



# PRODUCT STEWARDSHIP – INGREDIENTS AND TRANSPARENCY

We work tirelessly to make our products and their ingredients as safe and sustainable as possible. Our approach to ingredients is driven by innovation and goes beyond safety and compliance to future-proof the materials we use.

## PRODUCT STEWARDSHIP — INGREDIENTS AND TRANSPARENCY CONTINUED

### 2022 PERFORMANCE

#### Our ambitions

65% reduction in our chemical footprint<sup>1</sup> by 2030 (vs 2020)

#### 2022 progress

We aim to report progress from 2023 onwards

1. Chemical footprint is defined as net revenue from SKUs containing more than 0.1% (by weight) of CoHC, as legally allowed, across all business units

Product stewardship is about going beyond expected standards of safety and compliance in the ingredients we use and the approach we take to transparency. It's about anticipating risks and building resilience and sustainability into our portfolio. This is why we identify, measure and replace chemicals of concern in our products, and work with our suppliers and academic partners to identify and champion innovative materials where alternatives aren't yet available.

The safety of the ingredients we use is of the highest priority. They must be safe for people and the environment, from when we source them to when consumers dispose of them. We're transparent, providing information that's clear and honest so that consumers can make informed choices.

Our global policies on ingredients go beyond what the law demands to help us future-proof the materials we use. Our Safety, Quality and Regulatory Compliance function oversees how we apply our policies across the product lifecycle.

[For more information, see our \*\*Product Safety and Quality Insight\*\*](#)

We anticipate regulatory and scientific developments that could affect the ingredients we use, enabling us to adapt well ahead of the legislative cycle. We invest in scientific R&D, which speeds up innovation, helping us lead our industry and respond quickly to change. This delivers consistently high quality products, and helps bolster our reputation.

There are three types of controlled ingredients that we monitor:

- 1. Chemicals of high concern (CoHC) which are banned in our products,** but may be present in small levels through impurities. These chemicals are captured in our Restricted Substance List (RSL), and we quantify our progress in reducing them further through our chemical footprint metric
- 2. Chemicals of concern which are restricted in our global portfolio.** These restrictions apply to ingredients that are intentionally added, as well as the presence of impurities. These restrictions are also captured in our RSL
- 3. Ingredients for which we have additional guiding principles,** for example, where there may be a risk of ingredients being derived from endangered species

As part of our forward-looking approach, we track emerging risks, flagging critical ingredients early and giving our R&D teams time to source, test and scale viable alternatives. It gives us insights into the safe and sustainable chemistries that matter to our customers and consumers, whether it's removing the fragrance liliol from our products or finding water-based lubricants for our Durex Play lubricant gel range. We also work with our peers and others in our supply chains to ensure we can adopt and scale up sustainable chemistries.

### Our focus on sustainable chemistry

To help us develop safe products with the lowest possible environmental impact, we use key concepts from green chemistry. This involves designing for:

- Safer chemistry and degradation
- Less complexity, less waste and smarter chemistry
- Energy efficiency and renewable raw materials

Green chemistry informs our approach to safe and sustainable design, where we consider carbon, water and packaging impacts, including designing for reuse or recyclability.

[For more about this, see our \*\*Sustainable Product Innovation Insight\*\*](#)

### Progress against our ambitions

We announced our ambition to reduce the chemical footprint of our products in 2021. This underpins our effective management of hazardous chemicals by quantifying the impact from substances which must not be intentionally added to formulations. We also work with our suppliers to further minimise impurities, so long as we can derive safe thresholds and generate positive safety assessments. Our chemical footprint is measured as the net revenue we earn from Stock Keeping Units (SKUs) containing a CoHC at >0.1% (by weight). Our commitment for 2030 is to reduce the chemical footprint by 65% against our 2020 baseline, as a proportion of our total net revenue.

## PRODUCT STEWARDSHIP — INGREDIENTS AND TRANSPARENCY CONTINUED

In 2022, we focused on embedding the chemical footprint programme within our brand teams to ensure we drive reductions through long-term strategy and planning. To support our teams, we've developed an analytical dashboard for internal stakeholders to investigate chemical footprint contributions across our whole portfolio, down to the level of a single business unit or brand. Teams have used this dashboard since its launch in 2021, along with internal guidance on the selection of safer and more sustainable materials, to ensure projects that reduce our use of CoHC are prioritised and to prevent regrettable substitutions.

