



POSITIVE ACTIONS WITH IMPACT

Sustainability Report 2025



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About this report





Alongside Reckitt's full suite of reports published in March 2026, this report provides an overview of progress against our Sustainability Ambitions during 2025 and should be read in conjunction with our [Basis of Reporting](#).

Data is reported for the year 1 January to 31 December 2025 unless otherwise noted. Information is prepared with reference to Global Reporting Initiative (GRI) Standards, the globally recognised standard for sustainability reporting, and is based on topics deemed material through our double materiality assessment.

ERM CVS provides independent limited assurance over selected sustainability KPIs marked with '+' throughout the report.

Further information and data can be found within our [ESG Data Book](#) (including SASB), [Basis of Reporting](#) and Assurance Report at reckitt.com/reporting-hub.

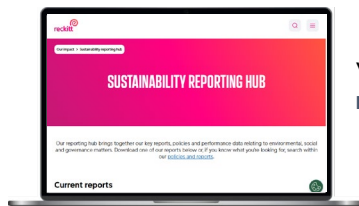
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Powerbrands that people trust

Our Business is centred on 11 Powerbrands that are trusted by people around the world. Market leaders in their categories, they deliver reliable, science-based solutions to evolving health and hygiene needs.

For over 200 years, we have helped to protect, heal and nurture, supporting people and families around the world in their everyday lives. We develop science-based solutions designed to support health and hygiene in practical, meaningful ways across diverse markets. With millions of products used every day, the way we operate matters. Everything we do is focused on enabling healthier lives and a cleaner, healthier world. Delighting consumers with our iconic brands, whilst ensuring responsible sourcing, production and use, sits at the heart of Reckitt.



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Introduction

BUILDING RESILIENCE, PROTECTING RESOURCES AND STRENGTHENING COMMUNITIES

Kris Licht
Chief Executive Officer

Reckitt has one of the strongest portfolios in our industry, trusted by consumers to meet their needs whilst protecting the resources on which we all depend.

From climate change to inequality, the global sustainability challenges we collectively face are increasingly complex and interconnected. They shape our Business and demand innovation and collaboration to ensure long-term resilience. At Reckitt, we see this as an opportunity to strengthen our Business, deliver measurable environmental and social impact, and create long-term value for all stakeholders.

Over the past year, Reckitt has continued to make disciplined progress against our Sustainability Ambitions while building the partnerships, data and technology that will define the next phase of our journey.

Since 2015, we have achieved a 73% reduction in absolute Scope 1 and 2 greenhouse gas emissions, exceeding our science-based targets. As our operational emissions continue to reduce, the emphasis increasingly shifts to the value chain, our Scope 3 emissions, and the largest part of our carbon footprint. Through improved data, supplier engagement and targeted action on our highest-impact materials, we have achieved an 8% reduction in absolute Scope 3 emissions since 2015.

I am particularly encouraged that net revenue from more sustainable products now accounts for 38% of total revenue (vs 35% in 2024), reflecting the role of innovation, reformulation and packaging optimisation in delivering both environmental benefit and consumer value.



Packaging sits at the centre of this transition. As pressure on material resources increases and regulation evolves, we have continued to work closely with our supply base, engaging with direct suppliers and co-packers to accelerate progress on recycled content, recyclability and reduce virgin plastic use.

Long-term resilience also depends on the health of the natural systems we rely on, from the watersheds that support our manufacturing facilities to the natural raw materials that go into our products. We are progressing water positive programmes, working with partners such as the World Wildlife Fund for Nature (WWF) to protect shared resources and strengthen community resilience.



Our focus on sustainability is now fully embedded across our Business, driving innovation and protecting value as we continue to grow."

Across our operations and supply chains, millions of livelihoods are connected to how we source, manufacture and distribute our products. An inclusive, fairly rewarded workforce – within Reckitt and beyond – is essential and is part of our values-led culture.

We continue to strengthen standards, due diligence and engagement to protect labour and human rights, focusing effort where risks are greatest. This includes targeted programmes to address systemic challenges in our supply chain such as marginalised workers that are more vulnerable to exploitation, alongside action to build opportunity through responsible sourcing.

As we look ahead to 2030, and with our sharpened portfolio and simplified Business, we will continue to evolve our Sustainability Ambitions to ensure they reflect our business priorities and stakeholder expectations. I am proud of the progress we have made to date and, while there will be challenges, what remains constant is our focus on building resilience and protecting the resources that underpin Reckitt's long-term performance.

Our business and value chain

DELIVERING TRUSTED BRANDS

Reckitt is built around 11 Powerbrands across four categories: Self Care, Germ Protection, Household Care and Intimate Wellness. Market leaders in their categories, they deliver reliable, science-based solutions to evolving health and hygiene needs.

Our value chain

03. Manufacturing

A combination of owned sites and trusted third-party co-packers and manufacturers enable consistent standards, scale and flexibility.

46
production facilities

06. Consumer use

Our products are used in households millions of times each day. On this scale, even small changes in consumer behaviour can have a big impact.

Millions
of households

04. Supply and logistics

An integrated network supports efficient global distribution and reliable, responsive service across all our local markets.

130
distribution/embellishment centres

07. End of life

Products are designed for everyday use, with increasing focus on circularity, reuse and reducing environmental impact.

100%
target for plastic packaging to be recyclable or reusable by 2025

05. Sales and marketing

Our brands are accessible to consumers worldwide through a broad mix of trading channels and distributors.

1,000s
of physical and online partners

▶ For a description of our business model, strategy and key markets, please see our [Annual Report](#)

Our stakeholders

Our people
Through their commitment, energy and expertise, colleagues across the world bring our purpose to life, responsibly.

36,000
employees on average

Our customers and consumers
Putting consumers first is a core principle that shapes how we work with retail customers to deliver our brands.

Global
consumer base

Our suppliers and partners
Long-term relationships support continuity, innovation and shared commercial and sustainability ambitions.

27,000
indirect suppliers

Communities, wider society, NGOs and governments
Relationships in the places where we source, operate and deliver are critical to achieving positive impact, strengthening accountability and building trust.

38 million
people positively impacted since 2020

Sustainability strategy and performance

FROM AMBITION TO DELIVERY

We create positive impact for people and society while strengthening resilience and supporting growth for Reckitt.

We are focused on tackling the biggest impact areas within our own operations and across our wider value chain, as identified in our Sustainability Ambitions and acted on through our three-pillar strategy. They reflect the issues that matter most to our stakeholders and our Business.

They support the growth and performance of our brands, they guide where we focus resources and investment and how we hold ourselves to account. This approach is designed to ensure that sustainability is embedded into how we innovate, operate and grow, building business resilience while delivering measurable environmental and social impact.

As the Business transforms and the world changes, so must our sustainability agenda, with 2025 a milestone year for some of our Sustainability Ambitions. This, together with the simplification of the Business with the divestment of Essential Home, means we are reviewing our priorities and targets, with updates to follow in 2026. This is being informed by the standards and regulations we work to across our Business and the nuances they present, together with our most recent double materiality assessment which considers the most significant sustainability-related impacts, risks and opportunities across our value chain.

We remain steadfast in our commitment to addressing global challenges. Our work continues to mitigate risks, create impact and opportunity and deliver ever more sustainable solutions. Further details are included within this report.

▶ Full details on how we calculate our KPIs are provided in the [Basis of Reporting](#) on our [Reporting Hub](#)

▶ A complete summary of year-on-year data performance, including relevant metrics from the SASB Household and Personal Care Products Standard, can be found in our [ESG Data Book](#) on our [Reporting Hub](#)

MORE SUSTAINABLE BRANDS

Reckitt products are used in millions of households every day. This scale reflects the trust people place in our brands and with that trust comes responsibility. Through this pillar, we focus on putting more sustainable products into the hands of consumers by reducing their footprint right across the product lifecycle. [▶ Page 06](#)

50% net revenue from more sustainable products by 2030	Progress	Target
	38%*	
50% reduction in product carbon footprint by 2030 ¹	Progress	Target
	9%*	
50% reduction in virgin plastic packaging by 2030 ²	Progress	Target
	18%	
25% recycled content in our plastic packaging by 2025	Progress	Target
	12%	

HEALTHIER PLANET

A healthy planet is fundamental to a thriving future. Climate change poses a significant risk to both public health and our Business. We are committed to playing our part in addressing planetary challenges by minimising our environmental footprint and striving to make a positive impact through our programmes. [▶ Page 13](#)

Net zero across our value chain by 2040 ³	Progress	Target
	5.02 mtCO ₂ e	
65% reduction in GHG emissions in operations by 2030 ¹	Progress	Target
	73%*	
100% renewable electricity by 2030	Progress	Target
	97%*	
Water positive in water-stressed sites by 2030	Progress	Target
	3%*	

FAIRER SOCIETY

Reckitt operates across complex global value chains and diverse consumer markets, where social inequality and labour rights risks increasingly shape how businesses are judged. Building stronger communities within our workforce, supply chain and markets is central to creating long-term value and resilience. [▶ Page 23](#)

50/50 gender balanced management at all levels by 2030 ⁴	Progress	Target
	48% male	52% female*
30 million people positively impacted by our social impact investments by 2030 (cumulative since 2020)	Progress	Target
	38mn	
2 billion people engaged through our purpose-led partnerships, programmes and campaigns (cumulative since 2020)	Progress	Target
	2.8bn	

Tracking performance and aligning to global priorities

Strong progress has been made across key areas including carbon, packaging and sustainable innovation. Performance is measured through defined targets and our latest performance data, methodologies and assumptions are provided in our [ESG Data Book](#) and [Basis of Reporting](#). Reckitt is a signatory to the UN Global Compact and is committed to supporting its Ten Principles and the Sustainable Development Goals. Further information is included within this Sustainability Report, our [Social Impact Report](#) and our [Modern Slavery Statement](#) at [reckitt.com](#).

