turkey for the non-reporting of a minor accident (which resulted in no employee work days being lost) which occurred during 2009. None of our other 71 factory, logistics centres and R&D sites suffered H&S related fines or were prosecuted for H&S legal non-compliances during 2011.

In 2011, one site, Belle Mead in the US, was fined \$3000 for late submission of storage tank integrity test results. Granollers, in Spain was fined €600 for a wastewater compliance issue.

Systems / regulatory		2009	2010	2011
<b>Management systems</b>				
Manufacturing sites covered by ISO 14001	total	18	18	25
Manufacturing sites covered by ISO 14001	%	42	42	52
Manufacturing sites covered by OHSAS 18001	total	15	20	23
Total manufacturing sites for health and safety data	total	44	48	49
Manufacturing sites covered by OHSAS 18001	%	34	42	47
<b>Internal EHS audits</b>				
Facilities audited by EHS function (inc. data audits)	%	44	31	16
<b>Prosecutions and fines</b>				
Environmental prosecutions	number	0	1	0
Environmental fines	number	0	4	2
Health and Safety prosecutions	number	1	1	0
Health and Safety fines	number	1	3	1



## PROGRESS AND PERFORMANCE

### Significant spills

We record spills via our regular environmental reporting system. In 2011, there were no spills from our manufacturing sites which had a significant impact on the environment. We collected information on 24 minor spills at 9 sites in 7 countries. These spills were a range of materials. The largest of these were at our factory in Porto Alto, Portugal due to mechanical failure, and at our factory in Mira, Italy where a tanker leaked.

### Biodiversity

Six RB sites are close to protected biodiversity areas (e.g. Nature conservation zones) or any area of high biodiversity value.

- **Derby (UK)** – A small brook runs through the site
- **Hull (UK)** – The site is within two kilometers of a Site of Special Scientific Interest (Humber Estuary)
- **Nowy Dwor (Poland)** – The site's wastewater discharge point is close to a "Nature 2000" area
- **Porto Alto (Portugal)** – The site is close to a nature conservation area

- **Redruth (UK)** – The site is approximately three kilometres from a Site of Special Scientific Interest – the West Cornwall Bryophytes
- **Sitarganj (India)** – The Jim Corbett National Park is approximately 25 kilometres from the site.

Excluding Sitarganj, which has installed air pollution control devices and monitors air emissions, these sites are not required to implement any additional measures to protect biodiversity. Our site level environment, health and safety management systems identify, prioritise and manage environmental aspects and impacts, including biodiversity where appropriate.

Energy, water and waste	units	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	% Change vs 2010	% change vs 2000
Production volume*	million CUs	4,187	4,052	3,951	4,035	4,175	4,107	4,417	4,689	5,061	5,268	5,774	6,511	13%	61%
<b>Energy usage</b>															
Per unit of production	GJ per 1000 CU	0.9248	0.9263	0.8564	0.8457	0.8082	0.7632	0.7043	0.6325	0.5914	0.5957	0.5636	0.5262	-7%	-43%
Absolute usage*	million GJ	3.87	3.75	3.38	3.41	3.37	3.13	3.11	2.97	2.99	3.14	3.25	3.43	5%	-9%
<b>Greenhouse gas emissions from manufacturing</b>															
Per unit of production	tonnes CO <sub>2</sub> e per 1000 CU	0.0791	0.0795	0.0739	0.0726	0.0722	0.0688	0.0626	0.0563	0.0520	0.0486	0.0432	0.0416	-4%	-48%
Absolute emissions*	thousand tonnes CO <sub>2</sub> e	331.4	322.2	292.0	293.1	301.3	282.7	276.6	264.1	263.3	255.8	249.7	270.9	8%	-16%
<b>Fresh water usage and discharge</b>															
Water use – per unit of production	m <sup>3</sup> per 1000 CU	1.103	1.117	1.027	1.245	1.210	1.155	1.119	0.970	0.886	0.885	0.920	0.934	2%	-16%
Water use – absolute*	million m <sup>3</sup>	4.619	4.524	4.057	5.023	5.053	4.745	4.944	4.546	4.482	4.664	5.311	6.080	14%	34%
Water discharge – per unit of production	m <sup>3</sup> per 1000 CU	0.618	0.626	0.580	0.726	0.661	0.600	0.569	0.484	0.406	0.403	0.435	0.427	-2%	-32%
Water discharge – absolute*	million m <sup>3</sup>	2.587	2.538	2.290	2.929	2.760	2.464	2.512	2.268	2.054	2.124	2.513	2.778	11%	9%
<b>Waste</b>															
Total waste generation – per unit of production	tonnes per 1000 CU	0.0129	0.0111	0.0109	0.0105	0.0107	0.0109	0.0123	0.0116	0.0116	0.0116	0.0104	0.0104	-1%	-7%
Total waste generation – absolute*	thousand tonnes	54.00	45.10	42.89	42.44	44.58	44.80	54.14	54.17	58.61	61.35	60.24	67.48	12%	50%
Hazardous waste generation – per unit of production	tonnes per 1000 CU	0.0022	0.0018	0.0013	0.0014	0.0014	0.0013	0.0012	0.0011	0.0008	0.0010	0.0011	0.0013	20%	-30%
Hazardous waste generation – absolute*	thousand tonnes	9.16	7.28	5.27	5.48	5.70	5.16	5.24	5.11	4.30	5.10	6.07	8.23	36%	13%
Total waste recycled (inc. hazardous waste)	% of total waste	no data	61%	60%	61%	63%	68%	70%	67%	68%	73%	75%	72%	-4%	n/a

\*assured by PwC in 2009-11

## PROGRESS AND PERFORMANCE

### Our approach to product packaging

Packaging is essential to securely and safely contain our products. However, it is a very visible source of waste once the products have been used. 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

Our main packaging materials are:

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

### Product Safety and ingredient removal programmes

#### Product Safety

Our product safety policy (available at [rb.com](http://rb.com)) sets out our approach. It is applied to all our products through a global product safety programme comprising product safety guidelines, standards and procedures. More than 300 people in our worldwide regulatory, safety & environmental (RSE) services and regulatory groups implement the product safety programme. It is used daily at our research & development (R&D) centres and manufacturing facilities.

RSE works across all of our business functions, especially with category research & development (R&D) teams on new products. RSE is responsible for ensuring the safety and regulatory compliance of our products for their intended use and across all of their lifecycle stages. Regulatory teams in individual national businesses work alongside our global RSE and R&D functions to ensure that we correctly understand and comply with all national product regulations.

#### RB's Global Ingredient Guidelines

We have been reviewing ingredients for the past ten years and continue a range of ingredient removal programmes above and beyond regulatory requirements. Our objective is to continually improve the environmental and safety profile of our products, by systematically removing specific ingredients from product formulae and packaging /device component specifications, where alternatives exist.

These Global Ingredient Guidelines combine some regulatory requirements, safety and PR positions for generic ingredient groupings, plus specific directions on the use (or the prohibition of use) of specific raw materials/ingredients to assist formulators and other Company employees in the development and marketing of products that meet these commitments

The table outlines our ingredient removal achievements over the past five years<sup>1</sup>.

#### Transparency on ingredients

We publish lists of ingredients for our products:

- EU [rbeuroinfo.com](http://rbeuroinfo.com)
- North America and Canada [rbnainfo.com](http://rbnainfo.com)
- Australia [rb-msds.com.au](http://rb-msds.com.au)

We also supported an educational website, [chemistryinyourcupboard.org](http://chemistryinyourcupboard.org), which explains more about our ingredients for selected products.

### Product quality and consumer satisfaction

We are committed to consistently delivering the highest quality products. We build in quality at the product design stage and aim to minimise quality risks across our supply chain, so we can stop quality issues before they arise. Our Quality organisation includes 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 has a network of dedicated teams, to support any consumer contact, accessed via the contact details published on product packs. This consumer feedback is continually reviewed for product issue trends and used by our quality teams to help enable continuous product improvement.

RB has a full set of global executive reporting routines that enable us to see the level of consumer dissatisfaction compared to the level of products sold, using industry standards of measure (Complaints Per Million sold ) plus periodically survey additional consumer satisfaction directly during or after their initial contact with our consumer relations centres.

In 2011, we reduced the level of consumer complaints by 6.7%. RB is committed to providing consumers with the highest level of quality products. To support this, the role of Consumer Relations is to be the voice of the consumer to the organisation to ensure continuous improvement of our products to gain the trust and loyalty of our consumers.

#### Ingredients removed from global product formulas

Ingredient	% reduction to date	completion date	Comments
Parabens (methyl, ethyl, butyl, propyl, isoparabens)	0%	2015	Reduction programme (excluding medically licenced products)
Chlorpyrifos	100%	end 2009	
Boron Compounds	100%	end 2009	Removal / reduction to meet threshold levels established in the European Union
PVC Packaging of Household products	100%	end 2009	Healthcare 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)	100% 100%	end 2009 end 2007	
Brominated Flame Retardants	100%	end 2007	
Formaldehyde-donor preservatives Formaldehyde	100% 100%	end 2009 end 2006	
APE's / NPE's	100%	end 2006	
Dichlorvos	100%	end 2006	
Glycol Ethers (Monoethylene series)	100%	end 2006	
Paradichlorobenzene (PDCB)	100%	end 2006	

<sup>1</sup> Note: Through acquisitions the Company can periodically acquire additional products which contain ingredients previously removed from its global product formulas; when this happens acquisition-specific ingredient removal programmes are undertaken, to bring those newly acquired products into line with previously completed ingredient removal programmes.

## PROGRESS AND PERFORMANCE

### Our approach to responsible supply chain management

Our worldwide supply chain includes thousands of businesses providing us with everything from raw materials and packaging, through logistics and warehousing, to office supplies. Some of our suppliers are large, multinational companies with substantial business and ethical conduct programmes of their own. Smaller, local companies – for example in our Developing Markets area – may not have such formal conduct programmes in place, but they can still be excellent suppliers. We do not have a formal policy on preferring locally based suppliers. Supplier selection includes quality, cost, location and compliance to our Code of Conduct and Global Manufacturing Standard (GMS).

Our responsible and ethical supply chain programmes focus on:

- manufacturers who make products on our behalf, particularly in our Developing Markets area.
- suppliers of raw and packaging materials and suppliers of warehousing and transport services in our Developing Markets area.

We have continued to assess suppliers (and ourselves) against our Global Manufacturing Standard (GMS), while also working with other international companies to create a common approach to supplier assessment under the AIM-PROGRESS initiative. This global programme is developing a collaborative approach to supply chain assessment in our industry, reducing unnecessary duplication and complexity. We also participate in the Carbon Disclosure Project (CDP) supply chain project where we ask selected

suppliers to provide us with information on their carbon emissions. This helps us to identify risks and opportunities in our supply chain – and to further reduce our total carbon footprint.

### Global Manufacturing Standard

Our GMS defines the minimum requirements that must be met by all facilities that manufacture, assemble or distribute products on behalf of Reckitt Benckiser Group plc companies, including both our own and our third party suppliers' facilities.

Our requirements cover seven specific, fundamental principles, which reflect international standards for human rights, working conditions, health and safety and environmental protection:

- No child labour – limitation of work by young workers.
- No forced labour.
- A safe and healthy working environment.
- Freedom of association.
- No discrimination – equal opportunities and rights.
- Reasonable terms and conditions of employment.
- Protection of the environment.

The requirement to comply with our GMS forms a standard part of our contracts with suppliers and our GMS implementation guidelines provide the basis for self-certification and audit against the fundamental principles set out above.

A copy of the GMS is available on our corporate website [rb.com](http://rb.com). Our internal GMS implementation guidelines are available on request.

### Progress so far

To date we have not identified any critical non-compliance issues such as under-age working. We have identified non-compliance related to health and safety standards and have taken action to address the issues we found. We are working with these suppliers to continually monitor the situation at those sites. We ensure that suppliers:

- are frequently visited by senior and middle managers in our R&D and Supply functions. They provide additional 'eyes and ears' and report potential issues they come across.
- are required to comply with our GMS through the terms of our contract.
- may be subject to separate environmental and health and safety (EHS) inspections and audits where we believe these are necessary.

We also encourage our suppliers to participate in the Supply Chain Leadership Collaboration, an initiative of the Carbon Disclosure Project (CDP). This requires measuring and managing their greenhouse gas emissions, and ultimately reducing the total carbon footprint of their emissions.

