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Detailed Sustainability Performance Report

2015

RB Sustainability Performance Report

About this report

Successful companies today are those that not only embrace sustainability, but where being sustainable is integral to the way in which they do business. At RB, sustainability is at the heart of our corporate strategy.



Further information

This Report is part of an integrated approach to reporting total performance. Our family of reports also includes the Sustainability Report, Annual Report, Financial Statements and regularly updated information at www.rb.com

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Approach to reporting

Our approach to reporting

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

Audiences for this Report

This Report is primarily aimed at audiences that have shown most interest in our sustainability management and performance during 2015: employees, trade customers, shareholders/investors, consumers of our products, and advocacy and campaigning organisations with an interest in the impacts of our products, operations or supply chain.

Report profile

This Report is for the year ending 31 December 2015. Our 2014 Sustainability Report was published on 21 April 2015. We report annually, on calendar year data basis and previous reports can be found at rb.com.

Reporting standards

This Report is has been prepared in line with the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines. The Report is 'in accordance' with the guidelines, following the 'core option'. A GRI Content Index and Application Level Table is provided on page 28. It provides a navigational tool for those looking for specific information relating to the GRI's G4 guidelines.

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

Key Performance Indicators (KPIs)

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

- the significant sustainability aspects of our operations (see page 7);
- independent, external sources of guidance on the indicators that we should be using to measure and report on those significant sustainability aspects; and
- the indicators that are most practical to use and add most value across our business and supply chain. The GRI G4 performance indicators provide some reference for selecting appropriate KPIs; as an international standard using its indicators provides compatibility with other companies. We also take account of the specific guidance on environmental KPIs for UK companies provided in the British Standard BS EN ISO 14031 (Environmental Performance Evaluation Guidelines), and the Environmental KPIs – Reporting Guidelines for UK Business (Department for Environment, Food & Rural Affairs).

Reporting criteria

The principles and methodologies we have used in reporting sustainability performance data for 2015 are available in our Reporting Criteria and Basis of Preparation, available at rb.com/reporting-criteria2015.

Assurance

Ernst & Young LLP has provided a 'limited level' assurance review of selected 2015 data that covers the KPIs contained within this report. For further details, see the Independent Assurance Statement on Selected Sustainability Data, on page 27 of this report, or the table of externally assured KPIs on this page.

Table of indicators that have limited assurance by Ernest & Young LLP (EY)

	Units	2012	2013	2014	2015
Healthier Communities (Social Metrics)					
People reached to improve their health and hygiene	millions (cumulative)	–	24	141	237
Better Design (Product Metrics)					
Total net revenue from more sustainable products (Q4 2014-Q3 2015)	£ million	–	230 ¹	325 ¹	558
Total carbon footprint	grams per dose	65.37	–	65.08	65.87
Total water impact	e–litres per dose	8.31	–	7.95	7.58
Environment, Health & Safety Metrics					
GHG emissions from energy use in manufacturing and warehouses	tonnes CO ₂ e per 1,000 CU	0.0402	0.0392	0.0374	0.0347
Total waste at manufacturing and warehouses	tonnes per 1,000 CU	0.0117	0.0114	0.0105	0.0100
Hazardous waste at manufacturing and warehouses	tonnes per 1,000 CU	0.0016	0.0016	0.0014	0.0012
Water discharges from manufacturing and warehouses	m ³ per 1,000 CU	0.496	0.344	0.289	0.281
Energy use at manufacturing and warehouses	GJ per 1,000 CU	0.4704	0.4488	0.4130	0.3959
Water use at manufacturing and warehouses	m ³ per 1,000 CU	0.964	0.788	0.718	0.675
Lost working day accident rate ²	per 100,000 hrs	0.107	0.107	0.093	0.080
Employee fatalities	number	1	0	0	1
Severe accidents	number	1	1	2	3
Diversity					
Women employed – Board	% at 31 December	20	10	17	29
Women employed – senior management	% at 31 December	16	17	19	19
Women employed – global employees	% at 31 December	41	42	42	42

¹ 2013 and 2014 total net revenue from more sustainable product Q1-Q3.

² LWDA rate from manufacturing, warehouses and R&D.



**Strategic
framework**

betterbusiness

Sustainability is at the heart of our **betterbusiness** corporate strategy and this year we have taken an integrated approach to reporting by aligning the contents of the sustainability and annual reports. This review is a supplement to the RB **betterbusiness** 2015 Report and provides detailed information on RB's approach to sustainability and our performance under the strategic pillars – **betersociety** and **betterenvironment**. The RB Annual Report describes activities within the **betterfinancials** pillar. The full collection of publications relating to sustainability at RB can found on our website, at rb.com

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.

betterbusiness

betterfinancials

How we drive growth and outperformance

 See our Annual Report 2015



betersociety

How we support our communities and develop our people

betterenvironment

How we reduce our environmental impact

betterfinancials

Betterfinancials is how we focus our business on faster-growing markets and categories, enabling us to outperform. Creating financial value provides a wide range of benefits to numerous stakeholders, and RB recognises that its future success is dependent upon contributions to key internal and external partners, ensuring their long-term success and sustainability.

Our economic contribution

Cash value added

Cash value added is a measure of actual monetary distribution in terms of cash. It is derived directly from the data provided in the Company's Annual Report and Financial Statements 2015. Our cash value added was £3,331m (2014: £3,970m).

Cash Value Added (£million)	2013	2014	2015
Shareholders	1,271	1,301	1,728
Employees	1,140	1,075	1,009
Governments	808	669	658
Retained in business	776	893	(118)
Capital providers	24	32	31
Total	4,019	3,970	3,308

A comprehensive review of our better financials strategic pillar can be found in the 2015 Annual Report, at rb.com.

betersociety

Better society is about the people who make RB what it is; the ways in which we improve the health and hygiene of our end consumers, and how we work with and develop our people, suppliers, partners and third parties.

Workplace

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

Communities

How we go about improving health and hygiene behaviour through our brands and partnerships, helping to reduce illness and raise levels of education and awareness.

Our products

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

betterenvironment

Better environment is about 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 use of our products and their manufacturing, implementing processes that continually lower emissions.

Water

How we assess the volume of water consumed by our products and manufacturing operations, looking at ways to reduce the water used, particularly in areas where water scarcity is an issue.

Waste

How we monitor the hazardous and non-hazardous waste resulting from the manufacture of our products, reducing overall waste levels and working towards zero waste going to landfills.

Responsible sourcing

How we ensure that purchased materials originate from responsible and ethical sources, working with industry experts to develop the standards of suppliers while minimising adverse social and environmental impacts.



Managing sustainability

Managing sustainability

Sustainability materiality reporting Our approach

Following Accountability's five-part materiality test (see accountability.org) and the GRI G4 Sustainability Reporting Guidelines Implementation Manual (see globalreporting.org), we carried out an assessment of the most material sustainability issues for our business and our stakeholders (see page 8). We use the five-part materiality test to help identify the full range of sustainability issues affecting RB and its stakeholders. We update the full list of sustainability issues and revise our prioritisation annually based on RB's corporate strategy and external developments.

Sources we use as part of this process include:

- issues identified through our existing policies and commitments and by internal stakeholders;
- employee and stakeholder sustainability surveys;
- reviews of key customer, non-governmental organisation (NGO), competitor, peer, regulatory and trade association sustainability concerns;
- interviews with key partner organisations; and
- a literature review to identify the key sustainability megatrends likely to affect RB.

Drawing on the methodology outlined in the GRI's G4 Implementation Manual, we then prioritised these issues, taking into account the following criteria:

- Importance to RB, determined by:
 - risks or opportunities from an issue (including potential for long-term or short-term impact, the likely severity and business criticality of impacts); and
 - RB's significant economic, environmental or social impacts.
- Importance for stakeholders, determined by:
 - stakeholder perception of RB's impacts on the issue;
 - expectations regarding transparency on the issue; and
 - diversity and range of stakeholders interested in the issue.

This materiality assessment process is refreshed annually and is managed by the Global Sustainability team and reviewed by our Internal Audit team. In 2015, our materiality issues matrix and prioritisation assessment were reviewed and remained unchanged from 2014.

A comprehensive assessment of materiality will be carried out in 2016, including a review of RB's materiality assessment process and a thorough assessment of sustainability issues, using the UN

Sustainable Development Goals as a basis for categorisation and prioritisation.

Strategic sustainability priorities

The Aspects the Group has identified are common to many fast moving consumer goods (FMCG) companies with well-known brands and are essentially determined by the Group's sectors and the products manufactured and sold. The Group's strategic priorities, therefore, remain:

- to achieve continual improvement in our overall sustainability performance, focusing on those

issues where we can make a significant difference including global health and hygiene, sustainable product innovation, greenhouse gas emissions and water impact; and

- to manage our business in a socially and ethically responsible manner.

We report on the majority of these issues in this report. Where necessary, we have improvement programmes in place at Group, regional and/or local levels. We feel confident that none pose a material risk to the business in the short term.

Materiality Matrix for sustainability reporting



Managing sustainability continued

Stakeholder engagement

We talk to stakeholders:

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

Our key stakeholder groups are:

Workplace

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

Marketplace

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

Community

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

In 2015, key topics of importance to our stakeholders included hygiene and illness prevention, consumer behaviour change, water, greenhouse gas emissions, natural raw material sourcing, product stewardship, sustainable product innovation and human rights.

External partnerships

We seek to develop industry-wide solutions to shared challenges. In 2015, our work with external partners included:

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

- CSPA (Consumer Speciality Products Association) Product Care is a trade association representing the interests of companies engaged in the manufacture, formulation, distribution and sale of familiar consumer products that help household and institutional customers create cleaner and healthier environments. RB actively participates at all levels in this trade association, including participation in specific task forces, chairing divisions and representing the Board of Directors – David Campbell is the 2nd Vice Chair. CSPA is mission-critical for RB's home and hygiene brands, especially Airwick and Lysol, due to the extensive regulatory environment of these product categories: cspa.org;
- GC3 (The Green Chemistry & Commerce Council) is a US-based cross-sectoral, business-to-business network of companies and other organisations, working collaboratively to advance green chemistry across sectors and supply chains: greenchemistryandcommerce.org; and
- Forum for the Future partner: forumforthefuture.org.

