



**HEALTH, SAFETY
AND WELLBEING**

Health and safety is not just about reducing illness and workplace accidents, but safeguarding and boosting our people's wellbeing. Given our Purpose to protect, heal and nurture, we put this responsibility at the heart of our business.

HEALTH, SAFETY AND WELLBEING CONTINUED

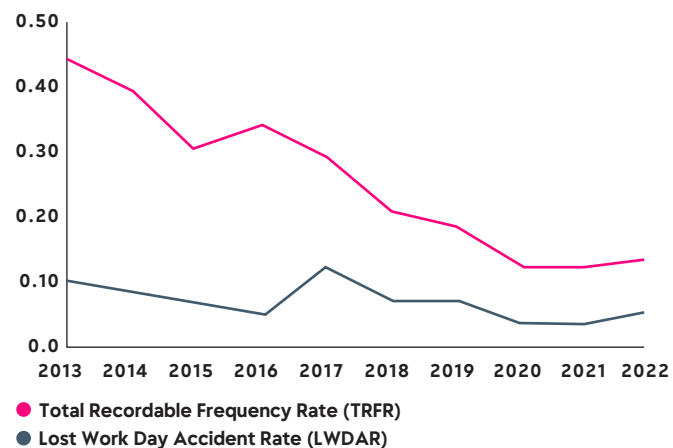
2022 PERFORMANCE

	2022 progress	2021	2020
Lost Work Day Accident Rate (LWDAR) per 100,000 hours	0.066+	0.046+	0.05
Total Recordable Frequency Rate (TRFR) per 100,000 hours	0.14+	0.13+	0.14
Total recordable accidents	120+	121+	132
Lost work days	56+	42+	47
Severe accidents ¹	2+	0+	0
Employee fatalities	2+	0+	0
Contractor fatalities	0+	0+	0
Safety hours trained per employee hours worked ²	1.3	1.2	1.0

* Assured by ERM CVS as part of their limited assurance scope; for details, see our [Sustainability Governance, Reporting and Assurance Insight](#)

1. A severe accident is a permanent disability, including loss of sensory motor dexterity: e.g. loss of a fingertip
2. This metric covers total hours worked at the facility during the month. Therefore, this includes all permanent, temporary/contract/agency workers and third party ad hoc contractors/engineers who visit the site for a short time to complete a specific work task, "permanent" on-site contractors who manage their own area and staff (e.g. restaurant staff) and visitors to the site. Where exact data cannot be determined a simple estimate for hours worked for contractors/engineers is satisfactory

RECKITT ACCIDENT PERFORMANCE



HEALTH, SAFETY AND WELLBEING CONTINUED

Our diverse global team has around 40,000 people, of which two thirds are in manufacturing, logistics and R&D roles. We must set the highest standards of health, safety and wellbeing to look after everyone who works for and with us. That goes for employees, contractors and visitors. We do this by embedding a culture that puts people first and where everyone understands safety risks and takes responsibility for ensuring a safe and healthy working environment.

Our approach to keeping our people safe is about more than reducing workplace accidents and illnesses. It also means safeguarding and boosting their wellbeing, since our people's physical and mental health and wellness is valuable to us. This responsibility goes to the heart of our Purpose to protect, heal and nurture for a cleaner and healthier world, and is central to our Compass, which urges us to 'do the right thing. Always'.

Health and safety

Health and safety hazards vary depending on people's roles and where they work. That could be an office, factory, R&D laboratory or warehouse, and might include driving as part of our logistics operations or to visit customers. Different roles have different levels of risk, so we have standards that reflect the specialist areas across Reckitt, such as manufacturing, R&D and commercial functions. We audit compliance against standards and targets tailored to each role. Our global standards aim to take account of all these.

Performance

Our health and safety performance in 2022 remained fairly flat over the year. The Total Recordable Frequency Rate (TRFR) went from 0.13 in 2021 to 0.14 in 2022, with many colleagues returning to work as we learnt to live with COVID-19. During the height of the pandemic in 2020 and 2021 many of our colleagues weren't travelling or working from offices and were home-based, which made incidents less likely.

The Lost Work Day Accident Rate (LWDAR) has risen marginally from 0.046 to 0.066, which reflects the return to work post the pandemic peak. Due to the small margins, a very small number of lost work days does influence the LWDAR, which explains the rise this year.

Very sadly, during 2022 two of our colleagues were involved in fatal road traffic incidents in India. We completed full investigations into both incidents with lessons learned, shared and acted upon. We have global health and safety standards, including the Reckitt Road Safety Standard, with additional road safety training provided where required.

Managing health and safety

We develop our health and safety management systems in line with our Occupational Health and Safety Policy, global standards, Code of Business Conduct and location-specific guidance. We also regularly review and revise our global standards where necessary. In 2022, we released a global standard on emergency preparedness. This aimed to provide a framework to establish procedures in a way that can identify, plan for, and respond to emergencies of magnitude that have potential to cause a significant disruption to people and operations.