### Responsible sourcing of natural raw materials

RB is committed to the responsible sourcing of natural raw materials. We have a number of internal standards and processes to help ensure this. Our Global Sustainability team set the standards and advise on implementation. Our Supply organisation (including manufacturing and procurement) are responsible for distributing and monitoring against the standards. We participate in the Forest Footprint Disclosure Project [forestdisclosure.com](http://forestdisclosure.com) annually.

### Sustainable palm oil

RB is a member of the Roundtable on Sustainable Palm Oil (RSPO), which was established in 2003 to promote the growth and use of sustainable palm oil through co-operation within the supply chain. We fully support a moratorium on any further deforestation associated with the cultivation of palm oil. In addition, we are working with our suppliers and others in the industry to seek the world's major palm oil supplies being drawn from certified, sustainable sources by 2015.

### Transport and logistics

We use transport contractors to move our products by road, sea, rail and sometimes air. As we do not have operational control of these companies we do not have direct control over their greenhouse gas emissions but we have begun to collect data from them and work with them to 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 water ways and inland sea shipping.

This will increase our efficiency and reduce our total carbon footprint, contributing to our Carbon20 goals.

Supply chain	units	Road	Boat	Air	Rail	Total
<b>Logistics 2011</b>						
Total transport	million tonne-kilometres	3,964,959,265	1,272,852,212	47,733,445	528,405,846	5,813,950,768
Total transport CO <sub>2</sub> emissions per consumer unit	tonnes CO <sub>2</sub> e	0.0545	0.0025	0.0049	0.0026	0.0645
Total transport CO <sub>2</sub> emissions – absolute	tonnes CO <sub>2</sub> e	355,022	16,038	31,956	16,703	419,720
Total transport CO <sub>2</sub> emissions – split	%	85%	4%	8%	4%	100%

NOTE: In 2011 we collected data for our key partners as well as six of our largest geographies. We used this information and 2010 data to extrapolate to the whole business for the data in the chart

Raw materials	unit	2010	2011
<b>Top 5 raw materials used*</b>			
Total amount	million metric tons	0.97	0.99
% that is salts, organic matter, hydrocarbons, acids, minerals and metals	%	85	85

\*assured by PwC

## PROGRESS AND PERFORMANCE

### Our people

#### Remuneration and benefits

Total remuneration has increased in line with the increased number of employees and our remuneration policy that encourages, reinforces and rewards the delivery of shareholder value.

The total remuneration paid to employees in 2011, including Directors, was £1062 million (2009: £933m). 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 provides support for employees who move internationally. Additional benefits help them face the challenges of moving to a foreign country, and compensate people for differences in pay and living costs.

#### A strong yet 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.

Ensuring, facilitating and driving diversity in its broadest sense has helped drive the success of the Company to date:

- 20% of the Board is female and 50% is non-UK nationals;
- 22% of the Executive Committee is female and 78% is non-UK nationals; and
- 15% of the Top 40 managers is female and 75% is non-UK nationals.

Additionally, 13% of the Top 40 managers can be classed as Black or minority ethnic (BME). When added to the number of female Top 40 managers, 28% of the Top 40 managers come from the groups usually under-represented in most organisations.

The recent appointments to the CEO and CFO roles and the addition to the Executive Committee were two females and one BME.

See p22 of our Annual Report for more information on our position on Boardroom diversity.

#### Development and training

Development and training is an important part of attracting and motivating talented people. It can help people to achieve their full potential and helps RB maintain our competitive edge. We provide site-level, regional, area and global training and awareness programmes on functional competencies and personal skills. For example, around the world in 2010, our training programme provided courses in: leadership; business & organisation; people management & development, marketing, sales and finance. Other training programmes include health and safety, environment, quality and preventative maintenance.

Most 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 different or more senior roles in the future.

The Group trains and develops its management pipeline through formal training programmes focusing on three areas – leadership skills, functional skills and general skills – and through a deliberate policy of training on the job. The Group has 25 formal training modules for middle management and Top 400 international managers (T400).

During 2011, the Group ran over 80 courses on these modules, training over 652 people. Management is international and is trained through rotation in international postings both in countries and in the Group's central functions. Succession planning is a critical management discipline and is reviewed annually (at least) by the full Board and the Executive Committee.

### Equal opportunities and diversity

We employ, promote and reward people based on their skills, abilities and achievements, regardless of gender, race or other personal characteristics. We seek to encourage, recognise and reward four core values:

- Achievement
- Ownership
- Entrepreneurship
- Team Spirit

HR	units	2009	2010	2011
<b>Staff numbers**</b>				
Europe	000s	11.7	12.3	16.7
North America and Australia	000s	3.6	3.7	4
Developing Markets	000s	9.2	10.8	16.5
RB Pharmaceuticals	000s	0.4	0.4	0.6
total	000s	24.9	27.2	37.8

#### Remuneration\*\*

Total employee remuneration	£m	860	933	1062
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#### Diversity

Nationalities in management - Board*	Number at 31 December	6	6	6
Nationalities in management - Exec Committee*	Number at 31 December	6	6	7
Nationalities in management - Top 40*	Number at 31 December	14	14	16
Nationalities in management - Top 400*	Number at 31 December	47	47	45
Nationalities in global employees*	Number at 31 December	104	104	106
Black or minority ethnic - Executive Committee	% at 31 December	-	-	11
Black or minority ethnic - Top 40	% at 31 December	-	-	13
Women employed - Board*	% at 31 December	10	10	20
Women employed - Executive Committee*	% at 31 December	0	0	22
Women employed - Top 40*	% at 31 December	8	13	12
Women employed - Top 400*	% at 31 December	16	17	14
Women employed - Global employees*	% at 31 December	40	40	40

The Top 400 includes the Top 40, the Top 40 includes the Executive Committee

2011 global employee data for women is based on data for 23,167 global Group employees, which is 61% of the average number of people employed by the Group during 2011. 2011 global employee data for nationalities is based on 19,673 global Group employees, which is 52% of the average number of people employed by the Group in 2011.

\*assured by PwC (\*\* assured by PwC as part of the RB 2011 Annual Report)



## PROGRESS AND PERFORMANCE

### Business Conduct

Our Code of Conduct sets out the principles and ethical values we want to uphold. It is available at [rb.com](http://rb.com). Senior managers across the company are required by Internal Audit to report and sign-off on compliance with the Code every year. The Board Audit Committee monitors the findings of this certification process.

### Whistleblower Helpline

Our Whistleblower Helpline is a confidential free phone number in each country, operated by an external organisation, which employees can use to report any suspected breaches of our Code of Conduct. Any reported issues are investigated by Internal Audit and appropriate action is taken. This process is reported to and overseen by the Board Audit Committee.

### Human and labour rights

We believe human rights at work are an absolute and universal requirement. In countries where we operate we aim to support progress on human rights issues in accordance with what can reasonably be expected from a commercial organisation. We subscribe to the principal international standards and guidelines for human rights and working conditions. Our Code of Conduct and Global Manufacturing standard enshrine our approach to protecting human and labour rights at work.

### Health and Safety

#### Approach

We seek to prevent accidents, injuries and occupational ill health at all locations under our control. Our occupational health and safety (OHS) policy, objectives, responsibilities and control arrangements are available at [rb.com](http://rb.com). We make some assumptions when calculating working hours (used for our lost working day accident rate data).

### 2011 Performance

#### During 2011:

Our Group occupational health & safety management system was audited and recertified as compliant with OHSAS 18001. This gives assurance that Group-level H&S control arrangements are suitable and sufficient.

No fatalities were suffered at RB factory, LC and R&D sites.

No legal prosecutions were brought against RB factory, LC and R&D sites.

Our factory, LC and R&D site lost work day accident frequency rate (LWD accident FR) fell by more than 20% compared to 2010.

Since 2001 our LWD accident FR has been reduced by more than 92%.

We rolled out H&S Leadership Training at more than 80% of our factory and warehouse sites. These training sessions were attended by more than 900 RB employees.

We commissioned external EHS legal compliance and data assurance reviews at more than 15% of our factory sites and carried out compliance assessments at 50% of our aerosol manufacturing sites against the requirements of our own internal Aerosol Manufacture Process Safety Standard.

Health and Safety*	units	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Lost working day accident rate (LWD AR)**	per 100,000 hours	1.340	0.815	0.577	0.404	0.324	0.338	0.220	0.182	0.142	0.136^^	0.105
Employee fatalities	number	(1)^	0	0	0	0	0	0	0	0	0	0
Contractor fatalities	number	1	0	0	0	0	1	0	0	1	3	0
Severe accidents***	number	8	1	5	2	5	5	2	2	1	2	0

\*assured by PwC in 2009-11

\*\* at manufacturing, warehouse and R&D sites

\*\*\* a severe accident is any permanent disability, including loss of sensory or motor dexterity e.g. loss of a fingertip

^ suspected suicide

^^ restated 2010 figure due to the removal of 3 joint venture sites and amended data for Johor Baru and Johannesburg from previously published data (0.139). PwC assured the original 2010 data.

## APPROACH TO REPORTING

### Our approach to reporting

This report is a key part of our continuing communication with stakeholders on our approach to and management of social and environmental issues and risks. While we seek an open and transparent dialogue with stakeholders, we maintain a focus on material issues where we can make a real difference – which is an integral part of our culture and is reflected in the content of this report.

### Audiences for this report

The report is primarily aimed at audiences that have shown most interest in our sustainability management and performance during 2011: employees, trade customers, shareholders/investors, consumers of our products, and advocacy and campaign groups with an interest in the impacts of our products, operations or supply chain.

### Reporting standards

We continue to report in line with the Global Reporting Initiative's Sustainability Reporting

Guidelines – Version 3.0 (GRI G3)

[globalreporting.org](http://globalreporting.org) A GRI Content Index and Application Level Table is provided at [rb.com](http://rb.com)

It provides a navigational tool for those looking for specific information in relation to the GRI's G3 Guidelines and includes the indicators that we have not reported on. 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. This report is part of an integrated approach to reporting our total performance. We report annually on calendar year data.

Our Annual Report and Financial Statements 2011 provide:

- information necessary for an understanding of the development, performance and position of the business of the Company relating to environmental matters (including the impact of the Company's business on the environment), its employees, and social and community issues ([page 7](#)) in line with the Companies Act 2006.
- information on our management of Environmental, social and governance (ESG) matters and reputational risk ([page 15](#)) in line with the Association of British Insurers (ABI) Guidelines on Responsible Investment Disclosure. We also publish regularly updated financial and non-financial information, made available on our corporate website, including a corporate responsibility section which contains our latest external benchmarking results, a library of our policies, and copies of our non-financial reports since 2000.

### Key Performance Indicators

The Key Performance Indicators (KPIs) that we use in this report are determined by:

- the significant sustainability aspects of our operations (see [page 26](#)).
- independent, external sources of guidance on the indicators that we should be using to measure and report on those significant sustainability aspects (see below).
- the indicators that are most practical to use and add most value across our business and supply chain.

The GRI G3 performance indicators provide our main 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).

### Evolution in the scope of environmental performance data presented in this report

Year	Operational factories providing data (%)	R&D centres providing data (%)	Comments
2011	48 (100%)	8 (100%)	Increased number of factories due to SSL acquisition.
2010	43 (100%)	8 (100%)	The number of factories and R&D centers remains the same.
2009	43 (100%)	8 (100%)	The number of factories remains the same; 1 new R&D centre reporting for the first time
2008	43 (100%)	7 (100%)	1 factory acquired with Adams; 3 new factories reporting for the first time; 4 factories closed; 1 R&D centre closed; 1 new R&D centre reporting for the first time
2007	43 (100%)	7 (100%)	2 factories closed; 1 factory acquired; 1 new R&D centre
2006	44 (100%)	6 (100%)	3 factories closed; 1 new factory opened; 2 factories and 1 R&D centre acquired with BHI
2005	43 (100%)	5 (100%)	1 factory closed
2004	44 (100%)	5 (100%)	2 factories closed
2003	46 (100%)	5 (100%)	1 new factory reporting for the first time; 4 factories closed
2002	49 (100%)	5 (100%)	1 factory sold; 2 factories closed
2001	52 (100%)	5 (100%)	All R&D centres included; 1 new factory reporting for the first time; 1 factory closed
2000	52 (100%)	2 (40%)	Only R&D centres within factory sites included

## INDEPENDENT ASSURANCE

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

We have been engaged by the directors of Reckitt Benckiser plc (Reckitt Benckiser) to perform an independent limited assurance engagement in respect of the information set out below and included in Reckitt Benckiser's online Sustainability Report 2011 (the Sustainability Report) for the year ended 31 December 2011.