Industry sustainability programmes

A.I.S.E Charter for Sustainable Cleaning

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

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

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

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

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

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

The Sustainability Consortium (TSC)

TSC is an organisation of diverse global participants who work collaboratively to develop transparent methodologies, tools and strategies to drive a new generation of products and supply networks that address environmental, social and economic imperatives. TSC allows RB to work closely with our customers to share sustainability-related consumer insights that inform our product innovation process.

Managing sustainability continued

Governance

Overview of RB's sustainability policies and positions

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

- Environmental Policy.
- Occupational Health & Safety Policy.
- Global Manufacturing Standard (GMS) Policy.
- GMS Detailed Requirements.
- Responsible Sourcing of Natural Raw Materials Policy and zero deforestation (for more information, see pages 25 and 26).
- Consumer Safety Policy.
- Animal Testing Policy.
- Whistleblower Policy.
- Anti-Bribery Policy.
- Restricted Substances List Policy.

Governance structures and responsibilities

The Board of Directors is responsible for the overall stewardship of the Group, including sustainability and corporate responsibility. The Board and the CEO play a key role in setting our values and standards and have specific responsibility for these. The Executive Committee (EC) reviews and assesses how we are meeting set targets and monitors compliance against corporate sustainability policies. The Board regularly considers and takes account of the significance of sustainability matters and their potential risk to the business and the opportunities to enhance value. The Board undertakes a formal review of sustainability matters at least annually.

The CEO has specific responsibility for sustainability. As part of established management systems and appropriate remuneration incentives, senior management reports directly to the CEO on sustainability matters on a regular basis. On the EC, the EVP Category Development has operational accountability for the implementation of sustainability (bar charitable giving), in partnership with the EVP Global Supply, and supported by the rest of the EC within their respective areas and functions. In the category development organisation, the Category Group Director – Innovation & Sustainability manages the sustainability programme on a day-to-day basis. The R&D function includes the Global Regulatory Affairs (GRA) group, which is responsible for ensuring that our products meet regulatory requirements and are safe for their intended use. Our SVP Human Resources (HR) and the global HR function manage the Group's HR, employee remuneration and benefits, employment practices, organisational development, training and elements of health & safety (e.g. stress management).

The role of the Board

The Board regularly considers and takes account of the significance of environmental, social and governance (ESG) matters and their potential risks to the Company, including reputational risks and the opportunities to enhance value that may arise from an appropriate response. The Board undertakes a formal review of ESG matters at least annually.

The Board's Audit Committee undertakes a regular review of the arrangements for, and effectiveness of, risk management and internal controls, including ESG matters and reputational risks. The Annual Report and Financial Statements 2015 contains a report on ESG matters and reputational risk in the Strategic Report, on pages 1, 24 to 29 and 161 to 162 and 165 (from the 2015 Annual Report and Financial Statements), available on rb.com.

Corporate governance

Details of our corporate governance arrangements, including Board composition, committee structure, internal control, performance evaluation and details of Non-Executive and Independent Directors and their compensation arrangements, are provided on pages 46 to 90 of our Annual Report and Financial Statements 2015, available at rb.com.

Business conduct

Code of Conduct

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

The CoC policies and training programme are available in all core languages used across our business, ensuring that employees worldwide receive clear communication and education in this important area. All employees are required to complete annual CoC training, which includes human rights issues. In total, over 10,500 hours were devoted to CoC training in 2015; 81% of ENA employees, 76% of DVM employees and 72% of CHQ employees completed the training, with a global completion rate of 78%. We regularly follow up with our employees to ensure they have taken the required training, but staff turnover and the continuous hiring of new staff will result in rates that are less than 100% in a calendar year.

Whistleblower helpline

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

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

Managing sustainability continued

Human rights

As a global business with operations in over 60 countries, over 25,000 employees and an extensive supply chain, we recognise the important role that we play in society; helping to ensure that the human rights of all our internal and external partners are respected. This is important to maintaining consumers' confidence and trust in our brands. We, therefore, have a clear policy commitment to respect human rights – that all within and who do business with RB must follow – in addition to a proactive compliance programme.

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

Our policy commitment

RB believes that human rights, which includes no slavery and human trafficking, are an absolute and universal requirement and is committed to upholding those rights, as expressed in the International Bill of Human Rights and the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work. We are also committed to following the Organisation for Economic Co-operation and Development's (OECD's) Guidelines for Multinational Enterprises.

We recognise the important role that businesses play in society and the responsibility we have in helping to ensure human rights are respected. Our commitment to respecting human rights is publicly disclosed through our Code of Business Conduct and our Global Manufacturing Standard for responsible production. These policies apply to all employees and contractors of, and suppliers of goods and services to RB. We also encourage our suppliers to communicate our requirements within their supply chain.

Our Global Manufacturing Standard for responsible production outlines the minimum labour, health & safety and environmental standards we expect our facilities and those of suppliers to meet, in the production of goods and provision of services to RB. Our requirements are closely aligned with the Ethical Trade Initiative (ETI) base code and the conventions of the ILO. Our GMS has eight principles:

1. No child labour. Limitation of work by young workers.
2. No forced or bonded labour.
3. Safe and healthy working environment.
4. No discrimination. Equal opportunities/rights.
5. No harmful or inhumane treatment.
6. Reasonable terms and conditions of employment.
7. Effective communication between employees and management. Right to freedom of association.
8. Protection of the environment.

We acknowledge the growing importance and complexity of the issue of human rights and are committed to continuously improving our approach, following the UN Guiding Principles on Business and Human Rights as our model.

International standards and guidelines

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

Grievance process

RB has grievance processes in place in all countries that comply with local laws. There have been a number of grievances raising potential human rights issues reported through the Whistleblower helpline during 2015, all of which were investigated and satisfactorily resolved.

Anti-bribery and corruption

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

Anti-competitive behaviour

RB employees receive formal competition law training, and all employees with email access are required to pass a mandatory online test as part of the process.

bettersociety

Better society

Our people

KPI Details for 2015	Female	Male	Unknown	Total
A – Employment contract				
Permanent contract	10,374 (41%)	14,655 (59%)	36 (0.1%)	25,065
Fixed Term or temporary contract	349 (48%)	372 (51.6%)	3 (0.4%)	724
B – Employment type				
Full time	10,520 (41%)	15,005 (59%)	37 (0.1%)	25,562
Part time	203 (89%)	22 (10%)	2 (1%)	227
D – Employment location				
ENA	6,026 (45%)	7,359 (55%)	18 (0.1%)	13,403
DvM	4,431 (38%)	7,301 (62%)	21 (0.1%)	11,753
Other	266 (42%)	367 (58%)	0	633
Total employees ¹	10,723 (42%)	15,027 (58%)	39 (0.2%)	25,789

¹ Full time employees from MyRB only (excludes contractors).

Employment

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

	2013 '000	2014 '000	2015 ¹ '000
Continuing operations			
ENA	12.5	12.5	15.5
DvM	–	–	18.0
RUMEA	7.6	7.2	–
LAPAC	15.1	15.6	–
Other	1.2	1.2	1.2
Discontinued operations			
RB Pharmaceuticals	0.7	0.7	–
	37.1	37.2	34.7

¹ Adjustments have been made to RB's organisational reporting process, the scope of ENA has changed from previous years, and a new reporting entity, DvM, is now in place for other regions.

The employment figures are based on data for 25,789 global Group employees (full time employee data taken from MyRB), which is 74% of the average number of people RB employs or contracts with globally.

As a minimum, RB complies with applicable local laws regarding minimum notice, consultation periods. RB also fully complies with all laws regulating collective bargaining and recognises the right to freedom of association. This means that, consistent with the law and with Company policy, employees shall have the right to assemble, communicate and join associations of their choice, or not. In 2015, approximately 17% of full-time employees were covered by collective bargaining agreements. Our commitment to respecting the right to freedom of association is embodied in our Global Code of Conduct (see page 9), and GMS (see page 15).

Remuneration

	Units	2012	2013	2014 ¹	2015
Total employee remuneration	£m	1,050	1,132	1,067	1,009

¹ RBP staff costs of £86m included.

Remuneration and benefits

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

The total remuneration paid to our people in 2015, including Directors, was £1,009m (2014: £1,067m). We seek to offer competitive remuneration that reflects both market conditions of the country in which people are based and their abilities and skills. Benefits (in addition to salaries, bonuses and long-term incentives) vary regionally and nationally and generally include items such as: pension plans; health, accident and disability insurance; medical care plans, and annual health checks. Our international transfer policy is an integral part of RB's commitment to developing globally experienced senior leaders, and support is provided to employees and their families to ensure a smooth international transition. Additional benefits help them face the challenges of moving to a foreign country, and compensate people for differences in pay and living costs.

Training and education

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

We provide site-level, regional, area and global training and awareness programmes on functional competencies and leadership skills. For example, around the world in 2015, our training programme provided courses in: leadership; business and organisation; people management and development, marketing, sales, finance and crisis management. Other training programmes include health & safety, environment, quality and preventative maintenance.

Project DARE which focuses on improving the drop off rate of talented women was launched in 2015. As a result, leadership training programmes covering topics of Inclusive Leadership and Unconscious bias were introduced to senior leadership in addition to the deployment of a Women in Leadership programme for women in managerial roles.

The Group trains and develops its senior management pipeline through formal training programmes and through a deliberate policy of training on the job. Management is international and is trained through rotation in international postings both in countries and in the Group's central functions.

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

Succession planning is a critical management discipline and is reviewed at least annually by the Board and the Executive Committee.

