



SUPPORTING A FAIRER SOCIETY ACROSS OUR VALUE CHAIN

Modern Slavery and Human Trafficking Statement 2025



SUPPORTING A FAIRER SOCIETY ACROSS OUR VALUE CHAIN

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About this report


This document constitutes the Modern Slavery and Human Trafficking Statement for Reckitt Benckiser Group plc and other relevant Group companies (Reckitt) for the 2025 financial year.

It complies with section 54(1) of the UK Modern Slavery Act 2015, the Australian Modern Slavery Act 2018 (Cth), the California Transparency in Supply Chains Act 2010 (CTSCA), and Canada Bill S-211.

This statement covers all subsidiaries of Reckitt Benckiser Group plc, a full list of which is available in Reckitt's Annual Report 2025, including RB (Hygiene Home) Australia Pty Ltd (ABN 58 629 549 506) (now a Vestacy entity) and Reckitt Benckiser (Australia) Pty Ltd (ABN 17 003 274 655). It was prepared in consultation with relevant teams across Reckitt, which are responsible for managing our modern slavery compliance, including Reckitt Australia and Reckitt Canada.

It was approved by the Reckitt Benckiser Group plc Board on 4 March 2026 and by the relevant reporting entities.

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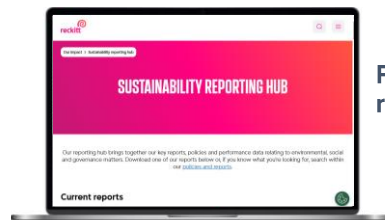
 See our [Basis of Reporting](#) for further details on the methodologies associated with data included in this document

About Reckitt

Reckitt is home to some of the world's best-loved consumer brands in their categories, which people trust to care for the ones they love. Our products are chosen by consumers millions of times each day to support their health and wellbeing.

This scale brings responsibility. Our purpose to protect, heal and nurture in the pursuit of a cleaner, healthier world guides how we operate, recognising that good health starts at home and depends on safe, responsible and ethical business practices throughout our value chain.

Respecting human rights is an absolute and universal requirement. We are committed to respecting the fundamental human rights defined in the UN Universal Declaration of Human Rights and to upholding the principles within the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.



For further detail visit
reckitt.com/reporting-hub

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Message from our CEO

RESPECT FOR HUMAN RIGHTS UNDERPINS HOW RECKITT OPERATES

Kris Licht
Chief Executive Officer

The International Labour Organization (ILO) estimates that tens of millions of people around the world remain trapped in situations of forced labour and exploitation.

Conflict, climate change and economic instability continue to increase this vulnerability, particularly for migrant workers and those in informal or low-skilled roles. Large, global businesses – like ours – have a responsibility to play their part in identifying and remediating these risks, not only through compliance, but also through sustained action. Modern slavery has no place in our Business or supply chain.

During 2025, we continued to strengthen how we identify, prevent and address modern slavery risks across our operations and supply chains. This includes embedding human rights due diligence more deeply into our procurement and supply activities, so we can better assess risk and take preventative or remedial action where required.

Where we have found that workers in our supply chain have been impacted, we have taken action with suppliers and partners to put this right. During 2025, our actions led to the reimbursement of recruitment fees to migrant workers, and we facilitated the return of passports to impacted workers in our supply chain. Further details on these actions can be found in this report.



This year also marked a period of significant change for Reckitt. As we sharpened our focus on our Core Reckitt portfolio of health and hygiene Powerbrands, and completed the divestment of Essential Home, we continued to ensure that our standards and expectations for human rights are clear, consistent and firmly embedded across the Business.

Modern slavery is a complex and systemic issue. It cannot be solved by any one company acting alone. That's why collaboration with suppliers, peers, NGOs and through industry initiatives remains central to our approach. Through partnerships and collective action, we can apply shared standards, strengthen leverage and drive improvement in parts of the supply chain where individual influence may be limited.