### What we did and our conclusions

We planned and performed our work, summarised below, to obtain the evidence we considered necessary to reach our assurance conclusions on the Selected Information. The scope of our work was restricted to the Selected Data for the year ended 31 December 2011 and does not extend to information in respect of earlier periods or to any other information in the Sustainability Report. We provided an assurance opinion over selected 2009 and 2010 information in the prior years.

### What we are assuring ("Selected Information")

The Selected Information marked with the '\*' as set out in the Sustainability Report (on pages 25 - 33), that consists of:

- The data for the year listed in the table on the back cover of the Sustainability Report under the headings Environment, Health and Safety at work and Social Performance (together the Selected Information) which has been prepared based on the Reporting Criteria document set out in the Sustainability Report.
- The Director's declaration on page 40, on the level of application of the principles of the Publicly Available Specification (PAS) 2050:2008 and the WBCSD-WRI GHG Protocol

(the GHG Protocol) in respect of the Carbon20 Methodology.

### How the information is assessed ("Reporting Criteria")

Reckitt Benckiser's Reporting Criteria document (within the Sustainability Report) sets out how the Selected Information is measured, recorded and reported.

Reckitt Benckiser's Carbon20 Basis of Reporting (within the Sustainability Report) sets out the Carbon20 methodology.

### Professional standards applied<sup>2</sup> and Level of assurance<sup>3</sup>

ISAE 3000 and ICAEW Code of Ethics. Limited assurance.

### Understanding reporting and measurement methodologies

There is not yet an established practice for evaluating and measuring the Selected Information. The range of different, but acceptable, techniques used can result in materially different reporting outcomes which may affect comparability with other organisations. It is therefore important to read and understand the Reporting Criteria and the Carbon20 Basis of Reporting (within the Sustainability Report) that Reckitt Benckiser has used to evaluate and measure the Selected Information.

### Work done

We performed the following activities:

- Made enquiries of relevant Reckitt Benckiser management;
- Evaluated the design and implementation of key processes and controls over the Selected

Information. This did not extend to testing that the controls operated as intended for the period under review;

- Assessed the source data used to prepare the Selected Information for 2011, including re-performing a sample of calculations;
- Carried out analytical procedures over the Selected Information;
- Limited substantive testing on a selective basis of the Selected Information, and
- Assessing the disclosure and presentation of the Selected Information.

### Reckitt Benckiser's responsibilities

The directors of Reckitt Benckiser are responsible for:

- Designing, implementing and maintaining internal controls over information relevant to the preparation of Selected Information that is free from material misstatement, whether due to fraud or error;
- Establishing objective assessment and Reporting Criteria for preparing the Selected Information;
- Measuring Reckitt Benckiser's performance based on the Reporting Criteria document and the Carbon20 Basis of Reporting; and
- The content of the Sustainability Report 2011.

### 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 conclusions to the directors of Reckitt Benckiser.

### Our conclusions

As a result of our procedures nothing has come to our attention that indicates the

- Selected Information for the year ended 31 December 2011 is not prepared in all material respects in accordance with the Reporting Criteria.
- The Director's declaration that Reckitt Benckiser's Carbon20 Methodology is not in line with the principles of Publicly Available Specification (PAS) 2050:2008 and the GHG Protocol is not fairly stated in all material respects.

This report, including our conclusion, has been prepared solely for the directors of Reckitt Benckiser as a body in accordance with the agreement between us, to assist the directors in reporting Reckitt Benckiser's sustainability performance and activities. We permit this report to be disclosed in the Sustainability Report for the year ended 31 December 2011, to enable the directors to show they have addressed 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 directors as a body and Reckitt Benckiser for our work or this report except where terms are expressly agreed between us in writing.

PricewaterhouseCoopers LLP  
Chartered Accountants, London  
25 May 2012



#### Note:

1. The maintenance and integrity of Reckitt Benckiser's website is the responsibility of the directors; the work carried out by the assurance provider does not involve consideration of these matters and, accordingly, the assurance provider accepts no responsibility for any differences between the Sustainability Report of Reckitt Benckiser on which the assurance report was issued or the assurance report that was issued and the information presented on the website.

2. We comply with International Standard on Assurance Engagements 3000 – 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' issued by the IAASB, and with the applicable independence and competency requirements of the Institute of Chartered Accountants in England and Wales (ICAEW) Code of Ethics. To comply with those standards, our work was carried out by an independent and multi-disciplinary team of sustainability and assurance specialists.

3. Assurance, defined by the International Auditing and Assurance Standards Board (IAASB), gives the user confidence about the subject matter assessed against the reporting criteria. Reasonable assurance gives more confidence than limited assurance, as a limited assurance engagement is substantially less in scope in relation to both the assessment of risks of material misstatement and the procedures performed in response to the assessed risks.

## REPORTING CRITERIA

This section sets out the principles and methodologies we have used in reporting sustainability performance data for 2011 in our Sustainability Report 2011 (“the Sustainability Report”); it should be read in conjunction with the Carbon20 Basis of Reporting 2011 for the year ended 31st December 2011.

### 1 - Our general reporting principles

#### We have sought to ensure that:

- the reported data accurately reflects our performance and serves the general needs of the Sustainability Report’s users.
- the data is meaningful and consistent with:
  - the definitions, scope and boundaries stated in these Reporting Criteria
  - the Carbon20 Basis of Reporting 2011 (dated May 2012), at [carbon20.com](http://carbon20.com)
- any specific, material exclusions are stated and explained.
- we use consistent methodologies year-to-year wherever possible and unless otherwise stated, to allow for sustainability performance comparison over time; any material changes in measurement methodologies versus the previous reporting year are made clear.
- we are clear regarding the use of assumptions we make and regarding our measurement and calculation methods.
- we report transparently such that the Sustainability Report’s users can have confidence in the integrity of the data and information we report.

#### Uncertainty and estimates, assumptions & extrapolations

Every effort has been made to capture all relevant data globally, however it is not always feasible or practical to capture every single item of data across or relevant to our global operations, particularly in connection with some parts of the ‘Scope 3’ elements of our global products lifecycle carbon footprint which are outside of our direct / indirect control, in relation to our Carbon20 programme measurement system. Where we have made

estimates, assumptions or extrapolations to cover such occasions we make this clear in the Sustainability Report.

#### Restatement of reported data

We undertake continual, year-on-year improvement in our sustainability reporting processes and controls. Where it makes data and performance trends between years more comparable, and / or where any variance in prior years data has been identified, we restate that data in the Sustainability Report.

As stated in Basis of Reporting in the Sustainability Report, we do therefore include some revised numbers in our Sustainability Report 2011 for several parameters for several previous years, however:

- most of those revisions are of less than +/- 1% of the number previously reported for our annual performance of a parameter;
- one of those revisions, for hazardous waste, is material (i.e. a +/- variance of 5% or more of the number previously reported for our annual performance of a parameter);
- another is for Carbon20. We continually improve our Carbon20 methodology, data and assumptions. For 2011, we have continued to review the assumptions made around certain consumer use categories which where appropriate have been backdated.

With regard to Carbon20, integration of the GHG emissions associated with the SSL business acquired by RB in 2010 has been important. Whilst we have sought to apply existing Carbon20 methodology to these emissions, delays in the integration of business systems from SSL and RB have meant that some primary source data for former SSL products has not been available in particular for the consumer use element of the calculation. We have therefore, as an interim measure for 2011, had to make more assumptions and extrapolations for consumer use of former SSL products than for the more established RB products. We have also streamlined some data collection processes for the minor parts of the footprint such as office energy emissions, logistics and air travel which has increased the

extrapolation but this increased extrapolation is estimated to be less than 0.5/1% (TBC) of the total footprint. Whilst these changes only apply to the 2011 footprint methodology, we have also continued to review the assumptions made around certain consumer use categories, this has resulted in some changes which have been backdated for consistency. Consequently, in the 2011 Sustainability Report we have re-stated figures previously reported for our total carbon footprint (Carbon20) for 2007, the baseline year.

#### Reporting Boundaries

Our Sustainability Report 2011 provides data and information for the period 1 January 2011 to 31 December 2011 across all Reckitt Benckiser Group companies globally, as follows:

- Environment: the 48 manufacturing facilities and 8 R&D centres over which we had operational control on 31 December 2011; and, in terms of our global products lifecycle carbon footprint, as reported for our Carbon20 programme, the ‘Scope 1, 2 & 3’ greenhouse gas emissions in terms of carbon dioxide equivalents (CO<sub>2</sub>e) associated with all stages of our global products lifecycle footprint, in line with the principles of PAS2050 and the GHG Protocol (see Carbon20 Basis of Reporting 2010 at [carbon20.com](http://carbon20.com)). We do not currently collect environmental data for all of our warehouses and have not included them in the Sustainability Report.
- Health & Safety: the 49 manufacturing facilities, 8 R&D centres and 12 warehouses over which we had operational control for one or more months during 2011.
- Social: all Group companies and facilities as at 31 December 2011, unless explicitly stated.

The rule applied concerning data from new acquisitions/new facilities is as follows:

- Environment: data is included for the first full calendar year of RB ownership/control (e.g. data from a manufacturing facility purchased in November is included from the 1st January of the following year).
- Health & Safety: data is included from the date of purchase (e.g. data from a manufacturing facility purchased in November is included from the date of purchase)

- Social: data, as held in the Companies Human Resources database, is included as at the 31st December of the year being reported (e.g. data from a manufacturing facility purchased in November is included as at 31st December of the reporting year).
- Economic: all Group companies and facilities, for our financial (calendar) year 2011, now including Zimbabwe (see Basis of Consolidation on [page 41](#) of our Annual Report and Financial Statements 2011).

The rule applied concerning data from site disposals / closures is as follows:

- Environment: data is included up until the last full month of RB ownership/control (e.g. data from a manufacturing facility sold in November is included up to the end of October).
- Health & Safety: data is included up until the date of sale/closure, as far as practical (e.g. data from a manufacturing facility sold in November would be included up until the date of sale).
- Social: data, as held in the Companies Human Resources database, is included as at the 31st December of the year being reported (e.g. data from a manufacturing facility sold in November is not included as at 31st December of that reporting year).

### 2 - Reporting specifics and methodology

#### 2.1 – Environment (excluding Carbon20)

Parameter: Energy use at manufacturing and R&D facilities

- Definition: energy consumption from our global manufacturing and research & development (R&D) operations.
- Scope: energy consumed within the calendar year at facilities under operational control of the Group; including the energy consumed by onsite Combined Heat and Power (CHP) plants and excluding the energy generated by those onsite CHP plants.
- Units: Giga Joules (GJ).



## REPORTING CRITERIA

- Method: Energy data is collected using an established environmental reporting form. To ensure consistency this can be reported in the same units as the invoiced quantity. This is then converted to kWh using standard factors from the WRI/WBCSD Greenhouse Gas Protocol (GHG Protocol). The final stage is conversion to GJ
- Source: Data is taken from on-site or 3rd party meter readings or invoiced quantities.

Consumer units are reported by the sites to Group using the Environmental reporting template (excel spreadsheet). Consumer units are measured at the site. The following measurement methods have been identified (though more methods may be in place):

- Automatic scanning of labels on the production line
- Counting the number cases at the end of the production line

The number of consumer units produced are fed into the JDEdwards system (linked to the financial reporting system).

A Consumer Unit is defined as: The normal unit of product purchased by the end-consumer (e.g. a single box, bottle, can, etc). A case of products produced at a factory will normally contain several consumer units (e.g. 6 aerosols in a case = 6 consumer units). Where several consumer units are combined together into a single pack (e.g. promotions / gift packs), each individual consumer unit is reported. To avoid double counting, if the site combines consumer units into a single pack it should only report each consumer unit if they are made on site – any consumer unit produced in another site should not be reported as the other site would have already reported these.

### Parameter: Greenhouse gas (GHG) emissions from manufacturing energy use

- Definition: Greenhouse gas (GHG) emissions arising from energy consumption at our global manufacturing facilities, in Carbon Dioxide equivalents (CO<sub>2</sub>e). Where GHG's comprise, in line with the GHG Protocol Corporate Accounting and Reporting Standard (WRI & WBCSD, 2004), the six gases listed in the

Kyoto Protocol; (carbon dioxide (CO<sub>2</sub>); methane (CH<sub>4</sub>); nitrous oxide (N<sub>2</sub>O); hydrofluorocarbons (HFCs); perfluorocarbons (PFCs); and sulphur hexafluoride (SF<sub>6</sub>).