+ ERM CVS provides independent limited assurance over selected sustainability disclosures. The assurance report, along with the principles and methodologies we use in our reporting, can be found online at [reckitt.com/reporting-hub](#).

- Reduction targets for GHG emissions are from a 2015 baseline. Product carbon footprint includes Scope 1, 2, 3.1, 3.4, 3.9, 3.11 (direct only) and 3.12. Further detail is provided in our [Basis of Reporting](#).
- Reduction target for plastic is from a 2020 baseline. All packaging data relates to 2024, which is driven by the Ellen MacArthur Foundation reporting timelines. 2025 data will be available in mid-2026.
- Reckitt's net zero target means we aim to negate the amount of greenhouse gas emissions across our value chain, including Scopes 1, 2, 3.1, 3.11 (direct only) and 3.12 by 2040. This aligns with the scope of our near-term Scope 3 science-based emissions reduction target (see [page 16](#)).
- Data as of 31 December 2025 for active Reckitt employees (excluding contractors). 'All management' includes: Executive Committee member, Group leadership team, senior management team, middle manager and manager.

Governance

STRENGTHENING DISCLOSURE AND TRANSPARENCY

Open, consistent sustainability reporting is the outcome of strong internal performance management and high standards of corporate governance.

Our governance approach continues to focus on strengthening the systems and controls that support decision making and delivery. This year, we increased automation to reduce manual data processing, improved traceability and enhanced controls to ensure information reflects operational performance. As the ESG regulatory landscape continues to evolve, these improvements are preparing the Business for robust reporting against the Corporate Sustainability Reporting Directive (CSRD) and UK Sustainable Reporting Standards (SRS) when they are introduced.

High standards of corporate governance are central to running our Business with integrity

Our commitment to 'Do the right thing. Always.' guides how we operate, helping prevent unethical behaviour and ensuring issues are identified and addressed quickly. We work in line with the laws and regulations of the countries where we operate and promote a culture that empowers people to make responsible decisions.

Our [Code of Conduct](#) and supporting policies set out the expectations for everyone who works with or for us. These include policies on [human rights](#), responsible sourcing, product safety, environmental management, responsible marketing, and creating a safe and inclusive workplace. These form the basis for how we uphold ethical behaviour, manage compliance and protect people, consumers and the environment.

OUR COMPASS

Our Compass and our commitment to 'Do the right thing. Always.' guide us in acting responsibly.



Oversight that supports clear accountability

The Board oversees sustainability within the Group's governance framework, reviewing progress, risks and regulatory developments during the year. The CEO is accountable for sustainability performance at executive level and chairs the Group Executive Committee (GEC), which reviews business performance, oversees resource allocation and ensures sustainability is integrated into operations.

Cross-functional governance forums continue to support Reckitt's preparation for evolving external requirements, including CSRD and ISSB standards. Senior representatives from across the Business work together to embed sustainability considerations into decision making, operations and risk management, while also ensuring that reporting processes, controls and documentation meet regulatory expectations and are applied consistently.

Managing sustainability risks through established processes

In the context of our integrated company-wide risk management process, day-to-day ownership of the 'ESG transition' principal risk sits with the CEO and Chief Supply Officer, supported by Group and management-level risk and compliance committees. Our Sustainability function acts as a centre of excellence by monitoring external developments and helping functions and markets put effective sustainability programmes in place.

Risk assessment takes place throughout the year. Monthly environmental reporting at site, regional and functional level feeds into supply chain leadership forums, while quarterly global business risk reviews consider progress against targets, emerging issues and matters raised through our confidential reporting platform 'Speak Up!'. Site-level operational risks are assessed through annual asset and environmental reviews. Sustainability-related impact, risks and opportunities are also evaluated every two to three years through our double materiality assessment, which was further updated in 2025 to align with updated EFRAG European Sustainability Reporting Standards (ESRS) following the EU Omnibus simplification package as we prepare for CSRD reporting from 2027.

Strengthening controls to ensure reliable data

Sustainability increasingly feeds into the same internal performance processes as financial data, ensuring that non-financial information is reviewed with the same level of scrutiny and robustness.

Increased automation has reduced manual data processing and improved traceability, while clearer data ownership has strengthened accountability across regions and functions. Monthly environmental reporting and cross-functional checks help ensure that information is accurate and complete before it is used in performance reviews or external disclosure. Teams responsible for key data points also follow consistent processes that support audit readiness and ensure information is drawn from verified sources, helping maintain the reliability of our disclosures as expectations increase.

The Disclosure Committee oversees the accuracy and timeliness of public reporting, providing an additional layer of governance across the full reporting cycle.

Partnerships

Partnerships form an integral part of our sustainability agenda, delivering mutually beneficial outcomes. Where we enter partnerships, we take care to ensure that these partners align with our position and ambitions on key topics.

▶ For more detail on our broader risk and internal control framework, see the Risk section of our [Annual Report](#)

▶ Policies are available at [Reckitt.com](https://www.reckitt.com)



Introduction

MORE SUSTAINABLE BRANDS

Reckitt products are used in millions of households every day. This scale reflects the trust people place in our brands and with that trust comes responsibility.

Through this pillar, we focus on putting more sustainable products into the hands of consumers by reducing their footprint right across the product lifecycle.

We do this in a challenging external landscape of rising regulatory expectations, increasing pressure on natural resources and evolving consumer needs. Using science-led innovation we reduce environmental impact while bringing extra performance and ingenuity to everyday products.

2025 Performance

38%⁺

net revenue from more sustainable products

9%⁺

reduction in our product carbon footprint vs 2015

13%^{+ **}

increase in our product water footprint vs 2015

36%⁺

reduction in our chemical footprint vs 2020

12%^{*}

recycled content in plastic packaging

18%^{*}

reduction in virgin plastic packaging vs 2020

81%^{*}

plastic packaging recyclable or reusable

* Packaging performance relates to 2024.

** More information on product water footprint is contained within the water stewardship section on [page 20](#).

+ Assured by ERM CVS as part of its limited assurance scope.

Product innovation

UNDERPINNING RESILIENCE, GROWTH AND COMPLIANCE

By embedding sustainability at the heart of innovation, we are reducing carbon, chemical and plastic footprints while enhancing consumer value.

From sourcing ingredients and designing our products, to how they are made, packaged, delivered, used and disposed of, we constantly innovate to improve our environmental impact. Our in-house Sustainable Innovation Calculator (SIC) tool is integral to this. Used across geographies, it provides a consistent, streamlined way to assess whether innovations are more sustainable than their predecessors in accordance with our scoring methodology, as detailed within our [Basis of Reporting](#). As we strive to generate more revenue from more sustainable products we have assessed the complexities and challenges facing certain product categories. The infant formula category, for example, operates to standards and regulations that differ to our other categories and make introducing more sustainable solutions, such as recycled materials into food grade packaging, more complex. As a result, our 50% target for net revenue from more sustainable products by 2030 will focus on Reckitt Core going forwards.

Further information on our more sustainable product methodology can be found in our [Basis of Reporting](#)

More sustainable product highlights from 2025:



Dettol, Middle East
Dettol has removed the dispensing pump from 500ml body wash bottles in Middle East markets, replacing it with a simple polypropylene flip top cap. This has resulted in a 19g saving of plastic per unit, removing more than 6 metric tonnes of plastic in 2025. The change also improves the recyclability of the pack as the mono-polypropylene flip cap is compatible for recycling with the bottle.

Reduced plastic

Luftal Max, Brazil

Launched in October 2024, this 2x more concentrated formula halved the dosing requirement, resulting in improved carbon, water, plastics and packaging performance within the SIC.

Less water



Durex, Europe

Durex replaced the metallised PET film layer on condom cartons with transfer foil, reducing weight and improving recyclability. The product also gained Fair Rubber Association (FRA) certification for latex.

Lightweight



Finish Quantum and Finish Power, US

In July 2025, Finish introduced technically recyclable stand-up pouch laminate, manufactured from our St. Peters factory in the US. This builds on similar laminate pouches produced in our EU factory for sale in the US. The new pouch is lighter, delivering packaging material savings and an improved SIC score.