It's important to apply consistent health and safety standards around the world. Across our manufacturing facilities, we are certified to ISO 45001 – the International Standards Organization Certification for Occupational Health and Safety. This enables us to drive consistent standards across our global manufacturing facilities. The ISO 45001 standard complements our internal health and safety compliance audit programme and governance processes. In 2022, all but one of our manufacturing sites were covered by Group ISO certification, and this site is working towards certification in 2023.

In 2022 we continued to build on the progress we'd made in previous years by implementing our health and safety policies and embedding health and safety into the culture of the business. This has meant empowering employees across the business, not just our Environment, Health and Safety (EHS) team, to make health and safety part of everything we do. It's also meant evolving the role of health and safety beyond a compliance function so it becomes a 'business partner'. We formed our first external partnership, with the IIRSM (International Institute of Risk & Safety Management), and restarted our in-person internal audit programmes.



RESTARTING ON-SITE HEALTH AND SAFETY AUDITS

During the COVID-19 pandemic, we ran virtual health and safety assessments. While they went some way towards meeting our needs, in-person audits are more effective. So, restarting site visits was a priority this year, helping us assess health and safety standards, including potential risks and hazards, like manual handling and working at height.

We assess each site to see which hazards are most relevant there. This is more efficient than the previous system of auditing each site against the same set of standards, which might not apply in each case.

For all audits, we outline corrective action for any issues we identify. Every audit is driven and is started by leadership. Senior health and safety team members conduct the audits, and the final report which contains corrective actions is then reviewed by the leadership team. The corrective actions are then entered into a database, which lets us track progress. Any outstanding audit actions go into our monthly performance report, which again goes to leadership teams.



HEALTH, SAFETY AND WELLBEING CONTINUED

We're part of a global industry health and safety roundtable network, where we discuss key issues and trends, share best practices, global incidents and health and safety performance metrics. When assessing performance against our global industry peers, we came in the top quartile of benchmarking.

We continued to focus on behavioural safety observations, where colleagues monitor factory processes to offer fresh perspectives on how to improve. This helps us manage risk proactively by spotting and remedying potential issues before they lead to safety problems.

The year also saw us hold health and safety awareness and education events, which coincided with the International Health and Safety Day (28 April). These included a global health and safety week, involving business leaders, that became a month-long event in India with activities including road safety campaigns and machinery training.

Other highlights included:

- Actions to make manufacturing processes globally consistent
- A global dust and vapour survey looking at safety controls at manufacturing sites to help us coordinate improvements at around 40 sites
- Four global townhalls where corporate EHS teams and counterparts in different markets shared successes and best practice, as well as discussing health and safety with the wider business



PARTNERSHIPS AND COLLABORATION

We recognise that partnerships and collaboration help us deliver excellence in health and safety. In 2022, we started a partnership with the International Institute of Safety & Risk Management (IIRSM), a professional membership organisation for those responsible for managing risks in all their forms.

We'll collaborate on influencing the risk agenda across industries and raising awareness and standards of risk and safety management, with a particular focus on health and hygiene. We'll champion risk management to drive positive change for both employee and organisational wellbeing through setting standards, connecting people and organisations, and providing practical education, training, advice and resources.

The IIRSM has members in more than 90 countries, representing all risk disciplines, from compliance, environmental management and health and safety, to insurance, internal audit, quality management, security, project management and more.

The partnership is in its early stages, but we're excited to grow the relationship, as it gives our employees access to resources like training, toolkits, conferences and industry peer insights, and helps us underline our focus on best practice. We recognise that promoting diversity and inclusion helps to manage risks by creating an environment where everyone thrives and feels they belong. This is why we're sponsoring the DEI Strategy of the Year Award at the IIRSM Risk Excellence Awards in 2023.

Wellbeing

We want people in our workplaces to feel free and express themselves fully, contributing to an equitable, inclusive and innovative culture we can all be proud of.

Our wellbeing vision, a key enabler of our culture, is to deliver the resources to enable healthier, happier people and places across Reckitt. It's not just about better work-life balance, but better life, full-stop. Helping our employees to be at their best means they can realise their full potential and feel better about life in general. Focusing on mental health and general wellbeing is the right thing to do for our people, but it's also vital to helping our business perform.

Our work is guided by our global Wellbeing Policy, which includes our focus on mental health. Launched in March 2022, it defines our ambition to create an environment where people can live a better life. We also have a global Code of Conduct, Diversity and Inclusion and Anti-bullying and Harassment policies to help us create a positive working environment.

We've established a global Wellbeing Hub where employees can access resources including guides, videos and online tools. We provide access to education and resources on topics that, based on feedback and engagement surveys, we know are priorities. These include mindset, stress management, triggers, resilience, movement, nutrition, recovery and workload.

