

HEALTH, SAFETY AND WELLBEING

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Our performance in 2020

Aim Continued reduction of lost work day accident rate (LWDAR)	2020 53% [†] reduction in LWDAR since 2012	Aim Continued reduction of total recordable frequency rate (TRFR)	2020 65% [†] reduction in TRFR since 2013
Aim All manufacturing sites to be covered by Group certification to ISO 45001	2020 96% of manufacturing sites covered by Group certification to ISO 45001		

* Assured by ERM CVS as part of their limited assurance scope; for details, see our Sustainability governance, reporting and assurance insight.
 Note: All accident reporting KPIs are based on 100,000 hours worked

As an employer of over 43,500 people around the world, we’re proud of the standards we set and the care we take over the health, safety and wellbeing of everyone who works with us – whether they’re full-time, part-time or contractors.

Our approach to health, safety and wellbeing

Today, health and safety means much more than simply reducing workplace accidents and employee illnesses – it’s also about safeguarding and enhancing our people’s wellbeing. And with wellbeing and self-care at the heart of our purpose as we work to protect, heal and nurture for a cleaner and healthier world, it makes sense that we must also support our people’s mental health and wellness.

We want all our employees, wherever they are in the world, to experience the same high standards of health and safety. Our health and safety standards cover all of our sites in 190 different countries, setting the bar higher than local, national or regional laws. And, of course, safety hazards vary depending on whether our people are working from home, or at a commercial office, manufacturing facility, R&D lab or warehouse.

We’re making continuous improvements to strengthen our duty of care to our people across the world. This includes improving the robustness of our systems by investing in technology to improve how we report, manage and solve health and safety issues. We’re also continuing to embed our processes in order to deepen our people’s understanding and awareness of the precautions they need to take. We continue to both train our employees and give them the necessary tools to improve their health and safety at work.

Our duty of care to our people is also about improving resources to safeguard their wellbeing. With many more of our employees working from home this year due to COVID-19, the increased blurring between work and home life brought their wellbeing into sharp focus. We’ve invested in partnerships with world-leading health and wellbeing experts to share advice and tools, run seminars and build awareness of healthy living practices among our employees.

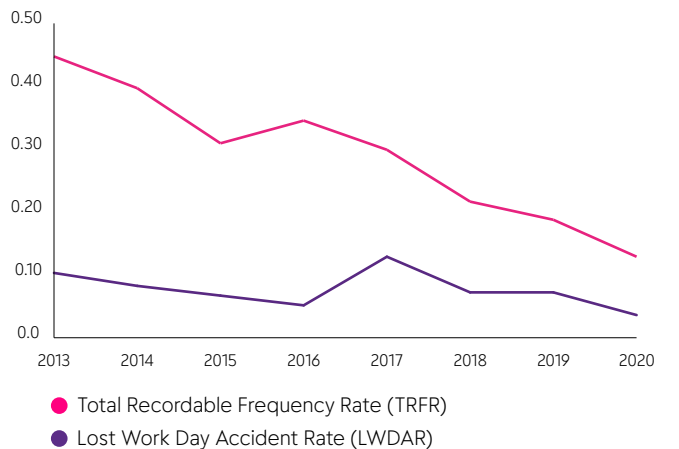
Health and safety performance

We continued to improve our health and safety performance this year. We had 36% fewer lost work day accidents compared with 2019.

Year	TRFR	LWDAR	Total accidents	Actual lost work day accidents
2019*	0.19	0.076	181	74
2020*	0.14	0.050	132	47

We also saw a reduction in the number of accidents per 100,000 hours worked, by 26% compared to 2019, a 65% drop since 2013.

Reckitt accident performance



It’s important to apply consistent and recognisable health and safety standards across Reckitt. We use the globally recognised safety certification, ISO 45001 to audit our manufacturing sites, because we believe it complements our existing health and safety internal audit programme and governance processes. This has seen us evolving our standards from OHSAS 18001 to ISO 45001. In 2020, 96% of our manufacturing sites were accredited to this international and independent certification standard.

Health and safety performance over time

This table lays out our health and safety performance since 2012. Please note, we make some assumptions when calculating working hours (used for our LWDAR data) which are outlined in our [Reporting Criteria and Basis of Preparation](#).