Employee engagement

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

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

Better society continued

Employee engagement continued

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

We continue to work on encouraging a more open environment for our people. A culture pulse survey was conducted in 2015 to ascertain the inspiration levels of all our people worldwide which was followed through by focus group discussions and action planning at country and department level.

A diverse culture

We work hard to attract, develop and retain highly capable and talented people who can work together to produce outstanding results. We believe being immersed in different cultures and ways of working helps our top

people to challenge conventional thinking. We are confident that those who consistently succeed at these challenges become global leaders of distinction.

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

The Board continues to promote diversity in its broadest sense and ensure that the Company's Top40 executive roles, in particular, are open to fresh thinking and must include personnel from different global backgrounds who bring new ideas to the table.

Diversity of course includes gender and this year we launched Project DARE, which aims to develop, attract, retain and engage talented women. Initiatives include more options for flexible working and a global maternity policy, which sets a minimum standard and makes us one of only a handful of employers with such a policy.

Diversity ²		2012	2013	2014	2015
Nationalities in management – Board	Number at 31 December	6	6	8	6
Nationalities in management – Exec Committee	Number at 31 December	7	8	7	7
Nationalities in management – Top40	Number at 31 December	14	14	13	13
Nationalities in management – Top400	Number at 31 December	44	49	47	49
Nationalities of global employees	Number at 31 December	104	102	103	105
Women employed – Board	% at 31 December	20	10	17	29
Women employed – Executive Committee	% at 31 December	22	11	11	13
Women employed – Top40	% at 31 December	16	14	12	14
Women employed – Top400	% at 31 December	16	17	19	19
Women employed – global employees	% at 31 December	41	42	42	42

KPI Details ²	Female	Male	Unknown	Total	ENA	DVM	CHQ or Other	<30 yrs	30-50 yrs	>50 yrs
New hires (total number)	2,320	3,036	54	5,410	3,045	2,233	132	3,068	2,045	159
New hires (rate)	22%	20%	138%	21%	23%	19%	21%	41%	13%	5%
Turnover (total number)	2,046	2,420	24	4,490	2,649	1,733	108	1,881	2,105	437
Turnover (rate)	19%	16%		17%	20%	15%	17%	25%	14%	15%
Global employees	10,723	15,027	39	25,789	13,403	11,753	633	7,556	15,217	2,897
% Global employees	42%	58%	0.2%	100%	52%	46%	2%	29%	59%	12%
Exec	1	7	0	8	1	1	6	0 (0%)	5 (63%)	3 (37%)
Top40 ¹	5	31	0	36	13	9	14	0 (0%)	24 (67%)	12 (33%)
Top400 ¹	78	341	0	419	168	119	132	1 (0.2%)	355 (85%)	63 (15%)

¹ The Top400 includes the Top40, the Top40 includes the Executive Committee.

² 2015 global employee diversity data is based on data for 25,789 full-time employees, which is 74% of the average number of people employed by the Group during 2015.

We believe being immersed in different cultures and ways of working helps our top people to challenge conventional thinking. We are confident that those who consistently succeed at these challenges become global leaders of distinction.

The Board composition was 29% female at 31 December 2015 following the appointments of Mary Harris and Pamela Kirby in February 2015, which brought the Board composition above the Davies recommended target of 25% females.

At 31 December 2015:

- 29% of the Board are female and 50% are non-UK nationals;
- 13% of the Executive Committee are female and 75% are non-UK nationals; and
- 14% of the Top40 managers are female and 75% are non-UK nationals.

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

As at 31 December 2015 42% of the Group's global employees are female and 19% of the Group's Top400 population are female.

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

- diversity is clearly much broader than gender. It incorporates diversity of race, thought, experience, skills, understanding, perspective and age, and also requires implementation at all management levels;
- successful companies sell their goods and services to customers regardless of gender, race, ethnic group or religion and a diverse workforce should reflect its customers. A diverse management is more in touch with its customers' demands and staff concerns and provides different perspectives in devising successful business strategies;
- diversity is a matter of organisational culture largely set by example from the top. Company management that actively considers diversity is better able to support diversity efforts in the rest of the organisation and is equipped to identify the organisation's requirements; and
- awareness programmes through webinars have been introduced in the business to help women who are expectant mothers prior to proceeding on their maternity leave and a separate programme has also been put into place for women returning to the workplace. In addition, awareness programmes have been introduced for managers of these employees either proceeding on or returning from maternity leave.

Equal opportunity

We employ, promote and reward people based on their skills, abilities and achievements, regardless of gender, race, age or other personal characteristics. We seek to encourage, recognise and reward our four core values of Achievement, Ownership, Entrepreneurship and Partnership. In 2015, RB had comparable hire and turnover rates for males and females.

Better society continued

Health & safety

Our commitment to occupational health & safety

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

Specifically, the Group is committed to providing and maintaining:

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

2020 TARGET: Continued reduction in lost work day accident rates (LWD AR)

PROGRESS: 25% reduction since 2012

RB is committed to preventing accidents, injuries and occupational ill-health at all locations under our control. To ensure progress against our goals, we work to an Occupational Health & Safety Policy that is in operation globally. The policy is supported by health & safety standards that are in place at all locations, actively promoting safe behaviours that continually develop a culture of safety among employees and contractors. These measures have contributed to our LWDAR to 0.080, which is a substantial improvement since 2000, and puts safety at RB in line with the industry benchmark. Since 2013, RB has been tracking total recordable frequency rate TRFR (lost work days, restricted work cases and beyond first aid incidents) to ensure all safety incidents are investigated and necessary improvements are made. In 2015, there was a 22% reduction in TRFR compared to the 2014 baseline. During the year, RB continued to focus on actively engaging workers participation in occupational safety. In December 2015, over 74% of all those working at an RB manufacturing site had documented at least one proactive safety action they had taken. Programmes such as these have contributed to the continual reduction in the number of accidents recorded at RB sites.

No government prosecutions for employee health and safety violations were brought against RB factories, logistic centres or R&D sites in 2015.

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

External assessment

To ensure the effectiveness of our health & safety management systems, we ensure they are independently verified by external assessors. The RB Group's health & safety approach is certified to the globally recognised OHSAS 18001 standard, as are all individual RB factories¹. To assure compliance with legal requirements and RB standards, we use external experts to visit selected factories and commercial offices. In 2014, additional specialist audits were added to the programme to assure process management controls at RB chlorine and aerosol factories. This programme was expanded in 2015, leading to improved safety standards in this high-risk area of the business.

¹ Not including two recently acquired sites that will receive certification by 2020.

Health & safety	Units	2001	2010 ¹	2011 ¹	2012 ²	2013 ²	2014 ²	2015	% change vs. 2012	% change vs. 2001
Lost work day accident rate (LWDAR) ²	per 100,000 hours	1.34	0.136	0.127	0.107 ⁶	0.107 ⁶	0.093	0.080	-25%	-94%
Employee fatalities	number	(1) ⁵	0	0	1	0	0	1		
Contractor fatalities	number	1	3	0	0	0	0	0		
Severe accidents ³	number	8	2	0	1	1	2	3		

¹ Assured by PWC in 2010-2011.

² Assured by EY in 2012-2015.

³ At manufacturing, warehouse and R&D sites.

⁴ A severe accident is a permanent disability, including loss of sensory motor dexterity e.g. loss of a fingertip.

⁵ Suspected suicide.

⁶ Restated 2012 and 2013 figures due to restatement of accident numbers at factory sites.

Better society continued

Responsible supply chain management Our supply chain

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

Our approach to managing Human Rights

We have a comprehensive compliance programme where we proactively monitor compliance with our requirements. The steps of the programme and the associated performance are as follows:

1. **Engagement:** we engage with all suppliers by informing them of RB's sustainability requirements and communicating our Sustainability Supplier Guide, which provides further information on our sustainability requirements and programmes. Additionally, all supplier contracts are required to contain sustainability contract clauses to ensure supplier compliance with our requirements. To further ensure the sustainability standards of suppliers, RB's contract management tool was updated in 2015 to include a mandatory clause on sustainability. In effect, this means that all supply contracts generated within this tool contain the requirement for suppliers to comply with RB's sustainability requirements. We conduct a comprehensive annual risk assessment that reviews sustainability risks, the proximity to our brands, importance to our business operations and expenditure of all direct supplier commodity groups, to identify those deemed to be high-risk, who are then required to participate in additional stages of the programme. In 2015, the scope of our programme increased to include all distribution centres located within the Developing Markets region, adding to the RB manufacturing facilities, third-party manufacturers, and

high-risk packaging and raw material suppliers (paper and board, palm oil, latex, soy, rattan, sawdust and sola).

2. **Self-assessment:** the self-assessment is a useful tool to determine how well a site manages compliance and identifies areas of weakness, where further attention is required. RB facilities are required to complete an annual self-assessment of compliance with the GMS, with 100% of facilities completing this in 2015. Those high-risk suppliers that are in the scope of our compliance programme are also required to complete a self-assessment, which looks at compliance with labour, health & safety, environment and business integrity standards within their facility, using the ethical data sharing platform, Sedex. At the end of 2015, 85% of those suppliers required to complete a self-assessment had done so, and we continue to engage proactively with those suppliers still outstanding.
3. **Risk assessment:** RB follows a risk-based approach to compliance monitoring. Therefore, we carry out a risk assessment that enables us to prioritise resources in the areas of highest risk within our supply chain, be that through audits or direct engagement. Risks at RB facilities and suppliers are assessed using responses to self-assessments, coupled with the inherent risks associated with their country of operation, product area and site function, and are assigned a risk rating. We subsequently use the risk rating to determine those RB facilities and suppliers that require a GMS compliance audit.
4. **Auditing:** high-risk RB facilities undergo unannounced GMS compliance audits, and high-risk RB suppliers undergo semi-announced four-pillar SMETA audits; assessing compliance with the ETI Base Code with which the GMS requirements are closely aligned. SMETA audits are chosen over GMS compliance audits as they are a widely accepted audit procedure that suppliers can share with multiple customers, thereby reducing their audit burden. We are committed to recognising ethical audits carried

out for other customers, provided that they meet our minimum criteria. In 2015, we continued auditing RB facilities by conducting three re-audits and three initial audits of high-risk RB facilities, bringing the total number of RB facilities audited since 2012 to 29. We also audited 51% more high-risk third-party manufacturers compared with 2014.