We intended to report progress against our 2030 ambition this year, however we have focused on consolidating the data underpinning our chemical footprint and refining our methodology. This will allow us to report year-on-year improvements in a consistent way from 2023 onwards.

We screen and test new ingredients to make sure they're effective and safe. In doing this, we collaborate with industry groups and suppliers to make safe and effective alternatives more available. We also work with our suppliers to improve their knowledge of safe and sustainable design. Our internal raw materials playbook, which

was launched in 2022, is a guidance and support document which is used by R&D teams in our engagement with suppliers. It provides guidance on what green chemistry is, and what our expectations are across areas of green chemistry to help build awareness and understanding (see Figure above).

### Managing ingredients of concern and safe alternatives

We've been using our RSL since 2001, and with it we maintain a consistent global approach to minimising and eliminating substances of concern. As we add ingredients to it, we start rework programmes to remove them from the portfolio. This means we've steadily reduced substances of concern since 2012, as the RSL has become a key part of product development.

The RSL evolves over time, influenced by emerging scientific insights and data, how society interprets risk and what we observe. As circumstances change, there may be fresh questions over whether current ingredients remain safe and sustainable. In 2021, we developed a list of our ingredients which are under investigation as Emerging Chemicals of High Concern (eCoHC) by customers, NGOs, academics and policy makers. These have the potential to become CoHCs in the next three to five years. As they're still under investigation, we don't ban eCoHCs and they don't contribute to our chemical footprint. But we do put them on our RSL watch list and share this with our teams. This guides them towards using safer and more sustainable alternatives or alerts them about ongoing scientific advocacy around these ingredients. In some cases, we may also choose to proactively limit their use or restrict certain applications. This helps ensure our products are resilient to future regulation.

Ingredient to remove	Completion date	Progress
Lilial	2023	Removal in progress, ahead of regulation
Triclocarban (TCC)	2019	Removed from bar soaps
Fluorosurfactants	2018	Removed
Polyethylene (PE) and polyurethane (PU) microbeads	2018	Removed
Parabens (butyl, propyl, isoparabens)	2013 (EU); 2015 (rest of the world)	Reduction programme (excluding medically licensed products)

### SAFE AND SUSTAINABLE BY DESIGN – RAW MATERIALS

How suppliers can support safe and sustainable design: An extract from our raw materials playbook, used by our R&D teams in supplier engagement

SUSTAINABLE CHEMISTRY				ENVIRONMENTAL IMPACTS	
CHEMICAL FOOTPRINT	SAFE & EFFECTIVE ALTERNATIVES	CIRCULAR FEEDSTOCKS	BIODEGRADABLE	CARBON	WATER
Measure and scope their chemical footprint	Supply basic hazard data for individual substances	Provide information on the origin of raw material feedstocks	Provide measures of biodegradability against set standards	Share processes used to source, make and deliver raw materials	Measure water use across the full lifecycle of the material supplied
Remove or reduce chemicals of high concern from their raw materials	Provide public GreenScreen benchmark scores	(i.e. bio-based and circularity; virgin or derived from waste)		Measure and provide emission factors for greenhouse gases across the full lifecycle of the material supplied	
Identify, share and collaborate on alternatives for emerging chemicals of high concern	Provide evidence of efficacy			Progressively identify areas of opportunity to support carbon capture within ingredient technology	

Our target: **50%** of net revenue from more sustainable products by 2030

Find out more about our approach to sustainability at [reckitt.com/our-impact](https://www.reckitt.com/our-impact)

The Sustainable Innovation Calculator (SIC) uses the above information to help product developers implement safe and sustainable by design principles.

Under suitable confidentiality agreements, the full playbook can be shared with suppliers and other stakeholders to aid understanding of Reckitt's safe and sustainable by design ambitions.

## PRODUCT STEWARDSHIP — INGREDIENTS AND TRANSPARENCY CONTINUED

Our Ingredient Steering Group oversees our ingredients policies, including our RSL and its watch list. Our [RSL policy](#) defines our commitment and approach, which often means we set global limits or bans on some ingredients that go further than regulations require. It also includes guidance for formulators on how to choose better alternatives, for example for colourants and polymers.

Alongside the RSL, the Ingredient Steering Group governs how we adopt safe and effective alternatives in new or reformulated products. It acts as a global, cross-functional task force to screen new and safer alternatives for use across our portfolio.