- Scope: Scope 1 and Scope 2 CO<sub>2</sub>e emissions from energy consumption within the financial / calendar year at manufacturing facilities under the operational control of the Group.
- Units: Tonne CO<sub>2</sub>e.
- Method: Calculated by multiplying the reported energy quantities in kWh by the conversion factors derived from the most recently currently available international sources outlined below.
- Source: CO<sub>2</sub>e emissions are calculated using internationally recognised methodologies from the WRI/WBCSD Greenhouse Gas Protocol (GHG Protocol) and International Energy Authority (IEA). With addition of IPPC to account for CH<sub>4</sub> & N<sub>2</sub>O.

### Parameter: Water use at manufacturing and R&D facilities

- Definition: water consumption at our global manufacturing and R&D facilities.
- Scope: water consumed on-site, within the calendar year, inclusive of operational water use, water included in our products and domestic water use at facilities under operational control of the Group. Water that is drawn from rivers and other natural bodies only for cooling purposes, and that is then discharged back into the water source, is not included as this water is not classed as consumed.
- Units: Cubic Metres
- Method: this is collected using the environmental reporting form. The quantities can be reported in units to suit the user and are automatically converted into Cubic Metres.
- Source: this is extracted from internally managed databases derived from direct meter readings or 3rd party meter readings and invoiced quantities.

### Parameter: Water discharges at manufacturing and R&D facilities

- Definition: water discharged from our global manufacturing and R&D facilities.
- Scope: water discharges arising from our facilities under operational control of the Group, excluding water used on-site for irrigation purposes. Water that is drawn from rivers and other natural bodies only for cooling purposes, and that is then discharged back into the water source, is not included as this water is not classed as consumed.
- Units: Cubic Metres
- Method: this is collected using the environmental reporting form. The quantities can be reported in units to suit the user and are automatically converted into Cubic Metres.
- Source: this is extracted from internally managed databases and where possible this information is based on invoiced quantities or direct measurement, where discharges are not metered, or are partially metered, water balance assumptions are made by the reporting site.

### Parameter: Total waste at manufacturing and R&D facilities

- Definition: total non-hazardous and hazardous waste generated from our global manufacturing and R&D operations.
- Scope: Waste materials generated from our facilities within the calendar year (excluding construction and demolition wastes), under operational control of the group and removed from site for either recycling or ultimate disposal by 3rd party waste contractors.
- Units: Metric Tonnes
- Method: Using the environmental form all wastes are reported and, where required, the quantities are converted to Metric Tonnes. Volumes of liquids are converted to metric tonnes using an assumed density of 1 (i.e. 1 Cubic Meter is 1 Metric Tonne).
- Source: This data comes from internal or 3rd party databases and is derived from invoiced quantities / direct measurement, derived from waste transfer notes.

### Parameter: Hazardous waste at manufacturing and R&D facilities

- Definition: hazardous waste, defined as: wastes which exhibit one or more hazardous characteristics, (such as being flammable, oxidising, poisonous, infectious, corrosive, ecotoxic) which cause them to be classed or considered by relevant regulators as hazardous). This is a component of the Total Waste and is reported separately also.
- Scope: Hazardous wastes materials generated from our facilities within the calendar year (excluding construction and demolition wastes), under operational control of the group and removed from site for either recycling or ultimate disposal by 3rd party waste contractors.
- Units: Metric Tonnes
- Method: Using the environmental form all wastes are reported and, where required, the quantities are converted to Metric Tonnes. Volumes of liquids are converted to metric tonnes using an assumed density of 1 (i.e. 1 Cubic Meter is 1 Metric Tonne).
- Source: This data comes from internal or 3rd party databases and is derived from invoiced quantities / direct measurement, derived from waste transfer notes.

Note: During the preparation of the 2010 report we identified a data quality issue with one element of waste reporting at our Johannesburg site in South Africa. We removed all waste data from this site from 2010 and all prior years. The issue was not fully resolved for 2011 so we have removed all Johannesburg waste data for 2011 in addition to the prior years. We hope to resolve the data issue and restate the numbers in the future.

### Parameter: Top five raw materials used

- Definition: Quantities of each of the top five materials by volume at the Company's global manufacturing facilities in the financial / calendar year.
- Scope: Raw materials used by facilities under operational control of the Group; including the materials consumed by onsite CHP, but excluding packaging materials and water (which is reported separately).

## REPORTING CRITERIA

- Units: Metric Tonnes.
  - Method: Data is collected using an established environmental reporting form and, where required, the quantities are converted to Metric Tonnes. Volumes of liquids are converted to metric tonnes using an assumed density of 1 (i.e. 1 Cubic Meter is 1 Metric Tonne).
  - Source: Data is taken from on-site purchase / inventory records, and/or invoiced quantities.
- Parameter: total waste recycled (not part of the RB sustainability data assurance process)**
- Definition: % of total non-hazardous and hazardous waste generated from our global manufacturing and R&D operations that is recycled. Recycled waste is defined as waste which is recycled, reused or reclaimed with a view to extracting secondary raw materials.
  - Scope: % of total waste materials generated from our facilities within the calendar year (excluding pallet waste, construction and demolition wastes), under operational control of the group and removed from site for recycling.
  - Units: % of total waste
  - Method: Using the environmental form all wastes are reported and, where required, the quantities are converted to Metric Tonnes. Volumes of liquids are converted to metric tonnes using an assumed density of 1 (i.e. 1 Cubic Meter is 1 Metric Tonne).
  - Source: This data comes from internal or 3rd party databases and is derived from invoiced quantities / direct measurement, derived from waste transfer notes.

**Parameter: Significant spills (not part of the RB sustainability data assurance process)**

- Definition: total number of spills of potentially hazardous materials. Defined as any incident during which, or as a result of which, primary containment measures were breached by a potentially hazardous material (e.g. fuel / chemical release from a drum, intermediate bulk container (IBC) or road tanker etc).
- Scope: Total number of spills recorded in 2011
- Units: Number of spills

- Method: Using the environmental form all significant spills are reported and, where appropriate, the material spilled, the volume and any other relevant information.
- Source: This data comes from internal or 3rd party databases, data is input by site level EHS coordinators.

**Parameter: Biodiversity (not part of the RB sustainability data assurance process)**

- Definition: number of sites in or close to any protected biodiversity area
- Scope: Any geographically defined area that is designated, regulated, or managed to achieve specific conservation objectives such as protection of rare or endangered plant species or due to the area being a habitat of a protected animal species.
- Units: An area recognized for important biodiversity features by governmental and non-governmental organizations, often habitats that are a priority for conservation.
- Method: Using the environmental form all sites in or close to any protected biodiversity areas are reported and, where appropriate, further details are provided.
- Source: This data comes from internal or 3rd party databases, data is input by site level EHS coordinators.

**Parameter: Logistics (not part of the RB sustainability data assurance process)**

- Definition: Freight transport of finished goods manufactured by RB from the point of manufacture to the point of delivery to the customer.
- Scope: Global freight transport of finished goods in 2011.
- Units: Tonne per Kilometre
- Method: Using the transport specific reporting form, all freight transport (excluding logistics managed by several third party logistics companies (3PLs)) is reported from 6 of the 24 reporting regions in 2011. Data is collected directly from five 3PLs. This includes all freight transport associated with the delivery of finished

goods from our factories to our customers.

Carbon emissions (scope 3) are calculated by multiplying the reported transport in Tonne Km by the conversion factors derived from the most recently currently available international sources outlined below.

- Source: This data comes from internal or 3rd party databases, data is input by regional logistics managers / coordinators, or for the selected 3PLs is supplied by RB's client contact at these companies. CO<sub>2</sub>e emissions are calculated using internationally recognised methodologies from the DEFRA and DECC.

### 2.2 - Carbon20 / Global Product Lifecycle Carbon Footprint

**Parameter: the Carbon20 global product lifecycle carbon footprint**

See also: the Carbon20 Basis of Reporting 2011 (dated May 2012), at [carbon20.com](http://carbon20.com)

- Definition: The total carbon footprint is a measure of a direct and indirect greenhouse gas (GHG) emissions (GHG Protocol Scope 1, 2 & 3 emissions) that RB's products have, in terms of the amount of carbon dioxide equivalent (CO<sub>2</sub>e) GHG emissions associated with their entire life cycle, during the calendar year (1 Jan 2011 to 31 Dec 2011). Where GHG's comprise, in line with the GHG Protocol Corporate Accounting and Reporting Standard (WRI & WBSD, 2004), the six gases listed in the Kyoto Protocol; (carbon dioxide (CO<sub>2</sub>); methane (CH<sub>4</sub>); nitrous oxide (N<sub>2</sub>O); hydrofluorocarbons (HFCs); perfluorocarbons (PFCs); and sulphur hexafluoride (SF<sub>6</sub>).
- Scope: GHG Protocol Scope 1, 2 & 3 emissions (i.e. those associated with the raw and packaging material supply chain, through product manufacturing, distribution, retail sale and consumer use, to subsequent disposal/recycling of the product and its packaging).
- Units: Lifecycle CO<sub>2</sub>e emissions per unit Dose of products sold in the financial / calendar year. A Dose is the amount of each individual RB product required to deliver that product's intended service, either for a single use or for a

defined period of time e.g. one Finish automatic dishwashing tablet for one load of dishwashing, the recommended number of Nurofen tablets for 24 hours of pain relief etc. In Lifecycle Assessment (LCA) terminology a Dose is the 'functional unit' of consumer use. The number of Doses per year is not comparable to other measures of sales or production volume used in either our financial or non-financial reporting.

- Method: We have adopted a methodology that is based on and aligned with the principles of:

- PAS 2050:2011, Specification for the assessment of the life cycle greenhouse gas emissions of goods and services, Final version, September 2011;

- Greenhouse Gas Protocol, Corporate Value Chain (Scope 3) Accounting and Reporting Standard, September 2011; and

- the GHG Protocol Corporate Accounting and Reporting Standard (2004) WRI/WBCSD.

See: the Carbon20 Basis of Reporting 2011 (dated May 2012).

Our GHG emissions are calculated by multiplying publically available emission factors by amounts of materials brought, used and disposed of, energy used and distances travelled. Whilst the basic methodology remains consistent year on year, we continue to seek ways to improve either data processing or data sources and assumptions. Key improvements in the 2011 calculations have been associated with better consumer use data for certain consumer use categories.

- Source: Our GHG emissions are calculated by multiplying publically available emission factors by amounts of materials brought, used and disposed of, energy used and distances travelled.

## REPORTING CRITERIA

We have endeavoured to apply complete coverage of our global emissions based on the scope and boundaries defined in the standards referenced. However, there are limited, specific and (in terms of our global products' overall life cycle carbon footprint) non-material exclusions from the scope of the reported data, which includes business travel by forms other than air (i.e. in company cars, use of private cars for business travel and train travel) and consumer use of certain very small volume regional products associated with the former SSL business. GHG emissions associated with these sources were estimated for 2006 (business travel) and 2011 (excluded SSL products) and found to be less than 0.1% of our global products' carbon footprint, therefore we exclude these from regular reporting on the basis of non-materiality.

### 2.3 – Social Performance

#### Parameter: Nationalities

- Definition: The number of nationalities in the top-four bands of management of the Company (the Board, the Executive Committee, the Top 40 and the Top 400) and amongst all employees globally, on the last day of the Company's financial year (31st December).
- Scope: All full or part time permanent employees (i.e. excludes contract employees).
- Units: Number of different nationalities (i.e. employee's self-stated nationality, as determined in line with the United Nations current list of global countries).
- Method: The number of employee self-stated nationalities. Where an employee states that they have two or more nationalities, the nationality that they state first (or in the case of the Board executive committee, Top 40 and Top 400, that they asked to be taken as their principal nationality) is the nationality which is used.
- Source: The Company's global HR database system

#### Parameter: Gender split

- Definition: The percentage of female employees in the top-four bands of management of the Company (the Board, the Executive Committee, the Top 40 and the Top 400) and amongst all employees globally, on the last day of the Company's financial year (31st December).
- Scope: All full or part time permanent employees (i.e. excludes contract employees).
- Units: Percentage (%)
- Method: Percentage – calculated as the number of female employees divided by the total number of employees to give a percentage of the total population for which data is reported (i.e. for the top-four bands of senior management of the Company and for all employees).
- Source: The Company's global HR database system.