Change does not reduce responsibility. If anything, it reinforces the need for strong governance, clear accountability and disciplined execution."

This statement sets out the steps we are taking to understand risk, address issues where they arise and measure the effectiveness of our actions. While it is never comfortable to report instances of non-compliance, transparency is essential. Identification enables remediation, learning and prevention.

We know there is more to do. We will continue to review and adapt our approach, focusing effort where the potential risks to people are greatest, and working with others to support fairer, safer and more resilient supply chains.

Kris Licht
4 March 2026

Our value chain

RECKITT: FROM TRUSTED BRANDS TO GLOBAL RESPONSIBILITY

Our scale, reach and everyday relevance shape how we manage risk, responsibility and impact across our value chain.

Reckitt operates across complex global value chains that connect millions of consumers, thousands of suppliers and communities in more than 80 countries. The way we source, manufacture and distribute our products directly influences human

rights risk and resilience. Understanding where those risks sit and how our activities interact with people at every stage of the value chain is fundamental to how we identify, prioritise and address modern slavery risks.

Our global supply network

We employ on average 36,000 colleagues

Beyond our direct workforce, thousands of people are connected to Reckitt through our suppliers, contractors and service providers. This includes workers involved in the sourcing of raw materials, manufacturing and co-packing, logistics and distribution. Our manufacturing footprint includes 46 Reckitt-owned production facilities, supported by third-party manufacturing and co-packing sites, which operate across diverse regulatory, economic and labour contexts.

We source packaging and raw materials from a diverse base of around 2,000 direct suppliers

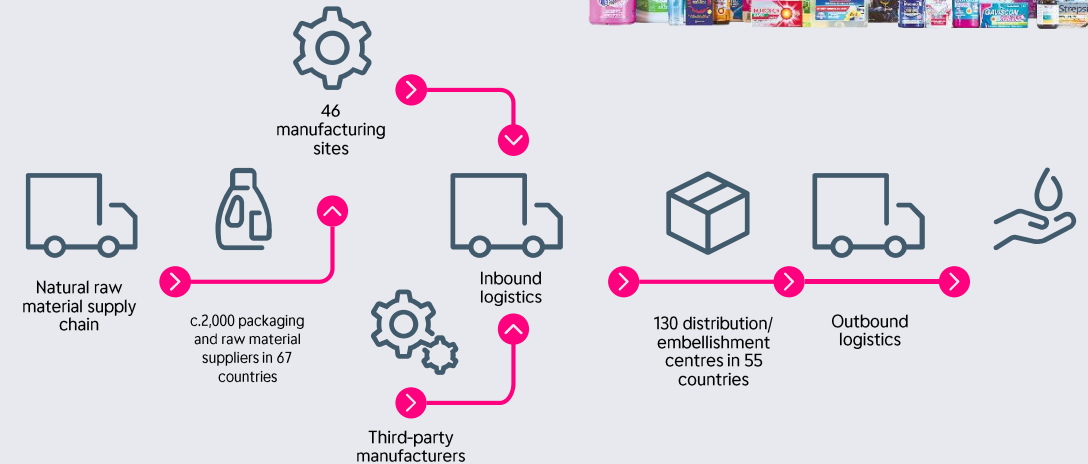
This ranges from chemicals, packaging and pharmaceutical ingredients to agricultural commodities, such as palm oil and natural rubber latex. Some suppliers are large multinational organisations with established ethical conduct programmes; others are smaller or locally based businesses operating in emerging economies. While this diversity is a strength, supporting resilience and innovation, it also means that labour and human rights risks are not uniform.

Respect for human rights is a universal requirement

We are committed to respecting the rights set out in the UN Universal Declaration of Human Rights and the principles of the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, including the elimination of forced and child labour, non-discrimination and freedom of association.