We continue to work on alternative preservatives. We use preservatives to prevent microbial growth or other unwanted changes to our products, to make sure they reach our customers in the best condition possible. But existing preservatives are under growing scrutiny from consumers and regulators, and there are few safe and effective alternatives. Helping to address this industry-wide challenge is a priority for us.

### Looking beyond the RSL

While the RSL helps us stay transparent about ingredients, we want to go further. Rather than only reacting to concerns from our industry, regulators and consumers, we progressively set the agenda on ingredients ourselves. We take the initiative, understand and set our future priorities, rather than reacting to new regulation as it emerges. Having a strong and clear position also makes it easier for our partners and suppliers to support us, helping us to pre-empt concerns and efficiently manage our response.

We use insights from our participation in initiatives like the Chemical Footprint Project (CFP) to help us embed this approach. It enables us to score and benchmark our approach across four areas: chemicals management; inventory; footprint measurement; and disclosure and verification. Through this, we track our progress on managing chemicals, choosing safer alternatives and using and reducing ingredients of concern. Published scores report on prior year performance; so, for example, scores published in 2022 measure our 2021 footprint. Our score improved from 81% in 2020 to 87% in 2021. This score makes us a CFP Frontrunner for the second year in a row. The survey measuring our 2022 footprint won't be published until late 2023.

**“OUR INGREDIENT STEERING GROUP GOVERNS HOW WE ADOPT SAFE AND EFFECTIVE ALTERNATIVES IN NEW OR REFORMULATED PRODUCTS.”**

Since 2021, our eco-design tool, the Sustainable Innovation Calculator, has incorporated key aspects of green chemistry to help us choose more sustainable ingredients. The four ingredient-related criteria in the calculator include the chemical footprint metric. We don't allow our formulators to select raw materials that intentionally contain a CoHC, and the calculator marks down the presence of a CoHC as an impurity (<0.1%) where it exceeds levels in the existing product that the new product is replacing.

For more about the Sustainable Innovation Calculator, see the [Sustainable Product Innovation Insight](#)

### Safe and effective alternative substances

We're also strengthening our approach to ingredients to make sure we use ones most resilient to emerging concerns. This means finding purer, simpler ingredients wherever we can, while making sure products keep the efficacy that makes them reliable. To do this, we continue to update our tools to help teams choose safe and effective alternative substances. This involves evaluating the materials we use and working with stakeholders like the Green Chemistry & Commerce Council (GC3), who help us put emerging principles on sustainable chemistry into action.



### AIR WICK ACTIVE FRESH: PIONEERING 'FREE-FROM' AUTOSPRAY

Air Wick wanted a natural and environmentally friendly way to neutralise household smells with great fragrances.

The R&D team worked to optimise fragrance, formula, refill and device hardware to give the performance consumers expect with more natural ingredients and a lower environmental impact. The new product was preferred by three out of four existing users and provided a refill with a lower carbon footprint than a traditional aerosol refill.<sup>3</sup>

The new Air Wick Active Fresh, launched in European markets in January 2023, delivers fresh scents, infused with natural essential oils, that effectively tackle unpleasant smells, from a 95% naturally derived, water-based and propellant-free formulation. This represents a first in this product segment.

3. As measured by Reckitt's internal Sustainable Innovation Calculator – see our [Sustainable Product Innovation Insight](#) for further detail



## PRODUCT STEWARDSHIP — INGREDIENTS AND TRANSPARENCY CONTINUED



### Launching products with smaller chemical footprints

In Australia, we launched our Aerogard Naturals fabric insect repellent, which is propellant-free and uses 100% plant-based active ingredients. This improved its chemical footprint score by 25%, while still offering similar protection and the same consumer benefit (flying insect protection with no skin application) when compared to the benchmark product.

We began introducing linal-free versions of our products in early 2021, with no negative impact on fragrance, and we are continuing to remove the ingredient from all products worldwide. This goes above and beyond the EU's ban on selling products containing linal, which came into force in March 2022. Our target remains to remove it from products in other markets by the end of 2023.

Other examples include:

- Our Durex Play Pleasure Gel range uses a water-based lubricant, which reduces the amount of chemicals in our product and improves the chemical footprint score
- In line with Koletzko Guidelines, which cover the nutritional care of preterm infants, Enfa reformulated its Premature Powder resulting in a lower water impact

### Improving nutrition

Product stewardship also includes our role in nutrition. Improving nutrition is an important platform for improving public health, education and employment, and reducing socio-economic inequalities. To date, the private sector's involvement in this has been limited, along with its ability to engage on the broader nutrition agenda. But, as public resources are stretched we can play an important role, using the latest medical research and our expertise in nutritional science and R&D.

