Purpose with a passion

Reckitt Benckiser Group plc (RB)
Sustainability Report 2016
Sustainability is at the heart of our better business strategy.

Our values
Achievement
We don’t just aim high, we strive for outperformance.
Ownership
Treat the Company as if it were your own.
Entrepreneurship
Daring to be different, taking calculated risks.
Partnership
Leveraging relationships for outperformance.

What’s inside
This is RB’s 16th annual publication on sustainability and provides an account of how the business approaches and manages sustainability, how we are performing and our plans going forward.

Sustainability is a key component of RB’s better business strategy which defines the way we help to make healthier and happier lives through three strategic pillars: better financials, better society and better environment. The suite of annual and sustainability reports provides an overview of our performance in a consistent and integrated way.

Newly introduced in this report is a sustainability model (p. 4) that is related to the corporate business model and demonstrates the resources we use and the social and environmental impacts our products and operations have. The report also introduces RB’s new sustainability governance approach and Chief Safety, Quality and Compliance Officer (p. 9), and, for the first time, includes a summary of RB’s activities against the UN’s Sustainable Development Goals (p. 8).

This 2016 Sustainability Report is complemented by a Detailed 2016 Sustainability Report which gives further details on RB’s sustainability performance and approach to management, and is available at rb.com.

This report, along with the Detailed Sustainability Report has been written in accordance with GRI G4 guidelines and selected data have been independently assured by PriceWaterhouseCoopers LLP (PwC) – further details are on page 26.
RB at a glance

Millions of consumers worldwide love and trust our brands. We have operations in more than 60 countries and sales in most countries across the globe. We organise our business into two areas, centred on groups of countries with many similar ties in consumer behaviour, brand development and how the retail trade is organised. This structure helps us to be faster to market, with more consistent in-market activation.

Health

Market positions
- Nurofen and Gaviscon are leading analgesic and gastro-intestinal brands in Europe and Australia
- Durex is No.1 worldwide in condoms for both safe and more pleasurable sex
- Strepsils is No.1 in medicated sore throat globally
- Mucinex is the No.1 cough brand in the US
- Scholl/Amopé is No.1 globally in footcare

Hygiene

Market positions
- RB is No.1 globally in the overall category of surface care
- No.2 worldwide in lavatory care with Lysol in North America and Harpic across Europe and Developing Markets
- Dettol is No.1 worldwide in antiseptic liquids
- Finish is No.1 worldwide in automatic dishwashing
- No.2 worldwide in pest control with the Powerbrand Mortein, the Group’s international brand, supported by local brand franchises like d-Con in North America
- Veet is No.1 worldwide in depilatory products

Home

Market positions
- Vanish is No.1 worldwide in fabric treatment
- Calgon is No.1 worldwide in water softeners
- Air Wick is No.2 worldwide in air care

Portfolio
(including food)

Market positions
- French’s Mustard is the No.1 mustard brand in the US

Net Revenue

Europe and North America (ENA)

Net Revenue
£6,410m

Developing Markets (DvM)

Net Revenue
£3,070m

Food

Net Revenue
£411m

betterbusiness

Our strategy betterbusiness encapsulates everything we do. Financially, socially and environmentally we act responsibly and sustainably. We believe passionately in doing things the right way to help us deliver high-quality products and drive Shareholder returns.

betterfinancials
How we drive growth and outperformance

bettersociety
How we support our communities and develop our people

betterenvironment
How we reduce our environmental impact

Read more in our Annual Report 2016
Sustainability at RB

Healthier lives, happier homes
Sustainability is central to us being a better business

Better Society
The people who make RB what it is, and the ways in which we improve the health and hygiene of our consumers.

Better Environment
Managing the impacts our manufacturing processes and products have on the environment; the ways in which we calculate our environmental footprint and the programmes we operate to ensure that we are continually improving our performance.

1 What we use

<table>
<thead>
<tr>
<th>Cash</th>
<th>People</th>
</tr>
</thead>
<tbody>
<tr>
<td>We use our financial strength to make a positive difference through our products, programmes and people.</td>
<td>We continually develop and engage our people to fulfill their potential.</td>
</tr>
<tr>
<td>• Profit</td>
<td>• Leadership</td>
</tr>
<tr>
<td>• Investments</td>
<td>• Expertise</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Infrastructure</th>
<th>Natural Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our physical assets keep us at the top of our game in terms of technology, innovation and efficiency.</td>
<td>We use natural resources as efficiently as possible. This is good for the environment and for business.</td>
</tr>
<tr>
<td>• Factories &amp; warehouses</td>
<td>• Paper</td>
</tr>
<tr>
<td>• Commercial offices</td>
<td>• Fuel</td>
</tr>
<tr>
<td>• R&amp;D facilities</td>
<td>• Board</td>
</tr>
<tr>
<td></td>
<td>• Water</td>
</tr>
<tr>
<td></td>
<td>• Responsible sourcing</td>
</tr>
</tbody>
</table>

2 What we do

<table>
<thead>
<tr>
<th>Better Society</th>
<th>Better Environment</th>
<th>Human rights</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Our people</strong></td>
<td><strong>Waste</strong></td>
<td><strong>Human rights</strong></td>
</tr>
<tr>
<td>Attracting and developing a diverse, engaged and motivated workforce.</td>
<td>Reducing the waste we produce and aiming to send zero waste to landfill.</td>
<td>Respecting the rights of all our internal and external partners</td>
</tr>
<tr>
<td><strong>Health and safety</strong></td>
<td><strong>GHGs</strong></td>
<td></td>
</tr>
<tr>
<td>Ensuring the wellbeing of our people across the organisation.</td>
<td>Reducing carbon emissions by using cleaner sources of energy and operating more efficiently.</td>
<td></td>
</tr>
<tr>
<td><strong>Infrastructure</strong></td>
<td><strong>Water</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Decreasing the water use needed to manufacture our products.</td>
<td></td>
</tr>
</tbody>
</table>
What we make and sell

Better Society

Innovation
Developing products that are better for people and the planet.

Stewardship
Providing consumers with safe and high quality products.

Healthier lives
Improving the lives of the people through our brand and corporate programmes.

Better Environment

Health
Helping to keep people healthy through six Powerbrands.

Hygiene
Our eight Powerbrands provide improved sanitation and hygiene to people across the world.

Home
Our product ranges that are used in millions of homes each year led by four Powerbrands.

What impact we’re having

Better Society

Workplace
OUR PEOPLE
So far 20% of women in senior management
Going forward Expand focus on diversity and talent by improving retention rates of women from managers to senior managers

HEALTH & SAFETY
So far 33.8% reduction in LW DAR since 2012
Going forward Continued reduction of injuries

HUMAN RIGHTS
So far 86% of site management and procurement professionals trained
Going forward 100% employees trained by 2018

Healthier Lives
SAVE A CHILD EVERY MINUTE
So far £8m committed to the programme in 2016
Going forward Further develop programme

PEOPLE REACHED
So far 365m received health & hygiene messaging
Going forward 400m to be reached by 2020

Our products
PRODUCT STEWARDSHIP
So far 66% of Net Revenue from products with published ingredients
Going forward 100% ingredient transparency

PRODUCT INNOVATION
So far 13.2% Net Revenue from more sustainable products
Going forward 1/3 Net Revenue from more sustainable products by 2020

GHG
OUR PRODUCTS
So far 0% reduction in GHG
Going forward 1/3 reduction by 2020

OUR MANUFACTURING
So far 25% reduction in GHG
Going forward 40% reduction by 2020

Water
OUR PRODUCTS
So far 6% reduction in water
Going forward 1/3 reduction by 2020

OUR MANUFACTURING
So far 31.8% reduction of water impact
Going forward 35% reduction by 2020

Waste
REDUCING WASTE
So far 98% factories with zero waste to landfill
Going forward 100% of factories by 2020

Responsible sourcing
PALM OIL TRACEABILITY
So far 87% traceable to mill outside of India
Going forward 100% traceable to mill outside of India

1 Excluding surfactants
2 Per unit of production over 2012 baseline
3 Per dose of product over 2012 baseline
Chief Executive’s introduction

Purpose is our passion, and passion drives our purpose

“We vision is central to our business success. Not only does this inspire our people, it enables us to shape a better world, every day.”

Rakesh Kapoor
Chief Executive Officer

We understand the power of purpose. For us, it drives everything we do. From the strategic choices we make, through to the brands we focus on and the innovations we bring to market. By setting a clear direction and tapping into the passion of our people, we are growing our business in a way that creates long-term sustainable value for all.

Following the launch of the UN Sustainable Development Goals (SDGs) and the Paris Climate Agreement in 2015, we are responding to calls for businesses to act as catalysts for change. In particular, we recognise the impact our business can make towards addressing Goal 3: Good Health and Wellbeing, Goal 5: Diversity and Inclusion, and Goal 6: Clean Water and Sanitation, through the products we bring to market and our global reach.

Our better business strategy

**better society**

Our purpose encompasses the role we play in the world. As the global leader of health, hygiene, and home, we recognise the potential we have in making a difference to the lives of our people and consumers.

The extension we made to our commitment of helping over 200 million people improve their health and hygiene in 2015, to 400 million by 2020, is testament to the passion of our people. We believe health and hygiene are inextricably linked and growing economies can only prosper through promotion of health and wellness. Health is a key determinant of economic growth. Like education, health is a fundamental component of human capital.

RB’s better business strategy is holistic and our focus on social investment builds healthier communities. We aim to drive lasting, meaningful impact. Since RB began working with communities in 2003, our approach to social investment has developed significantly. In 2003 we invested approximately £150,000 per annum to support such efforts. Fast forward to 2016 and RB’s annual social investment was £8M. Critically, this social investment benefited more than 1.5 million people last year, evidence that our programmes positively enhance peoples’ lives globally.