Supplier selection and retention considers quality, cost, location and compliance with our policies and standards, including our [Third-Party Code of Conduct](#) and [Sourcing for Sustainable Growth Policy](#). In addition, significant investment activity, including acquisitions where relevant, is subject to due diligence that incorporates human rights considerations. This integrated approach ensures that modern slavery risks are assessed not only within our supply chains, but also as part of broader business growth and transformation decisions.

Our supply chain



Policies and training

UPHOLDING STANDARDS

We set clear expectations for ethical conduct and support awareness of human rights and modern slavery risks across our operations and value chain.

Our approach

Reckitt is committed to respecting human rights and to upholding freedom from universal slavery and human trafficking as an absolute and requirement. Our policy framework and training requirements support this commitment, helping to prevent unethical behaviour, identify issues where they arise and ensure appropriate action is taken.

Our Code of Conduct and supporting policies establish the standards expected of employees, contractors and business partners

Our policies are aligned with international frameworks, including the International Bill of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, and we support the Ten Principles of the UN Global Compact.

📄 See our [Code of Conduct](#)

📄 See our [Policy on Human Rights and Responsible Business](#)



Our **Code of Conduct** sets out the principles and ethical values expected of all employees and contractors, covering areas including anti-bribery and corruption, discrimination, confidentiality, conflicts of interest, competition law, money laundering, human rights, environment, health and safety, and the Speak Up! whistleblowing service. Reckitt employees and contract labour over whom we have management control certify annually that they have complied and completed mandatory training. Compliance is supported by management and overseen by the Board-level Compliance Committee.

Our **Human Rights and Responsible Business Policy** defines expectations for respecting human rights across Reckitt's operations and supply chain and upholds the requirements of international laws and human rights principles.

Our **Sourcing for Sustainable Growth Policy** brings together requirements on human rights and responsible sourcing, supported by standards covering labour and human rights, workplace health and safety, environmental protection and natural raw materials sourcing.

Our **Speak Up!** whistleblowing hotline enables employees and third parties to confidentially raise concerns, including issues related to slavery and human trafficking.

All policies are available at reckitt.com.

Training to build awareness and understanding

Annual compliance training is mandatory for all employees and contractors in scope. This covers the [Code of Conduct](#) and key [corporate policies](#), as well as how to raise concerns. Human rights training is included as a dedicated module and designed to build understanding of human rights issues, Reckitt's salient human rights risks and how to recognise and report potential breaches.

In addition, tailored training and awareness raising is delivered to those whose roles are closest to potential human rights risks, including Procurement and Quality Audit teams. This includes targeted seminars, guidance materials and workshops to support identification and reporting of issues within operations and the supply chain. In 2026 we plan on extending this to factory finance teams. Factory finance teams can sit at a critical junction where commercial decisions directly shape working conditions in the supply chain. Human rights training will help them recognise how payment terms, cost pressures, and contracting practices can unintentionally drive risks such as excessive overtime, unsafe conditions, or underpayments. This will enable them to make financially sound decisions that also uphold the Company's ethical and legal responsibilities.

Our labour and human rights standard defines core standards:



Workers are of a suitable age to work



All work is conducted voluntarily



Recruitment is conducted responsibly



All workers are treated equally with dignity and respect



All workers have the right to freedom of association



All workers have reasonable working hours and sufficient rest days



All workers receive a fair wage



Fair conditions for workers in temporary employment



All workers have access to fair remedy



Respecting land rights



Monitoring and managing community impacts



Upholding worker and community safety and security

Governance

CLEAR OVERSIGHT

Protecting people connected to Reckitt’s operations and supply chains is central to how we operate.

Reckitt’s governance approach is designed to ensure that human rights and modern slavery risks are identified, understood and addressed across our Business and supply chains. Clear accountability, defined roles and regular oversight support timely decision making, effective due diligence and action where issues arise. This enables consistent attention to the protection of people across diverse operations, suppliers and regions.

Human rights and modern slavery risks are considered within Group risk processes

Reckitt operates an integrated, Company-wide risk management process. Human rights and modern slavery risks are considered within the annual Group risk assessment within both ‘Legal and compliance’ and ‘ESG transition’ principal risks.

