



Sustainability governance and strategy

Delivering purpose through our business and brands is central to our mission to provide innovative solutions for healthier lives and happier homes. We work to ensure that sustainability is fully integrated into our business; from raw material sourcing, manufacturing operations, marketing programmes and community partnerships, to the use of our brands.

1. Delivering Our Purpose

Our responsibility to make a lasting and meaningful impact on society.

2. Our strategy

Our strategy to integrating sustainability across our value chain.

3. Governance structure

Our structure for ensuring proper stewardship and oversight of our sustainability work.

1. Delivering Our Purpose

Delivering purpose through our business and brands is central to our mission to provide innovative solutions for healthier lives and happier homes. We work to ensure that sustainability is fully integrated into our business; from raw material sourcing, manufacturing operations, marketing programmes and community partnerships, to the use of our brands.

For the people who value and enjoy our brands, the communities where they live and where we work, our social impact is central to RB's long-term success. We know that by doing well, we do good. In doing so, we also contribute to the delivery of the UN Sustainable Development Goals.

Our vision of Healthier Lives and Happier Homes means our brands and programmes create this inclusive growth and social impact. India's Banega Swachh hygiene and sanitation programme, our partnership with (RED) on HIV/AIDS, or our US programme with healthcare professionals that brings health advice and support to more people are great examples of this.

These are enabled by our business structures and processes; our focus on reaching more people; our commitment to product safety and quality; our innovative new products; our in-depth medical research; our drive to preserve natural resources and source responsibly; as well as strict compliance to the highest operating standards.

However, we know that there is so much still to do if we want to have an impact at scale. We know that we need to collaborate more – with civil society, governments, our suppliers, our customers and other key stakeholders. It is only by acting in concert that we can have an impact as big as we want or as big as the world needs.

Our aim is to reach billions of people through our brands and programmes. Our goal is to have sustainable, long-term partnerships that create greater scale, share knowledge and deliver more impact. Building partnerships is critical, alongside the skills and resources we bring to bear. We also know we don't yet have all the answers, and others can help. We are working hard to understand what more we can and should do, and with whom we can work both on the ground and through advocacy to bring more people into the mix.

We are developing our approach so that the whole of RB works effectively within this framework; leveraging our value chains, our brands, our partnerships, and our overall business so that the better we do, the more positive social impact we can create.

Miguel Veiga-Pestana

SVP Global Corporate Affairs & Sustainability





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2. Our strategy

Purpose is at the heart of our business and our mission to provide innovative solutions for healthier lives and happier homes. Our business units have specific visions which emphasise our purpose – for our Health business, it's all about 'health in your hands' while our Hygiene & Home business aims to 'create a cleaner world'.

Critical to how RB delivers our purpose is how we integrate sustainability into our day-to-day business operations and across our value chains. This drives our efforts to evaluate, measure and address our impacts, ensure compliance with local and international laws, uphold our corporate standards and aim for continuous improvement to make sure our commitments are fulfilled.

We support the delivery of the UN Sustainable Development Goals (SDGs), and see this as a vital blueprint to address the challenges the world faces up to 2030 and beyond. Our businesses have identified the SDGs where they can have the greatest impact. By working to eradicate the burden of preventable disease, enhancing hygiene, improving infant and child nutrition (particularly during the first 1,000 days) and helping the world live more sustainably, RB can have a positive and lasting impact.

Our materiality studies help us identify the areas where we can and need to have the most impact. Working with our various stakeholders, internal and external, we identify the most material issues and craft our strategy and operations to prioritise these and measure the impact we create. This means that we create the most impact on critical issues such as the global health agenda where our work complements the WHO's priorities; climate change where we contribute to delivery of the Paris Agreement; or our many other brand, operational and community programmes that help deliver the SDGs.

The people we serve are the cornerstone of who we are as RB, with many of our brands already making a meaningful contribution to millions of people's lives. Whether it is Vanish working to reduce the burden of landfill of clothing in the UK; Dettol running handwashing and hygiene education campaigns in India; Harpic partnering with water.org to tackle the global sanitation crisis; or Durex joining forces with (RED) to fight AIDS in South Africa.

RB has the power to make a positive contribution to the world, but we know we cannot do this alone. By listening and collaborating with those who share our vision to make the world better, we can deliver long-term value to all our stakeholders, at a greater scale and with greater impact.

Strategic pillars

Sustainability is at the heart of our corporate strategy, which consists of three strategic pillars – better business, better society and better environment. More information on these pillars and our 2019 priorities can be found in RB's 2018 Annual Report. Our sustainability targets and the progress made on them can be found in the relevant subject area's RB Insight.

better business

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

better business includes our approach to diversity and inclusion and our work to achieve the highest standards of governance.

better society

better society is about how we meet our responsibilities in relation to our communities and our products. We are known for outperforming in business and we also aim to outperform expectations in social impact.

better environment

The better environment element of our strategy sets out how we minimise our emissions, water use and waste, while ensuring we source responsibly and innovate to produce more sustainable products.



[Click here to read our 2018 Annual Report.](#)

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3. 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 undertakes 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 strategy. The CEO has accountability for sustainability within RB.

The Corporate Responsibility, Sustainability, Ethics and Compliance (CRSEC) Committee is a sub-committee of the Board and is responsible for overseeing the implementation and progress of RB's sustainability strategy and reviewing performance against the 2020 targets. The Committee meets quarterly and is attended by the CEO or Finance Director and other senior executives.

There were changes to the CRSEC Committee during the year. Our former Chairman of the Board, Adrian Bellamy, stepped down as a member of the Committee and Board in May 2018. Our new Chairman, Chris Sinclair, joined the CRSEC Committee on 1 May 2018 and our new Non-Executive Director, Mehmood Khan, joined the Committee on 1 July 2018.



There are two management committees where sustainability matters are also covered, the Compliance Management Committee (CMC) and the Ethics Management Committee (EMC) – these are operational in focus and led by the CEO. They are responsible for overseeing the implementation of compliance and ethics activities across the Company, in conjunction with functional department heads.

Leadership for sustainability and related compliance sits with the Corporate Affairs & Sustainability function, with operational leadership and delivery through Brands, Supply Chain and Safety, Quality, Regulatory Compliance (SQRC). The SQRC function retains responsibility for health & safety, product safety and quality, as well as responsibility for product regulatory compliance.

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

[Click here to read more about the CRSEC Committee in our Annual Report.](#)