Improved recyclability

Product stewardship

PROTECTING TRUST ACROSS THE PRODUCT LIFECYCLE

We develop, make and manage products safely and responsibly, with people and the environment at the heart of every decision.

Consumers rightly expect our products to be safe to use and to have as little impact on the environment as possible. We take a holistic approach to this which is underpinned by robust governance and risk management. By listening to feedback from consumers, customers and other stakeholders, and working closely with suppliers and academic partners, we are better able to improve existing products, identify high-performing raw materials and advance innovation in areas where more sustainable solutions are still evolving.

We promote a culture where everyone understands that ensuring safety and quality is part of their job

At Reckitt, managing any risk starts with recognising the scale of our portfolio. Across thousands of products, we work to anticipate safety and quality issues and respond quickly should they arise. We stringently evaluate the safety of all new ingredients and products, and we continually monitor changes and emerging issues that could affect them, drawing on research from our own R&D labs and external sources.

Our global policies on ingredients exceed legal requirements, helping us to futureproof our materials and to select safe, compliant and sustainable alternatives for use within new or reformulated products. How these policies are applied is governed by our Regulatory Affairs and Safety and Quality teams.

The Reckitt Quality Manual defines how the quality management system operates across the product lifecycle ensuring our products are safe, effective, compliant and made to the highest standards.

We closely track regulatory and scientific developments that may affect our ingredients, enabling us to adapt well in advance of legislative change. This includes preparation for the EU Green Deal, a wide-ranging set of policy initiatives aimed at making the EU climate neutral by 2050. We have launched a dedicated Green Deal implementation programme and put appropriate governance in place to ensure we are ready to meet new requirements as they are introduced.

Oversight and accountability

The Ingredient Steering Group (ISG) is Reckitt's strategic cross-functional ingredient governance forum that manages business opportunities, emerging trends and

risks associated with ingredients used by Reckitt in formulations, products, packaging and articles, helping ensure that Reckitt remains resilient to future changes. The ISG oversees our ingredient policies, including the Restricted Substances List (see [page 10](#)), ensuring clear accountability and consistent application. The ISG Chair reports into the SVP Group Regulatory Affairs and Safety.

In addition, regulatory and safety regional leads also report into the SVP Group Regulatory Affairs and Safety, who reports to the Group Executive Committee through the Chief R&D Officer.

Nature-related impacts

Impacts on nature occur across the product lifecycle including how products are used and disposed of by consumers, as well as the materials used in product formulation and packaging. Product design, ingredient selection and packaging choices influence the pressure placed on natural resources. Our Sustainable Innovation Calculator assesses our products' environmental footprint with the aim of reducing impact wherever possible. In addition, our brands engage consumers on responsible use, including water-saving behaviours and waste reduction.

Destruction of unsold consumer products

We are committed to eliminating the destruction of unsold consumer products in line with forthcoming Ecodesign for Sustainable Products Regulations (ESPR) requirements. Our focus is on improving product lifecycle management and circularity to prevent waste and maximise resource efficiency.

From design to disposal, three pillars cover every stage of our products' lifecycle

Consumer Safety

Upholding the highest standards of safety

Product Quality

Maintaining the quality and effectiveness of our products

Ingredients

Providing transparent information about ingredients

Further details about our discarded products can be found in our [ESG Data Book](#) at [Reckitt.com/reporting-hub](https://www.reckitt.com/reporting-hub)

Product stewardship continued

SAFETY AND QUALITY

We focus relentlessly on keeping our products safe and our standards high. Building on our global safety transformation programme, we continue to embed safety-by-design principles and support consistent quality standards across a large and diverse product portfolio.

Safety and regulatory functions are integrated to strengthen oversight and compliance

A single operating model supports the management of products with similar regulatory classifications. Global and regional teams work closely together, combining local insight with clear oversight, while accountability for safety and regulatory requirements is defined across product lifecycles.

This approach is supported by continued investment in systems and tools. A centralised ingredient governance model underpins product stewardship, alongside enhanced regulatory intelligence and safety and vigilance IT systems. Our safety assessment platform includes risk calculation tools that support consistent safety and toxicological evaluations globally, helping identify potential risks to consumers and the environment at an early stage.

Systems used for safety data sheets, hazard labelling and poison centre notifications, all of which are essential for hygiene-focused brands, have also been strengthened. Pharmacovigilance is supported through the IQVIA Vigilance Platform, which enhances safety signal detection, analysis and case processing, supported by appropriate medical review.



Scientist completing quality checks in a UK laboratory

A strong culture of quality underpins how we work

This helps us to identify early warning signs and enables swift action before issues escalate. QualityOne, our process excellence platform, supports this by standardising and scaling quality processes across the Business. It aligns with global standards and brings together teams responsible for safety, quality and compliance, improving collaboration and decision making. Our internal Quality Management System builds on this foundation, applying consistent standards while adapting to different product categories and regulatory requirements.

Reckitt corporate quality audits provide independent assurance that these systems are working effectively, with a 94% pass rate in 2025 against relevant product and global standards. Meanwhile, our culture of Quality Champions across the organisation continue to help embed quality behaviours, working collaboratively to remove barriers and support continuous improvement.

We inform, listen and respond

Clear and accessible information helps consumers use products safely and as intended. On-pack labelling provides practical guidance and helps minimise misuse, while websites offer more detailed product and ingredient information. We constantly monitor and improve how this information is presented and accessed, including adding more technical detail where helpful.

We also actively listen to consumers, with our care teams monitoring enquiries, feedback and complaints across a growing range of platforms. In 2025, we recorded a slight increase (0.26%) in total consumer contacts versus 2024, with engagement in China continuing to lead this with 45% of the overall contact volume.

Insights from consumer feedback are analysed and used to inform product and service enhancements. Listening and responding also means taking decisive action when issues arise. Across a portfolio used in millions of homes every day, product recalls are sometimes necessary. In 2025, out of an abundance of caution, we had one consumer-level recall related to elevated levels of bacteria in a limited quantity of Woolite Delicates bottles in the US. In every case, we communicate directly with consumers and customers, respond quickly and investigate thoroughly to reduce the risk of recurrence.

Product stewardship continued

INGREDIENTS

We take a rigorous, science-led approach to understanding and managing the ingredients used across our products. Understanding ingredient risk is a core part of product stewardship.

Selecting ingredients that are resilient to emerging concerns is a core part of our approach

This includes investigating different types of chemistries and technologies, utilising latest technical insights in collaboration with internal and external scientific experts, while ensuring our products are effective and reliable for consumers.

To support this, we continue to refine the tools teams use to select safe and effective alternative substances. We also evaluate ingredients in collaboration with external stakeholders who help us translate emerging principles of sustainable chemistry into practical action.

We screen and test new products to confirm they meet our safety and performance requirements, and we continually review the materials we use as scientific knowledge, regulation and societal expectations evolve. Through close collaboration with suppliers, industry and academic partners, we also improve the understanding of safe, sustainable design and spread the use of more effective alternatives.

Safe and sustainable by design

Our **raw materials playbook** provides practical guidance on green chemistry and supports safe and sustainable ingredient design. It reflects our view that improving ingredient choices requires a whole-system approach, considering chemistry, environmental impacts and performance together.

The playbook sets clear expectations for suppliers and internal teams, including requirements to:

- Measure and manage the chemical footprint of raw materials
- Remove or reduce chemicals of high concern
- Share hazard data and evidence of efficacy
- Provide insight into lifecycle carbon and water impacts
- Support progress on circular feedstocks and biodegradability, where feasible

By establishing shared expectations, the playbook supports greater transparency and consistency across our supply base and helps identify safer, more sustainable alternatives earlier in the design process.

Priority substances and the RSL

Our Restricted Substances List (RSL), overseen by the Ingredient Stewardship Group (ISG) (see [page 8](#)), gives us a consistent way, globally, to minimise and eliminate chemicals of concern. When an ingredient is banned in the RSL, we innovate to reformulate so that it is removed from our portfolio, except in the limited cases where a recognised exemption applies. Since 2012, we have steadily reduced the use of such chemicals as the RSL has become embedded in product development.

The RSL is not static. It is updated as scientific understanding, available data and societal expectations evolve. As this happens, we reassess whether ingredients that are still legally permitted remain appropriate from a safety and sustainability perspective. In 2025, we added 251 new ingredients to our RSL.

How we measure and track progress on chemicals

We use clear tools and data to understand how chemicals are used across our products and to track progress in reducing ingredients of concern over time.


Our Sustainable Innovation Calculator brings key principles of green chemistry into product development, helping teams choose more sustainable ingredients from the outset. The ingredient metric within the tool considers safe and effective alternatives, circular feedstocks, biodegradable formulations and chemical footprint.

We define our chemical footprint as net revenue from products containing more than 0.1% (by weight) of legally permitted chemicals of high concern (CoHC) listed on

our Restricted Substances List. Our ambition, set in 2021, is to reduce our chemical footprint by 65% by 2030 versus a 2020 baseline. In 2025, we reduced our chemical footprint by 36% versus 2020. Progress continues to be driven largely by the removal of boric acid and borates from products in Europe, including Airwick, Vanish and Dettol, as well the removal of Triclocarban (TCC) in Harpic in-cistern toilet cleaner blocks.