### 2.4 - Health & Safety at Work

Health and safety data comprises the data reported to and by Reckitt Benckiser's manufacturing facilities, R&D centres and warehouses.

#### Parameter: Lost Work Day (LWD) Accident

- Definition: A work-related accident/incident during the reporting period which resulted in an employee (including contract labour/temporary employees) being unable to undertake/complete their duties on the following scheduled work day/shift. This includes work-related travel but excludes travel to and from an employee's normal place of work.
- Scope: Covers RB employees and contract labour /temporary employees at our manufacturing sites, warehouses and R&D sites over whom we have operational control (but not: (i) contractors who visit the facility for a short period of time to complete a specific task such as the repair of a wall or testing of the site's electrical system, over which we do not have operational control; or (ii) "permanent" on-site contractors over which we do not have operational control, such as those who may run the site canteen, who manage their own area and staff).

- Units: Number of accidents.
- Method: N/A (absolute number).
- Source: Global, facility-level monthly health & safety reporting; and, global, facility-level annual H&S data reporting /assurance process.

#### Parameter: Lost Work Day (LWD) Accident Frequency Rate (FR)

- Definition: Number of LWD accidents suffered per 100,000 hours worked. Working hours include standard hours and overtime and exclude absence through sickness, holiday and approved leave.
- Scope: Covers RB employees and contract labour /temporary employees over whom we have operational control (but not: (i) contractors who visit the facility for a short period of time to complete a specific task such as the repair of a wall or testing of the site's electrical system, over which we do not have operational control; or (ii) "permanent" on-site contractors over which we do not have operational control, such as those who may run the site canteen, who manage their own area and staff).
- Units: Rate per 100,000 hours worked.
- Method: Number of LWD accidents per 100,000 hours worked.
- Source: Global, facility-level monthly health & safety reporting; and, global, facility-level annual H&S data reporting /assurance process.

#### Parameter: Severe Accidents

- Definition: A work-related accident/incident during the reporting period which resulted in permanent disability of an employee (incl. contract/temporary labour) on site or whilst on company business (including business travel) e.g. amputations or any permanent loss of sensory or motor dexterity (e.g. loss of a finger tip).

- Scope: Covers RB employees and contract labour / temporary over whom we have operational control (but not: (i) contractors who visit the facility for a short period of time to complete a specific task such as the repair of a wall or testing of the site's electrical system; or (ii) "permanent" on-site contractors, such as those who may run the site canteen, who manage their own area and staff).
- Units: Absolute number.
- Method: N/A (absolute number).
- Source: Global, facility-level monthly health & safety reporting; and, global, facility-level annual H&S data reporting /assurance process.

#### Parameter: Fatality

- Definition: A work related accident / incident during the reporting period which resulted in the death of an employee (incl. contract labour / temporary) on-site or whilst on company business (incl. business travel), or of a contractor / visitor whilst on-site.
- Scope: Covers RB employees and contract labour / temporary over whom we have operational control, plus contractors who visit the site for a short time to complete a specific work task, plus "permanent" contractors who manage their own area and staff, plus visitors to the site.
- Units: Absolute number
- Method: N/A (absolute number).
- Source: Global, facility-level monthly health & safety reporting; and, global, facility-level annual H&S data reporting /assurance process.

### 2.5 - Cash value added

Cash value added is a measure of actual monetary distribution in terms of cash. It is derived directly from the data provided in the Company's Annual Report & Financial Statements 2011.

## CARBON20 BASIS OF REPORTING

Reckitt Benckiser's (RBs) Carbon20 Total Carbon Footprint Measurement System (the Measurement System) presents the greenhouse gas (GHG) emissions associated with the full life cycle of the Company's global products for the assigned baseline year (calendar year 2007) and performance for the calendar years of 2008, 2009, 2010 and 2011.

The Methodology used in the Measurement System is as follows:

### Scope and boundaries

The scope of the Measurement System extends across the entire lifecycle of the Company's global products from raw and packaging materials, through product manufacturing, distribution, retail operations, consumer use, and subsequent disposal / recycling of product and packaging.

The annual KPI (Key performance Indicator) data reported from the Measurement System comprises:

- Carbon dioxide equivalents (CO<sub>2</sub>e) per unit Dose\* of products sold by the Company (i.e. performance versus the Carbon20 target of a 20% reduction in the Company's products Total Carbon Footprint per unit Dose by 2020, against a 2007 baseline)
- the overall total tonnage of carbon dioxide equivalents; and
- the % contribution per unit Dose / for the overall total tonnage, from each key stage in the product life cycle.

### Compliance with International Standards and Guidelines

Measurement of the Company's products Total Carbon Footprint has been developed over the last five years (mid 2006 to early 2012) in line with the principles of existing and emerging standards and guidance on the calculation of corporate and product life cycle carbon footprints.

Standards / Guidance used during the development of the Carbon 20 baseline have included:

- The GHG Protocol (The Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, of the World Resources Institute & World Business Council for Sustainable Development, 2004)
- PAS 2050:2011, Specification for the assessment of the life cycle greenhouse gas emissions of goods and services, Final version, September 2011
- Greenhouse Gas Protocol, Corporate Value Chain (Scope 3) Accounting and Reporting Standard, September 2011

The RB Measurement System was originally developed against the 2008 version of PAS2050. For some of the changes between the 2008 and 2011 versions we have made the decision to change the Carbon20 methodology but maintain consistency in method from the 2007 baseline. Similarly, for a few of the requirements of the Corporate Value Chain standard the RB measurement system does differ in minor aspects, we have for some of these made a decision to maintain consistency from the 2007 baseline.

### Completeness

The Total Carbon Footprint reflects the global operations of RB and its global product portfolio. This includes the life cycle GHG emissions associated with products manufactured at the Company's own manufacturing facilities as well as those manufactured by external third party facilities producing products for RB under contract. The 2011 footprint reflects the emissions associated with the new products introduced into RB's portfolio following its acquisition of SSL in 2010. In addition to aid transparency in our reported 2011 performance we have also provided an indication of the result if the SSL business (and products) had been excluded.

All identified emissions considered likely to make a material contribution to the Total Carbon Footprint of RB's global product portfolio are included in the scope of the measurement system; no sources were knowingly excluded without initial quantification and assessment to confirm that they did not make a material contribution to the Total Carbon Footprint either in isolation or in aggregate.

### Data Quality

Where available, Primary Data has been sourced directly from Reckitt Benckiser's established environmental reporting and other business management systems and its suppliers / contractors for use in the Total Carbon Footprint.

Where this has not been available, Secondary Data has been obtained from sources including publicly available LCA databases, journal articles and sources of Industry / product / consumer use data.

As a process of continuing improvement, and in line with ongoing developments of data availability on carbon footprints of individual materials, companies and processes, the quality of the data used will by nature improve further going forward, although overall it does comprise the best information currently available both internally and externally at the time of reporting.

In several cases, it has been necessary to apply assumptions and extrapolations during calculation of the Total Carbon Footprint i.e. where appropriate primary or secondary data sources have not been available. For 2011, it has also been necessary to make assumptions and apply extrapolations for more elements of the footprint for former SSL products than we do for established RB products. This is an interim approach only as integration of some business systems used for Carbon20 following the acquisition has not yet been completed. Information or data for assumptions has been sourced in a clear order of priority: e.g. seeking reputable market research before general

public available data. Where assumptions and extrapolations have been required, these have been applied in a conservative manner, with the overall aim being to not materially under- or over- estimate the resulting carbon impact. All assumptions and sources of information are clearly referenced within the measurement system

The same principle has been applied to the application of emission factors for calculation of CO<sub>2</sub>e emissions associated with the manufacture of raw and packaging materials, and disposal of waste. Where two or more emission factors for a material have been available and an uncertainty as to the correct factor to apply has existed, the highest factor in terms of CO<sub>2</sub>e per unit of material has typically been applied, to prevent under-counting.

\*NB: A unit Dose is defined as the measure of each individual RB product required to deliver that product's intended service, either for a single use or for a defined period of time e.g. one Finish automatic dishwashing tablet for one load of dishwashing, the recommended number of Nurofen tablets for 24 hours of pain relief etc. In Lifecycle Assessment (LCA) terminology a Dose is the 'functional unit' of consumer use. The number of Doses per year is not comparable to other measures of sales or production volume used in either our financial or non-financial reporting.

1 PAS2050 was developed to assess the carbon footprint of individual goods and services, whilst RB's Total Carbon Footprint Measurement System applies PAS2050 to determine the carbon footprint contribution of all key stages in the product lifecycle of its global product portfolio on an annual basis. As a result of this difference between intended use and the actual use in the context of RB's Measurement System, direct application of every single element of PAS2050 across the whole lifecycle of RB's global products has by nature not been appropriate on every single occasion although overall the Measurement System is in line with the PAS2050 specification. For further information contact: [sustainability@reckittbenckiser.com](mailto:sustainability@reckittbenckiser.com)



## GRI CONTENT INDEX AND APPLICATION LEVEL

We report in line with version 3.0 of the Sustainability Reporting Guidelines published by the Global Reporting Initiative (GRI).

Across our Sustainability Report 2011, our Annual Report & Financial Statements 2011 and our online reporting at [rb.com](http://rb.com) we meet the requirements for the GRI Application Level A (see Application Level Table below).

In order to claim an A application level, the GRI requires us to provide information on:

- which indicators we have reported on and where
- which we have not reported on, and why
- our plans for future reporting on those core indicators which we have not reported on but which are material.

This information is provided as below in the GRI Content Index.

Status stated	What this means
Reported	This indicator is reported
Partially reported	Some information is reported against this indicator, but not all, or not in the exact format recommended by GRI
Not reported	This indicator is considered to be material, but no information is currently reported. Specific reasons for not reporting are given against each indicator. For Core indicators, and some other indicators where we are seeking to report in the future, we indicate the timeframe within which we expect to report on the indicator, as above
Not material	Our materiality assessment has not identified this issue as a currently significant sustainability aspect of our business

Requirement of G3 Guidelines	Status	Page (Sustainability Report & Annual Report 2011)	Comment
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### 1. Strategy and Analysis

1.1	Statement from the CEO	Reported	3, Sustainability Report	Accessible on <a href="#">page 3</a> and can be found in our Annual Report <a href="#">online here</a>
1.2	Key sustainability impacts, risks and opportunities	Reported	26, Sustainability Report 14-16, 63, Annual Report	A summary of the key sustainability impacts for Reckitt Benckiser is included in the Annual Report on page 14-16, accessible <a href="#">online here</a> . Material financial impacts are included in the notes to the financial statements in the Annual Report (see note 18 Provisions for liabilities & charges on page 63). In addition, details of Reckitt Benckiser's materiality assessment (carried out to identify the material sustainability issues facing the company) can be found on <a href="#">page 26</a>

### 2. Organizational profile

2.1	Name of the organisation	Reported		Reckitt Benckiser Group plc
2.2	Primary brands and products	Reported	4, Sustainability Report	Reckitt Benckiser manufactures and sells 19 global Powerbrands across the health, hygiene and home care categories. Details of our powerbrands can be found <a href="#">online here</a> . In addition, Reckitt Benckiser has local heroes – brands which are important in local markets. A full list of Reckitt Benckiser's brands can be found <a href="#">online here</a> . Details are also included in our Sustainability Report on <a href="#">page 4</a> . The group has 53 production facilities worldwide. Approximately 15% of our production is outsourced.
2.3	Operational structure of the organisation	Reported	10, Annual Report	The Group structures its business through a matrix of a centralised category development organisation, global sales organisation, supply organisation and support functions (finance, human resources and information services), combined with three area organisations. Further information can be found on page 10 of the Annual Report under the heading 'Structure of Group Operations' or <a href="#">online here</a> . Details of Reckitt Benckiser's principal subsidiaries can be found in the notes to the parent company financial statements on page 79 of the Annual Report, under note 2.
2.4	Location of the organisation's headquarters	Reported		103-105 Bath Road, Slough, Berkshire, SL1 3UH, United Kingdom
2.5	Number of countries where the organisation operates	Reported	10-11, Annual Report	RB sells products through over 60 operating companies into nearly 200 countries. Further details can be found on pages 10-11 of the Annual Report under Structure of the Group Operations and Segmental Performance at Constant Exchange Rates. In addition, further details of the locations of our operations can be found <a href="#">online here</a> .
2.6	Nature of ownership and legal form	Reported	84, Annual Report	Reckitt Benckiser is a publicly listed company (PLC), with 728.6m shares held across 24,730 holdings. For further information see page 84 of the Annual Report under Analysis of Shareholders as at 31 December 2011.
2.7	Markets served	Reported	10-11, Annual Report	Reckitt Benckiser sells healthcare, hygiene and homecare products into nearly 200 countries. See pages 10-11 of the Annual Report under 'Segmental Performance at Constant Exchange Rates' for further information.
Scale of the reporting organisation		Reported	10, 19, Annual Report	Reckitt Benckiser's turnover in 2011 was £9,485m and the company employed an average of 37,800 people. For further information see page 10, under Performance of the Business in 2011 and page 19 under 'Employees' in the Annual Report.
Significant changes during the reporting period		Reported	10, 19, 20, Annual Report	The key changes to have occurred during the 2011 reporting period are outlined in the Annual Report and principally relate to acquisitions and management change. See pages 10 (under Nature, objectives and strategies of the business) and pages 19-20 (under the 'Report of the Directors') in the Annual Report.
2.10	Awards received in the reporting period	Reported	6, 16, 22, Sustainability Report	Details of awards received during 2011 are set out on pages <a href="#">6</a> , <a href="#">16</a> and <a href="#">22</a> of the Sustainability Report.