Human rights activity is managed through key functions, including Ethics and Compliance, Supply and Sustainability. Reporting channels ensure leadership teams are informed of human rights risks, due diligence activity and remediation outcomes. Potential human rights violations and associated consequences, including reputational, trade and regulatory impacts, are reported to the Group Compliance Committee, with monthly human rights reporting provided to senior leadership across Supply, Procurement, Human Resources and Legal.

The Global Supply Leadership team monitors the human rights and labour standards assessment programme on a monthly basis. Reporting covers supply chain risk, audit validity and progress against improvement and remediation plans, particularly for sites with the most significant findings, such as modern slavery or passport retention.

A dedicated Human Rights and Sustainable Supply Chain team leads three programme areas: Human Rights, Responsible Workplace and Sustainable Sourcing.

Dedicated teams support delivery in higher-risk regions

The Human Rights and Sustainable Supply Chain team is based in areas of higher risk, including Asia, Africa and the Middle East. Regional managers work with Reckitt sites and high-risk strategic suppliers to uphold the Human Rights Policy.

Additional resource is provided by Intertek, which works with suppliers and Reckitt teams to support and manage the Responsible Workplace programme globally. Regional experts work closely with Procurement, Supply Services, Manufacturing, Human Resources, Legal and Internal Audit teams to co-ordinate activity.

Internal engagement includes monthly compliance reports and quarterly townhall briefings covering Responsible Workplace programme requirements, activities and updates. These briefings support understanding of human rights risks, supplier compliance and performance, enable the sharing of best practice and help identify areas where additional engagement and training may be required.

Due diligence is applied across Reckitt operations and supply chains

All Reckitt sites complete an annual compliance self-assessment against human rights and responsible business requirements. As we have been engaging Reckitt sites on human rights for several years, they typically pose a lower risk than parts of the supply chain. However, we have identified contractor management as an area that could be improved. As such, we have developed a contractor management checklist for all Reckitt sites to complete annually and when onboarding a new labour provider. The checklist helps assess how contractors are engaged and managed, identify gaps in areas such as labour standards, health and safety and human rights awareness, and flag issues that may require further action.

Global distribution of Reckitt’s manufacturing facilities, suppliers and third-party distribution and embellishment centres as defined on page 3.



For more detail on our corporate governance approach – including Board oversight and management’s role – see our [2025 Annual Report](#)

Assessing risk

PRIORITISING ACTION ACROSS OUR VALUE CHAIN

Understanding where human rights and modern slavery risks arise in our Business and operations is essential to preventing harm and targeting action effectively.

Risk assessment provides a consistent basis for comparing human rights risks across our different markets and diverse activities. It supports informed decisions on where enhanced due diligence is required and helps ensure our response reflects both local context and changing external conditions.

Responsible workplace

The Responsible Workplace programme has been in place for a number of years and continues to evolve as the risk in our supply chain changes. Through a combination of audits, assessment and training, it provides a structured approach to strengthening standards across Reckitt's supply chain.

The programme brings together six core elements. It starts with engagement, setting clear expectations for facilities and suppliers and integrating policies and standards into commercial agreements. Annual self-assessments encourage sites and suppliers to take ownership of compliance and build awareness of good practice across labour standards, health and safety, environmental matters and business integrity.

We take a risk-based approach and site-level risk assessments assign a risk rating by considering inherent risks, location, management controls and responses to self-assessments, alongside audit findings where relevant. These assessments determine where enhanced due diligence is required through on-site audits. Audits of critical and high-risk sites are conducted at least once every three years, or more frequently where required, by internal teams or Reckitt-approved external audit firms.

Where non-compliances with our standards are identified, time-bound corrective action plans are developed and tracked through Reckitt's management systems. Progress is monitored through regular reporting, with follow-up audits used to verify corrective actions. Training and capability-building for employees and suppliers support understanding of issues, help identify root causes and contribute to the prevention of future non-compliance.