Every hour of every day RB impacts the lives of 170 people in these communities. Or, to put it another way, in 2016 that is 4,112 individuals a day, 28,790 people every week and 125,000 in communities every month.

Whether it is stopping children dying from preventable diseases such as diarrhoea, building toilets to discourage open defecation or educating communities on hygiene habits, our social investment is always designed to deliver the highest return on purpose.

Safety first is one of our corporate values and within our business the safety of our people and consumers is of paramount importance. Sadly, we make mistakes, but when we do, we take actions to correct them and we all work hard to make sure we don’t make them again. In 2016 we navigated some of the most difficult issues that we have faced in our long and successful history. Of these, the deaths and respiratory injuries caused by the production of an RB product in South Korea was at the top of our agenda and I remain extremely sorry for the role that Oxy HS played in this crisis.

**better environment**

With operations in over 60 countries worldwide, it’s imperative that we are effectively managing our environmental impact and finding ways to reduce our footprint.

We have set ambitious targets to solve global challenges around energy efficiency, GHG emissions, water, waste and for using innovation to bring more sustainable products to the market. Our efforts to date have made us one of the top-ranked companies in the sector for corporate responsibility; however, we recognise that there is more work to be done.

With the shortage of fresh water being one of the biggest risks facing the planet over the next decade, we have continued to decrease the water we use within our manufacturing processes, in line with our commitment. I’m pleased to report that our efforts in this area have paid off, with a water consumption reduction of 31.8% across our operations since 2012. We are now well on track towards meeting our 35% reduction target by 2020.

Perhaps our most ambitious commitment in this area is to see at least a third of our net revenue coming from products that are ‘more sustainable’. We define this as products that have a reduced carbon and water impact, and that use better ingredients that are safer and healthier for our customers. As of 2016, 13.2% of our products met these criteria, bringing in a net revenue of £1.2 billion.

Looking to the future

The future looks to be both challenging and exciting in equal measure. The challenges will come from world markets and a changing global landscape. However, I see exciting prospects for our business in identifying new solutions that will have a positive impact on people’s health and happiness as we move forward.
Driving (out) performance

better financials

The better financials element of our strategy has four pillars, which focus our business on faster growing markets and categories and enable us to outperform.

Net Revenue in 2016: £9.9bn

Organisation

We organise our business into two geographical areas¹.

ENA/DvM

This helps us to allocate resources effectively and to scale our blockbuster innovations. We continually invest in and evolve our organisation, to ensure speed of decision-making and execution.

¹ Our total operations also include Food.

Powermarkets

We have 16 Powermarkets, the majority of which are in emerging markets.

They benefit from higher growth, rising middle classes and opportunities to increase penetration. In addition to their growth potential, our Powermarkets are those where we see the ability to win.

Powerbrands

19¹ Powerbrands spread across

Health
Durex, Gaviscon, Nurofen, Mucinex, Scholl, Strepsils

Hygiene
Cillit Bang, Clearasil, Dettol, Finish, Harpic, Lysol, Mortein, Veet

Home
Air Wick, Calgon, Vanish, Woolite

These Powerbrands provide over 80% of our revenue and enable us to achieve higher growth and higher margins.

¹ French’s is also a Powerbrand.

Virtuous earnings model

Our virtuous earnings model gives us the capacity to invest in top line growth, while expanding our operating margins.
Sustainable Development Goals

The United Nations (UN) has laid out a set of global objectives for 2030 that aim to end poverty, promote equality and wellbeing, and preserve the environment. RB welcomes these goals and is committed to contributing to reaching the goals and communicating performance against them.

With 17 goals to consider, it is impractical for any organisation to comprehensively address them all. RB has chosen to focus on reporting against the Sustainable Development Goals (SDGs) that are most material to our products and operations – those where we feel we have the greatest opportunity to contribute. At this time, we believe those to be: 3. Good health and wellbeing; 5. Gender equality; and 6. Clean water and sanitation.

Throughout this report we share the ways in which RB is having a positive impact upon society and our performance against the targets we have set ourselves that align with the SDGs. While we feel the three chosen goals are the most relevant for us, we also contribute to many of the other goals in a variety of different ways and will continually review how we disclose our performance against the SDGs while demonstrating how we are contributing to healthier lives.

3. Good health and wellbeing

RB brands and stewardship programmes are designed to promote wellbeing and healthier lives across the world.

We have set 2020 targets to ensure we are delivering our purpose of making healthier lives. Our contribution to SDG 3 can be measured through the programmes that will deliver our 2020 goals and include: Save a Child every Minute; and reaching 400 million people through our messaging.

Some of our brands helping to deliver SDG 3 include Durex, Mortein and Dettol, which are supported by global and in-country programmes and partnerships such as IPPF, Banega Swachh and Save the Children.

5. Gender equality

As an employer of a large number of people, RB is well-placed to help address workplace gender inequality and to empower women and girls globally.

RB is committed to increase the number of women in senior management positions. Under our strategic DARE programme we will continue our focus on diversity and top female talent by improving retention of women from managers to senior leaders. This will be accomplished by revising existing recruitment and development policies, supported by a review of key talent progression across the organisation.

RB has numerous programmes to facilitate improved gender diversity across the business, which include unconscious bias, tailored mentoring and coaching schemes and an attractive maternity policy.

6. Clean water and sanitation

Many of our products are designed to improve sanitation. Through our continual focus on innovation and stewardship, we aim to enhance sanitation and increase access to clean water supplies for all.

By 2020, we are aiming for a 35% water reduction in our operations and a 1/3 reduction in our water footprint across our value chain.

Our Harpic brand demonstrates the ways that our products can contribute to improved sanitation and our partnership with The World Toilet College is indicative of the relationships we build to help make a difference.

See more on pages 15-16

See more on page 12
Governance

RB’s governance approach

“As RB’s new Chief Safety, Quality and Compliance Officer, I’m proud to lead our efforts to ensure our high standards are being globally upheld and continually strengthened.”

I am passionate about delivering our purpose – to provide products that deliver healthier lives and happier homes. Our better business strategy brings this purpose to life and gives it real meaning. We have already reduced Greenhouse Gas emissions by 13% this year, and over 80% of supply chain human rights, environment and health & safety non-compliances observed in 2016 were successfully addressed. At RB, we constantly strive to outperform.

With that in mind, we have decided to take a step change in the way we manage product safety, quality, health & safety and sustainability. In 2016, we implemented a dedicated SQC team – made up of new and existing resources – to drive our Safety, Quality and Compliance ambitions across the organisation and ensure that sustainability plays an ever-increasing role in how we operate. Heading up this new team is an opportunity that I am incredibly passionate about.

With a strong background in manufacturing, I understand only too well the importance of having a clear governance framework that promotes a culture of safety and responsibility. Not only does it help to reduce our impact on the environment and protect people, but our dedication to quality makes compelling business sense.

Our ‘safety first’ culture means that people are our top priority. The trust of our stakeholders begins with us putting their safety first and depends on us delivering on our commitments. I am dedicated to communicating our performance in a transparent and balanced way that supports our objectives of operating safely, respectfully and efficiently while respecting local communities and the environment.

We recognise the duty we have to ensure our products are safe, effective and provide health and hygiene benefits – and we are committed to driving positive social impact through our brand programmes. We also focus on responsible product innovation and in 2016, 76% of our pipeline came from more sustainable products.

I’m proud and excited to lead this fantastic team and look forward to helping RB have a positive impact on the lives of many people across the world.

Bart Derde
Chief Safety, Quality and Compliance Officer

RB’s CRSEC governance structure

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

The Board is accountable for ensuring that our products and people are safe, the environment is protected and human rights are respected. They have ultimate accountability for the achievement of the 2020 better business strategy.

The Corporate Responsibility, Sustainability, Ethics and Compliance Committee (CRSECC) supports the board, along with the CEO, in overseeing the implementation and progress of RB’s sustainability strategy and reviewing performance against the 2020 targets. The committee meets quarterly and is attended by the CEO and other executives.

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

The SQC function takes the operational lead for sustainability and compliance, setting the agenda for the Group. It is supported by regional Health & Safety, Environment, and Human Rights Compliance Managers, who ensure that policies, activities and processes are rolled-out throughout the organisation.
Materiality and stakeholders

Our materiality process

By seeking inputs from a wide range of stakeholders and experts we are able to identify the most important sustainability issues that need to be assessed, monitored and communicated.

In 2016, RB conducted a materiality assessment to identify social, environmental and economic issues that are most significant to both RB and our stakeholders. This information helps us to prioritise the relevant issues appropriately and this is reflected in both the Company’s Sustainability and Annual Reports.

Engaging our stakeholders

Dialogue with our stakeholders provides a clear insight into the issues that most concern them and that need to be reported. We communicate regularly with a variety of different stakeholders including employees, investors, customers, suppliers, NGOs and industry associations. Discussions occur both as part of our standard day-to-day business activities and as part of our dedicated materiality assessment process.

Our materiality assessment process

We combine numerous external drivers and trends with the views and knowledge gained from internal resources and factors to determine relevant areas of focus and external reporting (see diagram to the right). This process involves both quantitative and qualitative assessments of sustainability issues and opportunities, ultimately producing a list of categories deemed to be material to RB and its stakeholders. To keep reports concise, it is best practice to report only on material issues, and this report aims to do exactly that.

