CORPORATE POLICY

Communicating Responsibly with External Stakeholders

Valid from: <06.11.2026>

Next review: <20.03.2028>

Policy Owner: Global Corporate Affairs & Communications (GCCA)

Purpose and Scope

Purpose

It's vital that any communication we make to our external stakeholders (e.g., Investors, analysts, regulators, governments or the media) and to the public is clear, accurate, preserves our reputation, builds trust and is consistent with our internally agreed position. This Policy expands upon the principles on Communicating Responsibly set out within our Code of Conduct and articulates how we communicate with external stakeholders in a transparent and responsible manner.

Scope

This Policy applies to Reckitt's operations globally, including all legal entities worldwide owned or controlled by Reckitt, and to all Reckitt directors, officers, employees and third parties (including agents, consultants, outsourced personnel, and other representatives).

Policy Statement

General Principles

It is your responsibility to maintain and enhance Reckitt's reputation, taking care that your words and actions don't have unintended consequences.

- As a general principle, you should not speak on Reckitt's behalf, including via social media as stated in the "Interacting with the Public, including through the use of Social Media" section here, unless this is a core part of your job[1] or you have been appointed as a Reckitt spokesperson.
- If you have been authorised to speak about or on Reckitt's behalf, you must:
    - Ensure your communications are aligned with Reckitt's purpose and commitment of Doing the Right Thing. Always.
    - Maintain a positive and constructive dialogue with your stakeholders, communicate responsibly and ensure that anything you say is accurate and consistent with Reckitt's internally agreed position.
    - Never disclose confidential information.

[1] This might be the case if you are part of our Investor Relations, External Communications & Affairs or Consumer Relations team.

Additional requirements apply for communications with investors, analysts and stakeholders in a Government Affairs environment, as well as with the media and with the public (including, via social media); these requirements are detailed below.

Interacting with Investors and Analysts

We engage with current and potential investors as well as sell-side analysts about our strategy, financial performance and targets. In addition, we also communicate and address ad-hoc topics which may affect the financial results or reputation of the business. You must not speak with investors or analysts unless you are an authorised spokesperson and communicating via the official channels, namely:

- You are an appointed Reckitt spokesperson issuing a formal statement on the Regulatory News Service of the London Stock Exchange;
- You are a member of a Reckitt board of directors issuing communications in a formal shareholder meeting;
- You are the Chief Executive Officer or a member of the Executive Committee, and you are issuing communications to shareholders under the guidance of the Investor Relations team;
- You are an authorised spokesperson from the Investor Relations team; or
- You are issuing a communication (under the guidance of the Investor Relations team) while participating in investor conferences, site visits or investor seminars.

As described in our Share Dealing Policy, you must also never disclose inside information. Inside information is information, which is material, has not been made public, and would be likely to have a significant effect on the price of the company's securities if it were made public.

Interacting with Stakeholders in a Government Affairs environment

Reckitt interacts with public authorities as well as public officials[2] regarding legislation, public policy or administrative decisions as part of its Government Affairs work.
If you are planning such external interactions:

- You should submit your annual public policy advocacy activity plans to the VP Global Government Affairs for approval, before commencing any lobbying or advocacy activity.
- You must ensure third parties speaking on behalf of Reckitt i) have a written agreement in place, ii) adhere to Reckitt's Third Party Code of Conduct and to the applicable policies, including Reckitt's Anti-Bribery, Breast-Milk Substitutes and Competition Law Policies, iii) abide by the applicable laws and regulations.
- You and our third parties alike must be clear and transparent about the purpose of your public policy advocacy activity: identify yourself by name, clarify who you represent, state the purpose of the lobbying or advocacy activity and adhere to

[2] Public Officials may include, but it is not limited to, any officer, employee or representative of a government or a government-owned entity; any legislative, administrative or judicial official; any officer of, or individual who holds a position in, a political party; any candidate for political office; and any person who otherwise exercises a public function for or on behalf of any country. If you are in any doubt as to whether a person is a Public Official, please contact Ethics & Compliance.

Reckitt's position on policy issues.