36%⁺

reduction in chemical footprint vs 2020

 Further information on our chemical footprint methodology can be found in our [Basis of Reporting](#)

+ Assured by ERM CVS as part of its limited assurance scope.

Plastics and packaging

ACTING NOW FOR A CIRCULAR FUTURE

Packaging plays a vital role in protecting our products, ensuring their quality, efficacy and safety and reducing losses through the supply chain.

With thousands of individual product lines, Reckitt has a responsibility and opportunity to reduce reliance on virgin plastics and help accelerate progress towards circularity. To this end, we are actively working to shape the conditions needed for better recyclability, higher recycled content and more effective recycling infrastructure. Our progress to date reflects sustained investment and collaboration and will inform the refreshed packaging goals we set for 2030.

The global plastics challenge

Designing packaging that is suitable for recycling is essential to keep materials in circulation and prevent them from ending up in landfill, being incinerated or leaking into the environment and causing harm to nature. Progress is dependent on value chain innovation, the development and scaling of solutions and recycling networks, supported by government policy and regulation to drive action. Reckitt actively collaborates with policymakers, industry and academic stakeholders in our markets to advance circular packaging solutions and address the global plastics challenge.

As costs and regulations related to packaging continue to increase, through Extended Producer Responsibility (EPR) schemes and the forthcoming EU Packaging and Packaging Waste Regulation (PPWR) most notably, we are preparing firstly by strengthening our data capabilities to support local teams with the increase in reporting requirements. This improved data availability is also crucial to enabling detailed analysis of our portfolio against the new criteria and finding opportunities to mitigate rising EPR costs through better design choices.

We actively engage in consultation and advocacy activities undertaken by the industry associations we participate in. This enables us to work alongside industry partners to help shape and/or advocate for changes to proposed packaging legislation.

Our packaging footprint

Plastic makes up around 34% of our packaging footprint. The rest comprises of paper and board, metal and glass. The largest proportion of plastic is in our rigid plastic bottles for brands such as Harpic, Lysol and Dettol. Flexible plastic makes up 14% of our plastic footprint and is used in, for example, dishwasher tablet pouches and wipes packaging. A smaller proportion still is used for components such as trigger sprays and pumps.

We report in line with the Ellen MacArthur Foundation (EMF) Global Commitment annually in July. The data within this report covers our 2024 performance. Our [ESG Data Book](#) contains our detailed packaging data across all material formats and will be updated during 2026 with 2025 performance data.

Our approach and performance

We have established packaging targets in support of tackling the global plastics challenge, with senior leaders and brand-specific technical forums monitoring progress along with associated risks. These targets also support industry pledges we have signed up to, such as the EMF Global Commitment and the Plastics Pact Network initiatives in the UK, US and Canada.

Our strategic focus throughout 2025 has been on minimising the environmental impact of our packaging, primarily by increasing post-consumer recycled (PCR) content in our plastic packaging.



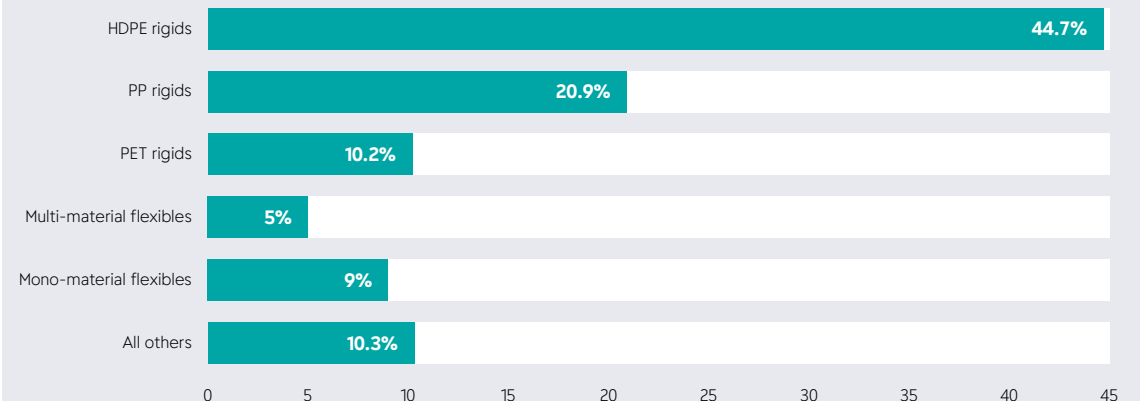
Shopping basket of Reckitt products

Our 2025 25% PCR target is an important milestone on a longer pathway to circularity. While we have made strong progress, there is more to do, and we expect to report slightly behind target when we disclose in 2026 as a result of quality material availability challenges and mix implications. This does not alter our long-term direction; instead, it highlights the need for continued action as we set new goals and ambitions.

Our 2025 recyclability target continues to be very challenging given the infrastructure constraints that exist, and as a result, in line with much of the industry, we will not reach the ambitious 100% recyclability level set back in 2018.

Plastic packaging in our portfolio

Packaging category by % of total plastic packaging weight



Further information on our packaging footprint is available within our [ESG Data Book](#) at reckitt.com/reporting-hub

Plastics and packaging continued

We concentrate our efforts in four areas to increase circularity and reduce our footprint



1. We design and innovate to produce effective, durable packaging with consumer use and environmental impact firmly in mind. Prioritising sustainability from the outset promotes circularity and minimises waste through the value chain. Our Sustainable Innovation Calculator (SIC) is a critical tool. It measures the impact of plastic and packaging for every new project, including redesigns, by considering recyclability, weight and PCR use.

We continue to explore refill and reuse options, and how this can help to reduce our overall plastic footprint; however, consumer engagement and uptake is slow to grow. We are building our understanding on the barriers for consumers and how we can increase uptake in the future.

89%

of the new 'More Sustainable' projects launched between Q4 2024 and Q3 2025 showed improvement on the Plastics and/or Packaging dials of the SIC

* Packaging performance relates to 2024.



2. We use fewer materials, aiming to make packaging components smaller, thinner and lighter, or utilise alternative materials to replace plastic with more sustainable solutions.

Light-weighting packaging can help us to reduce GHG emissions and reduce the amount of material which needs to be managed at end of life while also supporting lower costs. Switching to alternative materials reduces reliance on virgin plastic and enables better access to recycling streams for consumers.

18%*

reduction in amount of virgin plastic packaging vs 2020 (2023: 15%)



3. We use more PCR to replace virgin plastics, using a strict testing and validation process to maintain the right balance between performance and sustainability. This also strengthens demand for more PCR, stimulating investment in recycling infrastructure to support its production.

We continue to strengthen supplier relationships to ensure we secure the high-quality PCR volumes required. Since 2023, we have completed over 400 projects globally in pursuit of our 2025 target.

Dettol made sweeping PCR progress across the range in 2025. In Europe, PCR inclusion ranged from 45% in laundry sanitiser bottles, up to 100% in washing machine cleaner bottles. In the Middle East and Southeast Asia markets, personal care PET bottles now contain 50% PCR, whilst India reached 75% PCR for liquid handwash.

12%*

recycled content in our plastic packaging (2023: 8%)



4. We improve recyclability of our packaging by ensuring materials and components are compatible with recycling networks and removing aspects which make recycling more challenging. These principles apply to all of our packaging materials, not just plastics.

Increasing recyclability in some parts of our portfolio is more challenging due to their regulated nature, e.g. licensed medicines and infant nutrition products. Here, materials must meet stringent safety, quality and efficacy standards, with changes taking much longer to test and implement.

81%*

of plastic packaging recyclable or reusable (2023: 78%)

Introduction

HEALTHIER PLANET

A healthy planet is fundamental to a thriving future. Healthy ecosystems are our planet's life-support system: they provide vital services such as purifying our air and water, ensuring healthy soil for food production, mitigating flood risks and absorbing carbon. Nature loss is intertwined with climate change, the impacts of which the world is experiencing both locally and globally, from rising temperatures and water scarcity, to flooding and food insecurity.

Climate change poses a risk to public health, global health systems and our Business. We are committed to playing our part in addressing these global challenges by minimising our footprint through our climate transition plan, our commitment to more sustainable products and implementing programmes of positive impact on nature in key places along our value chain, including at our manufacturing sites.

2025 Performance

73%⁺

reduction in absolute operational (Scope 1 and 2) GHG emissions vs 2015

8%

reduction in absolute Scope 3 GHG emissions vs 2015

97%⁺

renewable electricity across global operations

3 water positive⁺

manufacturing sites

⁺ Assured by ERM CVS as part of its limited assurance scope.

Climate change

SAFEGUARDING OUR BUSINESS WITH CLIMATE ACTION

The climate crisis demands decisive and immediate action if we are to reverse the decline of nature and address the widening health inequalities and water access issues exacerbated by rising global temperatures.