Metric	Units	2012 ¹	2013 ¹	2014 ¹	2015 ¹	2016	2017 ²	2018 ³	2019 ³	2020 ^{3*}	Change vs 2012
Lost workday accident rate (LWDAR) ⁴	per 100,000 hours	0.107	0.107	0.093	0.080	0.084	0.121	0.084	0.076	0.050	-53%
Employee fatalities	Number	1	0	0	1	2	0	1	0	0	-
Contractor fatalities	Number	0	0	0	0	0	0	1	0	0	-
Severe accidents ⁵	Number	1	1	2	3	1	2	4	3	0	-

¹ Assured by EY in 2012–2015.

² Assured by PwC in 2016 and 2017.

³ Assured by ERM CVS in 2018, 2019 and 2020 see our Governance, Reporting and Assurance Insight for further information.

⁴ At manufacturing, warehouse and R&D commercial sites, resulting in at least one day of lost time, per 100,000 hours worked. LWDAR 2018–2020 also includes organised travel.

⁵ A severe accident is a permanent disability, including loss of sensory motor dexterity: e.g. loss of a fingertip.

* Assured by ERM CVS as part of their limited assurance scope; for details, see our Sustainability governance, reporting and assurance insight.

2020 highlights

Health and safety

Our accident rates continued to improve in 2020 despite our manufacturing operations having to meet increased global demand for some of our products because of COVID-19. Many sites had extra people to support increased production of important antibacterials such as Dettol and Lysol in response to the pandemic. Highlights include:

- Creating the Global Environment, Health and Safety (EHS) Centre of Excellence – we strengthened the collaboration and communication of our environmental, health and safety teams across the world with a new virtual hub for our EHS employees.
- Establishing a new virtual EHS network that uses video conferencing technology to connect all 150+ EHS employees so they can share relevant content such as new legislation or new standard operating procedures (SOPs).
- Launching a global EHS intranet page that enables EHS teams to share resources such as policies, videos and posters.
- Holding regular virtual town halls and webinars where EHS senior management share best practice, case studies and news.
- Revising our EHS standards into interactive PDFs so that they're more engaging and user-friendly for employees. The new format has more functionality, like scoring. With ten completed so far, we'll continue to roll these out in 2021.

- Creating a new global framework that provides a roadmap to develop the skills in our EHS teams to encourage career development. It outlines how employees can move from one role to another with the expectations, knowledge and experience needed for each role.

Wellbeing

If we can empower our employees to be their best more of the time, they can perform better at work and at home, and feel better about life in general. Highlights include:

- Expanding our global, comprehensive wellbeing strategy, which is based on four categories: physical, emotional, financial and community.
- Partnering with two global wellbeing specialists to work alongside our Global Head of Wellbeing to support and share wellbeing resources such as Headspace, the meditation app.
- Running a series of global education initiatives featuring external speakers to share wisdom and top tips on issues like sleep, nutrition, exercise and managing your energy.

New ways of working in health and safety

This year, we introduced some new ways of working, some of which were in response to COVID-19:

- Risk profiling our auditing programme so that we can focus on higher risk areas in our manufacturing and R&D sites. This means we allocate our resources more efficiently and audit high-risk sites more frequently.
- Using mobile and video technology meant our teams could conduct virtual audits even during the COVID-19 travel bans.
- Holding regular EHS governance calls that allow our regional teams to share global and local health and safety issues. This frequent discussion is particularly important to keep up to date with changing rules.
- Introducing a new self-taught safety training module for staff at our Sitarganj site in India, some of whom were working from home due to COVID-19. Alongside this, we provided extra learning and a weekly assessment via a mobile messaging app group.
- Launching a global online reporting tool and mobile app that makes it easier and faster for employees to report potential issues.

Boosting awareness of health and safety

Technology and data gathering is only part of the solution. We also need to continue to make sure that our employees are engaged, mindful and knowledgeable about health and safety.



CASE STUDY



KEEPING OUR PEOPLE SAFE: NAVIGATING OUR NEW NORMAL TOGETHER

We put the health and safety of our employees first following the outbreak of COVID-19. We swiftly launched a comprehensive guide to keep all our employees safe at work, whether on the frontline in our manufacturing sites or adjusting to the realities of home working.