Findings of materiality assessment in 2016

In 2016, a full materiality assessment was carried out that sought the inputs of over 100 stakeholders and included a thorough review by RB subject matter experts and external consultants. An initial list of almost 200 separate issues and opportunities was reviewed and reduced to 25 overarching categories. These were then aligned to RB’s sustainability strategy. The results of both the qualitative and quantitative assessments allowed RB to ascertain the level of importance for each issue. The 25 categories that were deemed material and therefore reported on were plotted onto a matrix. Further details can be found in our Detailed Sustainability Report.

Our sustainability priorities

The following table lists the 25 categories deemed to be material to RB and its stakeholders and therefore should be reported on. More information can be found in the sustainability report (SR), the annual report (AR) and in the Detailed Sustainability Report on RB.com

<table>
<thead>
<tr>
<th>Key issues</th>
<th>SR</th>
<th>AR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human rights</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Employee health &amp; safety</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Diversity and gender equality</td>
<td>12</td>
<td>30</td>
</tr>
<tr>
<td>Talent attraction and retention</td>
<td>12</td>
<td>30</td>
</tr>
<tr>
<td>Healthier lives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disease prevention</td>
<td>15-16</td>
<td></td>
</tr>
<tr>
<td>Health education</td>
<td>15-16</td>
<td></td>
</tr>
<tr>
<td>Our products</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product safety and quality</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Product ingredients</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Packaging materials</td>
<td>18, 23</td>
<td></td>
</tr>
<tr>
<td>Animal testing</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Innovation</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Greenhouse gases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Climate change</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Energy use and renewable energy consumption</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Waste</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waste disposal</td>
<td>22, 23</td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water consumption</td>
<td>21, 23</td>
<td></td>
</tr>
<tr>
<td>Responsible sourcing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsible sourcing</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Deforestation</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Biodiversity</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Governance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal compliance</td>
<td>66-67</td>
<td></td>
</tr>
<tr>
<td>Business ethics</td>
<td>60-75</td>
<td></td>
</tr>
<tr>
<td>Corporate governance</td>
<td>09</td>
<td>60-75</td>
</tr>
<tr>
<td>Stakeholder engagement</td>
<td>10</td>
<td>67</td>
</tr>
<tr>
<td>Financial and business risks</td>
<td>46-53</td>
<td></td>
</tr>
<tr>
<td>Corporate tax</td>
<td>111, 138, 157</td>
<td></td>
</tr>
<tr>
<td>Executive remuneration</td>
<td>76-92</td>
<td></td>
</tr>
</tbody>
</table>

See Detailed Sustainability Report 2016 for more information
Better Society

Better Society is about the people who make RB what it is, and the ways in which we improve the health and hygiene of our consumers.

Workplace: How we attract, develop, protect and respect our people, ensuring we draw from a diverse and highly motivated group of people who are proud to represent RB.

Pages 12-14

Healthier lives: How we improve health and hygiene behaviour through our products, brand educational programmes and impacts from our corporate social investment.

Pages 15-16

Our products: How we develop products that are more sustainable, require less water, less energy, or produce less packaging and waste across their lifecycle.

Pages 17-18
Workplace

Our people

Our view
We recognise that the key to our success lies in the employment, empowerment and engagement of talented individuals and the development of high-performing teams and culture.

Our Goal:
Expand focus on diversity and talent by improving retention rates of women from managers to senior managers

Our Performance:
20% of women in senior management

We are committed to help deliver the UN Sustainable Development Goals (SDGs): SDG 5: Gender equality. See page 8 for a description of how we are supporting these important global goals.

Attracting and developing a diverse workforce
We take huge pride in our globally diverse workforce. Our talent development model leads to international assignments at all levels of the organisation.

Sustainable efforts are being made to improve gender balance and female leadership development, engagement and retention across all functions and management levels at RB, demonstrating our commitment to SDG 5. In 2016, DARE (a programme aimed at Developing, Attracting, Retaining and Engaging talented women) saw a number of new initiatives being introduced. Included was ‘Accelerate’, a leadership programme for women where 35 high potential females representing all continents were inspired by female role models. DARE events sponsored by Executive Committee members attract both male and female participants, further enhancing the gender diversity drive within RB.

During the year, 200 female colleagues were assigned mentors and over 170 attended maternity webinars organised globally, involving a mix of participants before or after maternity leave. A Stay in Touch Programme was also initiated with the aim of maintaining contact between RB and mothers or mothers-to-be.

Unconscious Bias & Inclusive Leadership were included as core topics in leadership programmes provided to approximately 700 managers worldwide.

Line and HR managers also attended recruitment workshops to raise their awareness of managing biases, especially when recruiting for roles that are male dominant.

Reviewing performance
Making performance reviews meaningful and relevant was a focus area of 2016. Part of this involved developing a simple and useful way to provide line management with the knowledge and skills to hold inspiring and meaningful conversations with their team members. The resulting output has been applied to the entire organisation and over 14,000 employees now benefit from this new approach, which provides clarity on their individual performance during the year, their leadership impact and opportunities for further development. More than 95% of line managers have already completed the process online.

Successfully integrating international transfers
Looking after international transferees and their families is something on which RB places a high importance. Care is taken to ensure that the employees and their family members are fully supported during the transition, with particular attention paid to spouses and partners for whom it is often necessary to suspend their careers. Recognising discomfort often associated with change, a new support programme was launched that includes consulting advice to help partners find employment or set up businesses should they aspire to do so. RB has become a member of IDCN (International Dual Career Network) – a forum where the spouses or partners of transferees across multinational companies are brought together to extend their network and actively talk to recruiters regarding job prospects in the new market. Furthermore, guidance was introduced to support the relocation home of international transferees should they be unable to settle in the new location.

‘Accelerate’ gender diversity
The Accelerate programme was initiated for highly talented females with five to ten years of work experience, helping identify their strengths and shape their future career progression.

The programme helps participants to develop strategies for delivering future career success tailored to their personal goals. This is accomplished through individuals taking decisions on the career path that best suit their own development objectives. All participants receive feedback and coaching for almost 6 months after the training programme.

With a 100% positive recommendation score from those participating, Accelerate has developed active networks, in turn raising the awareness of the programme across the organisation. The use of insights and psychometrics has helped participants determine their work-life balance as well as making them aware of the impacts they have on colleagues around them.

In 2016, 35 females took part and going forward the ambition is to run 3–5 programmes a year, further facilitating the development of female leaders at RB.
Workplace

Health and safety

Our view

The health, safety and wellbeing of our workforce remains our first priority. At RB, we set ambitious targets and develop global standards to ensure that our people are safer, happier and healthier regardless of their role or location. The number of injuries occurring at RB locations has significantly decreased over the last two decades and changes to our health & safety governance structure this year aim to continue doing so going forward.

Our Goals:
Continued reduction in Lost Work Day Accident Rate (LWDAR)

Our Performance:
Reduction in LWDAR since 2012

Despite steady progress, we are deeply saddened to report the death of two contractors in 2016, who lost their lives while undertaking a repair at an RB manufacturing site in Pakistan. The incident prompted a full investigation and comprehensive response by our team and has contributed to a further restructuring of our health & safety compliance programmes.

Organisational development

To highlight our commitment to health & safety, we continue to strengthen capacity and expertise of our health & safety teams to cater for our targeted ambition to continuously improve our internal knowledge, decision making and appropriate external benchmarking. We also aim to increase the level of training received by RB employees to further enhance our overall safety performance.

New global standards will be launched to provide clarity on minimum expectations on areas of greatest risk across all manufacturing, warehouses, R&D facilities and commercial offices.

Health & safety focus across all divisions

We are committed to the continuous improvement of safety across our global operations and seek to adopt a tailored approach to health & safety management at a site-specific level.

At our manufacturing sites, we will continue to focus on the development of an Environment, Health & Safety (EHS) Competence framework for managers, supervisors and EHS professionals.

Within our R&D facilities the development of our global risk register has enabled us to identify and prioritise key risks, as well as build on existing controls and processes and we will continue to make use of this tool moving forward.

And within our commercial offices, our safety programme will continue to grow through the launch of dedicated action plans structured around key safety risks.

Our approach to health & safety management

We strive to create a safe working environment across all our worldwide operations – from our research facilities through to our manufacturing sites, warehouses and commercial offices.

Our approach to health & safety management is underpinned by our occupational health & safety policy, global standards, code of business conduct and specific guidance based on risk. The importance of these standards is recognised by our senior management team and forms an integral part of our culture and business strategy.

Our robust approach to health & safety management has continued to deliver improved performance in 2016. Since 2001, we have significantly reduced the injury rate across our manufacturing, warehouse and R&D operations by 94.7% and we have achieved our ambition to continually reduce our accident rate year-on-year since 2012. In addition to LWDAR, our Total Recordable Frequency Rate (which includes lost work days, restricted work cases and offsite treatment), has decreased by 12.7% since 2014.

Safety award for RB Nowy Dwor, Poland

Team members at our Nowy Dwor manufacturing site in Poland received a bronze award at the 2016 Countrywide Rescue Competition, Golina-Witaszyce.

With the challenge of responding to hypothetical scenarios, team members went through realistic safety simulations onsite with firefighters, ambulance and rescue crews all involved to make the challenge as realistic as possible. Nine teams were timed and judged by how well they tackled the situation.

The RB team’s strong showing at the event demonstrated that they’re not only well prepared to maintain safety but are also capable of managing emergencies effectively and efficiently.
**Workplace**

**Human rights**

**Our view**
As a global organisation with operations in over 60 countries and sales in 200 countries, we recognise the responsibility we have in upholding the highest standards of human rights wherever we operate.

Awareness and understanding of human rights and responsible business among our partners can vary significantly between the regions in which we operate. This leads to unique challenges where there are no quick fixes. Also, limitations on what we can control and influence means our approach must be holistic, with stakeholder collaboration at its core.