Our top priority is delivering our climate transition plan, which sets a clear path to net zero across our value chain by 2040. In the near term, we are focused on meeting our SBTi validated science-based targets and accelerating progress on Scope 3 emissions by 2030 - the area where most of our impact lies (98.5%).

Beyond emission reduction, we are also strengthening our understanding of the climate-related risks and opportunities we are exposed to, directly and indirectly. We conduct climate-risk modelling and scenario analysis that inform risk management and decision making across the Group.

▶ See our [Annual Report](#) for our climate-related financial disclosures

Climate transition through operational efficiency and value chain transformation

Our near-term reduction targets are underpinned by investment into more energy efficient equipment and renewable energy, lower-carbon materials and broader action on issues such as deforestation which also contribute to climate change.

Reviewing and revalidating our targets for maximum impact

We first set science-based targets for Scope 1, 2 and 3 emissions in 2020. In line with the Science Based Targets Initiative's (SBTi) five-year review cycle, we are now revalidating these targets to reflect our simplified organisation and sharpen our focus on areas with the greatest impact.



Solar panel installation at our Tuas manufacturing site in Singapore

Our path to net zero focuses on the following key action areas:



1. Product design

Developing more sustainable products with a lower carbon footprint

Leveraging technology to drive decarbonisation at scale



2. Raw materials

Switching to low-carbon ingredients
Reducing the GHG intensity of our key chemical ingredients



3. Packaging

Redesigning packaging for recycling and less carbon intensive solutions

Increasing post-consumer recycled content in packaging



4. Direct operations

Reducing GHG emissions from our operations

Investing in more efficient equipment, alternative low-carbon processes and renewable energy sources



5. Logistics

Improving our logistics network

Driving load and route optimisation, intermodal and alternative fuels and sustainable logistics partnerships



6. Supplier engagement

Engaging with our emissions hotspot key raw material and packaging suppliers on reduction opportunities



7. Nature-based solutions

Sustaining and scaling our approach to Nature-based solutions

Our targets

65% reduction in Scope 1 and 2 emissions by 2030 (vs 2015)

✔ Achieved: -73%

100% renewable electricity by 2030

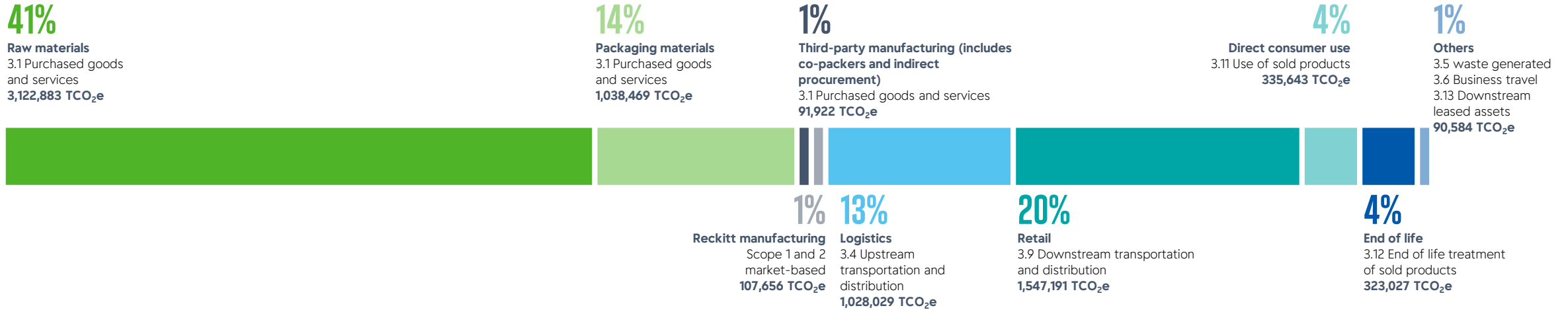
● On track: 97%

50% reduction in Scope 3 emissions by 2030 (vs 2015)

● In progress: -8%

Climate change continued

OUR 2025 TOTAL GHG EMISSIONS FOOTPRINT



Our operations

Surpassing our science-based Scope 1 and 2 emissions reduction targets

For the last few years, we have made incremental year-on-year improvements through targeted investments into more efficient equipment at our manufacturing sites and increasing our use of renewable energy. We have surpassed our operational 2030 target, achieving a 73% reduction in our Scope 1 and 2 emissions in 2025 versus our 2015 baseline.

73%⁺

reduction in Scope 1 and 2 GHG emissions vs 2015

More than one-third of our sites generate their own renewable energy

Overall, 97% of our electricity now comes from renewable sources through a blend of on-site generation, power purchase agreements (PPAs), green tariffs and Renewable Energy Certificates (RECs). We are increasingly moving away from RECs towards PPAs to increase renewable energy capacity in the grid and build resilience and security in how we source our energy in the long term.

We are progressively reducing our reliance on fossil fuels. Our priorities focus on the adoption of zero-carbon and low-carbon technologies across our operations. This includes the phased replacement of combined heat and power (CHP) systems with electrical and biogas alternatives in priority locations, reflecting both site suitability and local energy infrastructure.

We are also replacing legacy heating, ventilation and air conditioning (HVAC) systems with lower-carbon solutions such as air source heat pumps where appropriate. In parallel, we continue to evaluate and optimise energy-intensive processes, including spray drying, to reduce carbon intensity while maintaining operational performance and product quality.

Energy efficiency continues to play an important role

Our ongoing site decarbonisation and energy efficiency programmes are continuing to deliver emissions reductions. In 2025, we achieved a 7% reduction in energy use relative to production versus 2015. Progress on energy efficiency has remained fairly static over the past few years given our focus has been on tackling high-emission sources within our operations, such as natural gas use which has a more significant impact on our carbon emissions but doesn't necessarily result in improved energy efficiency.

Notes:
 Figures do not equal 100 due to rounding.
 Reckitt calculates Scope 3 emissions across our value chain e.g. 'Raw materials'. The corresponding GHG Protocol Scope 3 category is indicated as follows e.g. '3.1 Purchased goods and services'.
 Excludes capital goods, upstream leased assets, processing of sold products, franchises and investments which are not applicable or relevant to Reckitt. For more detail on the methodology and exclusions in our Scope 3 calculations, see our [Basis of Reporting](#).
 + Assured by ERM CVS as part of its limited assurance scope.

This year, we strengthened our commitment to innovation and the transition toward net zero by sponsoring a PhD researcher within the EPSRC Centre for Doctoral Training in Process Industries: Net Zero (PINZ). PINZ is a national initiative focused on developing transformative technologies and skills needed for low-carbon manufacturing and sustainable process industries.

Climate change continued

Our value chain

Scope 3 targets

Our 2030 50% Scope 3 reduction targets, in line with GHG Protocol and SBTi guidance, covers 3.1 Purchased goods and services, 3.11 Use of sold products (direct only) and 3.12 End of life treatment of sold products. This focuses action on emissions within our influence, such as products that directly consume energy or release greenhouse gases during use, while excluding indirect consumer use emissions.

Reducing Scope 3 emissions across our footprint

The majority of our GHG emissions sit beyond our direct operations, making addressing Scope 3 central to our climate transition plan and requiring collaboration across our full value chain. It means prioritising interventions that deliver meaningful emissions reductions while supporting long-term resilient supply chains.

Given the scale and complexity of our global value chain, we work closely with suppliers, customers and partners to decarbonise raw materials, packaging and product use, focusing on the areas where we can exert the greatest influence. In 2025, we achieved an 8% reduction in absolute Scope 3 emissions versus 2015.

Improving visibility and data quality

Our partnership with CO2 AI continues to strengthen our understanding of our upstream value chain, supporting more granular analysis across raw material, packaging and supplier specific data. This is shaping our decarbonisation glidepath at the category level, facilitating meaningful discussion around material and investment strategies. As we progress with improved data quality, we intend to start incorporating our suppliers' primary data into our corporate footprint to better reflect how our investment is driving meaningful decarbonisation across our brands.

Raw materials and packaging remain our largest Scope 3 emissions sources

Using enhanced data and AI-driven analysis, we have mapped our raw material and packaging footprint. We have identified 29 priority materials responsible for around 80% of our ingredients and packaging footprint and over half of our total Scope 3 emissions. These materials are now the focus of targeted action, including the development of lower-carbon alternatives.

Reducing emissions from logistics and distribution

Logistics account for over 13% of emissions associated with upstream transportation and distribution. To tackle this, we are collaborating with customers, suppliers and distribution partners to reduce emissions across road, sea and intermodal transport: actions include fuel switching, increased use of rail and short-sea freight, optimising loads and improving fuel efficiency.

In 2025, we began trialling electric vehicles in partnership with DHL Supply Chain. Initial deployments in South Africa and Thailand mark our first steps towards electrifying heavy goods vehicles, focusing on reducing the logistics carbon footprint between manufacturing sites and warehousing facilities.

While adoption of electric trucks remains limited due to infrastructure and range constraints, these pilots build capability and inform future scaling ambitions. Additional electric vehicles are planned from 2026, with further opportunities under assessment as technology and infrastructure develop.