We followed five guiding principles – putting our people first; locally-led decisions to reopen; a phased and gradual return to the workplace; mutual accountability through involving our employees in the decision to return; and protecting our frontline. Our latest guide can be found [here](#).

Despite COVID-19, in 2020 we did this by:

- Running virtual training through town halls and webinars. We also released new eLearning modules to make sure the global pandemic didn't stall our progress.
- Delivering three virtual training sessions on accident investigation for European and global teams, with plans to roll this out in Asia in 2021, and three sessions on machine safety for the engineering and facility teams as well as the health and safety community.
- Coaching and training our teams virtually on how to manage accident investigations.
- Introducing a monthly health and safety update called Safety Tips. These regular, topical tips offer simple advice and guidance for site teams to review, share and discuss.

- Improving our behavioural safety campaign and Safety Observation Programme, giving employees access to our global online reporting tool and mobile app to simplify, speed up and encourage reporting.
- Welcoming three graduates to the safety team for six-month placements as part of our three-year UK graduate scheme. We hope this will embed safety in other functions as the graduates move into their permanent roles after completing the scheme.

Boosting awareness of wellbeing

We continue to raise employee awareness of the wellbeing resources we offer. The diagram below outlines our Liveyourbest programme.

Liveyourbest

Our four pillars



Reckitt markets access global resources and also develop their own initiatives to best support our people:

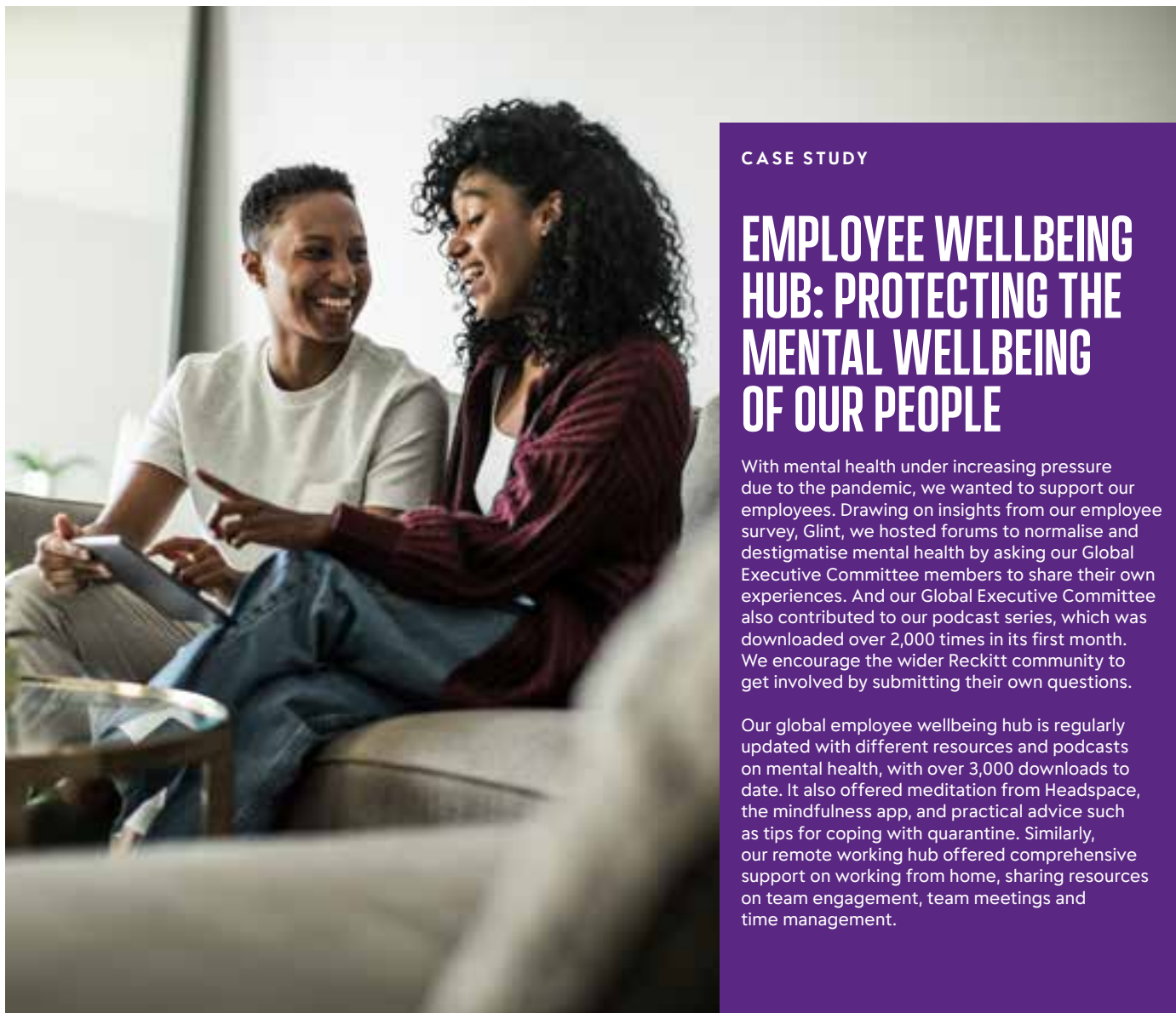
- Our UK-based healthcare division ran a wellbeing day to build awareness of healthy living practices through balanced diet, regular exercise and mental health support.
- Globally, we run Liveyourbest seminars on issues like sleep, nutrition, exercise and managing your energy.
- Local offices run their own initiatives to suit their people and working environment, on topics like exercise, sleep, and stress management through town halls, manager sessions and training sessions run by HR.
- We improved our facilities with an eye to wellbeing, for example by ensuring many of our sites have subsidised canteens with healthy food options, and we have a multi-faith and meditation room in Hull.
- Our global wellbeing hub and remote working hub offer employees relevant content and resources from podcasts to practical advice on meditation and comprehensive support on time management, for example (see case study on this page).
- This year, due to COVID-19, we moved our fitness, yoga and meditation classes online and launched new local activities from cook-alongs and stepathons to triathalons.