Reckitt facilities

All Reckitt manufacturing facilities operational for a full calendar year are included in our Responsible Workplace programme. All sites complete an annual compliance self-assessment. High-risk sites, based on location, undergo an announced audit at least every three years or sooner if merited by the latest audit result.

For 2025, 100% of Reckitt sites completed the annual self-assessment. Additionally, due to risks around contractor management we created a new contract labour checklist to be completed by sites on an annual basis. We provided training to all relevant sites during 2025.

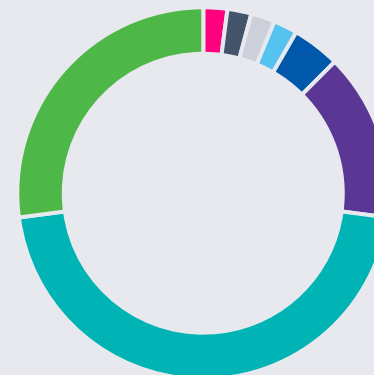
Nine of our factories in Brazil, China, Malaysia, Mexico, India and Indonesia were audited in 2025. These audits identified 48 issues contrary to our standards. Similarly to previous years, these primarily related to management systems and contract worker management on issues such as remuneration and working hours. One issue pertaining to forced labour was identified in our site in Indonesia. This related to a labour agency making deductions for uniform, Personal Protective Equipment (PPE) or other essential work items. Charging workers for mandatory uniforms or PPE constitutes forced labour

because it may create financial dependency, can lead to debt bondage, and restricts workers' freedom to leave employment. Under the ILO Forced Labour Convention, requiring workers to pay for job-related equipment is a recognised indicator of coercion. Following the audit and a corrective action plan, investigations confirmed that the issue had been addressed. We plan to visit the factory again in 2026 to monitor progress.

No instances of child labour have been identified at any Reckitt site. However, we had one finding that related to a lack of remediation policy around child labour in Mexico. This is now in place.

After every audit, the site must develop a corrective and preventative action plan (CAPA) which is recorded in our Enablon management system. The CAPA is reviewed by the Human Rights and Sustainable Supply Chain team. 100% of sites audited in 2025 had an approved CAPA in place. Sites with open items of non-compliance with our standards work to ensure these are closed within an agreed, realistic timeframe and have provided preliminary evidence to support this. We will continue to work with these sites in 2026 to satisfactorily address the issues and monitor thereafter.

Audit findings for Reckitt sites



- Child labour/limitation of work for young workers: 1
- Disciplinary practices: 1
- Discrimination: 1
- Forced labour or human trafficking: 1
- Freedom of association and right to collective bargaining: 2
- Management system: 7
- Remuneration: 22
- Working hours: 13

Assessing risk continued

Supply chain

Supply chain due diligence forms part of supplier onboarding and ongoing engagement. Suppliers are selected based on quality, cost, location and alignment with Reckitt's policies and standards. Compliance due diligence is conducted on potential suppliers as part of the contracting process. Where engagement is identified as medium or high risk, further assessment is undertaken using the Dow Jones research and reporting service, which provides information on compliance-related matters, including adverse media coverage relating to environmental and/or human rights issues.

Where appropriate, additional checks are carried out, including further information gathering, direct engagement with suppliers and engagement with local business teams. Findings inform decisions on whether risks can be mitigated or whether alternative suppliers should be identified. Once engaged, suppliers are subject to ongoing monitoring to identify and manage any compliance matters.

The Responsible Workplace programme applies enhanced requirements to higher-risk suppliers

This includes all third-party manufacturing sites, distribution and embellishment centres and high-risk raw material and packaging suppliers. Risk is assessed based on inherent country risk using indicators from the World Bank Governance Indicators, UN Human Development Index, Transparency International Corruption Index, US State Department Trafficking in Persons Report and Sustainable Development Report. Raw material and packaging suppliers qualify for inclusion where they are located in a high-risk region, annual spend exceeds £1 million and the supplier is not a multinational company.