- The same responsible public policy advocacy standards apply where we are engaged in advocacy as the representative of one of our trade associations and network groups; if we do not agree with the position of one of our trade associations, we should communicate our stance clearly to the organisation.
- If you or a Reckitt representative misled someone by mistake, you must take swift action to correct any false impression you may have made by notifying the affected party as well as the Legal Team and Global Communications & Corporate Affairs.
- You, as well as our third parties, must keep the VP Global Government Affairs informed of any material developments regarding public policy advocacy activities which were not originally included as part of your annual lobbying or advocacy plans.

Political Donations

As described in our Anti-Bribery Policy, we are not a political organization and we do not support political parties (including candidates or representatives of political parties), nor do we contribute to funding groups whose activities promote party interests. As such, any political donation is prohibited.

Government Affairs Oversight and Approval

Global Government Affairs must be involved from the outset in the identification, evaluation and selection of any external political, public affairs or government relations consultants engaged to advise or represent Reckitt. All such appointments require the prior approval of Global Government Affairs, working in coordination with Legal and Procurement as appropriate, to ensure strategic alignment, appropriate due diligence and compliance with Reckitt's policies and standards.

Interacting with the Media

All communications with the media must be managed by our Global Communications & Corporate Affairs team:

- You must complete Media training as a pre-condition to taking part in external speaking engagements[3].
- You must not speak with the media, journalists, or conduct speaking arrangements that are open to the media unless you've received written approval by the (global or local) Corporate Communications team by following the approach outlined in the mandatory Media training.
- If a member of the press contacts you, do not disclose any information. Ask them to contact the Media Relations team. If they insist on being contacted or speaking to someone, make a note of the journalist's name, publication/TV/radio station, their contact details (phone and email) and pass their inquiry to Media Relations team.
- From time-to-time, Reckitt or its brands may issue press releases to announce news or draw attention to a particular initiative. We do not issue "joint press-releases" with other companies, except in exceptional situations (e.g. strategic

[3] This provides critical information on what you can/can't discuss and on how to handle difficult questions. Please contact your Global Corporate Affairs & Communications Business Partner to be assigned the training.

announcements such as mergers & acquisitions or a strategic initiative with partner in the social impact or sustainability space)[4].
- All press-releases must be reviewed and approved by the relevant Global Corporate Affairs & Communications and, where relevant, Legal or Finance stakeholders (at least 72 hours ahead of the target release date).

If you are looking at engaging Third Parties speaking on or on behalf of Reckitt (e.g. Public Relations companies or advisors), you must have approval from the Global Communications & Corporate Affairs team and i) have a written agreement in place, ii) adhere to Reckitt's Third Party Code of Conduct and to the applicable policies, iii) abide by the applicable laws and regulations, and iv) comply with all abovementioned rules.

All external speaking engagements, even where media are not present, require prior approval through your Line Manager (this includes, but is not limited to, industry conferences, podcasts, panels, participation in Third Party case studies or events etc.)

Interacting with the Public, including through the use of Social Media

Consumer Relations

Any contacts with consumers must be handled by members of the Consumer Relations team. If you receive a consumer enquiry or complaint, please refer the consumer to the contact channels set out here. Members of the Consumer Relations team must handle contact with consumers in line with the Consumer Relations Policy.

Social Media

Regardless of whether you are engaging with Reckitt content or if you have identified as Reckitt personnel on social media, your online behaviour can impact Reckitt's reputation. This includes posts on personal social media accounts that can be perceived as representing or speaking on Reckitt's behalf (i.e., LinkedIn). When engaging online, always remember to follow the Reckitt Code of Conduct, and not to act in a way that is disrespectful, harassing or threatening. As such you must:

- Not share information regarding:
  - Supply chains or stock levels, pricing, promotions, innovation pipeline, success rates, undisclosed net revenue, profit, growth rate or anything else that could be of commercial value;
  - Financial or commercial information that could provide an unfair advantage to competitors;
  - Our key markets or where a market or brand ranks within Reckitt; or
  - Ranking of customers or their priorities.
- Use caution around topics which may be considered polarising or inflammatory.