The increased focus on the UN Guiding Principles on Business and Human Rights (UNGPs) and the release of the UK Modern Slavery Act, further support businesses in combating human rights challenges more effectively and transparently.

**Our goal:**
Respect human rights across our operations and supply chain

**Supplier non-conformances closed to date**
82%

**Our performance:**
Site management and procurement professionals receiving human rights training

86%

82%

92%

**Updating our Human Rights and Responsible Business Policy**
At the end of 2015, we undertook a review of our Human Rights Policy to better align it to the UNGPs and the UK Modern Slavery Act. The subsequent relaunch of our Human Rights and Responsible Business Policy in 2016, reinforces our clear commitment to respecting human rights wherever we operate.

**Working with our suppliers**
The varying social, economic, political and environmental circumstances of our suppliers contributes to different understandings of compliance and best practice. Consequently, obtaining buy-in and support from small suppliers to improve conditions within their facilities can at times be challenging, particularly when other customers fail to request the same standards. This trend highlights the importance of global partnerships in combatting these challenges and we continue to be an active member of AIM-Progress – a forum of leading FMCG companies that promotes responsible sourcing practices and sustainable production systems, while seeking to reduce the burden for suppliers through collaboration and harmonisation of approaches.

Ensuring fair wages and working hours and upholding the health, safety and wellbeing of the people that work within our supply chain continue to remain key challenges. In 2016, 20% of non-conformances identified within our supply chain related to wages and working hours and 56% related to H&S.

In 2016, we engaged with a greater number of raw and packaging material suppliers, ensuring suppliers complete a self-assessment on Sedex providing evidence of policies and practices for managing labour, health & safety, environment and business integrity. We also increased the scope of our audit programme to include high-risk distribution centres, packaging and raw material suppliers.

**Promoting responsible sourcing in Brazil**

In November 2016, over 120 Brazilian suppliers attended an AIM-Progress responsible sourcing workshop. The São Paulo-based conference was organised by AIM-Progress and sponsored by RB, Heineken and Britvic.

Expert speakers provided context and practical solutions to address two highly relevant issues within Brazil: deforestation and anti-corruption. Interactive workshops on compliance with social and environmental standards, including good labour and H&S practices, were also held.

**Capability building**
Raising awareness and understanding of human rights among our people and suppliers is a crucial part of our better business strategy. RB site management, Global Procurement, and our Supply Services DvM functions undertake compulsory human rights training to ensure they are up to date on the standards and expectations we set across our operations. We also directly engage with suppliers through workshops and other initiatives (see our ‘Promoting responsible sourcing in Brazil’ case study).

**Continuing to develop our human rights programme**
The UNGPs provide a solid framework for businesses to implement initiatives and respect human rights across their value chains. In 2016, we conducted a review against the UNGPs and identified opportunities to further improve our due diligence and remediation processes.

In 2017, we will publish our first Modern Slavery Act statement for the 2016 financial year. We also have plans to increase supplier collaboration in South Asia and the Middle East, where we will also improve the due diligence of our operations. During the year we will also conduct human rights training for the entire organisation while further exploring improvements to supplier grievance mechanisms.

We are pleased with the progress made in 2016, and our plan for 2017 – under our new sustainability governance structure – will deliver an important step change for the programme and hold us in good stead for the future.
**Better society**

**Overview**

**Healthier lives**

**Delivering healthier lives**

**Our view**

Our vision is a world where people are healthier and live better. We believe health and hygiene are inextricably linked and growing economies can only prosper through promotion of health and wellness. Health is a key determinant of economic growth and a fundamental component of human capital. We are well placed to help people lead healthier lives due to the nature of our products, the scale of our brand-led educational campaigns and the impact of our social investment.

We are committed to help deliver the UN Sustainable Development Goals (SDGs): SDG 3: Good Health and Wellbeing and SDG 6: Clean Water and Sanitation. See page 8 for a description of how we are supporting these key global goals.

**Our goals:**

People reached with health and hygiene messaging by 2020

400m

Save a Child every Minute: remove diarrhoea as one of the top five killers of children by 2020

365m

Contributed to the programme in 2016

88m

Contributed to the programme in 2016

**Better environment**

**Additional information**

**Bringing our purpose to life through our brands**

**Good health and wellbeing**

Our brands leverage their scale to deliver health and hygiene awareness and education programmes to improve millions of people’s lives around the world. And through our contributions in this area we provide support to SDG 3.

For example, our Durex brand runs numerous global initiatives and programmes aimed at raising the awareness of sexual health issues and reducing the transmission of sexual diseases. Campaigns such as ‘Someone Like Me’ and the campaign to introduce an official safe sex emoji have addressed young people’s reluctance to discuss health practices through the use of social media. Durex educational videos are also a very effective tool in spreading positive sexual wellbeing messages with over 65m people seeing them in 2016. Examples of Durex’s health education programme can be found below and on www.durex.com.

Another example is our Mortein & SBP brand-raising awareness of mosquito-borne diseases such as malaria and dengue. Working with local universities and hospitals, the initiatives help to educate people on recognising symptoms of diseases and providing suitable methods of treatment. Campaigns such as ‘All Together Against Dengue’ and ‘Clap for Brazil’ have reached over 29m people since 2013 through TV, digital, mobile and in-store communication channels.

**Combating the Zika virus**

In 2016, the World Health Organisation declared the Zika virus a global public health emergency and RB’s brands teamed-up in response. A Zika relief package of $1 million consisting of cash and products was donated, supported by targeted awareness campaigns. In Brazil, our pest control brand SBP launched ‘Clap for Brazil’ which encouraged customers to combat the virus using repellent products.

Overall, the campaign reached over 9.4 million people with educational entertainment, including a video and theatre production. Durex and the International Planned Parenthood Federation (IPPF) also joined forces to launch #DontShareZika, a global campaign aimed at raising awareness of the Zika virus and its status as a sexually transmitted infection (STI).

**Sanitation, safe water and hygiene education**

The lack of global access to adequate sanitation, safe water and hygiene education is another significant global health issue that RB brands are well positioned to tackle. Our global programmes, that support a number of our hygiene and sanitation brands, are helping people to lead healthier lives and also contribute to SDG 6.

For example, our Dettol/Lysol products are supported by educational programmes that help new mums and children to develop a better understanding of how to protect and improve their health. In 2016, the brand reached 5.4m school children through dedicated programmes over the course of the year, and has provided an additional 25m children with educational hygiene programmes since 2013. Dettol India continued to implement its five-year Banega Swachh India (BSI) programme promoting nationwide hygiene and sanitation among students. So far, over 50,000 students in over 2000 schools have been reached directly, whereas the e-curriculum has scaled up the programme to reach over 100,000 schools.

Programmes run by the Harpic brand are also having a significant impact in countries such as India, Nigeria, Indonesia and Pakistan where a large number of people often have insufficient access to sanitation. In 2016, Harpic provided sanitation education to over 3m people through in-person demonstrations of correct product use along with other more general hygiene advice.

**Improving sexual health education**

Durex CONNECT-ED is a sexual health education programme targeted at teenagers in South Africa, in partnership with the Gauteng Department of Education. The programme aims to improve sexual education and reduce the rate of unplanned pregnancies amongst students in grades 8-12. The number of teenage pregnancies has reduced each year since its implementation (going from 9% to 4% per year) and the course has also improved knowledge of HIV/AIDS sexually transmitted diseases (STDs). So far the programme has reached 2.8 million students in 1,400 schools and is set to reach many more in 2017.
Healthier lives

Delivering healthier lives continued

Enhancing lives through our social impact investment

Since 2003, our approach to social impact investment has developed significantly with RB’s overall direct contribution increasing from approximately £150,000 to £8m in 2016. We assess this investment with the same rigour that is applied to investing in our commercial interests using a third party framework to evaluate our giving. As a result, we know that our social impact benefited more than 1.5m people last year alone. The framework evaluates not just how many people a company has reached by its community initiatives but more specifically the impact of this work - that is, the number of people who have actually changed their health behaviours as a result.

Whether it is stopping children dying from preventable diseases such as diarrhoea, building toilets to discourage open defecation or educating communities on hygiene habits, our social impact is always designed to deliver the highest return on its purpose. Every hour of every day RB’s social investment impacts the lives of 170 people in these communities.

In India alone, more than three quarters of a million people better understand the importance of hygiene in preventing diarrhoea thanks to RB’s social investment.

RB’s rising annual social investment

<table>
<thead>
<tr>
<th>Year</th>
<th>Contribution (£m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>8.0</td>
</tr>
<tr>
<td>2015</td>
<td>6.5</td>
</tr>
<tr>
<td>2014</td>
<td>6.5</td>
</tr>
<tr>
<td>2013</td>
<td>3.9</td>
</tr>
<tr>
<td>2012</td>
<td>4.3</td>
</tr>
<tr>
<td>2011</td>
<td>1.9</td>
</tr>
<tr>
<td>2010</td>
<td>1.6</td>
</tr>
<tr>
<td>2009</td>
<td>1.3</td>
</tr>
<tr>
<td>2008</td>
<td>1.0</td>
</tr>
<tr>
<td>2007</td>
<td>0.5</td>
</tr>
<tr>
<td>2006</td>
<td>0.3</td>
</tr>
<tr>
<td>2005</td>
<td>0.2</td>
</tr>
<tr>
<td>2004</td>
<td>0.2</td>
</tr>
<tr>
<td>2003</td>
<td>0.1</td>
</tr>
</tbody>
</table>

Social impact investment

RB’s 2016 contribution

<table>
<thead>
<tr>
<th>Benefiting</th>
</tr>
</thead>
<tbody>
<tr>
<td>170 people per hour</td>
</tr>
<tr>
<td>4,112 individuals a day</td>
</tr>
<tr>
<td>28,790 every week</td>
</tr>
<tr>
<td>125,000 in communities every month</td>
</tr>
<tr>
<td>1,564,655 overall in 2016</td>
</tr>
</tbody>
</table>

Save a Child every Minute

Every hour, 64 children die needlessly from diarrhoea, making it one of the biggest killers of children under five. Our ‘Save a Child every Minute’ programme aims to significantly reduce child deaths from diarrhoea. Together with Save the Children in India and Nigeria, and with Plan International in Pakistan, we are making significant progress in preventing, protecting and treating diarrhoea by implementing ground-breaking programmes in line with the WHO-UNICEF 7-point plan for diarrhoea control.