Suppliers within scope are required to join Sedex, complete a self-assessment questionnaire and conduct a site-level risk assessment. A site audit is required for any supplier located in a high-risk region before entering a commercial relationship. All third-party manufacturers and distribution and embellishment centres located in emerging economies are audited as part of onboarding.

During 2025, 551 high-risk supplier sites were included in the due diligence programme, with 16% assessed as critical and high risk, requiring a site audit at least every three years. Audit frequency is determined by audit outcome, ranging from audits once every three years for suppliers rated 'Pass: Good', two years for 'Pass: Requires improvement' to annual audits for suppliers requiring significant improvement or deemed unacceptable. Suppliers that fail to meet Reckitt's standards may be excluded from the supply network.

The Responsible Workplace programme aims to reduce supplier risk profiles through ongoing engagement and improvement activity. Due diligence activities are being expanded over time. For example, in 2025 Reckitt increased focus on heightened human rights due diligence in conflict regions, in line with the Corporate Sustainability Due Diligence Directive (CSDDD). We believe that as well as conducting due diligence in conflict-affected regions, it is also important to understand the 'knock-on effect' of conflict with an increase in migration given migrant workers can be vulnerable to exploitation. As such, we have conducted two Human Rights Impact Assessments in Poland, given the sharp increase in Ukrainian migrants, and Germany given their diverse workforce and large number of Syrian migrants moving there in the last decade.



Palm oil landscape programme in Indonesia
Credit: WWF-Indonesia

Natural raw material supply chains follow commodity-specific due diligence

Commodity-specific approaches are applied in natural raw material supply chains in line with the due diligence principles outlined. The Natural Raw Materials Sourcing Standard is shared with all relevant suppliers and outlines our six guiding principles for sourcing natural raw materials:

- Understanding the origins of materials
- Safeguarding workers and communities
- Protecting ecosystems
- Reducing environmental impacts
- Animal welfare
- Partnerships

A range of approaches is used to address identified risks, tailored to individual raw materials, including certification and direct interventions with NGO partners. For palm oil, expectations are set out in the Sustainable Sourcing Standard Palm Oil Appendix, with processes in place to identify and follow up on any human rights grievances.

A palm oil supplier performance scorecard, established in 2023, includes indicators on progress towards full traceability, Deforestation Conversion Free (DCF) volumes and effective grievance management. In 2025, the requirement for year-on-year improvement to these scores was embedded in supplier contracts. At farm level, Reckitt supports Earthworm Foundation and World Wildlife Fund for Nature (WWF) landscape programmes in Indonesia and Malaysia, addressing risks such as child labour and employment practices.

Assessing risk continued

Salient human rights issues guide our focus

In line with the United Nations Guiding Principles on Business and Human Rights, we have identified our salient human rights issues to prioritise those risks that could have the most severe impact on people across our operations and extended supply chain.

To achieve this, we have drawn on analysis developed in partnership with the Danish Institute for Human Rights and considered a range of factors, including our operational, supplier and brand footprint, inherent human rights risk and the scale and nature of our activities in different markets. We also consulted key stakeholders, including NGOs, customers, investors and peers. Through this process, we identified 12 salient human rights issues (alphabetical order):

- Access to health and hygiene
- Access to water and sanitation
- Data privacy
- Diversity and inclusion
- Effective grievance mechanisms
- Fair wages
- Freedom from forced labour
- Freedom of association and collective bargaining
- Health and safety
- Marketing practices
- Sexual health and rights
- Working hours

The relevance and severity of these issues varies by country and sector and can change in response to local social, economic and political conditions. Given both saliency and risk are dynamic, and the operating environment, supply chain structure and rightsholders' vulnerabilities have evolved since the previous assessment was conducted, we will be refreshing our saliency assessment in 2026. This update will ensure our human rights strategy is reflective of current and emerging issues, including the rapidly changing regulatory landscape, and strengthen our ability to meet expectations around enhanced human rights and environmental due diligence.