Adopting Nature-based Solutions (NbS) to strengthen climate resilience

Alongside emissions reduction, we are exploring nature-based solutions to support our net zero ambitions and strengthen climate resilience in key regions. This includes initiatives focused on ecosystem protection and restoration and catchment-level land and water management. For example, as part of our water positive programme, Reckitt is partnering with WWF-Mexico on the restoration of forests in the Cutzamala Systems watershed's, a key hydrological system which supplies water to the inhabitants and businesses in and around the Mexico City areas including our Atizapán and Tlalpan manufacturing sites. By reforesting over 270 hectares with 300,000 native trees within the water catchment area, we are helping to improve water security and will capture nearly 3,000 tonnes of CO₂ per year.

8%

reduction in Scope 3 GHG emissions vs 2015



Reckitt supports city-led climate and health action

As members of the Sustainable Markets Initiative Health System Taskforce, we are embedding prevention at the heart of climate action to save lives, ease pressures on health systems, and decarbonise healthcare. Our two-year partnership with Bupa, Sanofi, UCB, Resilient Cities Network, Yale School of Public Health and Mode Economics convenes the world's first community of practice on climate and health. Covering 29 cities across 19 countries and representing over 100 million lives, it will work to co-develop practical, scalable tools that embed preventative health interventions within cities worldwide.

Ecosystems and biodiversity

PROTECTING THE RESOURCES OUR BRANDS DEPEND ON

Biodiversity both underpins and benefits from the services healthy ecosystems provide. Diverse ecosystems offer varied food sources that support species richness, which in turn makes the ecosystem more stable and resilient; ecosystem services are the planet's life-support system. As an early adopter, we align our approach with TNFD guidance and are committed to protecting nature through programmes of positive impact across our value chain.

Protecting biodiversity across our value chain

The decline of nature is having a direct impact on the health of our planet. It is widely recognised as a systemic risk to global supply chains, public health and long-term economic resilience. We have assessed our nature-related risks in the context of climate change, water availability and social factors, recognising the interconnections between these issues and their combined potential to affect supply continuity, regulatory compliance and long-term business resilience.

Our approach focuses on protecting the resources our brands depend on, identifying and managing our impacts across our value chain through targeted interventions. Our impacts on biodiversity span across the full product lifecycle from raw material sourcing to consumer use and disposal.

Nature-related impacts and dependencies in our value chain: Upstream natural raw materials

The sourcing of agricultural raw materials is having a significant direct impact on nature globally, from land use change, including deforestation, to water stress and biodiversity loss. We prioritise raw materials where risks are highest to both nature and our Business: palm and latex.

For palm, risks are most pronounced in geographies where farmer livelihoods are unstable, and where illegal deforestation or peatland exploitation is not effectively prevented or addressed. For latex, deforestation risks are lower in our Thailand supply chain, but land use change continues to have a significant impact on nature due to growth of mono-culture palm and durian production, in part driven by low farmer incomes.

Our strategy takes a landscape lens, helping to make the challenging measurement and management of impact more feasible. Data availability and methodological consistency remain challenges for biodiversity. Our partnership with Nbl has strengthened analytical capability, but data maturity varies by commodity and geography. For some materials, such as natural rubber latex, TNFD-aligned data is more advanced, enabling deeper analysis of biodiversity impacts and dependencies at origin.

Since 2021, we have been working with Nature-based Insights (Nbl) to systematically assess biodiversity pressure and impacts in key supply chains, setting baselines of our impact on biodiversity from sourcing raw materials. We tailor our approach to address risks associated with the specific local pressures on nature, the impacts of the raw materials we source and our leverage to drive change.



Latex farm in Thailand

This has given us in-depth, technical data on specific palm and latex landscapes that it is difficult to secure for other raw materials without collaboration across the supply chain.

In latex we partner with Earthworm Foundation and Nbl to assess our impact on biodiversity and take targeted actions to support healthy ecosystems in our direct supply chain. In 2025 we focused on trialling monitoring and evaluation approaches, focusing on species richness in agroforestry interventions. In palm, where our supply chain is spread over 1,500 mills we take a landscape-level approach, supporting Earthworm

landscape programmes in Sabah, Malaysia and Riau, Indonesia, alongside a WWF landscape programme in Central Kalimantan. These programmes are tackling the root causes of nature-related risk in collaboration with local communities. Earthworm pioneered the application of Nbl analytical approach in 2024, and this has been extended to our newest landscape programme led by WWF in 2025. This approach is enabling us to baseline our impact on biodiversity in these programmes and set targets to improve our impact over time through investment in Nature-based Solutions.

▶ Read more about the WWF programme in Indonesia on [page 19](#)

Ecosystems and biodiversity continued

Nature-related impacts and dependencies in our value chain: Upstream natural raw materials continued

Direct operations

In our own operations, our impact on nature, more specifically biodiversity impacts, is primarily associated with our touchpoints with the local environment, including land use, water withdrawals and emissions. Managing these impacts responsibly is essential to protecting surrounding ecosystems and maintaining community trust.

Across our direct operations, environmental risks are assessed through an environmental risk register that considers proximity to sensitive ecosystems alongside potential impacts such as water use and emissions. Location and impact data are combined to generate site sensitivity scores, which are then assessed against management practices to inform overall risk ratings. Through this process, we have identified three manufacturing sites operating in close proximity to a nature reserve or protected area or habitat, informing targeted controls and monitoring that are proportionate to the level of risk and local conditions.

Downstream: product use and disposal

Downstream impacts on nature relate to how products are used and disposed of by consumers, as well as the materials used in product formulation and packaging. Product design, ingredient selection and packaging choices influence the pressure placed on natural resources across the product lifecycle. Our Sustainable Innovation Calculator assesses our products' environmental footprint with the aim of reducing impact wherever possible. In addition, our brands engage consumers on responsible use, including water-saving behaviours and waste reduction.

Measuring our impact on nature

Since 2021, we have worked with Nbl to assess our nature-related dependencies and impacts and the risks to nature in our priority natural raw material supply chains. The framework Nbl has developed includes robust science-based data, which quantifies our impact on biodiversity, capturing this in the Biodiversity Impact Metric (BIM). Applying the BIM methodology allows us to evaluate the benefits of different interventions on biodiversity, informing the choice of actions that protect and restore biodiversity and deliver on other key priorities such as sustainable livelihoods.

In 2025 we completed analysis on five natural raw material supply chains, focusing on palm, latex and cocoa. We trialled monitoring and evaluation (M&E) approaches in Thailand focusing on latex farms that have moved from monoculture to agroforestry. The BIM enables us to calculate the positive impact of these interventions on biodiversity against our baseline, verified via on-farm M&E of species richness.



Palm oil landscape programme in Indonesia
Credit: WWF-Indonesia



Building resilience through multi-stakeholder landscape-level solutions

WWF and Reckitt are working together to champion resilient, healthy ecosystems. Across the world, we are delivering impact through our partnership in key landscapes.

Approximately 10% of our palm oil is sourced from the Sebangau Katingan (SEKA) landscape of Indonesia. In partnership with WWF-Indonesia, we are creating a more transparent and sustainable palm oil supply chain, identifying mills and engaging companies to utilise the Hamurni app, a practical and inclusive tool for supply chain mapping and traceability. More than 250 smallholders, covering over 250 hectares, have been registered on the tool since the project started in July 2024.

In 2025 WWF-Indonesia partnered with Nature-based Insights (Nbl) to analyse our impact on biodiversity using Nbl's analytical framework. The Nbl team visited the programme in 2025 to sense check their remote analysis (using global data sets) with the WWF team and local stakeholder knowledge. This approach is enabling us to set a baseline, based on the quantification of our impact on nature in the landscape, and compare the potential impact of a range of Nature-based Solutions interventions.

Ecosystems and biodiversity continued

Priority natural raw materials

Through our risk assessment process, we have identified a number of priority raw materials. These include palm oil, due to the risks to nature associated with deforestation and peatland exploitation, and latex, due to the risks to business associated with dependency on high-quality latex from limited sourcing locations. Both raw materials are essential ingredients for our Powerbrands. Information on other key raw materials including paper and board can be found on our website.

Palm oil: Progressing towards deforestation conversion free (DCF) supply chains

Palm oil is a key ingredient in several of our products and one of the agricultural commodities most closely associated with deforestation, and therefore biodiversity loss. In 2024, 97% of the palm oil used in our fats blends and soap noodles was sourced from Indonesia and Malaysia where risks of deforestation remain, primarily driven by illegal estates in protected forest areas, and in smallholder communities driven by unstable incomes.

In 2025 we updated our approach to verifying our DCF palm volumes. Responding to industry developments we have broadened the evidence required to verify DCF palm in line with the Consumer Goods Forum (CGF) Forest Positive Coalition (FPC) guidance. From 2025 our DCF volumes will continue to be verified via our own satellite monitoring as well as RSPO Segregated certification and NDPE Implementation Reporting Framework v6.0 reports from suppliers. 2025 data will be made available within the [ESG Data Book](#) during 2026.