5. **Addressing audit non-compliances:** we believe in working collaboratively with RB facilities and suppliers to address all areas of non-compliance and build capability to ensure continuous improvement. This involves establishing partnerships between Global Sustainability, Procurement, Manufacturing and our suppliers. At the end of 2015, 89% of all non-compliances identified at RB facilities since 2012, and 67% of non-compliances identified at supplier sites audited in 2015, have been closed. Corrective action plans are in place for all outstanding issues and we will continue to work closely with RB facilities and suppliers to ensure they are closed promptly. The typical areas of non-compliance identified relate to health & safety, working hours and a lack of sustainability management systems, which are common issues, shared across the wider manufacturing industry within developing markets.
6. **Capability Building:** training and capability building are crucial parts of our programme as they raise awareness and understanding of human rights and how our suppliers and we can ensure they are respected. In 2015, significant focus was given towards internal and external training:
 - Online training on RB's GMS requirements and compliance programme for all members of Procurement (globally) and Supply Services DvM was developed and launched, with 63% having completed the training in 2015.
 - 634 employees within RB facilities completed online training on GMS compliance within RB facilities.
 - Major suppliers within Mexico and China attended GMS conferences hosted by AIM-Progress and RB. These conferences were also attended by RB's Procurement, Quality and R&D teams.

In addition to the training above, RB continues to be an active member of AIM-Progress – a forum of leading FMCG companies that enable and promote responsible sourcing practices and sustainable production systems, while seeking to reduce the burden for suppliers through collaboration and the harmonisation of approaches.

In addition to RB's compliance programmes, senior and middle managers from across our Research & Development (R&D), Supply and Corporate Affairs functions continued to include GMS discussions, reviews and audits as part of their visits to our own and supplier sites, reporting issues found to the Global Sustainability team.

Further information on our responsible production programme can be found in our Sustainability Guide for Suppliers (rb.com/our-responsibility/policies-and-reports).

Better society continued

Healthier Lives

2020 TARGET: 200m reached. Increased target to 400m reached by 2020

PROGRESS: 237m reached

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

Reach

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

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

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

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

- watching educational video content (the video must have an educational format and focus on health and hygiene information. Short product advertisements – even those containing health & hygiene information – do not qualify);
- accessing educational content on a brand website, e.g. health and hygiene tips;
- pledging support to the cause;
- engaging with educational content placed on social platforms (e.g. Facebook, Weibo, etc.); and
- interacting with educational materials provided by the brand (where the actual event/programme is run by a third-party).

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

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

Brand	Priority areas	2013 Reach (m)	2014 Reach (m)	2015 Reach (m)	Total Reach (m)
Dettol/Lysol (also including Sagrotan and Napisan brands)	Hygiene practices – new mums	16.3	19.7	12.1	48.1
	Hygiene practices – school children	7.6	9.3	8.3	25.2
Durex	Sexual health & wellbeing	–	71	44	115
Mortein ¹ (also including SPB, Shieldtox and Pif Paf brands)	Mosquito-borne disease prevention and protection	–	1.7	17.9	19.6
Harpic	Hygiene and sanitation	0.1	0.2	5.6	5.9
Banega Swachh India (Dettol & Harpic)	Hygiene and sanitation	–	17.3	7.4	24.7
Total RB		24	117.5	95.3	236.8

¹ To avoid potential double counting, Mortein numbers are excluded from 2014 as people could have been reached by both Dettol and Mortein programmes. The figures for Banega Swachh India (BSI) are associated with our Dettol and Harpic brands. However, the figures reported for BSI do not overlap with Harpic and/or Dettol figures as these programmes are reaching different target audiences.

Better society continued

One-third NR from more sustainable products in 2020

By 2020, one-third of our Net Revenue (NR) will come from 'more sustainable' products as measured by our Sustainable Innovation Calculator. Our NR from more sustainable products was £558m in 2015 (based on data from Q4 2014-Q3 2015), equivalent to 6% of total NR. Our NR target will improve our ability to reduce our full lifecycle impacts by translating them into the language of our business. The sustainability team works closely with the finance function to track our net revenue from more sustainable products to help bolster the business case for sustainability. These efforts, supported by performance objectives requiring RB's brands to derive a percentage of their NR from more sustainable products, will help ensure that our biggest selling products are more sustainable.

Sustainable Innovation App

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

- Carbon – significant savings (>10%) in grams of CO₂e per dose.
- Water – a significant decrease (>10%) of water impact per dose.
- Ingredients – adhere to RB's Restricted Substances List and have at least one preferred sustainability credential (Fairtrade or FSC certification, for example).
- Packaging – the product must use less packaging overall or use less virgin packaging material resulting in a significant savings (>10%) in the weight of virgin packaging per dose (after subtracting any postconsumer recycled content).

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

Consumer safety

Our consumer safety policy (available at rb.com) ensures safety is an integral part of the product development process. It is our corporate responsibility to consumers, customers and employees to have sound ethical business practices. They are applied to all our products by our global product safety team through a global product safety programme comprising guidelines, standards and procedures and implemented throughout the product lifecycle from conception through market delivery and post launch market surveillance. We strive for continuous improvement in this area.

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

Product quality and consumer satisfaction

We are committed to consistently delivering the highest quality of products. We build in quality at the product design stage and aim to minimise quality risks across our supply chain, preventing quality issues before they arise. Our Quality organisation comprises global, area, regional and site-level quality assurance

functions that oversee and monitor process and product quality. We regularly audit key suppliers to assure and continuously improve the quality of raw materials, components or finished products.

RB is committed to providing consumers with the highest level of product quality. In support of this, the Consumer Relations department relay consumer comments and complaints to the organisation to ensure continuous improvement of our products, maintaining the trust and loyalty of our consumers. This continuous focus on quality improvement throughout our portfolio has meant that in 2015, RB exceeded its target – complaints per million sales – by 5%.

RB's Restricted Substances List

RB aims to make ingredient decisions that are right for our consumers. Since 2001, we've maintained a Restricted Substances List (RSL) to ensure a consistent global approach to minimising and/or eliminating ingredients of concern. This often means going above and beyond local regulations to ensure we are protecting our consumers, our employees and our business. The RSL assesses regulatory, sustainability, safety, and public concerns of ingredients and we are committed to replacing ingredients of concern, in both our products and packaging. All RB staff responsible for the design, development and purchasing of ingredients receive annual training on the RSL.

In 2015, we began evaluating alternatives to polyethylene beads in our personal care portfolio due to their persistence in marine environments. We will begin manufacturing PE-bead free products in the USA in mid-2016 and are aiming to complete a global phase-out by the end of 2018.

Our RSL policy further defines our commitment and approach and can be viewed at rb.com.

Better society continued

RB's Restricted Substances List continued

The table below outlines some achievements of our Restricted Substances List¹. This table shows the proactive removal programmes that RB has delivered over the years which are only a part of the longer Restricted Substances List to which RB adheres.

Ingredients removed from global product formulas

Ingredient	Completion date	Comments
Polyethylene (PE) beads	2018	Removal
Parabens (methyl, ethyl, butyl, propyl, isoparabens)	2013 (EU) 2015 (rest of the world)	Reduction programme (excluding medically licensed products)
Chlorpyrifos	End 2009	
Boron compounds	End 2009	Removal/reduction to meet threshold levels established in the EU
PVC packaging of household products	End 2009	Health care products are excluded from this target as no viable alternatives have yet been identified for some healthcare applications
Fragrance raw materials: Non-GN	End 2009 End 2007	
Geranyl Nitrile (GN)		
Brominated flame retardants	End 2007	BFR with an adverse safety profile
Formaldehyde-donor preservatives	End 2009	
Formaldehyde	End 2006	
APEs/NPEs	End 2006	
Dichlorvos	End 2006	
Glycol ethers (monoethylene series)	End 2006	
Paradichlorobenzene (PDCB)	End 2006	

¹ Through acquisitions the Company can periodically acquire additional products which contain ingredients which may be banned or restricted under the Restricted Substances List. Those products are then assessed to be brought in line with RB's ingredients policy.

With a sizable personal care portfolio, preservatives are a key area for RB and within the Better Ingredients programme we have an experienced preservative task force.

Preservative task force

Our mission is to deliver high-quality and safe products that delight the consumer.

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

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

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

Our work continues; the team monitors new research on the safety and effectiveness of current and new preservatives, advises, recommends and qualifies better preservatives. Drawing on RB's innovation capabilities, our goal is to discover new ways to preserve our products whilst minimising the use of chemical additives.

Transparency on ingredients

Consumers have a right to know what is in the products they purchase, and we are committed to providing access to ingredient information above and beyond legislative requirements. By 2020, we aim to have 100% transparency on ingredients. In 2015, 64% of RB's net revenue came from products for which we publish lists of ingredients:

- EU: rbeuroinfo.com
- North America and Canada: rbnainfo.com
- Australia: rb-msds.com.au

Animal testing

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

Better society continued

Green chemistry of RB products

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

1. Prevention

It is better to prevent than to treat waste.

2. Designing safer products

Products should be designed to affect their desired function while minimising hazard, toxicity and potential for exposure.

3. Design for energy efficiency

Energy requirements of products should be recognised for their environmental and economic impacts and should be minimised where possible.

4. Catalysis

Catalytic chemistry is superior to stoichiometric.

5. Design for degradation

Products should be designed so they break down innocuously and do not persist in the environment.