Working with Save the Children in Nigeria

In Nigeria, 96,000 children die each year from diarrhoea, the second highest rate globally after India. We are currently in our second year of programme delivery with Save the Children helping prevent, control and treat diarrhoea in communities within Shomolu and Lagos State. We have reached 138,328 children to date with significant reductions seen in children suffering from diarrhoea (38%), and increases in children receiving measles injections (13%) and being treated with rehydration sales (14%).

In Shomolu, Nigeria, many mothers share traditional beliefs passed on through generations on how to feed infants and young children. This has contributed greatly to the prevalence of diarrhoea in children under five. As part of World Breastfeeding Week, aid workers provided mothers with education on the importance of exclusive breastfeeding in preventing diarrhoea. Since the programme launched, there has been a 28% increase in the number of mothers practicing exclusive breastfeeding.

Continuing to build healthier lives

We are helping people to lead healthier lives through our products, the scale of our brand-led educational campaigns and the impact of our corporate social investment. Through our brand-led initiatives we have now delivered health awareness and education messaging to 365 million people since 2013.

For our corporate social investment specifically, we have used an independent framework to evaluate impact which showed that over 1.5 million people improved their health and hygiene behaviour as a result of our investments.

In 2017, we will look to see whether this third party framework, or others, can be applied to some of our brand initiatives in order to deepen our understanding of the impact they are having on health and hygiene behaviours.
Overview
Better environment
Better society
Additional information

Our products

Product stewardship

Our view
When customers purchase a product from us they trust that we will deliver something safe and high quality. At RB, we are committed to providing products that contribute to healthier lives and happier homes. Our approach to product stewardship focuses on making better ingredient choices while continually improving the environmental and social impacts of our products across their lifecycle.

Our goal: Ingredient transparency
100%

Our performance: Net Revenue from products with ingredient lists published
66%

Enhancing the safety of consumers
Consumers are at the heart of everything we do and we are committed to delivering solutions in a way that meets their needs while continuously improving the safety and environmental profile of our products.

We recognise that standards are improving constantly and we can no longer remain satisfied that compliance with the law is a sufficient safeguard. We aim to continually find ways to improve our standards in the knowledge that whatever we do today is unlikely to be sufficient for the consumer of tomorrow. Our Consumer Safety Policy outlines our approach to ensuring the safety of our consumers, employees and the general public.

Eliminating potential ingredients of concern
Since 2001, we have maintained a Restricted Substances List (RSL) to ensure a consistent global approach towards minimising and eliminating potential ingredients of concern. We assess the regulations, sustainability, safety and public landscape of the ingredients we use to identify potential risks and opportunities for substituting products with safer, healthier or more environmentally friendly alternatives. All staff responsible for the design, development and purchasing of ingredients receive annual training to ensure they are up to date with the RSL.

In 2016, we initiated a full strategic review of our RSL including ingredient restrictions, methodology and governance. We have also successfully accelerated our commitment to globally phase out the use of microbeads in our personal care portfolio, recognising the negative impact they pose to marine environments. We are now on target to complete a global phase-out by the end of 2017.

Enhancing ingredient transparency
Effective product labelling enables customers to make more informed purchasing decisions. We are committed to providing 100% coverage of ingredient transparency across our portfolio by 2020 to encourage our customers to make healthier and more sustainable choices.

In 2016, 66% of RB’s Net Revenue came from products for which we publicly publish lists of ingredients.

Animal testing
Where possible we will actively seek out and support the development of validated alternatives to animal testing. Where we are legally bound by regulatory authorities to conduct animal testing, we aim to minimise the number of animals used and contact relevant authorities outlining our Policy and strong preference to conduct non-animal testing.

In response, the ingredients used in our French’s brand were reviewed in 2015 in line with their ‘Promise Seal’ promising ‘Real Ingredients, Great Taste, Our Community’. Since launching the promise we have removed high fructose corn syrup, GMOs and increased the amount of locally sourced produce. The campaign resonated well with consumers in 2016. For instance, sales in Canada have grown substantially following a campaign highlighting the use of local tomatoes in French’s ketchup.

We support the Fund for the Replacement of Animals in Medical Experiments (FRAME), a UK-based charity that promotes consideration of the ethical and scientific issues involved in the use of laboratory animals for medical research, following the ‘Three R’s’ principle: Replacement, Reduction, Refinement.

Our Animal Testing Policy can be found at rb.com and further details on our progress in this area can be found in the Detailed Sustainability Report 2016.

Moving forward
In 2017, we will complete a full strategic review of our RSL including ingredient restrictions, methodology and governance. We will also continue to investigate how we can increase ingredient transparency coverage geographically and for key ingredient classes.

Optrex Night Repair Gel Drops

Due to the risks associated with bacterial contamination, preservatives have a long history of use in eye treatments. However, the long-term use of products containing preservatives is not recommended by health care practitioners, especially overnight.

Optrex has launched a preservative-free format, a first for the brand. It delivers continuous sterile product through a non-return valve system, a silicone membrane that filters any returning air and an antimicrobial insert that prevents any contamination around the dropper.

In addition, this innovation delivers more doses so there is half of the carbon, water and packaging impacts per dose compared to previous versions.
Our products

Product innovation

Our view
With the world facing pressing challenges, we use the collective insight of our product developers to create a sustainable product portfolio that promotes resource efficiency and the use of better ingredients to tackle global issues such as climate change and combat resource scarcity.

Our goal:
Net Revenue coming from more sustainable products by 2020

1/3

Our performance:
Net Revenue coming from more sustainable products

13.2%

Products in development pipeline more sustainable

76%

1 Reporting period Q4 2015-Q3 2016.

Developing more sustainable products
Our Sustainable Innovation App harnesses over 1,000 ideas of product developers to produce better products that have lower carbon, water and packaging impacts without compromising on performance. As the design process gets faster, real-time feedback is essential to make decisions when they matter the most. In 2016, we continued to invest in product development and impact measurement with the goal of improving the sustainability profile of some of our biggest selling products.

The way we design and develop our products is of great importance. Our goal is to generate one-third of our Net Revenue from more sustainable products by 2020, which can only be accomplished by developing new products and innovations with sustainability at the forefront of our design philosophy.

To deliver this, we have focused on strengthening the sustainability profile of our product portfolio over the last two years. By the end of 2016, almost 70% of our pipeline consisted of more sustainable products, up from 29% in 2013.

<table>
<thead>
<tr>
<th>Products in pipeline that are more sustainable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Over the last few years we have made good progress to improve the sustainability profile of some of our biggest selling products, more than doubling the Net Revenue coming from more sustainable products in 2016. For the first time, we achieved over 1 billion GBP coming from more sustainable innovations and some highlights include:

- 100% of Durex’s paper & board packaging is FSC certified and instruction leaflets have been removed by printing consumer information directly inside the pack.
- Reduced the packaging and complexity of the Scholl Express Pedi device and the associated emissions and production costs.
- Improved packaging efficiency has reduced the carbon impact of our Finish Quantum formula.
- Reduced the level of Palm oil derivatives used in our Dettol Gold bar soaps.
- Revitalized the fragrances on our range of Lysol multi-purpose cleaners which use hydrogen peroxide as an active ingredient.
- Mucinex Fast Max caplets which use 95% less packaging to deliver symptom relief.

Developing novel ways to be more sustainable
As we work with a greater number of partners within our innovation process, we will continue to improve the ways we tackle challenges and develop new products and technologies. As the world changes, so do our products, and we constantly seek to innovate, to ensure that they are adapting to the needs of our customers and that of a resource-constrained world.

In addition, we are also changing the way we define ‘more sustainable’ for our products, making sure the definition is both value-adding and fit for purpose for our portfolio. We also have a responsibility for how we market our products and in 2017 will be launching our Code of Conduct for Ethical Marketing.
Better Environment

Better Environment is about managing the impacts our manufacturing processes and products have on the environment: the ways in which we calculate our environmental footprint and the programmes we operate to ensure that we are continually improving our performance.

**Greenhouse gas emissions**: how we monitor the levels of carbon dioxide that are emitted through the manufacture of our products, implementing processes that continually lower emissions.

Page 20

**Water**: how we assess the volume of water consumed by our manufacturing operations, looking at ways to reduce the water used, particularly in areas where water scarcity is an issue.

Page 21

**Waste**: how we monitor the waste resulting from the manufacture of our products, reducing overall waste levels and working towards zero waste going to landfills.

Page 22

**Our products**: how we assess and reduce the levels of carbon dioxide, water and waste that are associated with our products.

Page 23

**Responsible sourcing**: how we ensure that purchased materials originate from responsible and ethical sources, minimising adverse social and environmental impacts.

Page 24
Greenhouse gas emissions

GHGs from manufacturing

Our view
There is little doubt the Earth is getting warmer due, in part at least, to human activity. The signing of the Paris Agreement on climate change was a significant milestone in developing a unified approach to halting climate change and now we all must play our part in taking action. As an international organisation with operations across the globe, we recognise the impact our manufacturing processes have on the environment and are committed to reducing our carbon emissions.