Requirement of G3 Guidelines	Status	Page (Sustainability Report & Annual Report 2011)	Comment
<b>3. Report Parameter</b>			
3.1	Reporting period for the information provided	Reported	The reporting period is for the 2011 calendar year (i.e. 1 <sup>st</sup> January 2011 to 31 <sup>st</sup> December 2011).
3.2	Date of most recent previous report	Reported	The most recent previous Sustainability Report was published in September 2011. A copy can be accessed <a href="#">online here</a>
3.3	Reporting cycle	Reported	Reckitt Benckiser reports on its sustainability performance annually.
3.4	Contact point for questions regarding the report and its contents	Reported	50, Sustainability Report Any questions regarding the report should be directed to <a href="mailto:sustainability@rb.com">sustainability@rb.com</a> or Sustainability, Reckitt Benckiser, 103-105 Bath Road, SL1 3UH, United Kingdom.
3.5	Process for defining report content	Reported	26, Sustainability Report Reckitt Benckiser carried out a materiality assessment (following Accountability and GRI methodologies) to identify the material sustainability issues facing the company. The approach followed and results can be found on <a href="#">page 26</a>
3.6	Boundary of the report	Reported	36, Sustainability Report Details on the boundary of the report can be found on <a href="#">page 36</a>
3.7	Specific limitations on the scope and boundary of the report.	Reported	36, Sustainability Report Details on the limitations on the scope and boundary of the report can be found on <a href="#">page 36</a>
3.8	Basis for reporting on joint ventures, subsidiaries etc.	Reported	36, Sustainability Report Details on the boundary of the report can be found on <a href="#">page 36</a>
3.9	Data measurement techniques and the basis of calculations	Reported	36, Sustainability Report Details on the data measurement techniques and assumptions used can be found here <a href="#">page 36</a>
3.10	Explanation of the effect of any re-statements of information	Reported	36, 37 Sustainability Report 41, 73-74 Annual Report Details on the boundary of the report can be found on <a href="#">page 36</a> and <a href="#">37</a> See also pages 41 and 73-74 of the Annual Report regarding financial re-statements.
3.11	Significant changes from previous reporting periods	Reported	36, 37 Sustainability Report 10, 73, Annual Report The key change from previous reporting periods is the acquisition and inclusion of SSL with Reckitt Benckiser's business. Further information can be found here: Details on the boundary of the report can be found on <a href="#">page 36</a> and <a href="#">37</a> See pages 10 and 73 of the Annual Report for an overview of the key business changes.
3.12	Table identifying the location of the Standard Disclosures	Reported	n/a Information provided in this table.
3.13	Policy and current practice with regard to external assurance	Reported	35, Sustainability Report 36, Annual Report Each year we engage PwC to provide assurance over selected sustainability performance data. In addition, Reckitt Benckiser engages PwC to provide assurance over our corporate accounts. Further information can be found on <a href="#">page 35</a> Also, the Independent Auditors Report to the members of Reckitt Benckiser Group plc can be found on page 36 of the Annual Report.
<b>4. Governance</b>			
4.1	Governance structure of the organisation	Reported	22, 23-27, Annual Report Full details of the governance structure of Reckitt Benckiser can be found in the Corporate Governance report on pages 23-27 of the Annual Report. This section provides a summary of the role of the board, the division of leadership responsibilities, the role of the chairman and non-executive directors. Also outlined is the board composition. Page 22 of the Annual Report also provides information on the composition of management (e.g. 20% of the Board is female and 50% is non-UK nationals, 22% of the Executive Committee is female and 78% is non-UK nationals and 15% of the Top 40 managers is female and 75% is non-UK nationals).
4.2	Is the Chairman also an executive officer?	Reported	23-27, Annual Report There is a clear division of responsibilities between the CEO and the Chairman. The Chairman is not an executive officer. Further details can be found on page 23 and in the following pages 24-27.
4.3	Independent and / or non-executive members of the Board	Reported	24, Annual Report The Non Executive Directors are independent of management. Further details on the Non Executive members of the board are provided on page 24 of the Annual Report.
4.4	Mechanisms for shareholders and employees to provide recommendations to the Board	Reported	19, 20, 27, Annual Report The Board is committed to effective communication between the Company and its Shareholders. Further details on Reckitt Benckiser's investor relations programme can be found on page 27 of the Annual Report (under Relations with Shareholders). Further information can also be found on page 20 of the Annual Report, which includes the date of the next AGM. Open and regular communication with employees at all levels is an essential part of the management process. Further details are under the 'Employees' section of the Annual Report (page 19).
4.5	Linkage between Board and management compensation and company performance (including social & env. performance)	Reported	29-35, Annual Report Details on the Company's remuneration strategy and the Directors' compensation arrangements are set out in the Directors' Remuneration Report on pages 29-35 of the Annual Report.
4.6	Processes in place to avoid conflicts of interest	Reported	24, Annual Report The Nomination Committee is responsible for the Company's procedures for dealing with Directors' conflicts of interest. Further details can be found on page 24 of the Annual Report, under 'Conflicts of Interest'.

Requirement of G3 Guidelines	Status	Page (Sustainability Report & Annual Report 2011)	Comment
4.7 Process for determining the qualifications and expertise of the Board in addressing economic, environmental, and social topics	Reported	18, 24-25, Annual Report	Details on the process for appointing the Board can be found in the Annual Report, under 'Nomination Committee and Board Appointments' (page 24-25) and also Evaluation (page 25). Details on the qualifications of the Board and Executive Committee are set out on page 18 of the Annual Report.
4.8 Internally developed statements of mission or values, codes of conduct, and principles	Reported	5, 24, Sustainability Report 3-8, 26, Annual Report	In 2011, Reckitt Benckiser's vision was to deliver better consumer solutions in household cleaning and health & personal care for the ultimate purpose of creating Shareholder value. In 2012, the company announced their new strategy and further details can be found on pages 3- 8 of the Annual Report. Reckitt Benckiser ensures that high ethical standards are reflected in business behaviour and culture through the global Business Code of Conduct. All employees are required to complete an annual Code of Conduct training course. This information can be found on page 26 of the Annual Report. RB's Business Code of Conduct can be found <a href="#">online here</a> . Further information is also included in the Sustainability Report on <a href="#">page 24</a> . An overview of RB's sustainability vision and principles is set out in the Sustainability Report on <a href="#">page 5</a> and <a href="#">24</a> .
4.9 Procedures for identification and management of economic, environmental, and social performance, including relevant risks and opportunities and internationally agreed standards	Reported	24, 26, Sustainability Report	The approach followed for identification of material environmental and social risks and opportunities affecting the company is set out in the Sustainability Report on <a href="#">page 26</a> . Procedures for managing these risks and opportunities are set out in the Sustainability Report on <a href="#">page 24</a> . Processes for identifying and managing economic risks and opportunities are set out in the Annual Report, under 'Relationships and Principal Risks' (pages 13-14).
4.10 Processes for evaluating the Board's performance, particularly with respect to economic, environmental and social performance	Reported	25, Annual Report	Details of the Board evaluation processes can be found in the corporate governance report under 'Evaluation' (page 25 of the Annual Report).
4.11 Application of the precautionary approach	Reported	26, Sustainability Report 14-15, Annual Report	RB applies a precautionary approach through the identification and evaluation of the significance of sustainability matters, their potential risks to the business and the opportunities to enhance value that may arise from an appropriate response (including risks relating to environmental impacts, employees, society and communities, as well as reputational risks). An overview of the approach RB takes can be found in the Annual Report on pages 14-15. RB's approach to managing significant Sustainability risks is on <a href="#">page 26</a> .
4.12 Economic, environmental and social charters and principles to which we subscribe	Reported	24, Sustainability Report 27, Annual Report	Details of the charters and principles to which RB subscribes to are on <a href="#">page 24</a> . Details of RB's relations with shareholders can be found on page 27 of the Annual Report.
4.13 Memberships of associations	Reported		
4.14 Stakeholder groups engaged by the organisation	Reported	25, 26, Sustainability Report 19, 27, Annual Report	Details of the stakeholder groups engaged by the organisation, and the process for identifying and selecting stakeholders, are set out in the Sustainability Report on <a href="#">page 25</a> and <a href="#">26</a> . Summary details are also provided in the Annual Report (See page 19 for employees and 27 for shareholders).
4.15 Basis for identification and selection of stakeholders	Reported		
4.16 Approach to stakeholder engagement	Reported	25, 26, Sustainability Report	Details of Reckitt Benckiser's approach to stakeholder engagement can be found in the Sustainability Report on <a href="#">page 25</a> and <a href="#">26</a> .
4.17 Key topics and concerns raised through stakeholder engagement, and our response	Reported	25, 26, Sustainability Report	Details of the key topics and concerns raised through stakeholder engagement are set out in the Sustainability Report on <a href="#">page 25</a> and <a href="#">26</a> .

#### Disclosures on Management Approach

Economic	Reported	23-27 Annual Report	Details on management approach to economic matters are provided in the Annual Report, in the Corporate Governance Report (pages 23-27).
Environmental	Reported	24, Sustainability Report 14-16, Annual Report	Details on management approach to environmental matters are provided in the Annual Report on pages 14-16 and Sustainability Report on <a href="#">page 24</a> .
Labour	Reported	24, Sustainability Report 14-16, Annual Report	Details on management approach to labour matters are provided in the Annual Report on pages 14-16 and Sustainability Report on <a href="#">page 24</a> .
Human rights	Reported	24, Sustainability Report 14-16, Annual Report	Details on management approach to human rights matters are provided in the Annual Report on pages 14-16 and Sustainability Report on <a href="#">page 24</a> .
Society	Reported	24, Sustainability Report 14-16, Annual Report	Details on management approach to societal matters are provided in the Annual Report on pages 14-16 and Sustainability Report on <a href="#">page 24</a> .
Product Responsibility	Reported	24, 30, Sustainability Report 14-16, Annual Report	Details on management approach to product matters are provided in the Annual Report on pages 14-16 and Sustainability Report on <a href="#">page 24</a> and <a href="#">30</a> .