[4] This means that we do not issue press releases for awarding supplier contracts, nor do we contribute the use of our name, logo or executive quotes for any supplier announcement about a contract with us.
This also means that we don't agree to be featured as a supplier-marketing case studies unless there is a clear and quantifiable benefit to Reckitt; the supplier is important enough that our association with them benefits us as much as it does them; we have a clear plan for how we want to use the asset ourselves; or Global Corporate Affairs & Communications has endorsed the proposal before moving forward.

- Protect Reckitt's and our partners' confidential information. Employees are prohibited from posting any confidential or proprietary information on social media or other content-sharing sites.
- Prior to posting formally on Reckitt's behalf via a brand channel, you must:
    - Create a social media plan and obtain written pre-approval from the Global Communications & Corporate Affairs team to create a company or brand social channel.
    - Obtain written pre-approval from your Global Communications & Corporate Affairs team or channel owner for each individual post.
    - Ensure that any communications follow our brand guidelines, tone of voice and social media strategy.
    - Give credit to the authors of the content you are publishing, and ensure Reckitt has the copyright or written approval to use the material.
    - Establish a monitoring schedule of the social media channels; escalate consumer complaints to the Consumer Relations Team, or if unsure of the nature of the complaint contact the Crisis Management Team.
    - If you are considering engaging with social media influencers[5], consult with Legal (use of social media influencers is heavily restricted in some countries) and run Due Diligence to ensure that they line up with our values..

Monitoring and Reporting

This Policy is owned by the Global Communications & Corporate Affairs team, with the Compliance Committee having final accountability for it. Reckitt's Functions are responsible for its implementation, whereas the following Functions are responsible for compliance monitoring:

- Investor Relations is responsible for monitoring that no information is shared with investors or analysts other than by the appointed spokespersons and through established communications channels.
- Legal and Ethics & Compliance is responsible for ensuring that Reckitt does not make political donations, as well as overseeing payments made via our trade associations.
- Global Communications & Corporate Affairs is responsible for verifying that our trade associations memberships help us advance policy goals we are advocating for. Global Communications & Corporate Affairs is also responsible for monitoring that no information is shared with the Media outside of the approved spokespersons and channels.
- The Compliance Committee (CC) will be notified of breaches of this Policy, which may result in disciplinary action.

[5] An influencer is an individual – usually with a large following on social media – who can influence others' opinions on a variety of topics, typically through conversations with their own social media followers. They often come from the world of film/tv, sport, music, fashion, lifestyle.

Contact Information

Advice and Questions for Staff

If you ever have doubt about the right course of action, or if you have questions about this Policy or compliance, please consult a member of the Investor Relations team for interactions with investors and analysts, the Global Communications & Corporate Affairs team for interactions with stakeholders in a Government Affairs environment, NGO community, the media and the public via social media, or the Consumer Relations team.

Revision & Approval History

Revisions

Issued / Revised	Version	Effective Date	Summary of Key Changes
Issued	1	March 2025	Consolidation of the Investor Relations Policy, Responsible Advocacy Policy, Speaking with the Media and Journalist Policy and Social Media Policy into a single policy re: Communicating Externally with Stakeholders.
Revised	1.1	November 2026	Minor updates to reflect current teams responsible for the operationalisation of the Policy, as well as updates to the links. Introduction of requirement for line manager approval for external speaking engagements. Introduction of governance requirements around the appointment of political, public affairs and government relations consultancies.

Approval History

Role	Name	Title	Date of Approval
Owner	Richard Farnsworth	VP Communications and Partnerships	n/a
Approver	Kris Licht	Chief Executive Officer	
Approver	Cathy O'Rourke	Group General Counsel & Company Secretary	
Approver	Ranjay Radhakrishnan	Chief HR Officer	
Approver	Shannon Eisenhardt	Group CFO	
Approver	Harald Emberger	Chief Supply Officer	
Approver	Keyla Lazardi	Chief R&D Officer	
Approver	Ryan Dullea	Chief Category Growth Officer	
Approver	Jérôme Lemaire	President North America	
Approver	Susan Sholtis	President Nutrition	
Approver	Eric Gilliot	President Europe	
Approver	Nitish Kapoor	President Emerging Markets	
Approver	Sheila Redzepi	Chief Communications and Corporate Affairs Officer	