In October 2020, we published our first nutritional commitment on our infant and child nutrition portfolio. By March 2024, we'll stop using sucrose or fructose as a carbohydrate source in infant, follow-on and young child formulas. Lactose will be the only source of carbohydrates in infant formula from birth to six months, and the preferred source from six to 36 months.

In 2022, we experienced some significant industry-wide and global challenges. A major infant formula and child nutrition manufacturer had a temporary factory closure in the US. This resulted in a significant portion of US supply being unavailable, and a nationwide shortage soon spiraled into a full-blown crisis. This meant we needed to invest and unlock additional resources and capabilities to supply even more vital infant formula than normal to families that depended on it. In addition, the war in Ukraine has also resulted in some shortages of raw materials and pressures on the supply chain. Nevertheless, as of December 2022, 92% of our routine infant, follow-on and young child formulations — collectively our birth to 36 months of age portfolio — are fully in line with our nutritional commitment and we are confident of meeting our target of 100% by March 2024.

## PRODUCT STEWARDSHIP — INGREDIENTS AND TRANSPARENCY CONTINUED

### Consumer information

We're committed to helping consumers make informed decisions about our products. This goes beyond legislative requirements, including helping consumers to understand the benefits of our products, the ingredients we use and why we use them.

We do this with clear labelling on packs and online information. In 2022, 90% of our net revenue came from products where we disclose ingredient information on the pack or online. The other 10% is primarily net revenue from hygiene products we sell outside Europe and the US, where regulatory requirements are often still evolving, as is our labelling policy.

### Improving online information for consumers

We use websites to give consumers detailed information about our products, expanding on what is provided on labels. We've continued to improve our US ingredients website by adding more technical details, including on fragrances, and by making it easier for consumers to search for information. While our European website already gives similar information, we plan to extend this to other markets and our brand websites.

Our Consumer Relations teams around the world track details of consumer experience in our Global database. To keep satisfaction high, we carry out brand perception analysis and log complaints and enquiries to our consumer helpline. Currently, we get 24.2 complaints for every million units we sell. This measure is one of the tools we use to assess our performance around complaints.

### Our partnerships, initiatives and collaborations

Partnerships with our suppliers, customers, academia and civil society support our approach to product stewardship.

#### Green Chemistry & Commerce Council (GC3)

We're part of the GC3's Sustainable Chemistry Alliance, which promotes policies to accelerate the development of sustainable chemistry processes and products. Public policy can trigger innovation that leads to safe and effective alternative ingredients. The GC3 Sustainable Chemistry Alliance has backed the US Sustainable Chemistry Research & Development Act, passed in January 2021, which supports commercialisation, training and education on chemistry research. We're working with the GC3 Sustainable Chemistry Alliance to support its implementation. For more information, see [greenchemistryandcommerce.org](https://greenchemistryandcommerce.org)

#### European Chemical Industry Council (CEFIC)

We participate in CEFIC's Long-Range Research Initiative projects. These help direct the industry's research into the potential impacts of chemicals on human health and the environment. For more information, see [cefic-lri.org](https://cefic-lri.org)

#### International Association for Soaps, Detergents and Maintenance Products (AISE)

Heather Barker, our Global Head Regulatory Hygiene, Group eRB & New Growth Platforms is Vice President of the AISE board. In 2021, Heather was chosen to represent AISE on behalf of the European detergent and biocide association at the European Commission high-level round table on the chemical strategy for sustainability. The group will support the EU executive in realising the objectives of the strategy, which include innovating for safe and sustainable chemicals and safe and sustainable by design concepts. Its primary role, led by the European Commission's Environment department, will be establishing communication and information exchange between the Commission and stakeholders to make sure the strategy is implemented effectively. Heather has made significant contributions to its first two sets of adopted recommendations, on Enforcement and Compliance and on Strategic Research and Innovation/Safe and Sustainable by Design.