Our goals:
- Reduction in GHG by 20201 40%
- Reduction in energy consumption by 20201 35%
- Reducing GHG emissions 18.5%
- Reduction in energy consumption1 25%

Improving energy efficiency
At RB, we manage our greenhouse gas emissions by implementing energy efficient production processes to tackle climate change and reduce our footprint.

We are committed to reducing energy consumption across our global operations and have set the ambitious goal of reducing consumption by 35% for 2020. In 2016, we made significant investment in energy efficiency projects and reduced total consumption by 3.1% vs 2015, making a total reduction of 18.5% against the 2012 baseline.

We measure and monitor energy consumption at a site level and use a dedicated corporate reporting tool to monitor performance and identify opportunities for improved energy use across the business.

We have implemented a number of new energy projects across manufacturing sites, for example our factory in Shangma, China (above) has implemented a series of energy efficiency improvements including LED lighting, soft water heating optimisation, air compressor auto controls, finishing steam dryer modifications etc. This has resulted in site’s GHG emissions reductions of 20% and energy reduction of 14.5% vs 2015.

Reducing GHG emissions
Energy consumption is a major source of our overall carbon footprint and we have a goal of reducing GHG emissions by 40% for 2020. Our focus on investing in projects that promote the use of renewable energy and reduce overall consumption at our manufacturing plants has significantly contributed to the progress we have made to date.

In 2016, we continued to implement new energy programmes across our manufacturing sites and and have reduced GHG emissions by 13% vs 2015. We have purchased renewable electricity at our manufacturing sites in Derby and Hull (UK), Nowy Dwor (Poland), St Peters and Belle Mead (USA). This has contributed to a decrease in overall carbon emissions of 36,814 tonnes globally.

Investing in low carbon technologies is something we have continued to focus on in 2016. The Nowy Dwor plant in Poland installed a free cooling module that uses external air to cool manufacturing operations. And our St Peters plant in the USA collaborated with the Materials Lifestyle Management Company to transform our waste into low carbon fuel.

RB’s first large scale solar installation

A 2.5W solar energy system is now operational in RB’s Belle Mead factory in New Jersey. It generates renewable electricity to supplement the daily requirements of the site, eliminating around 1,500 tonnes of CO₂ emissions annually.

The project to install solar panels on the roof of the Belle Mead factory was approved at the end of 2015 and is RB’s biggest investment in renewables to date. The mechanical electrical installation of the solar project was completed in May 2016 and the 380,000 square foot rooftop installation is producing over 2,500,000 kWh annually to reduce CO₂ emissions by 3.2% for North America and 0.6% globally against our 2020 target.

Renewable energy projects like this enable us to achieve our GHG reduction goals and demonstrates our commitment to broader sustainability and climate goals. They also help to reduce long-term operating costs, diversify energy supply and hedge against market volatility in traditional fuel markets.

Based on the feedback received from the community, a decision was made to maintain the trees and land already planted but to discontinue further land purchases. We are very proud of all the programme has achieved and remain committed to maintaining the land we own, using local suppliers and being a good neighbour.

Continuing to reduce GHGs
We will continue to identify additional opportunities that reduce GHG emissions across our manufacturing sites and remain committed to investing in projects that generate both financial and environmental benefits. We will also continue to share learning and best practice across our sites to ensure that we are successful in reaching our goals.
Water

Water for manufacturing

Our view
The World Economic Forum’s 2016 Global Risks Report outlines the shortage of fresh water as being one of the biggest risks facing the planet over the next decade. While we are not a large consumer of water, fresh water is a critical resource for our business and a key input in our manufacturing processes. We are committed to reducing consumption across our operations by increasing efficiency and have set an ambitious goal to achieve this.

Our goal:
Reduction in water use by 2020
35%

Our performance:
Reduction in water use1
31.8%

1 Per unit of production over 2012 baseline.

Reducing our water consumption
Some of our operations are based in areas of the world where water availability and quality are an issue. In these areas it is imperative that we manage water consumption efficiently and assess existing and emerging water risks.

We reduced water consumption by 2.6% across our operations in 2016 and we are well on track to meeting our 35% goal by 2020. To ensure the target is met we will continue to focus on water efficiency and share learning and best practices across our facilities.

The key driver for water efficiency is reducing water consumption in manufacturing processes, especially in the regions that have water shortages. We have improved metering systems in our plants to better understand where opportunities to reduce water use exist. We have invested in a range of initiatives to deliver reductions including reuse of reject water in cooling towers and chillers at many of our plants. As an example, a number of projects at our Bangplee site in Thailand have led to the plant now reusing 89% of water that would otherwise have been discharged.

We monitor site compliance with discharge requirements at Group level and have introduced KPIs for efficient running of waste water treatment plants. We regularly conduct compliance audits to ensure RB water standards are followed.

In 2016, we made progress in strengthening compliance by setting water management and wastewater discharge standards across all our global manufacturing sites.

Moving forward
We have made good progress in reducing water use across our manufacturing sites and will continue to identify ways in which we can make further improvements to reduce, reuse and recycle water moving forward. We will continue to invest in waste water treatment facilities and monitoring systems to ensure 100% compliance against legal requirements and RB global standards, aiming to reduce or eliminate waste water discharge wherever possible.

CDP Water and RB

Over the past four years, RB has participated in the CDP’s Water programme – an initiative in which organisations voluntarily share their water consumption and management performance. In 2016, we received a score of A-, recognising us as being among the top companies of those taking part.

Our performance in governance and strategic management of water use was acknowledged as being particularly strong. Learn more at www.cdp.net.

Strengthening compliance and best practice
In addition to water in our products, we also use it in our production processes and for cleaning, which creates waste water. All waste water is treated and cleaned before being released from sites, all of which are required to comply with local legislation and RB’s global standards by monitoring water discharge parameters.

In most cases, water is discharged to municipal systems but some sites discharge treated effluent into the local water bodies. In those cases, we have rigorous procedures to ensure water is regularly analysed.

Waste water treatment plant, Cali, Colombia

Following investment of over £750,000, the new waste water treatment plant came into operation at RB’s plant in Cali, Columbia, with a waste water processing capacity of 3 cubic meters an hour.

Applying both chemical and biological treatment to waste water, the plant ensures compliance of internal standards and local legislations to ensure that important environmental parameters such as phenols, COD and BOD are controlled.

The system is also connected to the grid through attached solar panels with excess energy being consumed by the rest of the factory, resulting in savings across the site. The project is also modular in that future expansions can be planned that may result in further energy savings.

Water use – per unit of production

We regularly conduct compliance audits to ensure RB water standards are followed.
Waste

Reducing waste

Our view

In a world of growing resource constraints, we are investing in effective waste management systems that lower waste volumes from our operations, reduce the impact we have on the environment and deliver significant benefits to our business. Once again, we achieved our 2020 reduction goal ahead of schedule in 2016 and made further strides in strengthening our recycling processes and optimising our product packaging.

Our goals:

Factories to have zero waste to landfill by 2020

100%

Reduction in waste by 2020

20%

Increased 2020 waste reduction target

30%

Our performance:

Factories with zero waste to landfill

98%

Reduction in waste since 2012

19.2%

Diverting waste from landfill

Our Zero Manufacturing Waste to Landfill Challenge is a factory-based initiative encouraging our manufacturing sites to identify new ways to divert waste from landfill. The programme has enabled us to make significant progress against our goal of zero waste to landfill at all factories by 2020. As of 2016, 98% of our sites met the goal, with one remaining facility having set clearly-defined action plans to meet the target by 2020.

During 2016, the average waste sent to landfill across our factories was <1%, which translates to a reduction of over 22,570 tonnes of hazardous and non-hazardous waste being diverted from landfill. We have continued to lower our waste production throughout the year, contributing to a reduction of waste sent to landfill of 97% since 2012.

Our Anhui site in China was nominated for a Safety and Environmental Award in September 2016 for actions taken to reduce waste within its operations and efforts taken to protect and preserve the natural environment surrounding the site and province the factory is located in. In 2016, the plant enlisted the help of a qualified waste disposal contractor to help align its actions with RB’s goal of all factories having zero waste to landfill by 2020.

It is efforts such as these that enabled us to meet our goal – to reduce waste reduction by 10% in 2020 – four years ahead of schedule in 2016. We revised the goal from 10% to 20% in 2015, and given our strong progress again this year, have taken the decision to once more increase the target to a 30% reduction in waste by 2020 (against a 2012 baseline).

Moving forward

As always, we will continue to drive towards our goal of zero waste to landfill across 100% of our sites. In particular, we will place emphasis on identifying additional opportunities to reuse and recycle waste to prevent it from being sent to landfill or incineration. With the revision of our broader waste target, strong progress in 2017 will be paramount if we are to achieve our ambitious goals.

Waste reduction converting waste into fuel cubes, St Peters

RB St Peters is cutting emissions by sending all its recyclable waste and secondary recovered materials to Material Lifecycle Management Company (MLMC).

MLMC transforms the waste into an alternative fuel through Enviro Fuelcubes® that are a cleaner-burning and more cost-effective way of reducing waste.

MLMC received 538 tons of scrap from RB St Peters in 2016, who in turn manufactured 591 tons of enviro-fuel-cubes. In total, the project has diverted over 400 tons of waste from landfill (helping RB St Peters achieve a 51% waste reduction) and produced 536.14 MWh of renewable energy.
Our products

Reducing environmental impact

Our view

We are committed to developing products that are more sustainable with a focus on how we can reduce our carbon and water footprint, especially as it relates to global health and hygiene. We are also exploring how to minimise the environmental impacts from the packaging we use and develop for our products.