6. Real-time analysis

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

Our approach to product packaging

Packaging is essential to securely and safely contain our products. However, it is a very visible source of waste once the products have been used. Optimising product packaging has several environmental benefits:

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

We have a three-pronged approach:

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

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

Our main packaging materials are:

- paper and board;
- plastics (mainly PP, HDPE and LDPE); and
- tin plate.

betterenvironment

Better environment

Our environmental commitment

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

Total carbon and water use footprints

2020 goals (using 2012 baseline)

We have committed to reduce our per dose carbon footprint and per dose water impact by a third and generate one-third of our NR from more sustainable products.

2020 TARGET: 1/3 reduction in our carbon footprint per dose

PROGRESS: 1% increase since 2012

2020 TARGET: 1/3 reduction in water impact per dose

PROGRESS: 9% reduction since 2012

2020 TARGET: 1/3 NR from more sustainable products

PROGRESS: £558m for Q4 2014-Q3 2015

Total carbon, water use and water impact footprints 2015

2015		Raw & packaging material	Manufacturing	Logistics	Retail	Consumer use	End of life	TOTAL/AVERAGE
DOSES 2015	Billions of doses							547.04
CARBON 2015	Total (million tonnes CO ₂ e)	7.01	0.60	0.69	0.85	26.59	0.29	36.03
	g/dose	12.81	1.10	1.26	1.55	48.60	0.54	65.87
	% split	19%	2%	2%	2%	74%	1%	
WATER FOOTPRINT 2015	Total (m litres)	1,214,986	6,123	10	–	1,656,661	–	2,877,780
	Litres/dose	2.22	0.01	0	–	3.03	–	5.26
	% split	42%	0.21%	<1%	0%	58%	0%	
WATER IMPACT 2015	Total (m e-litres)	600,538	5,841	6	–	3,542,327	–	4,148,713
	e-litres/dose	1.10	0.01	0	–	6.48	–	7.58
	% split	14%	0.14%	<1%	0%	85%	0%	

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

	2012	2014	2015	% change on 2012	% change on 2014
Carbon (g/dose)	65.37	65.08	65.87	1%	1%
Water use (litre/dose)	5.17	5.11	5.26	2%	3%
Water impact (e litre/dose)	8.31	7.95	7.58	–9%	–5%

Note: 2012 and 2014 data were restated following calculation methodology changes.

Better environment continued

Total carbon and water use footprints continued

One-third less carbon footprint per dose by 2020

Our carbon performance is measured by our total carbon footprint per dose of product against a 2012 baseline (65.37g CO₂e per dose). In 2015, our total carbon footprint was 65.87g CO₂e per dose, a 1% increase on 2012. Total carbon footprint enables robust and comprehensive calculation of greenhouse gas emissions for the 'cradle-to-grave' lifecycle of RB products and this breakdown is shown on page 21. The system has been developed in general accordance with the requirements and principles of recognised international standards such as PAS 2050:2011 and the greenhouse gas protocol, and selected data (see page 3) has been assured by Ernst & Young LLP.

One-third less water impact per dose by 2020

Our water performance is measured by our total water use footprint (litres) and total water impact footprint litre equivalents (e-litres) per dose of products against a 2012 baseline (5.17 litres per dose and 8.31 e-litres per dose respectively). In 2015, our total water use footprint was 5.26 litres per dose, a 2% increase on 2012. Our total water impact footprint was 7.58 e-litres per dose in 2015, a 9% reduction on 2012.

Our total water use footprint and total water impact footprint enable robust and comprehensive calculation of water use and water impact for the 'cradle-to-grave' lifecycle of RB products. The breakdown of the water impact footprint is shown on page 21. The water use and water impact measurement methodologies have been developed in general accordance with the requirements and principles of the following recognised water accounting guidance document: The water footprint assessment manual: Setting the global standard, (Hoekstra, A.Y., Chapagain, A.K., Aldaya, M.M. and Mekonnen, M.M. 2011).

Environment performance in manufacturing sites and warehouses Energy use

2020 TARGET: 35% reduction in energy consumption (per unit of production)
PROGRESS: 15.8% reduction since 2012

Since 2012, we reduced our energy consumption by 15.8% using 0.40 gigajoules (GJ) for every 1,000 consumer units (CUs) of production. Our energy and production efficiency programmes and employee behaviours are behind this improvement.

For example:

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

Since 2000, we have reduced energy consumption by 56.8% per unit of production and 22% in absolute energy used. This shows a good track record of reducing energy use and an acceleration in our progress in recent years.

Greenhouse gas emissions

2020 TARGET: 40% reduction in greenhouse gas emissions (per unit of production)
PROGRESS: 13.8% reduction since 2012

Since 2012, we have reduced greenhouse gas emissions by 13.8% per unit of production: down to 0.347 tonnes of CO₂ per 1,000 CUs. Total emissions from manufacturing and warehouse facilities were 263 thousand tonnes of CO₂ equivalent. These emissions are generated directly on-site, through burning fossil fuels for space heating, hot water and process heating or cooling, and indirectly from our use of electricity.

Greenhouse gas emissions from energy use in manufacturing and warehouses have fallen by 56% per unit of production since 2000, and absolute emissions are 21% lower. We participate in the CDP Investor information disclosure: cdproject.net in 2015 we scored 99 for disclosure and level A- for performance.

As well as improvements in energy efficiency we have made further greenhouse gas savings with new technologies and fuels:

- Installed a highly-efficient 1.5MW CHP plant in Mira, Italy.
- 12 of our sites use energy from combined heat and power (CHP) plants or more sustainable energy such as biomass and solar power.

Manufacturing & warehouse energy and greenhouse gas data

Energy usage	Units	2000	2012	2013	2014	2015	% change vs. 2014	% change vs. 2012	% change vs. 2000
Per unit production	GJ per 1,000 CU	0.9166	0.4704	0.4488	0.4130	0.3959	-4.1%	-15.8%	-56.8%
Absolute usage	Million GJ	3.84	3.23	3.20	3.08	2.99	-2.8%	-7.3%	-22.0%

Greenhouse gas emissions	Units	2000	2012	2013	2014	2015	% change vs. 2014	% change vs. 2012	% change vs. 2000
Per unit production	Tonnes CO ₂ e per 1,000 CU	0.0791	0.0402	0.0392	0.0374	0.0347	-7.3%	-13.8%	-56.1%
Absolute emissions	Thousand tonnes CO ₂ e	331.4	276.3	280.0	279.2	262.7	-5.9%	-4.9%	-20.7%

Better environment continued

Greenhouse gas emissions continued Group emissions

Our total emissions in 2015 from R&D and offices were 11,467 and 19,886 tonnes of CO₂e respectively, which, added to our emissions from manufacturing and warehouse facilities (262,734 tCO₂e), results in a total of 294,087 tonnes of CO₂ equivalent.

	tCO ₂ e
Scope 1	79,502
Scope 2	214,586
Total	294,087

Greenhouse Gas emissions from manufacturing reported in 2015 are net emissions (262,734 tCO₂e) which equals gross (270,276 tCO₂e) emissions minus GHG emissions from renewable electricity purchase (7,542 tCO₂e). For further information please see our reporting criteria.

Other emissions

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

Tree planting	Unit	2006	2012	2013	2014	2015
Total trees planted (cumulative)	number of trees	45,000	5,799,000	6,150,000	7,014,000	8,317,000
Total emissions to be offset by programme (cumulative)	tonnes CO ₂ e	276,593	1,860,253	2,140,238	2,419,392	2,682,123
Total area acquired to date	km ²				104	121

Water use	Units	2000	2012	2013	2014	2015	% change vs. 2014	% change vs. 2012	% change vs. 2000
Per unit of production	m ³ per 1,000 CU	1.357	0.964	0.788	0.718	0.675	-6.0%	-29.9%	-50.2%
Absolute	million m ³	5.683	6.616	5.625	5.357	5.108	-4.7%	-22.8%	-10.1%

Water discharge	Units	2000	2012	2013	2014	2015	% change vs. 2014	% change vs. 2012	% change vs. 2000
Per unit of production	m ³ per 1,000 CU	0.844	0.496	0.344	0.289	0.281	-2.5%	-43.3%	-66.7%
Absolute	million m ³	3.532	3.405	2.457	2.152	2.128	-1.1%	-37.5%	-39.8%

Net zero emissions from manufacturing

2017 TARGET: Net zero emissions from manufacturing

PROGRESS: Net zero emissions from manufacturing; over 8.3m trees planted since 2006

We launched our tree planting programme in 2006 and, since then, we have been buying land and planting trees that will become forests over the course of their lifetime. In that time, the trees will absorb an amount of carbon dioxide equivalent to the emissions from the energy used in our manufacturing. The trees effectively offset the carbon dioxide emissions we cannot yet avoid, even though we continually strive to improve energy efficiency and use renewable energy in our factories, wherever we can. Since 2006, we have planted and looked after over 8m native trees. In 2015, we planted 1,303,000 trees and extended our total holdings for the programme to over 121km². We manage this land in-house rather than using an external offsetting company, which means we are responsible for ensuring enough trees survive and grow, including replacing those that don't.

Challenges include frost, high winds and damage by voles, and we have developed several initiatives to help us manage these issues.

Our methodology for estimating the carbon sequestered by the trees planted in our RB Trees Programme is aligned to the Intergovernmental Panel on Climate Change's (IPCC) Good Practice Guidance (GPG) for Land Use, Land-Use Change and Forestry (LUCF) Projects (2003). In 2015 PricewaterhouseCoopers LLP conducted independent assurance on our approach to align with the Good Practice Guidelines details of which can be accessed via rb.com.

Since the inception of the programme, we have always strived to be a good neighbour. We understand that land use priorities are changing within British Columbia. As a result, in 2015, we paused the scheme pending a thorough assessment of the programme. As part of this review, we have engaged with local stakeholders to understand how RB's Trees for Change programme can continue to make a positive contribution to the local community. We will continue to maintain the land we own and care for the trees we have planted. However, we will not purchase any additional land while the review is taking place.