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**Economic Performance Indicators**

EC1	Direct economic value generated and distributed	Reported	25, Sustainability Report	Revenues – Page 37, Annual Report. Operating costs – Page 37, Annual Report. Employee wages and benefits – Page 49, Annual Report Payments to providers of capital – Page 74, Annual Report Payments to government (gross taxes) – Page 37, Annual Report Community investments – Page 19, Annual Report Economic value retained – Page 38 & 40, Annual Report. Information is also included in the Sustainability Report on <a href="#">page 25</a>
EC2	Financial implications of climate change	Reported	15, Annual Report	A summary on the risks posed by climate change and Reckitt Benckiser's management of these risks is included in the Annual Report on page 15. In addition, Reckitt Benckiser discloses information on the risks and opportunities associated with climate change through the Carbon Disclosure Project Investor questionnaire <a href="#">online here</a>
EC3	Coverage of the organisation's defined benefit plan obligations	Reported	27, 19-35 & 64-67, Annual Report	All employees are part of RB's defined contribution plan. Pensions contribution and post-retirement benefits other than pensions information can be found in the remuneration section of the Corporate Governance Report (page 27, Annual Report), the remuneration report (page 19-35, Annual Report) and under pension and other post-retirement commitments, pages 64-67 of the Annual Report.
EC4	Significant financial assistance received from government	Not Material	n/a	We do not currently collect this information centrally and the information is commercially confidential.
EC5	Ratio of wages to local minimum wage (Additional Indicator)	Not Material		This indicator is not material for Reckitt Benckiser as a significant percentage of our employees are skilled technical and professional staff whose pay is above the local minimum wage. In addition, through our Global Manufacturing Standard we require staff at facilities that are responsible for the manufacture, distribution of products on behalf of Reckitt Benckiser to comply with local minimum wage regulations and industry standards.
EC6	Policy and spending on locally-based suppliers	Reported	31, Sustainability Report	RB's position on locally-based suppliers is set out in the Sustainability Report on <a href="#">page 31</a>
EC7	Procedures for local hiring	Reported	22, Annual Report	RB hires in every location where we operate. RB does not positively discriminate towards local hiring but instead, seeks to hire the best person for the job whether the person is local or from further afield. RB's culture of global mobility has helped create a diverse management team. There are seven nationalities amongst the nine members of the Executive Committee and 47 nationalities within the Top 400 executive group. Further information on RB's approach to diversity is provided in the Annual Report on page 22.
EC8	Development and impact of infrastructure investments (i.e. facilities built to provide a public service)	Reported	16-18, Sustainability Report	RB indirectly supports development of services for public benefit through our corporate partnership with Save The Children. Information on RB's charitable donations in 2010 and 2011 can be found on page 19 of the Annual Report and Sustainability Report on <a href="#">page 16</a> and <a href="#">18</a> In addition, Dettol actively seeks to meet community needs in disasters through their work with Save The Children. See <a href="#">online here</a>
EC9	Significant indirect economic impacts (Additional Indicator)	Reported	26, Sustainability Report	Indirect economic impacts are reviewed as part of RB's materiality assessment. Further information can be found in the Sustainability Report on <a href="#">page 26</a>

**Environmental Performance Indicators**

EN1	Materials used by weight or volume	Reported	31, Sustainability Report	A summary of the key raw materials we use and the total volume of our top 5 raw materials are set out in our Sustainability Report on <a href="#">page 31</a> We also disclose on the key materials used in our packaging in our Sustainability Report. However, we do not disclose more detailed information on raw materials volumes as this is commercially confidential.
EN2	Percentage of materials used that are recycled materials	Partially reported	30, Sustainability Report	Accurate information on this KPI is not presently available at group level (and with regard to certain raw materials is considered commercially confidential). Our approach to ingredients is included in our Sustainability Report.
EN3	Direct energy consumption by primary energy source	Reported	29, Sustainability Report	We report data on the total energy used by our facilities and the global warming potential (GWP) of this consumption. The GWP takes account of renewable energy used by our facilities. We do not report information on exports of energy as this is not a material consideration for our business. Data is set out in our Sustainability Report on <a href="#">page 29</a>



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EN4	Indirect energy consumption by primary source.	Reported		We report data on the total indirect energy used by our facilities in our CDP Investor information disclosure <a href="#">online here</a> The data provided in the 2011 CDP Disclosure were: <i>Energy type (MWh)</i> Fuel: 545632 Electricity: 355107 Heat: 0 Steam: 109237 Cooling: 0
EN5	Energy saved due to conservation and efficiency improvements.	Reported	13-14, Sustainability Report	We report on the energy savings achieved in the reporting period and outline examples of the energy savings projects we have implemented. Examples and savings achieved are set out in our Sustainability Report on <a href="#">pages 13-14</a>
EN6	Initiatives to provide energy-efficient or renewable energy based products.(Additional Indicator)	Reported	8-10, 27, Sustainability Report	We provide detailed information on the initiatives we have in place to reduce the energy use associated with our products in our Sustainability Report. We also set out the assumptions that underpin the supporting data in the Sustainability Report on <a href="#">pages 8-10 and 27</a>
EN7	Initiatives to reduce indirect energy consumption. (Additional Indicator)	Reported	8-10, Sustainability Report	We report on the energy used by subcontracted production, raw materials production and business travel. We do not currently report on employee commuting energy use as this is not considered material in the context of RB's overall carbon footprint. We provide examples of initiatives to reduce indirect energy use in our Sustainability Report on <a href="#">pages 8-10</a>
EN8	Total water withdrawal by source.	Reported	28, 29, Sustainability Report	Water consumption data can be found on <a href="#">page 28 and 29</a>
EN9	Water sources significantly affected by withdrawal of water. (Additional Indicator)	Not reported	n/a	We do not currently hold this information at a group level. However, we hope to be able to provide further details in our disclosure for the next reporting period.
EN10	Percentage and total volume of water recycled and reused. (Additional Indicator)	Not reported	n/a	We do not currently hold this information at a group level although we do report total water consumed and discharged. We hope to be able to provide further details in our disclosure for the next reporting period.
EN11	Location and size of land in, or adjacent to, protected areas and areas of high biodiversity value	Reported	28, Sustainability Report	Reckitt Benckiser's operations do not involve the ownership or use of large areas of land. Land use is restricted to office and factory locations. Our supply chain has a greater impact on land use than our own operations. However, we collect information on whether sites are located in or adjacent to protected areas and information is included in our Sustainability Report on <a href="#">page 28</a>
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value	Reported	28, Sustainability Report	Reckitt Benckiser's day to day operations do not have significant direct effects on biodiversity. Potential impacts on biodiversity could be from pollution events either from our factories or products. We disclose information on management of this risk in our Sustainability Report. In addition, the use of natural raw materials has impacts on biodiversity and we disclose on this via the Forest Footprint Disclosure Project <a href="#">online here</a> and also in the Sustainability Report on <a href="#">page 28</a>
EN13	Habitats protected or stored. (Additional Indicator)	Reported	8, 27, Sustainability Report	Reckitt Benckiser's operations do not result in significant land use changes or direct adverse effects on habitats. However, our tree planting initiative in Canada, Trees for Change, will see c. 23 sq miles of degraded farmland restored to native forest. Further details can be found <a href="#">online here</a>
EN14	Strategies for managing impacts on biodiversity. (Additional Indicator)	Not material		We provide information on our approach to managing the biodiversity risks associated with our operations and from purchasing natural raw materials in our <a href="#">Sustainability Report</a> However, the nature of RB's business activities means that direct impacts on biodiversity is not a material issue for the business.
EN15	Protected species with habitats in areas affected by operations (Additional Indicator)	Not material		The footprints of our facilities are limited in size and operations are contained within factory buildings. As a result, this issue does not represent a material sustainability issue for our business.
EN16	Total direct and indirect greenhouse gas emissions by weight	Reported		We set out our total direct and indirect greenhouse gas emissions in our information submission as part of the CDP Investor programme. They can be found <a href="#">online here</a> The data we provided in 2011 were:
EN17	Other relevant indirect greenhouse gas emissions by weight	Reported		Scope 1: 104813 (metric tonnes CO <sub>2</sub> e) Scope 2: 185774 (metric tonnes CO <sub>2</sub> e) Scope 3 data are set out in section 15.1 of the RB 2011 CDP survey response.
EN18	Initiatives to reduce greenhouse gas emissions (Additional Indicator)	Reported	8, 27, Sustainability Report	We provide details on our activities to reduce our greenhouse gas emissions in our Sustainability Report. This includes details the carbon savings achieved through various activities on <a href="#">page 8 and 27</a>
EN19	Emissions of ozone-depleting substances	Not material	28, Sustainability Report	Reckitt Benckiser is not a significant user of ozone depleting substances and as a result, this is not a significant issue for our business. (NB: ozone-depleting substances contained or emitted from products during their usage and disposal are not covered by this Indicator). Our site level environment management systems identify and manage risks at a local level.
EN20	NO, SO, and other significant air emissions	Reported	28, Sustainability Report	Our significant direct air emissions (greenhouse gas emissions from energy use) are reported; we do not have significant NOx or SOx emissions.

Requirement of G3 Guidelines	Status	Page (Sustainability Report & Annual Report 2011)	Comment
EN21 Total water discharge by quality and destination.	Partially reported	28, Sustainability Report	We report on total water discharged and location but water quality is not currently reported; we aim to be report Biological Oxygen Demand (BOD), Total Suspended Solids (TSS) and Chemical Oxygen Demand (COD) data in the next reporting period.
EN22 Total weight of waste by type and disposal method.	Reported	28, 29, Sustainability Report	We provide data on the total waste by type and disposal method in our Sustainability Report on <a href="#">page 28</a> and <a href="#">29</a>
EN23 Total number and volume of significant spills.	Reported	28, Sustainability Report	We provide information on spills in our Sustainability Report on <a href="#">page 28</a>
EN24 Waste deemed hazardous under the terms of the Basel Convention (Additional Indicator)	Partially reported	28, 29, Sustainability Report	Data on the hazardous waste generated by Reckitt Benckiser is found in the Sustainability Report on <a href="#">page 28</a> and <a href="#">29</a>
EN25 Water bodies and related habitats significantly affected (Additional Indicator)	Reported	28, Sustainability Report	There are no water bodies that are significantly affected by RB's water discharges (as defined by the GRI Indicator Protocols v 3.1).
EN26 Initiatives to mitigate environmental impacts of products	Reported	8, 27, Sustainability Report	We provide information on the initiatives we are implementing to mitigate the environmental impacts of our products in the Sustainability Report on <a href="#">page 8</a> and <a href="#">27</a>
EN27 Percentage of products sold and their packaging materials that are reclaimed	Partially reported	n/a	As a minimum, RB complies with local legal requirements in relation to packaging reclamation, such as the Waste Electrical & Electronic Equipment Regulations and Packaging Waste Regulations in the EU. Information on packaging and waste management is included in our Sustainability Report.
EN28 Significant fines and non-monetary sanctions for non-compliance with environmental laws and regulations	Reported	28, Sustainability Report	Details of any significant fines or non-monetary sanctions for non-compliance with environmental law and regulations are set out in the Sustainability Report on <a href="#">page 28</a>
EN29 Environmental impacts of transporting products and other goods and materials, and the workforce (Additional Indicator)	Reported	31, Sustainability Report	The most significant impacts of the transport of RB products are the associated greenhouse gas emissions. Details on the emissions associated with transport of products are provided in the Sustainability Report on <a href="#">page 31</a> and CDP Investor information disclosure (section 15.1 of RB's response).
EN30 Total environmental protection expenditures and investments by type (Additional Indicator)	Not reported	n/a	We do not currently report this information as it is considered commercially sensitive information.

**Social – Labour Practices and Decent Work Performance Indicators**

LA1 Total workforce by employment type, employment contract and region.	Reported	22, Annual Report	We disclose data on employee breakdown by region in our <a href="#">Sustainability Report</a> . We also provide data on employee split by gender and ethnicity in our Annual Report on page 22. Information on our approach to employment and diversity can be found in our Annual Report (page 22). Our Annual Report also highlights that a single employment contract is used for all employees (see page 27). Information on the full/part type status and contract types (i.e. temporary/permanent/self employed) is held at the local level and is not currently available at the group level (as this is not a material business issue).
LA2 Total number and rate of employee turnover by age group, gender and region.	Reported	17, 22, Annual Report	We report the turnover of senior management during the reporting period in our Annual Report (see page 17), but at present we do not disclose other employee data (i.e. numbers of new hires and leavers) as this information is managed by our local operations and is not currently consolidated at the group level. Information on our approach to employment and diversity can be found in our Annual Report (page 22).
LA3 Benefits provided to full-time employed that are not provided to temporary or part time employees (Additional Indicator)	Partially reported	27, Annual Report	A single employment contract is used for all employees and compensation rules apply equally to Reckitt Benckiser's Top 400 managers in all markets. Salary ranges are based on global benchmarking and RB's annual cash bonus structures and long-term incentive plans are the same for all employees, as are pensions, healthcare plans and other benefits (See page 27 of the Annual Report). At present we do not disclose on arrangements for temporary/part time employees as this varies according to location and is managed locally, so information is not aggregated at the group level. This information is not collated at the group level as it is not a material issue for our business.
LA4 Percentage of employees covered by collective bargaining agreements.	Partially reported	n/a	This is not something we track at a global level as it is managed by local operations. However, for 20,882 full time permanent employees across the business, 48% of these employees are covered by collective bargaining agreements.
LA5 Minimum notice period(s) regarding operational changes	Reported		As a minimum, RB complies with applicable local laws regarding minimum notice periods. Some locations also have specific policies regarding minimum notice periods. In addition, group management (Top 400) has a standard notice period of 6 months.
LA6 Percentage of total workforce represented in formal joint management-worker health and safety committees (Additional Indicator)	Reported		Our global manufacturing, warehouse and R&D facilities all have H&S committees with employee and management representatives. Further information on H&S management can be found in our <a href="#">Sustainability Report</a>
LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Partially reported	33, Sustainability Report	We report data on rates of injury, lost days and number of work-related fatalities (i.e. 3 of the 5 items identified for this KPI). Data on absenteeism and occupational diseases are tracked locally and as a result, this information is not currently available at the group level. However, we hope to be able to report these data next year.