### Academic partnerships

We continue to support the EU-funded ECORISK 2050 project, which aims to better understand the future environmental risks of chemicals. For more information, see [ecorisk2050.eu](https://ecorisk2050.eu)

We are also supporting the UK Natural Environment Research Council's new Centre for Doctoral Training — ECORISC — which specialises in managing chemical risks in the environment. From 2021–2027, this multidisciplinary initiative will train 39 PhD students as the next generation of environmental scientists and managers. For more information, see [ukri.org/news/funding-boost-for-the-next-generation-of-environmental-scientists](https://ukri.org/news/funding-boost-for-the-next-generation-of-environmental-scientists)

We also co-sponsor research at the University of York in the UK on the environmental fate, exposure and risk of polymers, as part of the UK's Natural Environment Research Council's 'Adapting to the Challenges of a Changing Environment' Doctoral Training Partnership. For more information, see [accedtp.ac.uk](https://accedtp.ac.uk)

### Looking ahead

In 2023, we plan on continuing and refining our existing workstreams, focusing on reducing our chemical footprint. To support this, we will also make sure the evolving best practice on chemicals management is integrated into our Sustainable Innovation Calculator and will continue to develop partnerships to drive industry collaboration. In addition, we will work on refining and improving our chemical footprint data.



## PRODUCT SAFETY AND QUALITY

**Consumers trust us to do everything we can to keep them safe and protect the environment. So we focus on safety and quality at every stage of a product's life, from design to disposal.**

## PRODUCT SAFETY AND QUALITY CONTINUED

Consumers rightly expect that the products they buy from us are safe and effective. We work hard to uphold the highest standards of safety, while maintaining the quality and effectiveness of our products. We do this by reinforcing our culture of quality and safety, regularly reviewing our processes and practices, investing in technology and listening to our stakeholders.

Safety and quality are priorities for us along the entire lifecycle of every product, from design to disposal. We design products with both the consumer and the planet in mind. We aim to pre-empt and respond to any risk we see. We listen to what consumers say to identify and manage potential risks and to continually improve our products.

Each of the hundreds of products we produce comes with its own challenges and possible risks, which we need to manage to keep consumers safe and maintain quality. We use research from our own R&D labs as well as outside sources to continually re-evaluate our products' risks and benefits. We have robust policies and procedures in every market, in every factory and with our suppliers that ensure compliance with regulations and uphold the very high standards we set for ourselves.

We follow a six-stage approach to safety and quality:

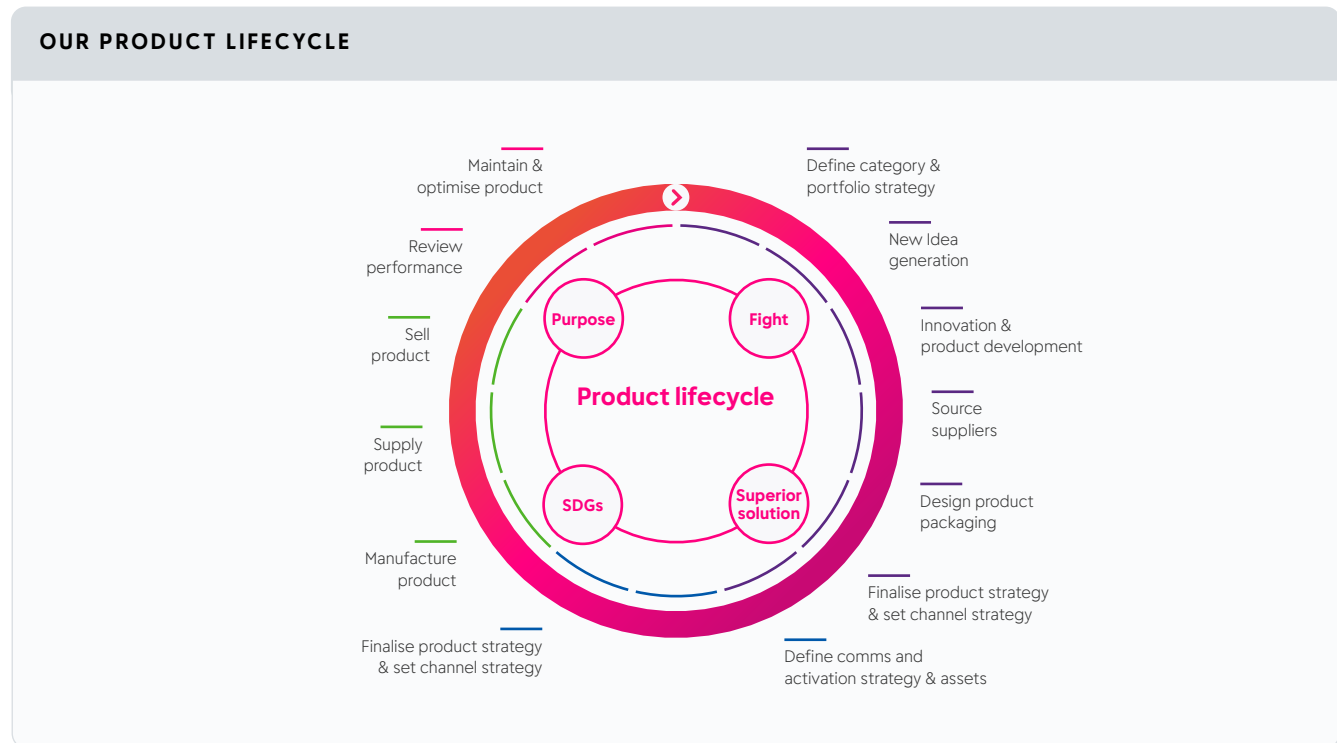
1. **Concept and product design** – Identifying new product innovations and ways to better meet the needs of consumers
2. **Marketing and communications** – Engaging with customers and consumers to help them use our products and to get their feedback
3. **Manufacturing and distribution** – Producing our products and getting them into people's homes
4. **Consumer feedback and recall** – Listening to what consumers say and, if we need to, getting products returned to us
5. **Obsolescence and disposal** – Disposing of products that are no longer the best they can be, either because of age or because we've developed a better alternative
6. **Review and improvement** – Continually considering product quality and safety, across each of the stages of a product's lifecycle and developing our approach to continually lift standards