Water management Water use

2020 TARGET: 35% in water use (per unit of production)

PROGRESS: 30% reduction since 2012

In 2015, we used 0.675m³ of water for every 1,000 CUs of production, 30% less than in 2012. In 2013 we amended our 2020 target to a 35% decrease in water use per unit of production due to strong performance on this topic. The decrease in our water consumption per unit of production is due to process improvements.

For example:

- Expand RO installation to increase the recovery of concentrate (Nowy Dwor, Poland).
- Water recycling on dipping lines Shangma (Qingdao).
- Pre-heating purified water used for CIP and using flash steam for water boiler feed pre-heating (Chartres, France).

Better environment continued

Water management continued

Water use continued

In 2015, we reused/recycled 135,737m³ (equivalent of 2.7% of total water consumption) and drew water from the following sources:

- Public supply – 3,039,912m³
- Private wells – 1,705,000m³
- Rivers – 305,563m³
- Other (including tankers) – 57,146m³

Since 2000, our water use has decreased by 50% per unit of production, and absolute water use has decreased by 10%. We participate in the CDP Water Disclosure initiative: cdproject.net

Water discharges

We have reduced water discharges by 67% per unit of production and decreased by 40% in absolute terms since 2000. In 2015, our water discharges decreased by 2.5% per unit of production. We discharged 0.28m³ of water for every 1,000 CUs of production in 2015 and 2.13 million m³ in total. Of the water we used in 2015, 42% was discharged into water systems. The remaining 58% went into our products, was in liquid and solid wastes sent off site, or evaporated from cooling and process systems.

In 2015, we discharged water via the following methods:

- Sewers (treated before discharge) – 1,147,800m³
- Sewers (untreated before discharge) – 392,555m³
- Natural water bodies e.g. rivers (treated before discharge) – 275,125m³
- Natural water bodies e.g. rivers (untreated before discharge) – 218,144m³
- Other water discharges (Treated/Untreated) – 94,554m³

Waste management

2020 TARGET: 100% Factories zero waste to landfill

PROGRESS: 89% of factories achieved zero waste to landfill (hazardous and non-hazardous waste)

2020 TARGET: 10% reduction in waste (per unit of production) achieved. Increased 2020 target to 20%

PROGRESS: 14.4% reduction since 2012

Since 2012, waste per unit of production has decreased by 14.4% since 2012. We created 0.0100 tonnes of waste for every 1,000 CUs of production in 2015. Our total waste per unit of production in 2015 reduced by 5.1% while our total production increased by 1.5%. We have reduced our total waste generation by 22.6% per unit of production since 2000 but the total waste volume has increased by 40%.

Our long-term strategy is to continually reduce waste generation and improve our recycling of waste arising from our operations, especially hazardous waste, which is more difficult to recycle and dispose of. Our hazardous waste was 0.0012 tonnes per 1,000 CUs (11.6% of our total waste) and is disposed of in accordance with local legislative requirements.

Our hazardous waste decreased by 25.4% per unit of production and 17.8% in absolute terms compared to 2012. Continual improvement of our waste management since 2000 has reduced hazardous waste generation by 46.7% per unit of production.

As of 31 December 2015, 89% of our factories have achieved zero waste to landfill. Our definition for this includes all hazardous and non-hazardous manufacturing waste. In total, 42 factories no longer send waste to landfill, a significant increase since 2012 when only four factories had a zero waste to landfill status. In 2015, 4% of our total waste went to landfill (a reduction of 86.3% since 2012).

This was achieved by the hard work of our sites identifying alternatives to landfill for their waste streams. In addition we created a network of waste champions, partnering manufacturing sites who have achieved zero waste to landfill with those who have not to ensure knowledge sharing; we have launched 'race to zero' campaign and global employee challenge to encourage innovative waste reuse and recycling ideas. Regular waste audits were rolled out to monitor progress and identify opportunities for improvement.

Waste ²	Units	2000	2012	2013	2014	2015	% change vs. 2014	% change vs. 2012	% change vs. 2000
Per unit of production	Tonnes per 1,000 CU	0.0129	0.0117	0.0114	0.0105	0.0100	-5.1%	-14.4%	-22.6%
Absolute	Thousand tonnes	53.95	80.00	81.62	78.35	75.45	-3.7%	-5.7%	39.8%
Waste sent to landfill	% of waste sent to landfill	39% ¹	29%	20%	13%	4%	-68.2%	-86.3%	-89.8%

Hazardous waste	Units	2000	2012	2013	2014	2015	% change vs. 2014	% change vs. 2012	% change vs. 2000
Per unit of production	Tonnes per 1,000 CU	0.0022	0.0016	0.0016	0.0014	0.0012	-17.8%	-25.4%	-46.7%
Absolute	Thousand tonnes	9.10	10.65	11.43	10.41	8.76	-15.9%	-17.8%	-3.8%

¹ Landfill based on 2001 data.

² Hazardous and non-hazardous waste

Better environment continued

Transportation and logistics

We use transport contractors to move our products by road, sea, rail and sometimes air. As we do not have operational control of these companies we do not have direct control over their greenhouse gas emissions but we work with them to improve efficiency and reduce emissions.

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

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

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

Environment, Health & Safety (EHS) management systems

2020 TARGET: 100% of manufacturing sites with certified EHS management systems

PROGRESS: 96% of factory sites held ISO 14001, 96% held OHSAS 18001

In 2012, we set a target for all manufacturing sites to have implemented functioning EHS management systems externally certified to ISO 14001 and OHSAS 18001 by 2020 and committed to reporting annually on our progress. As of 31 December 2015, 96% of our factory sites, where we have overall management responsibility, held ISO 14001 certification and 96% held OHSAS 18001 certification. All our factory sites are currently working towards developing certified systems by the end of 2016. Our Group Health & Safety management system continues to be certified as compliant with OHSAS 18001.

Environmental and occupational safety prosecutions and fines

No RB manufacturing sites were fined during 2015 for EHS issues.

Significant spills

In 2015, there were no significant spills at our manufacturing sites which had a major impact on the environment.

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

1 www.ilo.org/global/standards/introduction-to-international-labour-standards/conventions-and-recommendations/lang--en/index.htm.

2 Primary forest is a forest ecosystem with the principal characteristics and key elements of native ecosystems such as complexity, structure, and diversity and an abundance of mature trees, relatively undisturbed by human activity. Human impacts in such forest areas have normally been limited to low levels of hunting, fishing and harvesting of forest products. Such ecosystems are also referred to as 'mature', 'old-growth', or 'virgin' forests.

3 'High Conservation Value Areas' refers to the areas necessary to maintain or enhance one or more High Conservation Values (HCV), where an HCV is a biological, ecological, social or cultural value of outstanding significance or critical importance. Specific definition of the six HCV categories is provided in our Standard for the Responsible Sourcing of Natural Raw Materials available on rb.com.

4 The Stockholm Convention on Persistent Organic Pollutants (PoPs) lists 22 organophosphates, such as DDT, which signatory countries agree to cease making and using other than in specific exceptional cases. POPs can be very widely distributed by wind; they are slow to biodegrade and tend to build up in animal tissue.

Responsible sourcing of natural raw materials

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

We are committed to:

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

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

The key requirements for natural raw materials

They must be from sources that:

- are managed in compliance with all applicable environmental, labour, and health & safety laws and regulations, and ILO Fundamental Conventions¹;
- do not contribute towards deforestation or degradation of peatlands of any depth, primary forests² or High Conservation Value areas, as defined by the HCV Network³;
- are managed in accordance with all applicable tenure and use rights, including the respect of indigenous people's and local communities' rights;
- are not using toxic chemicals (as listed by the Stockholm (POP) Convention)⁴;
- do not use fire to prepare land for replanting and/or waste disposal;
- are managed in a manner that protects biodiversity and ecological processes; and
- actively seek to utilise previously cleared and/or degraded land rather than natural forests. Plantations should optimise the use of agricultural land where appropriate, and not put indirect pressure on forests through overuse of agricultural land in an area.

Any short-term exceptions to this policy must be signed off by the CEO and accompanied by a time-bound plan to ensure compliance.

Better environment continued

Responsible sourcing of natural raw materials continued

Monitoring compliance

A complete risk assessment of all natural raw materials is carried out each year to assess a range of criteria that are generated externally to help ensure completeness, transparency and materiality. These include social and environmental risks, volumes procured and proximity to RB brands. Specific due diligence is then performed for materials deemed to be of a higher risk.

Our compliance monitoring programme includes suppliers of key natural raw materials, all of whom must comply with our policy. Our compliance monitoring activities vary depending upon risk and include:

- in-depth responsible sourcing programmes;
- traceability and compliance questionnaires;
- supplier engagement including visits, meetings and assessments; and
- independent audits.

Working with our suppliers

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

Our Sustainability Guide for Suppliers provides details of our requirements and compliance monitoring programme details of which can be accessed via rb.com. We also continue to roll-out detailed compliance requirements in our supplier contracts.

Responsible palm oil sourcing

RB is committed to helping address issues around palm oil sourcing. We fully support the goal of no deforestation or degradation of peatlands (of any depth), primary or high carbon stock forests, or high conservation value areas – specifically those associated with the cultivation of palm oil. We are a member of the Roundtable for Sustainable Palm Oil (RSPO) and are working with suppliers and others in the industry to ensure that the world's major palm oil supplies are from sustainable sources.

Our approach has three key elements:

Engaging with suppliers

RB aims to establish traceability of its palm oil supply chain and ensure that responsible sourcing and production requirements are being met. We are a member of TFT – the international non-profit organisation that works to build responsible product supply chains. Through this partnership, we have undertaken a detailed review of our physical palm oil supply chain. As part of this work, we have achieved traceability to mill for 70% of our palm volumes (excluding surfactants). We have also completed on-the-ground risk assessments for all our key palm oil suppliers.