Our goals:
Carbon footprint by 2020
1/3 less

Water impact by 2020
1/3 less

Our performance:
Change in carbon footprint
0%

Increase in water use
1%

Decrease in water impact
6%

1 Per dose of product over 2012 baseline.

Our carbon footprint

Our carbon footprint shows that the vast majority of our lifecycle emissions (76%) is at the point of consumer use – and this is followed by the emissions in our raw and packaging materials (17%). In 2016, our total carbon footprint decreased by 1% compared to 2015 due to changes in our product portfolio.

We are continually seeking opportunities to drive product innovation, understand how we can positively influence consumer behaviour and develop partnerships to reduce our carbon footprint at the point of use.

However, our carbon footprint is also likely to increase with sales of products such as bar soap, which is both carbon and water intensive as it uses a relatively large amount of energy (e.g. carbon) to heat water, as well as having a high water impact at point of use. While an example of improved hygiene and associated health benefits from hand and body washing, this benefit is delivered with negative lifecycle impacts.

Our water footprint

Similar to our carbon footprint, the vast majority of our water impact is at point of use (87%) and in our supply chain of raw and packaging materials (13%). In 2016, our water use per dose did not change compared to 2015; however, there has been a 4% increase in water impact per dose which takes into account water availability by applying a scarcity factor. We are also seeing increased sales in our personal care category in water scarce regions such as the Middle East which has led to this increase.

We are focusing attention on developing efficient hygiene solutions through continuing to roll out products like Dettol Squeezy liquid soap and Dettol Touch of Foam soap, which require significantly less water to use than conventional bar soap. However, we are not seeing significant reductions in the largest part of our footprint which is at the point of consumer use.

Product packaging

We are continually looking at new ways to reduce, reuse and recycle our packaging through our sustainable innovation and efficiency programmes. We measure the sustainability impact of the packaging used for all of our new products through our Sustainable Innovation App in order to encourage packaging reductions and the use of more sustainable materials. As a result of our focus in this area, approximately 40% of the products in our pipeline now have less packaging than their predecessor. For more information and examples of our packaging improvements see page 18.

Future plans

In 2017, we will review our carbon and water footprint targets in light of business changes and our purpose-driven efforts to increase hygiene access and report back on our findings in 2018. We will continue to work on how we can improve our carbon and water footprint, in particular to focus on those areas that are material across our value chain through product innovation, partnerships and consumer programmes. We will also review how we design and use packaging and continue to look for more sustainable options.

DettoL’s Squeezy Liquid Hand Wash

Dettol’s Squeezy Liquid Hand Wash, launched in India, provides the protection of a liquid hand soap at the price of a bar soap.

As a liquid, it requires 40% less water to use compared to bar soap. In addition to this, its innovative packaging eliminates the need for a pump to dispense the liquid resulting in less component material and easier recyclability than conventional liquid hand wash. Because it dispenses just the right amount of soap, there are more doses per pack resulting in a carbon and water impact savings of over 60% per dose and a pack savings of over 50% per dose.

Our carbon footprint

Our carbon footprint shows that the vast majority of our lifecycle emissions (76%) is at the point of consumer use – and this is followed by the emissions in our raw and packaging materials (17%). In 2016, our total carbon footprint decreased by 1% compared to 2015 due to changes in our product portfolio.

We are continually seeking opportunities to drive product innovation, understand how we can positively influence consumer behaviour and develop partnerships to reduce our carbon footprint at the point of use.

However, our carbon footprint is also likely to increase with sales of products such as bar soap, which is both carbon and water intensive as it uses a relatively large amount of energy (e.g. carbon) to heat water, as well as having a high water impact at point of use. While an example of improved hygiene and associated health benefits from hand and body washing, this benefit is delivered with negative lifecycle impacts.

Our water footprint

Similar to our carbon footprint, the vast majority of our water impact is at point of use (87%) and in our supply chain of raw and packaging materials (13%). In 2016, our water use per dose did not change compared to 2015; however, there has been a 4% increase in water impact per dose which takes into account water availability by applying a scarcity factor. We are also seeing increased sales in our personal care category in water scarce regions such as the Middle East which has led to this increase.

We are focusing attention on developing efficient hygiene solutions through continuing to roll out products like Dettol Squeezy liquid soap and Dettol Touch of Foam soap, which require significantly less water to use than conventional bar soap. However, we are not seeing significant reductions in the largest part of our footprint which is at the point of consumer use.

Product packaging

We are continually looking at new ways to reduce, reuse and recycle our packaging through our sustainable innovation and efficiency programmes. We measure the sustainability impact of the packaging used for all of our new products through our Sustainable Innovation App in order to encourage packaging reductions and the use of more sustainable materials. As a result of our focus in this area, approximately 40% of the products in our pipeline now have less packaging than their predecessor. For more information and examples of our packaging improvements see page 18.

Future plans

In 2017, we will review our carbon and water footprint targets in light of business changes and our purpose-driven efforts to increase hygiene access and report back on our findings in 2018. We will continue to work on how we can improve our carbon and water footprint, in particular to focus on those areas that are material across our value chain through product innovation, partnerships and consumer programmes. We will also review how we design and use packaging and continue to look for more sustainable options.

Dettol’s Squeezy Liquid Hand Wash

Dettol’s Squeezy Liquid Hand Wash, launched in India, provides the protection of a liquid hand soap at the price of a bar soap.

As a liquid, it requires 40% less water to use compared to bar soap. In addition to this, its innovative packaging eliminates the need for a pump to dispense the liquid resulting in less component material and easier recyclability than conventional liquid hand wash. Because it dispenses just the right amount of soap, there are more doses per pack resulting in a carbon and water impact savings of over 60% per dose and a pack savings of over 50% per dose.

Our carbon footprint

Our carbon footprint shows that the vast majority of our lifecycle emissions (76%) is at the point of consumer use – and this is followed by the emissions in our raw and packaging materials (17%). In 2016, our total carbon footprint decreased by 1% compared to 2015 due to changes in our product portfolio.

We are continually seeking opportunities to drive product innovation, understand how we can positively influence consumer behaviour and develop partnerships to reduce our carbon footprint at the point of use.

However, our carbon footprint is also likely to increase with sales of products such as bar soap, which is both carbon and water intensive as it uses a relatively large amount of energy (e.g. carbon) to heat water, as well as having a high water impact at point of use. While an example of improved hygiene and associated health benefits from hand and body washing, this benefit is delivered with negative lifecycle impacts.
Responsible sourcing

Natural raw materials

Our view
We are committed to ensuring that the natural raw materials used in our products and packaging are produced in a manner that respects human rights, safeguards health & safety, prevents deforestation and protects biodiversity. We do this through our focus on supply chain traceability, supplier engagement and advocacy building.

Our goals:
- Palm oil traceable to mill for suppliers outside of India
- Palm oil traceable to port for suppliers outside of India

Our performance:
- Palm oil traceable to mill for suppliers outside of India
- Palm oil traceable to port for suppliers outside of India

Natural raw materials

Palm oil
Despite being a relatively small user of palm oil derivatives, we recognised that there are many challenges faced within the industry, which is why we are committed to building responsible supply chains.

In 2014, we initiated a palm oil traceability programme in partnership with The Forest Trust (TFT). Our focus has been on tracing the palm oil we procure back through the supply chain, from supplier to refinery, and subsequently from refinery to mill. In 2016 we achieved traceability to mill for 87% of our supply base outside of India, and 55% traceability to port for our India supply.

We realise that traceability in India is challenging and over the past two years we have run traceability workshops with suppliers and other brands to address this. In 2017, we will aim to achieve traceability to port for 75% of our India volume.

In addition, we have continued to support on-the-ground transformation programmes and contributed to the TFT Kumacaya pilot initiative, which offers independent monitoring and verification against company commitments. We will continue to support this initiative in 2017.

We are aware that smallholder farmers play an important role within the industry. In partnership with TFT, we successfully launched two smallholder farmer programmes in 2016. These programmes will focus on educating farmers in good farming techniques whilst increasing their economic resilience through initiatives such as crop diversification.

Our commitments
Our Natural Raw Material Policy outlines the minimum sourcing requirements accepted of our suppliers. In it, we outline our commitment to:

- zero deforestation;
- zero development on peatlands (of any depth);
- zero exploitation of workers or communities; and
- being transparent about our requirements and our progress with implementation.

We know that policies are not enough to ensure our suppliers are compliant with our standards. To address this we have a range of proactive compliance monitoring programmes in place for our high priority materials. We complete an annual risk assessment to ensure we continue to focus on the highest priority materials.

Our performance:
- Palm oil traceable to mill for suppliers outside of India
- Palm oil traceable to port for suppliers outside of India

1 Excluding surfactants

Latex
Since 2014, we have worked with our suppliers on traceability and ensuring compliance against our policies. As part of our on-the-ground compliance assessments we identified an opportunity to further help smallholder farmers within our supply chain. In 2016, we started our first latex smallholder farmer programme which aims to build farmer resilience.

Paper and board
We continue to work with our suppliers in ensuring that paper and board is sourced in compliance with our policies. In 2016, we worked with specific brands to roll out packaging initiatives. As an example, we converted all Durex cartons to sustainable sources and removed the leaflet by printing instructions on the inside of the pack.

Soy
We are a very small user of soy, however in 2016, we confirmed that the raw soy we use originates from low risk countries.

Moving forward
Our palm oil programme is a journey and we need to continue to evolve the programme as we learn more about the challenges faced.

In 2016, we learned we need to better understand the human rights risks linked to palm oil. For this reason, we will increase our human rights due diligence, which will include supporting detailed on the ground human rights assessments, whilst incorporating any learnings into our current palm oil programme. We will continue to follow up on issues identified through any external investigations that may affect our supply chain, to ensure timely remediation.