A dynamic approach reflects changing risk

Many of the factors that contribute to modern slavery and other human rights risks are evolving. We continue to review the issues already identified, focusing on the most critical, while also considering new and emerging risks and trends.

We collaborate with NGOs and peers to better understand risks and ways to address them, helping to ensure we focus our activity on the areas where the potential threat to human rights is greatest. The importance of this dynamic approach continues to grow as the impacts of climate change, conflict and economic migration affect and displace millions of people around the world.

Human rights impact assessments deepen local understanding

To complement our identification of salient issues, we conduct targeted Human Rights Impact Assessments (HRIAs) to understand risks in specific countries and parts of our Business in greater depth. HRIAs consider local conditions and engage relevant stakeholders to identify actual and potential impacts on people. Findings inform how we prevent, mitigate and address adverse impacts, and help shape policies, procedures and activities. We have committed to completing 10 HRIAs by 2030 with Thailand, Brazil, Poland and Germany already complete and further assessments planned, including Mexico in 2026.

 Our HRIA assessment process is informed by the UNGPs and is described in more detail in our [Basis of Reporting](https://www.reckitt.com/reporting-hub) available at [reckitt.com/reporting-hub](https://www.reckitt.com/reporting-hub).



Reckitt employee on Gaviscon production line in Hull (UK)

Assessing risk continued



Case study:
Strengthening protections for workers in higher-risk supply chains
 Reckitt's most recent Human Rights Impact Assessment (HRIA) in Germany examined how human rights risks arise within logistics and pharmaceutical supply chains and where focused action can make the greatest difference for workers. By concentrating on areas of heightened exposure, the assessment has informed practical improvements in worker protection, inclusion and access to remedy.



Forklift truck operator in factory

The HRIA evaluated suppliers and service providers across logistics, trucking and pharmaceutical supply chains. It identified several risks within logistics operations, including unstable workforce planning linked to demand fluctuations, limited awareness of grievance mechanisms, gaps in health and safety management in some facilities, language barriers affecting migrant workers and poor conditions for truck drivers, such as long waiting times and limited access to sanitary facilities. These factors can increase vulnerability where they are not actively managed.

In contrast, the pharmaceutical supply chain demonstrated stronger practices and good controls, particularly in health and safety management and more stable employment arrangements. This variation highlighted the importance of consistent standards, effective oversight and clear communication in reducing human rights risks.

The assessment emphasised the need for proactive supplier engagement and targeted capacity building. Recommendations focused on improving supplier forecasting to support more stable workforce planning, strengthening grievance mechanisms, enforcing health and safety standards and ensuring information is accessible to all workers, including those facing language barriers. The findings are now being used to inform ongoing supplier dialogue and targeted capacity building, helping to strengthen protections for workers where risks are most pronounced. We are working with the local teams to align on the time-bound corrective action plan.



The findings of our HRIA in Germany highlight the pressures facing supply chain workers, particularly around access to effective grievance mechanisms, and the conditions experienced by logistics workers. We are committed to strengthening supplier engagement, improving transparency and access to remedy and ensuring clearer expectations on health, safety and worker inclusion across our value chain."

Max Levy, Head of Responsible Supply Chain

Addressing risk

INVESTIGATING AND RESPONDING

Where risks are identified, we act quickly and responsibly to strengthen protections and support appropriate remediation for workers and communities.

Reckitt's approach to addressing risk focuses on remediation and continuous improvement. Human rights challenges can arise even where controls are in place. By working with suppliers, partners and communities, we seek to resolve issues, strengthen systems and reduce the likelihood of harm recurring.

Through our Responsible Workplace programme, we sometimes identify instances of forced labour in our value chain. This requires swift action to protect workers, address harm and strengthen management systems.