Over the past year, we have learned that achieving full traceability in India is complex. For this reason, we will focus on achieving traceability to port by the end of 2016 for our Indian palm oil supply. For our other palm oil suppliers, we will focus on ensuring time bound action plans are implemented in 2016, from the results of the on-the-ground field assessment completed. We will also continue to focus on traceability back through the supply chain to ensure that our responsible sourcing requirements are met.

In 2015, we also entered into a partnership with Clariant to conduct a palm oil traceability study of a surfactant back to refinery and mill, resulting in full

traceability to refinery being accomplished during the year. We further aim to have traceability to mill in 2016, as we continue developing our programme. Based on the results, we will determine how best to scale up in 2016.

Advocacy

Working with TFT, RB hosted a traceability workshop in India to discuss how to build palm oil traceability and deliver responsible palm oil collectively. The workshop was attended by TFT member brands, palm oil suppliers and distributors. In 2016, we will continue to raise the importance of responsible palm oil sourcing within the industry.

The external research that RB supported in 2015 has provided information on the best ways of increasing smallholder farmer resilience. This data is being used in the smallholder feasibility studies that are being completed with key palm oil suppliers.

Buying RSPO Certified Sustainable Palm Oil (CSPO)

We have purchased Green Palm certificates that cover all our palm oil procured during 2015. We will continue to purchase green palm certificates going forward; however, we are continually reviewing the most effective ways in which we can ensure a responsible supply chain. With that in mind, we are conducting multiple feasibility studies with key suppliers to gauge the effectiveness of the Rurality programme, which focuses on the issues faced by smallholder farmers. Based on the findings of these reviews, we will take a strategic decision on ensuring that RB continues to have the greatest possible impact on achieving a responsible supply chain.

Responsible latex sourcing

We recognise that there are a range of risks associated with latex supply chains which include deforestation. To reduce these risks, RB not only mandates that all latex suppliers comply with its Natural Raw Material policy, but also that physical on the ground field assessments are completed. In 2015, in conjunction with TFT we completed this additional due diligence with on-the-ground field assessment being conducted for all our latex suppliers. The results of these assessments confirmed

that RB's latex is responsibly sourced and meets the requirements of our Natural Raw Materials Standard.

With this understanding, we aim to complete feasibility studies to determine opportunities for exceeding our standard through smallholder farmer programmes. The results of the feasibility studies will enable us to define next steps in 2016.

Soy

RB sources a very small amount of soy annually. Nevertheless, we understand that it is important for us to know where this soy originates from and that it does not contribute to deforestation or poor labour practices. Therefore, we requested all suppliers of soy, or products containing soy, complete a compliance review where, among other things, they were required to disclose the country in which the soy originated from. Through this process we established that 100% of the raw soy supplied to RB originates from a low-risk country, and only a small amount of soy derivative from high-risk countries. For those supplying soy derivative from high-risk countries, further engagement on their obligations to comply with our Natural Raw Materials policy was completed.

Paper and board

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

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

Our performance and assurance

Independent assurance report to Reckitt Benckiser Group plc management

We have performed a limited assurance engagement on selected performance data presented in the Reckitt Benckiser Group plc ('RB') Sustainability Report 2015 ('the Report').

Respective responsibilities

RB management is responsible for the collection and presentation of the information within the Report. RB management are also responsible for the design, implementation and maintenance of internal controls relevant to the preparation of the Report, so that it is free from material misstatement, whether due to fraud or error.

Our responsibility, in accordance with our engagement terms with RB management, is to carry out a 'limited level' assurance engagement on the selected data ('Selected Data') on page 3 of this report which can also be found in the sustainability report (on page 20). This consists of:

- social metrics: number of people reached since 2013 with health and hygiene messaging; Lost Working Day accident Frequency Rate at manufacturing, warehouse and R&D sites; number of employee fatalities and severe accidents; percentage of women employed at Board, senior management and global employees;
- environmental metrics: total waste, hazardous waste, water discharge and water use at manufacturing sites and warehouses; energy use in manufacturing, warehouses, offices and R&D facilities; greenhouse gas emissions from energy use in manufacturing, warehouses, offices and R&D facilities; and
- product metrics: Total Carbon Footprint; Total Water Use Footprint (including Water Impact) and total net revenue from more sustainable products for the period Q4 2014-Q3 2015.

We do not accept or assume any responsibility for any other purpose or to any other person or organisation. Any reliance any such third party may place on the Report is entirely at its own risk.

Our assurance engagement has been planned and performed in accordance with the International Standard for Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. The Report has been evaluated against the following criteria (collectively 'the Criteria'):

Completeness

- Whether all material data sources have been included and that boundary definitions have been appropriately interpreted and applied.

Consistency

- Whether the RB Reporting Criteria have been consistently applied to the Selected Data.

Accuracy

- Whether site-level environmental and social data has been accurately collated by RB management at a Global level.
- Whether there is supporting information for the environmental and social data reported by sites to RB management at a Global level.

Summary of work performed

The procedures we performed were based on our professional judgement and included the steps outlined below:

In order to form our conclusions we undertook the steps outlined below:

1. Interviews with management responsible for the collation and accuracy of the Selected Data.
2. A review of the methodologies, guidance documents and processes for reporting the Selected Data.
3. Carried out analytical procedures over the Selected Data.
4. Reviewed the Report for the appropriate presentation of the Selected Data, including the discussion of limitations and assumptions relating to the data presented.
5. Reviewed and challenged the validation and collation processes undertaken by RB management in relation to the Selected Data.

6. Carried out the following activities in relation to the environmental, health & safety data:
 - A review of RB's online collection tool for environmental, health & safety data, including testing outputs and selected conversions made within the tool.
 - Reviewed underlying documentation for a sample of site level data points.
7. Carried out the following activities in relation to Total Net Revenue (NR) from more sustainable products:
 - A review of the methodology and process for identifying 'more sustainable products'.
 - A review of source data being input into RB's Sustainable Innovation App.
 - A review of the process for aggregating NR data.
 - A walkthrough of the documented process for calculating NR from more sustainable products.
 - Testing of RB's Sustainable Innovation App and gathering of evidence for a limited number of products classified as 'more sustainable'.
8. Carried out the following activities in relation to the Total Carbon and Water Footprints:
 - A walkthrough of RB's revised Total Carbon and Water Measurement System (TMS).
 - A review of the modified methodology relating to the collection, analysis and aggregation of data for the Total Carbon and Water footprints
 - Reviewed assumptions made and a sample of source data being input into the TMS.

Limitations of our review

We conducted our work to express a limited assurance conclusion. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement and we do not therefore express a reasonable assurance opinion.

The scope of our engagement was limited to the reporting period, and therefore 2015 performance only.

Our review did not address the accuracy of information within third party databases or examine the integrity of the finance systems used across the Group to calculate the NR figures.

We have not sought any supporting evidence for data that has been sourced from RB's Annual Report and Accounts.

The responsibility for the prevention and detection of fraud, error and non-compliance with laws or regulations rests with RB management. Our work should not be relied upon to disclose all such material misstatements, frauds, errors or instances of non-compliance that may exist.

Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Data was not prepared, in all material respects, in accordance with the Criteria, which was applied by management.

Our independence and competence

With the exception of this work, we have provided no other services relating to RB's approach to sustainability reporting throughout 2015.

We have implemented measures to ensure that we are in compliance with the applicable independence and professional competence rules as articulated by the IFAC Code of Ethics for Professional Accountants and ISQC1¹. Our assurance team has been drawn from our UK Climate Change and Sustainability Services team, which undertakes engagements similar to this with a number of significant UK and international businesses.

Ernst & Young LLP
London, 4 April, 2016

¹ Parts A and B of the IESBA Code; and the International Standard on Quality Control 1 (ISQC1).

Global reporting initiative G4 content index

SR: 2015 Sustainability Report
 PR: 2015 Detailed Sustainability Performance Report
 AR: 2015 Annual Report and Financial Statements
 ● Data assured by Ernst & Young, see page 27
 ● Selected data assured by Ernst & Young, see page 27

G4	General Standard Disclosure	Comment/Links	Assurance
Strategy and analysis			
G4-1	CEO statement	SR: CEO's introduction, page 3	
G4-2	Description of key impacts, risks and opportunities	SR: Materiality, page 21 PR: Sustainability materiality reporting, page 7 AR: Sustainability & Risk Management, pages 160 to 161	
Organisational profile			
G4-3	Name of reporting organisation	SR: Front cover	
G4-4	Primary brands, products, and services	SR: RB at a glance, page 2	
G4-5	Location of the organisation's headquarters	SR: Back cover PR: Back cover	
G4-6	Countries of operation	SR: RB at a glance, page 2	
G4-7	Nature of ownership and legal form	AR: Shareholder information, page 165 and 166	
G4-8	Markets served	SR: RB at a glance, page 2	
G4-9	Scale of the organisation, including employees, operations, revenues, total capitalisation and quantity of products and services	SR: RB at a glance, page 2, better financials page 4 and Our people, page 6 PR: Our people, pages 12–13 AR: Highlights, page 1 and At a glance, pages 2–3	
G4-10	Total number of employees broken down by employment contract, type, location and gender	SR: Our people, page 6 PR: Our people, pages 12–13	
G4-11	Percentage of total employees covered by collective bargaining agreements	PR: Our people, page 12	
G4-12	Description of the supply chain	SR: Human rights, page 8 PR: Our supply chain, pages 15	
G4-13	Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	AR: Page 17–18 and 135–136	
G4-14	How the precautionary approach or principle is addressed by the organisation	RB applies the precautionary approach through the consideration of sustainability matters, risks and opportunities SR: Materiality, page 21 AR: Sustainability & Risk Management, page 160–161	
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes	PR: External partnerships, page 8	
G4-16	Memberships of associations maintained at an organisational level	PR: Industry sustainability programmes, page 8	
Identified material aspects and boundaries			
G4-17	Entities included in the Annual Report and Financial Statements	AR: Note 1, page 135–136 and Principle Subsidiary Undertakings, are included in the Group financial statement, Note 15	
G4-18	Process for defining the report content and Aspect Boundaries	SR: Materiality, page 21 Reporting Criteria available at rb.com PR: Materiality, page 7	
G4-19	Material Aspects identified in the process for defining reporting content	SR: Materiality, page 21 PR: Materiality, page 7	
G4-20	Aspect Boundary within the organisation	Reporting Criteria available at rbcom	