Our people also have access to wellbeing experts through quarterly global webinars and monthly Q&A sessions, open to everyone, everywhere. The webinars focus on helping employees to deal with balance, mental health, and the importance of managing mental energy. We also provide a guided curriculum on mental wellness that consists of video-based training supported by a guide with activities to help internalise the training content.

As well as this, we offer employee assistance programmes in all our markets that give immediate support related to various wellbeing challenges, including mental health support. The mental health section on our intranet also has local mental health training for line managers and HR. Our global activities set the tone for local initiatives that complement our global resources. An example is the Mental Health First Aider programme in the UK, which trains employees to give first-level support for anyone dealing with specific challenges.

"OUR WELLBEING VISION IS TO DELIVER THE RESOURCES TO ENABLE HEALTHIER, HAPPIER PEOPLE AND PLACES ACROSS RECKITT."

HEALTH, SAFETY AND WELLBEING CONTINUED

Collaborating for greater impact

We work with wellbeing partners to amplify our impact and support our colleagues.

- **Continuing mental health partnership** – Our global partnership with the not-for-profit organisation Heart on My Sleeve has entered its second year. It offers practical guidance and resources related to preventative measures for people who need help, their colleagues, supporters, and the organisation at large to improve wellbeing and help us care for others at work and at home
- **Caregiver Support Network pilot** – In October 2022 we launched a Caregiver Support Network pilot programme in the UK, where we offer extra resources and a support platform for caregivers dealing with mental health challenges for the people they look after

Enabling our leaders

Leaders have a marked influence on the wellbeing of their teams. All our managers have the opportunity to take part in wellbeing programmes through training and individual and group coaching, as well as access to mental health training resources.

In 2022, we continued to offer global wellbeing programmes to leaders at every level of the organisation, focusing on how they can take care of their own wellbeing while also building an environment that supports our people in a high-performance culture.

The Global Executive Committee and its teams continue to lead from the front, completing a programme focused on leading sustainable performance, with wellbeing and cognitive capacity as the core focus. We also regularly run global and local Stronger Together conversations, chaired by the CEO and other senior leaders, highlighting critical elements of inclusion and wellbeing. Every October, we put a special focus on mental health to celebrate Global Mental Health Day. These conversations create an open dialogue around diversity and wellbeing priorities and give employees a platform to share their experiences and make others aware of their unique challenges and personal victories.



PROMOTING WELLBEING IN THE UAE

In Africa and the Middle East, we've been focusing on gender balance, especially increasing the number of women in leadership roles and retaining more women across all levels.

There's also been a focus on racial and ethnic diversity and representation, as well as diversity of nationalities. This includes identifying gaps in hiring and promotion practices, and implementing policies to fill them.

Initiatives include:

- Launching a policy in the region to support new mothers in their return to work
- Increasing awareness of diversity and inclusion through education, training, external speakers and panel discussions every quarter, with a focus on our Conscious Inclusion programme
- Building a sense of belonging with monthly show-and-tell events for people to showcase their culture. We also launched a policy letting people take the day for cultural celebrations that matter to them, but aren't public holidays in UAE or Saudi Arabia, such as Diwali and Holi.
- We ran a series of talks on:
 - managing and coping with microaggressions in the workplace;
 - improving mental health; and
 - improving wellbeing by normalising mental health and managing colleagues and self
- A quarterly survey to measure the effectiveness of the local Inclusion Board



Listening to our people and measuring performance

We conducted our annual global all-employee survey in August 2022. There was strong engagement globally, with 83% of employees responding and leaving more than 30,000 comments.

Inspired by our Purpose, Fight and Compass, 86% of people who commented on this question are personally committed to making access to the highest-quality hygiene, wellness and nourishment a right, not a privilege. They're proud to work in the Company and identify strongly with our culture of achievement. There's also strong appreciation for the Company's investments in wellbeing and sustainable high performance.

Our people also give feedback on our culture through the survey, and we include questions on care and diversity, aiming to improve the results year-on-year through targeted actions. Our 'Care' score – measured by the statement 'At work, I feel cared about as a person' – is above the global benchmark of companies using the Glint tool for their employee surveys.

We evaluate the effectiveness of our actions by looking at improved business performance, increased retention, training completion rates and feedback, as well as employee engagement trends. We include results and progress against our wellbeing ambition in our 2022 Annual Report.

For more information about our employee survey and how we listen to employees, see [Our People Insight](#)

Looking ahead

In 2023, we'll continue to work on addressing our safety hot spots and support sites through our internal audit programme. We recognise that health and safety can't flourish without a genuine safety culture. So we'll carry on building on our work with our sites and other functions to promote health and safety as a business partner.

We also understand that enhancing our people's wellbeing enhances our business performance. Doing this well is about making the right habits and behaviour part of how we live and work every day, whether it's how we run meetings or how leaders manage their teams. Over the coming years, we'll continue to focus on integrating the right wellbeing habits into our culture.