Our delivery of our DCF target is underpinned by our commitment to source 100% of palm oil directly through RSPO certified supply chains by 2026. In 2025, we updated our certification strategy to significantly increase the volume of RSPO Mass Balance derivatives, moving away from book and claim credits. This strategic shift will support our DCF target by improving supply chain transparency.

▶ See further details on our performance on priority natural raw materials in our [ESG Data Book](#) at [Reckitt.com/reporting-hub](https://www.reckitt.com/reporting-hub)

The shift will result in a drop in credit coverage in 2025, and an increase in mass balance volumes to meet our 100% coverage commitment in 2026. The focus on our palm portfolio is only part of our approach to achieve DCF; we see collaboration as critical leverage to drive change as a smaller player in such a large scale, complex industry.

We prioritise collaboration with peers in the CGF FPC and continue to fund three palm landscape programmes in Indonesia and Malaysia where the majority of our palm is sourced. These programmes, delivered by WWF and Earthworm Foundation, are also funded by peer companies and suppliers and are key to addressing the root causes of deforestation in collaboration with local communities.

Natural rubber latex: Improving transparency in complex supply chains

Latex, a key commodity in our Durex condoms, is sourced from Thailand, India and Malaysia. Over 70% of our latex volume comes from smallholders. We have a longstanding commitment to invest within these latex supply chains to ensure quality and consistent supply. In 2025, our partnership with the Fair Rubber Association (FRA) led to premium payments of over £1.3 million made to the FRA who share this directly to registered latex farmer associations. We expect some fluctuation in our certification coverage as we adjust our sourcing to deliver our resilient latex supply chain agenda and maintain our commitment to achieve 100% certified Fair Rubber latex.

In 2025, we continued investing in smallholders in southern Thailand, recognising that farm-level support builds long-term supply resilience. Through our partnership with Earthworm Foundation, latex farmers receive training that improves yields, quality and incomes. These results show that investing at the farm level works. It delivers quality latex for Durex while supporting sustainable livelihoods that encourage farmers to remain in the industry.

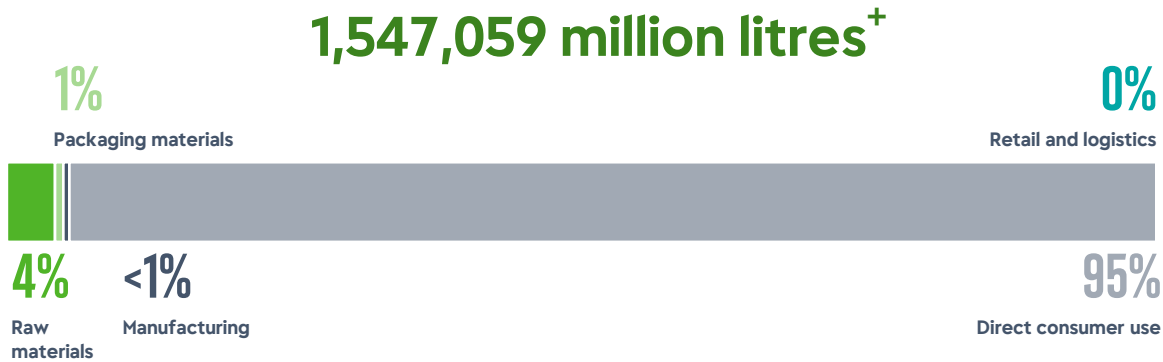


Latex landscape programme in Thailand
Credit: Earthworm Foundation

Water stewardship

MANAGING WATER RESOURCES RESPONSIBLY

Water use across our value chain in 2025



Our WASH programmes promote handwashing to prevent illness

Access to water is a fundamental right, yet its availability and quality are being increasingly threatened by climate change, population growth and competing demand. Our Business depends on water to make our products, and our consumers need reliable access to safe water to use them.

Our targets

Water positive in water-stressed locations where we operate by 2030	In progress – three sites
50% reduction in product water footprint by 2040 vs 2015	Behind schedule 13% increase

Notes
 Figures rounded for presentation purposes and may not equal 100. Manufacturing includes Reckitt operations and third-party manufacturers (co-packers). We include the direct consumer use phase, for example, when consumers need to add water to infant formula. We don't include indirect use, for example, the water consumers use when running their dishwashers.

+ Assured by ERM CVS as part of its limited assurance scope.

Our approach focuses on reducing our water footprint, addressing risks in water-stressed regions and working with partners to protect shared water resources and improve access to clean water and sanitation.

Our water footprint

The water we use to manufacture our products makes up less than 1% of our overall water footprint. Most of the water use happens when consumers buy and use our products, for example handwashing using our soaps and liquid handwash products. This means we need to address water use over the complete lifecycle of our products, a complex challenge given that many of these elements are outside of our direct control.

In 2020 we set ourselves the ambition of reducing our water footprint, including consumer use, by 50% by 2040. Progress towards this target is off track, principally due to the consumer use phase remaining high. Driving reduction here is important, but this must not come at the detriment of consumer hygiene. Correct handwashing prevents illness, something we've been strong proponents of through our WASH programmes like Dettol Hygiene Quest (more details on [page 25](#)). Whilst we believe setting this ambitious goal, including consumer use, was the right thing to do at the time, delivering this target is highly unlikely given 95% of the footprint sits outside our control. Revised targets in respect of our water footprint will be released in 2026.

Water stewardship continued

Direct water footprint

Water is used throughout our operation for non-product and product applications, including cleaning and sanitation, utilities, product preparation and employee welfare. We have addressed many of the most accessible opportunities to reduce water use and, as these gains have been realised, our focus has shifted towards more complex challenges, particularly in water-stressed locations.

Across our factories, we continue to reduce water use through targeted investments and operational improvements. These include optimising cleaning processes, improving water balance management, increasing recycling and reuse, and upgrading equipment and infrastructure where appropriate.

During the year, water use per tonne of production reduced by 7% compared to a 2015 baseline. This was driven by ongoing production efficiencies, water treatment recovery, cleaning optimisation and increased recycling. While this represents continued progress, the overall pace of reduction is behind our original target of 30% reduction by 2025. Much of our most significant efficiency transformation occurred before 2015, and those gains are not captured within our current baseline.

As we prioritise actions that deliver the greatest impact, our water strategy focuses on driving improvements in water-stressed regions. In 2025, manufacturing sites in water stressed regions collectively recycled and reused 75,973 m³ of water, an 8% increase year-on-year. Several facilities achieved reductions in overall freshwater withdrawals or lowered total water consumption even as production volumes increased, signalling our ongoing progress in decoupling manufacturing growth from water use and helping build resilience. Expanded internal recycling loops, enhanced treatment systems, and increased application of rainwater harvesting all contributed to this performance.

Positively contributing to local water systems

We aim for all manufacturing sites in water-stressed locations to be water positive by 2030. We define this as an increase in water availability or access through catchment projects which exceeds the amount of water used by our operations in those regions. To date, we have achieved water positive status at three sites in India: Hosur, Mysore and, in 2025, Sitarganj. Projects include rainwater harvesting, improving agriculture water efficiency and returned water flows, restoring water tanks and the construction of check dams. Together, these actions improve groundwater infiltration, support rainwater retention, reduce soil erosion and strengthen local water resilience.

We are progressing similar programmes in Mexico, Pakistan and South Africa. These initiatives are developed with local partners and authorities and reflect our next phase of progress, shifting from efficiency alone to replenishment and catchment-level impact.



Check Dam in Irudhukottai Cluster, Hosur India

Protecting water quality

Our global standards set clear requirements for water management and wastewater treatment across all manufacturing sites. We manage effluent in line with local regulatory requirements and our Global Wastewater Management Standard, which defines expectations for treatment, monitoring and discharge. Performance is overseen through site-level management systems and regular audits, with particular focus on higher-risk locations.

We also work to minimise the release of potential water pollutants. Active pharmaceutical ingredients (APIs) in wastewater are an emerging environmental concern. APIs in the environment can occur through sources such as consumer use, incorrect disposal and discharges from manufacturing. With prescription and non-prescription medicines being essential to healthcare around the world, collaboration between industry, governments and civil society is needed to ensure successful solutions are found.

At Reckitt, we conduct environmental risk assessments for our products and operations, developing interventions to no-effect levels at source and strengthen treatment processes. Furthermore, in several locations we have invested in zero effluent discharge, for example at sites in China, Thailand and India.

Operating in water-stressed locations

While operational water withdrawals account for a smaller proportion of overall use, their location matters. Around 17% of our total operational water withdrawals occur in regions where water scarcity is a potential risk, increasing the importance of targeted, local action. Sixteen of our manufacturing sites currently operate in areas where water scarcity poses heightened environmental and social risk, making these locations a priority for intervention. At these sites, our approach goes beyond reducing withdrawals.

We focus on practical measures that protect and replenish shared water resources, including rainwater harvesting, water recycling systems, process redesign and projects that support groundwater recharge and surface water restoration.