### Our safety and quality policies

We have two key policies: Our **Product Safety Policy** and our Commitment to Quality Statement, which is part of our Reckitt Quality Manual. We also have supporting policies that focus on more specific standards, for example for managing our products, ingredients and ways of working. Our Quality Manual covers the whole product lifecycle. Our policies and procedures are available digitally, helping us track activities like training and monitoring product safety and quality through the supply chain. This helps us to be agile and comprehensive in how we assess and manage risk.

Our products go through rigorous safety and quality gateways throughout design and manufacturing. This helps make sure they consistently meet our safety and quality standards. We also focus on making information and labelling simple and accessible in every language and culture.

We set out to create and improve products based on what our consumers tell us. This is how we make sure products work well and remain safe. Even so, how consumers use or store products, rather than any quality issue, can trigger complaints.





## PRODUCT SAFETY AND QUALITY CONTINUED



### INVESTIGATING CUSTOMER CONCERNS THROUGH ROOT CAUSE ANALYSIS

We set out to create and improve products based on what our consumers tell us. This feedback and improvement cycle mechanism was triggered when consumers and store owners found that some Airborne vitamin gummy pots were becoming pressurised while on the shelf, causing some caps to fly off, presenting a health and safety risk. When we investigated, we found that the pots' permeable seals were faulty. They were not allowing the release of gas that naturally builds up as vitamin C ages. This started a thorough investigation into why the previously permeable seals were no longer behaving the way they should. It led to a redesign of the packaging and the fitting of a new manufacturing line to prevent the problem.



### Progress during the year

We've kept high standards of safety and quality throughout our network of sites and suppliers over the past year, enhancing the resilience we built up during the COVID-19 pandemic. We improved our raw material specifications and set standards to ensure that our ingredients meet our stringent quality and safety requirements.

We continued to invest in safety systems and processes to improve our ability to drive safety by design into our product development, and to detect any issues that arise with our products in the market. We had four consumer recalls in 2022, demonstrating that we are responsive to these issues and are ready to act when necessary. Having some targeted recalls in a year across a large portfolio is not uncommon. In each case, we took action.

### Quality as a competitive advantage

We continued to perform strongly in our external quality audits and build momentum behind our Culture of Quality Programme. Embedding root cause problem solving (RCPS) remained a priority throughout the year. This involves applying a methodology we have developed to help identify the underlying cause of a quality issue. We used our specialised toolkit to develop essential competencies and to avoid recurring issues, and we continue to evolve our problem-solving process from a reactive to an improvement-focused approach.

We continue to build our quality management capabilities across Reckitt, providing forums and communities for individuals and teams to review issues, share best practice and build on successes. The metrics we track internally indicate a significant improvement in performance as well as providing us with powerful insights on where to focus and further improve. For example, we have seen significant improvement in our metrics measuring 'right first time' in manufacturing and product turnaround times. To further cultivate a continuous improvement mindset, we will develop targeted quality improvement plans in 2023 to tackle key areas, emphasising the importance and benefits of implementing fact-driven action plans and becoming increasingly improvement-focused.