Managing health and safety

Our health and safety management systems are developed in line with our **Occupational Health and Safety Policy**, global standards, Code of Business Conduct and location-specific guidance. And we regularly review and revise our global standards.

All our systems are independently verified via external health and safety audits, which we carry out at all sites on a three-year cycle. These audits generate detailed improvements when needed, which our sites then carry out with the support of our global health and safety team. For example, in 2020:

- We improved road safety at our sites in Tatabanya in Hungary and Hosur in India with speed bumps, safety barriers and speed restrictions.
- In Cileungsi, Indonesia, we installed entry gates and additional CCTV around the site to improve security and help our incident investigations.



CASE STUDY

EMPLOYEE WELLBEING HUB: PROTECTING THE MENTAL WELLBEING OF OUR PEOPLE

With mental health under increasing pressure due to the pandemic, we wanted to support our employees. Drawing on insights from our employee survey, Glint, we hosted forums to normalise and destigmatise mental health by asking our Global Executive Committee members to share their own experiences. And our Global Executive Committee also contributed to our podcast series, which was downloaded over 2,000 times in its first month. We encourage the wider Reckitt community to get involved by submitting their own questions.

Our global employee wellbeing hub is regularly updated with different resources and podcasts on mental health, with over 3,000 downloads to date. It also offered meditation from Headspace, the mindfulness app, and practical advice such as tips for coping with quarantine. Similarly, our remote working hub offered comprehensive support on working from home, sharing resources on team engagement, team meetings and time management.

Despite COVID-19, we audited 26 sites virtually using video and tablet technology. This means 96% of our manufacturing sites have now achieved ISO 45001 certification, up from 94% last year. We have two more sites left to audit, and aim to certify them in 2021, bringing our certification up to 100%.

Similarly, all Reckitt's locations complete an annual health and safety assessment to make sure they're working in line with our global standards. Our global health and safety audit programme then verifies the site's self-assessment, examines the audit results and makes a call about how frequently the site needs to be audited in the future.