Requirement of G3 Guidelines	Status	Page (Sustainability Report & Annual Report 2011)	Comment
LA8 Programs in place to assist workforce members, their families, or community members regarding serious diseases	Reported	This table	Programmes are coordinated locally and are tailored to meet the local needs. Examples include HIV/AIDS awareness programmes, stress management support, health & nutrition awareness programmes and child/elderly care support.
LA9 Health and safety topics covered in formal agreements with trade unions. (Additional Indicator)	Not reported	n/a	We do not currently collate this information at the group level as it is managed locally.
LA10 Average hours of training per year per employee by employee category.	Partially reported	14, 19, Annual Report	Information on employee training is provided in our Annual Report (see pages 14 and 19). However, our internal reporting systems are not currently set up for the external reporting of this information in terms of actual hours of training provided on specific subjects across our global facilities. We do not believe the benefit of doing so warrants diverting resources to do so, versus the other things we are instead doing with our resources in terms of actively improving the health, safety & welfare of employees at work.
LA11 Programs for skills management and lifelong learning that support the continued employability of employees (Additional Indicator)	Partially reported	13, Annual Report	Reckitt Benckiser is committed to continuing professional development of its employees. Details are set out in the Annual Report on page 13. We do not currently report on transition assistance programmes as these are tailored to meet specific needs and circumstances.
LA12 Percentage of employees receiving regular performance and career development reviews. (Additional Indicator)	Reported		All employees are included in RB's Performance & Development Review programme, which includes setting performance, development and training objectives and reviewing progress against these.
LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Reported	32, Sustainability Report 22, Annual Report	We report on the composition of governance bodies and the breakdown of employees by gender and minority group on page 22 of the Annual Report. Information is also included in the Sustainability Report on <a href="#">page 32</a> . We do not currently report on employees by age group as this is not a relevant metric for our business as we hire and promote employees on the basis of experience and performance, not age. Information on our approach to diversity is set out in our Annual Report (also on page 22).
LA14 Ratio of basic salary of men to women by employee category.	Not material	n/a	Salaries are locally determined according to the geographical location and type of work performed. We provide information on remuneration in our Annual Report but this does not currently include the basic salary ratio of men to women. We have a policy of non discrimination and employee salaries are determined by grade, experience and performance regardless of gender. Group HR also monitors average pay of males and females in the Top 400 to ensure this reflects industry averages.
LA15 Return to work and retention rates after parental leave, by gender	Not material	n/a	As a minimum, we follow local legal requirements regarding parental leave. At present information on employees taking parental leave, return to work and retention rates is managed at the local level and is not available at the group level as this is not a material issue for our business.

#### Social – Human Rights Performance Indicators

HR1 Investment agreements that include human rights clauses or have undergone human rights screening.	Reported	54-55, 73-74, Annual Report	We report on significant investment agreements – which include company acquisitions and significant capex projects – in our Annual Report (see pages 54-55 and 73-74). Human Rights issues are reviewed as part of the due diligence process for significant investment agreements and the conclusions inform investment decisions.
HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	Partially reported	n/a	We provide details of our Global Manufacturing Standard which outlines our requirements in relation to human rights but do not currently report externally on our screening process or results. We are currently working on this and expect to be able to improve our disclosure for the next report (i.e. for 2012 calendar year).
HR3 Total hours of employee training on policies and procedures concerning aspects of human rights (Additional Indicator)	Partially reported	n/a	All employees are required to complete annual training on RB's Code of Conduct (which includes human rights issues) (see page 14 of the Annual Report). As training is managed on an individual basis, we do not currently intend on compiling group-wide data on training hours completed.
HR4 Total number of incidents of discrimination and actions taken.	Partially reported	33, Sustainability Report	Our reporting systems are not currently set up for the external reporting of this information but refer to <a href="#">page 33</a> for information on our approach to this topic.
HR5 Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk	Partially reported	31, Sustainability Report	We provide details of our Global Manufacturing Standard which outlines our requirements and processes in relation to collective bargaining, no child labour and no forced labour. We do not currently report externally on the results of this process. We are currently working on this and expect to be able to improve our disclosure for the next report (i.e. for 2012 calendar year).
HR6 Operations identified as having significant risk for incidents of child labour	Partially reported		
HR7 Operations identified as having significant risk for incidents of forced or compulsory labour	Partially reported		

Requirement of G3 Guidelines		Status	Page (Sustainability Report & Annual Report 2011)	Comment
HR8	Percentage of security personnel trained in human rights policies or procedures	Not material	n/a	Reckitt Benckiser is not required to have a strong security presence at our facilities and as a result, this issue is not considered a material risk to the business.
HR9	Total number of incidents of violations involving rights of indigenous people (Additional Indicator)	Not material	n/a	Given the nature of Reckitt Benckiser's business and the locations of our facilities, this is not considered a material risk for the business.
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	Partially reported	31, Sustainability Report	We provide details of our Global Manufacturing Standard which outlines our requirements in relation to human rights but do not currently report externally on our screening process or results. We are currently working on this and expect to be able to improve our disclosure for the next report (i.e. for 2012 calendar year).
HR 11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	Reported	20, 33, Sustainability Report	Reckitt Benckiser's grievance process is outlined in the Sustainability Report on <a href="#">page 20</a> and <a href="#">33</a>

#### Social – Society Performance Indicators

SO1	Nature, scope and effectiveness of programs that assess and manage our impacts on communities	Reported	16-18, Sustainability Report	Our community programmes address key health and hygiene issues in local/global communities and individual sites also work with local communities. Examples of community programmes Reckitt Benckiser supports are set out in our Sustainability Report and <a href="#">online here</a> . Other aspects are not currently identified as material.
SO2	Business units analysed for risks related to corruption.	Partially reported		100% of RB employees have received formal training on the UK Bribery Act and all employees with email access are required to pass a mandatory on-line test covering the UK Bribery Act. This is in addition to the annual Code of Conduct training and has been supported by extensive Legal and Internal Audit visits to high risk overseas operations.
SO3	Employees trained in anti-corruption policies and procedures.	Reported	14-15, Annual Report	All employees receive training on Reckitt Benckiser's Anti-bribery Policy and Code of Conduct. For further information see pages 14-15 of the Annual Report.
SO4	Actions in response to incidents of corruption.	Partially reported		RB Group policies require the reporting of all incidents of possible corruption to the Chief Auditor, who is responsible for oversight, guidance and investigation. All reported instances of possible Fraud and Corruption are presented to the Audit Committee along with key actions which are regularly followed up.
SO5	Public policy positions and participation in public policy development	Reported	25, Sustainability Report 22, Annual Report	Activities we are involved with through trade associations, roundtables and task forces are set out in the Sustainability Report on <a href="#">page 25</a> . In addition, RB's position in relation to diversity is set out on page 22 of the Annual Report.
SO6	Value of contributions to political parties, politicians, and related instruments (Additional Indicator)	Reported		As stated in our Code of Business Conduct <a href="#">online here</a> the Company is not a political organisation. It does not support political parties or contribute funds to groups whose activities are calculated to promote party interests or the election of a specific candidate.
SO7	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices (Additional Indicator)	Reported	16, Annual Report	Information on legal action during the reporting period in relation to anti-competitive behaviour is provided in the Annual Report on page 16 (under 'Contingent Liabilities').
SO8	Significant fines and non-monetary sanctions for non-compliance with laws and regulations.	Reported	28, Sustainability Report 16, 64, Annual Report	Information on fines and non-monetary sanctions for environmental, health and safety matters are provided in the Sustainability Report on <a href="#">page 28</a> . Information on other material fines and non-monetary sanctions are included in the Annual Report (see pages 16 + 64).
SO9	Operations with significant potential or actual negative impacts on local communities	Not material	n/a	Given the nature of Reckitt Benckiser's business and the locations of our facilities, this is not considered a material risk for the business.
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	Not material	n/a	Given the nature of Reckitt Benckiser's business and the locations of our facilities, this is not considered a material risk for the business.

#### Social - Product Responsibility Performance Indicators

PR1	Life cycle stages in which health and safety impacts of products and services are assessed	Reported	12, 33, Sustainability Report	We report on our management of health & safety considerations relating to the life cycle of our products in our Sustainability Report on <a href="#">page 12</a> and <a href="#">33</a>
PR2	Incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products (Additional Indicator)	Not reported	n/a	This information is managed at the local level and as a result, is not currently available at the group level.
PR3	Product and service information required by procedures, and percentage of significant products and services covered.	Reported	30, Sustainability Report	Product information procedures are outlined in the Sustainability Report, which includes RB's approach to including safe use, chemical ingredients and environmental information on packaging across RB's product range on <a href="#">page 30</a>



Requirement of G3 Guidelines		Status	Page (Sustainability Report & Annual Report 2011)	Comment
PR4	Incidents of non-compliance with regulations and voluntary codes concerning product information and labelling. (Additional Indicator)	Not reported	n/a	This information is managed at the local level and as a result, is not currently available at the group level.
PR5	Practices related to customer satisfaction, including results (Additional Indicator)	Reported	30, Sustainability Report	Information on our consumer satisfaction approach, including our results are set out in our Sustainability Report on <a href="#">page 30</a>
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications	Reported		Reckitt Benckiser is part of the AISE 2010 Charter and includes the AISE sustainable cleaning logo on relevant products. As part of this membership, RB carries out regular compliance checks and is audited by an external party every 3 years.
PR7	Incidents of non-compliance with regulations and voluntary codes concerning marketing communications (Additional Indicator)	Not reported	NA	This information is managed at the local level and as a result, is not currently available at the group level.
PR8	Total number of substantiated complaints regarding breaches of customer privacy (Additional Indicator)	Not reported	NA	This information is managed at the local level and as a result, is not currently available at the group level.
PR9	Significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Reported	28, Sustainability Report 16, Annual Report	Significant fines are included in the Annual Report on page 16. In addition, details of environmental, health & safety fines are included in the Sustainability Report on <a href="#">page 28</a>

## ABOUT THIS REPORT

This report is for the year ending 31 December 2011 and conforms to the G3 Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI); we have self-declared as meeting the top GRI application level of A.



## Further information

This report is part of our integrated approach to reporting our total performance, for further information please go to our website [rb.com](http://rb.com)

If you have any comments or queries on this report or our sustainability performance please contact:

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Sustainability performance data in this report assured by PricewaterhouseCoopers LLP  
 See Independent assurance statement, [page 35](#)

Environment (2011 data)	Page
• Greenhouse gas emissions from manufacturing energy use (tonnes CO <sub>2</sub> equivalents per '000 CUs; actual)	8, 27, 29
• Total waste at manufacturing and R&D facilities (tonne per '000 CUs; actual)	28, 29
• Hazardous waste at manufacturing and R&D facilities (tonnes per '000 CUs; actual)	28, 29
• Water discharges from manufacturing and R&D facilities (m <sup>3</sup> per '000 CUs; actual)	28, 29
• Energy use at manufacturing and R&D facilities (GJs per '000 CUs; actual)	27, 29
• Water use at manufacturing and R&D facilities (m <sup>3</sup> per '000 CUs; actual)	28, 29
• Top 5 raw materials used (million metric tonnes)	31
<b>Social performance (2011 data)</b>	
• Nationalities: of the Company's Board, Executive Committee, 'Top 40' and 'Top 400' senior management and 69% of the average number of total global employees	20, 32
• Gender split: of the Company's Board, Executive Committee, 'Top 40' and 'Top 400' senior management and 69% of the average number of total global employees	20, 32
• Cash value added	25
<b>Health and safety at work (2011 data)</b>	
• Lost Working Day Accident Rate (LWD AR) at manufacturing, R&D and warehouse facilities (per 100,000 hours)	12, 33
• Numbers of fatal and severe accidents	33