Beyond this, our Culture of Quality champions continue to deliver RCPS training across all functions, extending to Supply Services and Human Resources in 2022. We will be deploying further toolkits to roll out continuous improvement methodologies, such as Process Mapping and Gemba Walks (site evaluations of quality and safety by leaders), as well as providing related coaching. This will help us to enhance our ways of working and our improvement capabilities across the organisation.

### Investing in our infrastructure and systems

Technology is central to transforming our approach to quality management. It enables us to be more effective and more efficient, freeing up time and resources for product improvement.

Last year, we successfully implemented the change and deviation management modules from the Veeva Quality One Platform, a cloud-based software solution that helps us manage quality processes and document control. We will continue improving key quality processes even further, with the planned deployment of the risk management and document management modules in 2023. Supplier and audit management modules are also planned for deployment by early 2024.

Quality One supports Reckitt in realising its Quality Vision, helping us increase productivity and efficiency. By using the latest technology, we can digitise our key quality processes in one platform, providing data in a single source and giving us actionable insights in real time. This allows us to track quality issues, quickly identify and resolve problems, and guarantee that products surpass the highest standards and meet consumer expectations.

Within our Quality Control laboratories, we are implementing a Global Laboratory Excellence programme. This targets the development of faster and more modern testing methods and makes more use of digital technology. In 2022, we extended this programme, including the implementation of a tool that uses artificial intelligence (AI) to help manage resourcing of our laboratories. It is a unique system that uses advanced machine learning and AI technology to optimise planning in our laboratories. It automates routine quality control administrative tasks, accelerating the process and producing more accurate resourcing requirements far quicker.

With supply chains under pressure to manufacture to tight schedules, this tool streamlines the administrative processes fundamental to testing products, drastically reducing the administrative burden and shortening test turnaround times, releasing time for improvement.

## PRODUCT SAFETY AND QUALITY CONTINUED

### Embedding a culture of safety and quality

A culture where everyone sees quality as part of their job is fundamental to ensuring high standards. Promoting this culture is part of our Product Safety and Quality programme.

We again passed 100% of our external quality audits and continued our Culture of Quality programme. As the number of people involved in our programme grows, we continue to champion our successes, learn from our failures and strive to inspire by visibly prioritising quality. This reinforces the cultural environment, embedding the right behaviours throughout the organisation and making quality part of our everyday conversations.

For World Quality Week 2022, we celebrated by recognising those who continuously strive to do the right thing and emphasising that quality is everyone's responsibility. We put the feedback of consumers at the forefront of our thought processes and encouraged champions to own and deliver their own Quality Days and events throughout the year. There was an outstanding level of engagement throughout the organisation, both during World Quality Week and throughout the year, and the results were impressive (see case study on page 5).

To further support the growth of the programme, we have invested in our Culture of Quality community resources and launched our 'Quality Tips' library. Quality Tips are powerful tools used to encourage dialogue and learn about quality. Crafted by any Reckitt employee, a Quality Tip is an insight, fact or thought-provoking statement used to start a meeting or training session to create dialogue and learning on a given topic. Quality Tips help us share and learn from our experiences, spread awareness, educate and promote deeper thinking on the significance of quality and its impact on our lives. Diversity and inclusivity are essential in creating a culture of quality in the organisation. By bringing together a variety of people with different backgrounds, experiences and perspectives, we can ensure that our work is of the highest quality.

### Reducing the risk of harm

We take the safety of our consumers very seriously. Everyone at Reckitt has a role in actively managing risk to bring the world innovative, effective and, above all, safe products.

In October 2022, we launched the Reckitt Human Harm Risk Manual to help embed our approach across the business. This internal guide describes how we control and reduce the risk of human harm from the use of our products — how we keep our consumers safe. It helps our colleagues to understand how new risks can emerge at any stage in the product lifecycle. This will be included in a new Culture of Safety training programme that will run throughout 2023, and which will supplement the existing mandatory training programmes that all our people receive. The training, part of an annual cycle which is assessed to ensure people take part, reminds every employee to report any bad product experience, whether their own or someone else's.

We are also working to make sure consumers don't misuse our products. Part of this is in providing clear labelling and advice to consumers and health professionals. But we also use technology to monitor traditional and social media. If we find that misinformation or incorrect advice about the use of our products risks spreading widely, we will respond with the right information.