Listening to our people

Our Glint surveys, launched in 2020, are a new way to listen to our employees and better understand their wellbeing. Replacing the Culture Pulse survey, which focused on employee satisfaction, Glint also asks our people questions about wellness, mental health and other wellbeing issues. There were two general all-employee surveys and three that asked for specific, COVID-19 related responses during 2020. Reckitt scored highly on overall engagement. Over 70% of those surveyed responded, including a significant number of responses from our manufacturing employee base. The feedback showed a highly motivated workforce, strongly committed to our purpose. (Learn more about Glint in the [Our people](#) insight).

Supporting mental health

To support our people who are struggling, we continued to make our Employee Assistance Programmes (EAPs) more consistent globally. We now have EAPs in each country. We also have a clear plan for people who need more support from a qualified line manager or HR colleague. We improved the mental health section on our intranet site by adding local mental health training for line managers and HR. This supplements last year's training of 60 mental health first aiders from our UK business.

Working policies

We also support our employees' wellbeing through our working policies and our parental leave provision. Highlighted by the pandemic, people increasingly want smarter, more flexible working practices. We're addressing all of these areas in a spirit of continual improvement. And we're interested in how flexible working might affect wellbeing and our culture.

Similarly, we recognise that some benefits are less resonant in a global pandemic. But they're still important in the long term and can boost employees' wellbeing. Our core benefits include global parental leave, an employee assistance programme, a global all-employee share plan, health insurance (where not provided by the state) and an international

transfer policy. (More details on our benefits and policies can be found in the [Our people](#) insight.)

Work/life balance

For our employees, working from home brought different challenges for different groups. From working parents needing to homeschool or look after babies and toddlers with no childcare, to those living alone distanced from friends, family and colleagues.

Our new working from home hub helped to share advice and encourage better habits with articles and tips and tricks forums. Listening to employee feedback from our Glint survey, we also established new rules. These included reducing meetings from one hour to 50 minutes to create some downtime as meetings increased. We're also reviewing the timing of the start and end of the working day to take account of this new normal.

In 2020, to thank Reckitt employees for their hard work during our fight against COVID-19, we gave them two extra days of leave.

Our focus for 2021 and beyond

It's difficult to say what the world might look like after the global pandemic. But our five guiding principles will continue to inform our approach both for when employees return to work in the office, and in terms of protecting frontline staff in our manufacturing facilities. We believe there will be a phased return to the workplace with decisions made locally.

Health and safety

In 2021, we'll be looking to improve our health and safety processes so we can deepen our understanding of incidents.

One of the ways we can do this is by taking full advantage of our environmental, health and safety technology. We're already beginning to move away from physical audit forms to equivalents on mobile and tablet devices to boost efficiency.

New tools and technology can improve how we report and analyse incidents, deepen understanding through risk prediction and therefore contribute to better performance. The more deeply we understand the reasons behind the incidents by spotting trends or commonalities, the more we can adapt our working practices to create an even safer environment.

Similarly, we don't yet capture and analyse data around process safety, which are non-people related incidents. These might include spills of liquids or other materials. We'll develop ways of monitoring and tracking these incidents.

At the moment we take a local-led approach to behavioural safety development, but we're looking at how we can be more globally consistent to improve standards in some local sites. We know that safety isn't simply about tools and policies, it's also about encouraging a safety culture across the business. We plan to improve our Safety Culture assessment programme by developing a new auditing process that will look beyond legal compliance to measure the culture of our sites.

Wellbeing

There is still much to do to make wellbeing a priority for all our people. Feedback from employees across all regions tells us that support and resources around resilience, mindfulness, sleep, nutrition and stress management would be popular. We will continue to address these issues. And we've introduced activities in Liveyourbest for these areas around mental wellbeing, plus pilot programmes including the launch of a social wellbeing platform in the US, Mexico, UK and India in 2021.

Finally to make a meaningful difference, we need to be able to measure our employees' health and wellbeing. It's not easy. But one of our priorities in employee health this year is to identify these wellbeing metrics through our Glint survey so we can track our impact and progress. We'll be looking to identify the key themes and links between wellbeing, engagement and performance.

Listening to our stakeholders

Reporting effectively across our many sustainability issues and providing regular updates on our programmes and activities is always a work in progress. So we appreciate your feedback – what should we keep doing, and where can we do better?

Email us at sustainability@reckitt.com.

Or write to:

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