These interventions are tailored to local conditions and developed with site teams, communities and local stakeholders. We follow the principles of the Alliance for Water Stewardship (AWS) Standard, engaging with other water users in key catchments to understand shared challenges and contribute to collective, long-term solutions.

3+

water positive sites

+ Assured by ERM CVS as part of its limited assurance scope.

Water stewardship continued

Product design and innovation are essential to reducing water impacts

As a consumer goods business with a portfolio of thousands of products, product design and innovation play an important role in addressing water use beyond our operations. We assess water impacts during product development to identify opportunities to reduce water use across the lifecycle.

Our Sustainable Innovation Calculator supports this process, encouraging teams to design products that reduce water consumption, including formulations that work effectively with less water, more concentrated formats and improvements to packaging.

There can of course be trade-offs. For example, some bio-based or renewable materials can increase water use upstream. Impacts such as these are considered as part of our wider environmental assessments to support balanced decision making.

Our brands reach millions of consumers and have the potential to influence everyday behaviour

We continue to support behaviour change that helps people reduce water use while maintaining hygiene and health outcomes. For example, Finish promotes water conservation through its long-running 'Skip the Rinse' campaign, encouraging consumers not to pre-rinse dishes before using dishwashers. Simple behaviour changes like this can deliver meaningful water savings at scale.

We also invest in hygiene education. In India and Nigeria, programmes such as Banega Swasth India and Dettol Hygiene Quest demonstrate how partnership-led approaches can deliver impact at scale. These initiatives support national health priorities by improving awareness, strengthening local delivery and reaching underserved populations through schools, communities and frontline health networks.

We invest in improving access to safe water, sanitation and hygiene (WASH) for communities facing the greatest need

Our longstanding partnership with water.org has enabled lasting access to WASH for more than 2.7 million people across India, Indonesia, Kenya and Nigeria. Through our balance sheet, we have invested \$7.4 million in two water funds from WaterEquity, catalysing collective investments in the water sector and supporting climate-resilient water and sanitation infrastructure. This approach prioritises sustainable, locally owned solutions that continue to deliver benefits beyond initial investment and contribute to stronger, more resilient communities.



Restoring water security for communities and ecosystems in Mexico



Mexico is one of Reckitt's top five markets by net revenue and a priority for our water stewardship work. Water stress is a growing challenge in the country, particularly in and around Mexico City where groundwater depletion, variable rainfall and rising demand are placing increasing pressure on local water systems.

Four of our manufacturing sites in Mexico are located in water-stressed areas. Our ambition is to make these sites water positive while contributing to improved water availability and resilience across the wider catchment. Through our Global Access Fund, we are investing £2.1 million over three years in social impact and water stewardship initiatives in Mexico.

Working in partnership with WWF, Agua Capital and other local organisations, these initiatives combine environmental restoration with community-focused action. Activities include installing rainwater harvesting systems in schools, improving access to clean water and sanitation, delivering hygiene education, and restoring forests and wetlands to support groundwater recharge.

To date, the programme has supported more than 51,000 people, installed 35 rainwater harvesting systems in schools and contributed to the restoration of over 270 hectares of land. These actions help reduce pressure on shared water resources, improve biodiversity and strengthen resilience to climate-related water risks.

By taking a catchment-based approach, one that looks at the whole water system rather than just one site or intervention, this work recognises that long-term water security is synonymous with healthy ecosystems and depends on effective local policies and collaboration between businesses, communities and public authorities.



Introduction

FAIRER SOCIETY

Reckitt operates across complex global value chains and diverse consumer markets, where social inequality and labour rights risks increasingly shape how businesses are judged. Building stronger communities within our workforce, supply chain and markets is central to creating long-term value and resilience. Our commitment to fairness and respect for all is underpinned by clear standards and robust due diligence across our operations and value chain.

As regulatory expectations around transparency and remediation continue to evolve, we embed processes to identify and address risks, including those related to modern slavery. Through responsible sourcing and active engagement with partners, we aim to contribute to positive social outcomes while meeting expectations on ethical and accountable business conduct.

2025 Performance

52%⁺

management roles filled by women

9 million

people across 50+ countries positively impacted in 2025

2.8 billion

people engaged through our purpose-led partnerships, programmes and campaigns since 2020

⁺ Assured by ERM CVS as part of its limited assurance scope.

People in the value chain

CHAMPIONING FAIRNESS AND INCLUSION

We aim to improve working conditions and access to opportunity in ways that support people and our long-term business resilience.

Our global value chain includes people who work directly for Reckitt, those employed by our suppliers, and the communities and consumers connected to our products. From farming raw materials to manufacturing, logistics and services, thousands of livelihoods are linked to how our Business operates worldwide. Operating at this scale demands consistent standards and active engagement to manage risk and support positive outcomes for people.



Allyship Day celebrating inclusion at our Turner House office in Slough, UK

The diversity of our workforce is a source of competitive advantage

Differences in background, experience and perspective strengthens decision making and supports more innovative solutions for consumers globally. We work to create inclusive working environments across nationality, age, background, identity, belief, cognitive diversity and gender.

We remain committed to gender balance at all management levels. In 2025, women held 52% of management roles, with representation in senior management rising from 34% last year to 38% in 2025. Fair pay is a core part of our approach to inclusion. We uphold responsible employment standards globally and maintain accreditation to the Global Living Wage Certification.

Our commitment extends beyond permanent employees. By applying our standards to interns, trainees and apprentices, we help widen access to opportunity and reduce barriers for people from diverse and lower-income backgrounds at the start of their careers. Our gender pay reporting can be found in the Director's Remuneration Report of our [Annual Report](#).

▶ Further information on how we recruit, support and enable our diverse workforce can be found in the People and Culture section of the [Annual Report](#)

We prioritise protecting labour and human rights in our supply chain

Our activity in this area is prioritised based on risk and resilience, recognising that certain regions, sectors and employment models present heightened vulnerability. Current areas of focus include supply networks in 'developing markets' where workers are often employed in low-skilled roles across manufacturing, agriculture, logistics and security. However, to stress test our understanding of risk and vulnerabilities we have also expanded our audit programme to capture select sites in traditionally 'lower-risk' geographies.

During 2025, we continued to address systemic challenges such as recruitment fees, compliant working hours, fair wages and forced labour practices. We also scaled up our supplier grievance mechanism work. While progress has been made, we recognise that these risks persist and require ongoing action and collaboration. Our Responsible Workplace programme combines audits with training and capability building, supporting progressive improvements in supplier performance over time.

▶ Further information on our approach to and progress on labour and human rights can be found in our [Modern Slavery Statement](#)

52%⁺

management roles filled by women

+ Assured by ERM CVS as part of its limited assurance scope.

Social impact

ADVANCING HEALTH, HYGIENE AND INCLUSIVE GROWTH

Reckitt’s social impact work focuses on areas where our expertise, partnerships and scale can deliver meaningful, long-term change. Working alongside governments, NGOs and local organisations, we support initiatives that strengthen public health systems, drive behaviour change and expand access to water and essential health and hygiene solutions.

▶ Read more in our [Social Impact Report](#)



LooAfrique provides access to safe sanitation in schools in South Africa with support of Reckitt Catalyst

Expanding hygiene access and opportunity through locally led solutions

Good hygiene is fundamental to good health, dignity and social participation, yet remains out of reach for millions of people worldwide. Reckitt’s social impact initiatives focus on improving access to essential resources, products and education. Since 2020, these programmes have positively impacted more than 38 million people across 50+ countries, with a strong focus on supporting women, girls and locally led innovation.

One key driver of our social impact strategy is supporting local innovation. We create access to health and hygiene by accelerating social entrepreneurs and integrating them into our value chain, creating brand partnerships and enabling systematic collaboration.

Since 2020, Reckitt has partnered with global experts to support 80+ social entrepreneurs across 15 countries, powering solutions that have improved health and hygiene access for over two million people.

Launched in Cannes in 2025 together with Serena Williams as our Entrepreneur-in-Residence, Reckitt Catalyst is a global programme that connects grassroots impact with the core of our Business. Our five-year commitment will provide funding, mentorship and expertise for up to 200 women-led and underrepresented social enterprises by 2030, expanding access to health and hygiene for 5 million people worldwide.

By investing in local changemakers and linking them to our value chain, we aim to extend reach, strengthen sustainability and support inclusive economic participation alongside improved hygiene outcomes.

Strengthening public health through partnership and scale

Our social impact programmes address priority public health challenges through collaboration, system-level engagement and community delivery. Working with governments and public sector partners, we help create national platforms that combine education, behaviour change and access to essential products.

In India and Nigeria, programmes such as Banega Swasth India and Clean Naija demonstrate how an ecosystem of partners with strong government collaboration can deliver impact at scale. These initiatives support national health priorities by improving awareness, strengthening local health systems and reaching underserved populations through schools, communities and frontline health networks.

By aligning our expertise with local needs and public health systems, we aim to contribute to improved health outcomes in line with our business priorities while supporting more resilient communities.