These efforts help us stay alert to potential safety or quality issues and the misuse of our products and take the right action to reduce risks. Our Global Safety Assurance team evaluates the safety of new products and changes to existing ones. This is based not just on how we design them to be used by consumers, but also considers how they could be misused. The team monitors product safety in the market, passing insights on to product development teams. Our **Consumer Safety Policy** has guidelines, standards and procedures for the whole product lifecycle.

### Making it easier for consumers to get in touch

It is important we hear from our consumers when there's a problem. Across all of our business units, consumers can get in touch using text, chat, email and social media, or by post. This makes it easier for us to gather their feedback and gain insights that help improve our products.

### Investing in safety assurance

Our Global Safety Assurance function continued to grow. In 2022, we implemented new Safety Standards in our Nutrition business, which enabled us to demonstrate the safety of imported infant formula mixes to the US authorities. This, in turn, gave them the confidence to allow us to ramp up manufacturing during the supply crisis that hit the US. We plan more investments in 2023 to ensure that our **Restricted Substances List** of ingredients, use of which must be limited or prevented, can properly anticipate emerging science and regulation. By doing this, we are ensuring that our consumers are protected now and into the future.

 See more in our [Product Stewardship Insight](#)

### Building renewed strength

We have built on our Product Integrity Review project, which we completed in 2021. This £12 million global project assessed and audited 23,000 stock-keeping units sold before 2018 across 127 markets, split between our Health and Hygiene businesses. This gave us confidence that we were keeping our consumers safe and that we were managing the risk of safety breaches from products already in circulation. The project provided a deep understanding of our product portfolio and its quality and safety risks, and has strengthened the foundations for the robust policies and procedures which support safety and quality in products launched since 2018. In 2022, we invested significantly in further process improvements to make our product safety evaluations even more robust and efficient, helping to ensure that nothing enters the market that fails to meet our stringent standards.

## PRODUCT SAFETY AND QUALITY CONTINUED



### WORLD QUALITY WEEK AT OUR NOTTINGHAM SITE

Reckitt has been on a mission to embed a strong Culture of Quality, exemplified by our successful Quality Days in 2022. These included the Culture of Quality Event at our Nottingham manufacturing site. Held across July and August, the event was attended by 400 people, including finance, technical and engineering specialists.

The event served as a reminder of the Reckitt Commitment to Quality, providing an opportunity for everyone on site to make their own commitment. It also addressed the challenging topics of data integrity and contamination mitigation.

The contamination mitigation session took a creative approach, taking attendees through a crime scene investigation-style room. This required them to identify potential contamination risks within a realistic process replica and understand the reasons for the precautions and processes in place to avoid contamination.

The event also emphasised hand hygiene, demonstrating proper hand-washing techniques, and using finger dabs to show the potential contamination that can arise from not washing hands correctly or using the wrong equipment.

The final topic of the event centred on data integrity, giving participants an interactive refresher on the principles of ALCOA+, explaining that data should be attributable, legible, contemporaneous, original and accurate. They were given real-world examples to illustrate the cost of poor quality and the importance of valuing one's electronic signature. Participants were given data challenges to tackle and data integrity issues to discuss. They analysed the consequences of incorrect approaches

and were challenged to come up with new ideas. With over half the session dedicated to group exercises, participants had plenty of time to engage in the subject matter and learn from one another's experiences.

The event has continued to provide value. In September, we used the content to onboard 30 new graduates from R&D, Supply and Commercial, with more sessions planned.



### Looking ahead

We will further embed product safety and quality throughout the company, remaining resilient, innovative and trusted by all our stakeholders. We will focus on:

- **Strengthening our capabilities and culture around quality.** Our Quality function acts as a coach, inspiring and training the rest of the business to keep us compliant and make sure we always meet consumers' needs
- **Continuing to invest in technology to make our processes more efficient.** Doing so helps us predict and anticipate issues and respond more quickly to trends
- **Further simplifying processes,** enabled by our digital quality management system, to manage suppliers, audits and documents. We will continue to connect processes in a single platform, and boost efficiency in our complex supply chain
- **Reinforcing our consumer advocacy capabilities.** We plan to enhance our consumer relations tools and organisation, making sure the concerns and needs of our consumers all over the world are heard in our Quality function. Doing so will give us insights that we act on to further develop our brands