Our focus will continue to be on traceability, implementation of action plans and the roll out of transformation programmes whilst supporting on-the-ground training. Beyond this, we will focus on embedding our smallholder farmer programmes during 2017.

Latex Rurality programme

In 2016, we successfully launched our first smallholder farmer latex programme, called Rurality, in partnership with TFT.

We have run multiple community meetings focused on understanding the challenges faced by smallholders and developing bespoke workshops, training programmes and action plans to address their issues. Since the inception of the programme we have engaged with over 120 smallholder farmers.
Additional information

How external organisations review and recognise our sustainability performance

External assurance: the standards we report to and PwC’s assurance of selected sustainability data.
Page 26

Partnerships and recognition: some of the things we’re working on with third parties and the recognition we’ve received for our programmes and performance.
Page 27

Read more in our Detailed Sustainability Report 2016
External assurance

Reporting standards
This is the third Report to be prepared in line with the Global Reporting Initiative’s (GRI) G4 Sustainability Reporting Guidelines. This report, along with our Detailed Sustainability Report, is ‘in accordance’ with the Guidelines, core option. A GRI Content Index and Application Level Table is provided in the Detailed Sustainability Report 2016. 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. The principles and methodologies we have used in reporting sustainability performance data for 2016 are available in our Reporting Criteria and Basis of Preparation, available at rb.com.

External assurance
We engaged PricewaterhouseCoopers LLP (‘PwC’) to undertake a limited assurance engagement, reporting to Reckitt Benckiser plc only, using International Standard on Assurance Engagements (‘ISAE’) 3000 (Revised): ‘Assurance Engagements Other Than Audits or Reviews of Historical Financial Information’ and ISAE 3410: ‘Assurance Engagements on Greenhouse Gas Statements’ over the KPIs set out on this page and highlighted with the symbol †. Their full assurance opinion is found on pages 30–31 of our Detailed Sustainability Report 2016.

Table of indicators subject to PwC’s limited assurance scope

<table>
<thead>
<tr>
<th></th>
<th>Units</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016†</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Healthier Communities (Social Metrics)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>People reached to improve their health and hygiene</td>
<td>millions (cumulative)</td>
<td>–</td>
<td>24</td>
<td>141</td>
<td>237</td>
<td>365</td>
</tr>
<tr>
<td><strong>Better Design (Product Metrics)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total net revenue from more sustainable products</td>
<td>£ million</td>
<td>–</td>
<td>230†</td>
<td>325†</td>
<td>558</td>
<td>1,193</td>
</tr>
<tr>
<td>(Q4 2015-Q3 2016)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total carbon footprint</td>
<td>grams per dose</td>
<td>62.14*</td>
<td>–</td>
<td>–</td>
<td>62.42*</td>
<td>62.08</td>
</tr>
<tr>
<td>Total water impact</td>
<td>e–litres per dose</td>
<td>8.22*</td>
<td>–</td>
<td>–</td>
<td>7.44*</td>
<td>7.76</td>
</tr>
<tr>
<td><strong>Environment, Health &amp; Safety Metrics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total GHG Scope 1 and 2 emissions from manufacturing, R&amp;D, offices and warehouses</td>
<td>tonnes CO, e</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>294,087</td>
<td>260,818</td>
</tr>
<tr>
<td>GHG emissions from energy use in manufacturing, and warehouses</td>
<td>tonnes CO, e per 1,000 CU</td>
<td>0.0402</td>
<td>0.0392</td>
<td>0.0374</td>
<td>0.0347</td>
<td>0.0302</td>
</tr>
<tr>
<td>Total waste at manufacturing and warehouses</td>
<td>tonnes per 1,000 CU</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>0.0094</td>
</tr>
<tr>
<td>Hazardous waste at manufacturing and warehouses</td>
<td>tonnes per 1,000 CU</td>
<td>0.0016</td>
<td>0.0016</td>
<td>0.0014</td>
<td>0.0012</td>
<td>0.0013</td>
</tr>
<tr>
<td>Water discharges from manufacturing and warehouses</td>
<td>m³ per 1,000 CU</td>
<td>0.496</td>
<td>0.344</td>
<td>0.289</td>
<td>0.281</td>
<td>0.289</td>
</tr>
<tr>
<td>Energy use at manufacturing and warehouses</td>
<td>GJ per 1,000 CU</td>
<td>0.4704</td>
<td>0.4488</td>
<td>0.4130</td>
<td>0.3959</td>
<td>0.3835</td>
</tr>
<tr>
<td>Water use at manufacturing and warehouses</td>
<td>m³ per 1,000 CU</td>
<td>0.964</td>
<td>0.788</td>
<td>0.718</td>
<td>0.675</td>
<td>0.657</td>
</tr>
<tr>
<td>Lost working day accident rate¹</td>
<td>per 100,000 hrs</td>
<td>0.107</td>
<td>0.107</td>
<td>0.093</td>
<td>0.080</td>
<td>0.071</td>
</tr>
<tr>
<td>Employee fatalities</td>
<td>number</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Severe accidents</td>
<td>number</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td><strong>Diversity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women employed – Board</td>
<td>% at 31 December</td>
<td>20</td>
<td>10</td>
<td>17</td>
<td>29</td>
<td>27</td>
</tr>
<tr>
<td>Women employed – senior management</td>
<td>% at 31 December</td>
<td>16</td>
<td>17</td>
<td>19</td>
<td>19</td>
<td>20</td>
</tr>
<tr>
<td>Women employed – global employees</td>
<td>% at 31 December</td>
<td>41</td>
<td>42</td>
<td>42</td>
<td>42</td>
<td>42</td>
</tr>
</tbody>
</table>

† 2016 data included in PwC’s limited assurance scope referred to on this page.
* Values re-stated due to methodological improvements made in 2016.
1. 2013 and 2014 total Net Revenue from more sustainable product Q1-Q3.
2. LWDA rate from manufacturing, warehouses and R&D.
Partnerships and recognition

Establishing and building relationships
RB is committed to working with organisations and individuals that share our purpose and goals. To this end, we enter into numerous relationships to help further deliver healthier lives to millions of people across the world. Some of our notable partnerships include:

Roundtable on Sustainable Palm Oil (RSPO)
Promoting the growth and use of sustainable palm oil.
Web: www.rspo.org

The Forest Trust (TFT)
An international non-profit organisation working to deliver responsible product supply chains. As a member of TFT, we have worked together to carry out in-depth reviews of our latex and palm oil supply chains with the aim of increasing transparency and ensuring full compliance with our sourcing requirements.
Web: www.tft-forests.org

The International Association for Soaps, Detergents and Maintenance Products in Europe (A.I.S.E.)
Co-ordinate the voluntary Charter for Sustainable Cleaning, and the Save Energy & Water project.
Web: www.aise.eu

AIM Progress
A forum of leading FMCG companies that promotes responsible sourcing practices and sustainable production systems.
Web: www.aim-progress.com

Fund for the Replacement of Animals in Medical Experiments (FRAME)
A UK-based charity that promotes consideration of the ethical and scientific issues involved in the use of laboratory animals for medical research and the adoption of the ‘Three Rs’ (Replacement, Reduction, Refinement) strategy of alternatives to animal testing.
Web: www.frame.org.uk

External recognition of performance
RB shares sustainability information with several external organisations that consolidate, analyse and benchmark performance both within our industry and across wider sectors.

In addition, RB receives awards and citations for its performance and disclosure in sustainability reporting. In 2016, some of these included:

Carbon Disclosure Project
RB achieved Leadership position in the CDP Carbon, Water and Forest disclosures.

CDP is a not-for-profit that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts.

Save the Children
An international NGO that promotes children’s rights improves the lives of children through better education, health care and economic opportunities while also providing emergency aid.
Web: savethechildren.net

Consumer Speciality Products Association
A trade association representing the interests of companies engaged in the manufacture, formulation, distribution and sale of familiar consumer products.
Web: www.cspa.org

The Green Chemistry & Commerce Council
A US-based cross-sectoral, business-to-business network of companies and other organisations, working collaboratively to advance green chemistry across sectors and supply chains.
Web: greenchemistryandcommerce.org

Every Woman Every Child (EWEC)
The Every Woman Every Child movement aims to intensify national and international commitment and action by governments, the United Nations, multilaterals, the private sector and civil society to ensure that women, children and adolescents are at the heart of development.
As a platform to operationalise the Every Woman Every Child Global Strategy for Women’s, Children’s and Adolescents’ Health, the Every Woman Every Child movement mobilizes coordinated efforts across sectors to deliver on the promises of a sustainable future for all.
Web: www.everywomaneverychild.org

FTSE4Good
RB’s corporate social responsibility performance has led to a continued inclusion within the FTSE4Good Index Series.

Criteria for membership of FTSE4Good – which recognises companies who work to improve environmental and social practices – include human and labour rights, climate change and environmental management. A company’s performance is reviewed every six months.

Dow Jones Sustainability Index
RB once again remained part of the DJSI World Index and further improved performance by achieving Industry Leader for the Household Products category.

As one of the most important sustainability rankings in the world, the DJSI is based on corporate economic, environmental and social performance with a strong focus on long-term shareholder value. Only the best-in-class companies are included.

Newsweek Green Rankings 2016
RB ranked second out of the world’s largest 500 companies on corporate sustainability and environmental impact.

Newsweek conducted this ranking in partnership with Corporate Knights and HIP (Human Impact + Profit) Investor Inc.

Corporate Knights Global 100 index
RB is included in the top 100 most sustainable companies in the world, ranked 76th.