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G4	General Standard Disclosure	Comment/Links	Assurance
Identified material aspects and boundaries continued			
G4-21	Aspect Boundary outside the organisation	Reporting Criteria available rbcom	
G4-22	Effect of any restatements of information provided in previous reports	Reporting Criteria available rbcom	
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	Reporting Criteria available at rbcom AR: Notes 27 and 28 on page 135 - 136	
Stakeholder engagement			
G4-24	List of stakeholder groups engaged by the organisation	PR: Stakeholder engagement, page 8 SR: Our sustainability approach, page 21	
G4-25	Basis of identification and selection of stakeholders with whom to engage	PR: Stakeholder engagement, page 8 SR: Our sustainability approach, page 21	
G4-26	Approach to stakeholder engagement	PR: Stakeholder engagement, page 8 SR: Our sustainability approach, page 21	
G4-27	Key topics and concerns raised through stakeholder engagement	PR: Stakeholder engagement, page 8 SR: Our sustainability approach, page 21	
Report profile			
G4-28	Reporting period	PR: Approach to reporting, page 3	
G4-29	Date of most recent previous report	PR: Approach to reporting, page 3	
G4-30	Reporting cycle	PR: Approach to reporting, page 3	
G4-31	Contact point for questions regarding this report	SR: Further information, back cover PR: Further information, back cover	
G4-32	The 'in accordance' option the organisation has chosen, content index and assurance	SR: About this report, Independent assurance on selcted data, page 27 PR: Approach to reporting, page 3, Global reporting initiative, pages 28–32,	
G4-33	Policy and current practice with regard to seeking external assurance for the report	PR: Approach to reporting, page 3	
Governance			
G4-34	Governance structure of the organisation	PR: Governance, page 9	
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body	PR: Corporate governance, page 9	
G4-36	Executive level position or positions with responsibility for economic, environmental and social topics	PR: Corporate governance, page 9 AR: Management of sustainability, page 165	
G4-38	Composition of the highest governance body and its committees	AR: Corporate governance, page 46–51	
G4-39	Whether the Chair of the highest governance body is also an executive officer	AR: Corporate governance, page 46 and 55	
G4-40	Nomination and selection processes for the highest governance body and its committees	AR: Corporate governance, page 55–56 and 6	
G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided and managed	AR: Corporate governance, page 56	
G4-42	Highest governance body's and senior executives' roles in the development, approval, and updating of the organisations purpose, value or mission statements, etc.	AR: Management of sustainability, page 165	
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	AR: Management of sustainability, page 160–161 and 164 AR: Strategic Risks, pages 40–45 AR: Principle Operating risk 157–164	
G4-45	Highest governance body's role in the identification and management of impacts, risks and opportunities	AR: Management of sustainability, page 16–161 and 164 AR: Strategic Risks, pages 40 -45 AR: Principle Operating risk 157- 164	

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G4	General Standard Disclosure	Comment/Links	Assurance
G4-46	Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics	AR: Management of sustainability, page 160–61 and 164 AR: Strategic Risks, pages 40–45 AR: Principle Operating risk 157–164	
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks and opportunities	AR: Management of sustainability, page 160–161 and 164 AR: Strategic Risks, pages 40–45 AR: Principle Operating risk 157–164	
G4-51	Remuneration policies for the highest governance body and senior executives	AR: Corporate governance, page 66–88 AR: Strategic Risks, pages 40–45 AR: Principle Operating risk 157–164	
G4-52	Process for determining Remuneration Report whether remuneration consultants are involved in determining remuneration	AR: Corporate governance, page 66–88 AR: Strategic Risks, pages 40–45 AR: Principle Operating risk 157–164	
Ethics and integrity			
G4-53	How stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals	AR: Corporate governance, page 66–88	
G4-56	Organisation's values, principles, standards and norms of behaviour	SR: RB at a glance, page 2 PR: Business conduct, page 9, Human rights, page 10	
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behaviour	PR: Business conduct, page 9	
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behaviour	PR: Business conduct, page 9	

Material Aspects	DMA and Indicators	Indicator Detail	Comment/Link	External Assurance
Category: Economic				
Economic performance	G4-EC1	Direct economic value generated and distributed	PR: Our economic contribution, page 5	
Category: Environmental				
Energy	G4-EN3	Energy consumption within the organisation	PR: Energy use, page 22	●
	G4-EN5	Energy intensity	PR: Energy use, page 22	●
	G4-EN6	Reduction of energy consumption	PR: Energy use, page 22	●
Water	G4-EN8	Total water withdrawal by source	PR: Water use, pages 23–24	
	G4-EN9	Water sources significantly affected by withdrawal of water	PR: Total carbon and water impact footprints, page 21	
	G4-EN10	Percentage and total volume of water recycled and reused	PR: Water use, page 23–24	
Emissions	G4-EN15	Direct greenhouse gas (GHG) emissions (scope 1)	PR: GHG emissions, pages 22–23	●
	G4-EN16	Energy indirect GHG emissions (scope 2)	PR: GHG emissions, pages 22–23	●
	G4-EN17	Other indirect GHG emissions (scope 3)	PR: GHG emissions, pages 22–23	●
	G4-EN18	GHG emissions intensity	PR: GHG emissions, pages 22–23	●
	G4-EN19	Reduction of GHG emissions	SR: GHG emissions, pages 22–23	●
	G4-EN20	Emissions of ozone-depleting substances (ODS)	SR: Other emissions, page 23	
	G4-EN21	NOx, SOx, and other significant air emissions	SR: Other emissions, page 23	
Effluents and waste	G4-EN22	Total water discharge by quality and destination	SR: Water discharges, page 23	●

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Material Aspects	DMA and Indicators	Indicator Detail	Comment/Link	External Assurance
	G4-EN23	Total weight of waste by type and disposal method	SR: Waste management, page 24	●
	G4-EN24	Total number and volume of significant spills	SR: Significant spills, page 25	
	G4-EN25	Weight deemed hazardous	SR: Waste management, page 24	
Products and services	G4-EN27	Extent of impact mitigation of environmental impacts of products	SR: Total carbon and water impact footprints, page 21–22	●
Compliance	G4-EN29	Monetary value of significant fines	SR: Environmental prosecutions and fines, page 25	
Transport	G4-EN30	Significant environmental impacts of transporting products	SR: Transportation and logistics, page 25, Total carbon and water impact footprints, page 21	
Supplier environmental assessment	G4-EN32	Percentage of new suppliers screened using environmental criteria	SR: Responsible supply chain management, page 15	
	G4-EN33	Significant negative environmental impacts in the supply chain	SR: Responsible sourcing of natural raw materials, page 26	
Category: Social				
Subcategory: Labour practices and decent work				
Employment	G4-LA1	Total number and rates of new employee hire and employee turnover age by group, gender and region	SR: Employee hires and turnover, page 13	
Labour/Management relations	G4-LA4	Minimum notice periods regarding operational changes	SR: Employment, page 12–13	
Occupational Health & safety	G4-LA6	Type of injury and rates of injury, lost days, work-related fatalities, etc.	SR: Health & safety, page 7 PR: Health & Safety, page 14	●
Training and education	G4-LA11	Percentage of employees receiving regular performance and career development reviews	PR: Training and education, page 12	
Diversity and equal opportunity	G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, etc.	PR: Diversity, page 13	●
Supplier assessment for labour practices	G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	PR: Responsible supply chain management, page 15	
	G4-LA15	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken	PR: Responsible supply chain management, page 15	
Subcategory: Human rights				
Investment	G4-HR1	Total number and percentage of significant investment agreements and contracts that including human rights screening	PR: Human rights, page 10	
	G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights	PR: Business conduct, page 9	
Non-discrimination	G4-HR3	Total number of incidents of discrimination and corrective actions taken	PR: Responsible supply chain management, page 15	
Freedom of association and collective bargaining	G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated	PR: Responsible supply chain management, page 15	
Child labour	G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labour	PR: Responsible supply chain management, page 15	
Forced or compulsory labour	G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour	PR: Responsible supply chain management, page 15	
Assessment	G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	PR: Responsible supply chain management, page 15	
Supplier human rights assessment	G4-HR10	Percentage of new suppliers that were screened using human rights criteria	PR: Responsible supply chain management, page 15	

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Material Aspects	DMA and Indicators	Indicator Detail	Comment/Link	External Assurance
	G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	PR: Responsible supply chain management, page 15	
Human rights grievance mechanisms	G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms	PR: Grievance process, page 10	
Subcategory: Society				
Anti-corruption	G4-S03	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	PR: Business conduct, page 10 AR: Anti Bribery and Corruption Compliance, page 159–160	
	G4-S04	Communication and training on anti-corruption policies and procedures	PR: Business conduct, page 10	
	G4-S05	Confirmed incidents of corruption and actions taken	PR: Business conduct, page 10 AR: Strategic risk, Page 44, Note 17, page 125 and Our principal operating risks, page 159	
Public policy	G4-S06	Total value of political contributions by country and recipient/beneficiary	AR: Political donations, page 86	
Category: Social Continued				
Anti-competitive behaviour	G4-S07	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	SR: Business conduct, page 10 AR: Note 17, page 125 and Our principal operating risks, page 159	
Subcategory: Product responsibility				
Customer health & safety	G4-PR1	Percentage of significant product and service categories for which health & safety impacts are assessed for improvement	PR: Product safety and ingredient removal programmes, page 18	
Product and service labelling	G4-PR5	Results of surveys measuring customer satisfaction	PR: Product quality and consumer satisfaction, page 17	



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