Where findings are identified, we work with suppliers to implement time-bound corrective actions and verify remediation. Our Human Rights Team often involve Procurement in these discussions as well.

Whilst we always look to remediate in the first instance, in cases where suppliers are unwilling to take appropriate remedial action, business relationships may be ended.

Our approach has evolved over time. Early efforts focused on more visible indicators of risk, such as passport retention, restrictions on freedom of movement and unclear employment terms. Now, we are increasingly strengthening our ability to identify and address exploitative recruitment practices, which can occur deeper within labour supply chains.



Remediation

Recruitment fee reimbursement

Working with a supplier facility in Malaysia to remediate recruitment fee practices, we have reimbursed fees to 124 migrant workers. Further engagement took place with another supplier after identifying illegal deductions affecting security guards and we are working with the supplier on a reimbursement plan.

Returning passports

Working with a number of key suppliers in higher-risk regions, we have returned 179 passports to workers and strengthened controls around document handling, supporting freedom of movement.

Strengthening grievance mechanisms

We have scaled up our work to strengthen supplier grievance mechanisms in partnership with AIM-Progress and Oxfam Business Advisory, improving accessibility, awareness and responsiveness so concerns can be raised without fear of retaliation.

Scaling up effective grievance mechanisms across our supply chain is essential because it gives workers a safe, trusted way to raise concerns early, before they escalate into harm or operational disruption. It also forms a key part of our enhanced human rights due diligence by improving visibility of risks that would otherwise remain hidden. This helps us meet rising regulatory expectations and reinforces our commitment to protecting the people who make our Business possible.

We strengthen controls to prevent exploitative recruitment

Exploitative recruitment practices, including the charging of recruitment fees and contract substitution, are recognised drivers of labour exploitation, particularly for migrant and vulnerable workers.

Reckitt's Labour and Human Rights Standard requires recruitment fees to be borne by the employer. We have developed internal procedures to address recruitment fee cases, aligned with the Principles and Guidelines for the Repayment of Migrant Worker Recruitment Fees and Related Costs. Our due diligence activities increasingly focus on labour providers and subcontracted workers, supported by our partnership with diginexLUMEN, which improves visibility of recruitment practices within complex labour supply chains and supports targeted action.

Passport retention remains a common practice in some regions, despite being prohibited under Reckitt policy. We continue to engage suppliers to ensure passports are returned to workers and that secure, accessible storage arrangements are in place where workers choose to deposit documents.

Effective grievance mechanisms are essential to identifying allegations early and enabling workers to raise concerns safely. We continue to strengthen supplier grievance mechanisms through audits, training and collaboration, supporting earlier identification and resolution of issues.

Addressing risk continued

NATURAL RAW MATERIALS

Natural raw materials present distinct human rights and environmental risks that require commodity-specific approaches. Reckitt focuses on those supply chains where risks to people are most acute, particularly at farm and plantation level, and where targeted intervention can deliver meaningful impact.

Our approach embeds human rights expectations within our sourcing practices, recognising that risks vary by commodity, geography and production context. The six responsible sourcing principles in our Natural Raw Material Sourcing Standard shape supplier expectations and are integrated into commercial contracts.

Prioritising action where risk is greatest

Our Sourcing Standard provides a benchmark against which we assess risk at supplier level. This framework enables a tailored approach to upstream risk, supports proportionate action and determines where enhanced focus is required. Palm oil and natural rubber latex have been identified as priority supply chains due to the scale of sourcing and the potential human rights and environmental risks that can arise at farm and plantation level.



Income generating honey production in Southern Thailand. Credit: Earthworm Foundation

Remediation and improvement through collaboration

Recognising the complexity of global supply networks and that as a manufacturer we do not have direct control over farm level production, we work with suppliers to address issues and strengthen practices. Where suppliers are unwilling or unable to take appropriate action, business relationships may be ended. Partnerships with suppliers, NGOs and peers remain essential to addressing shared challenges and supporting the long-term social and environmental sustainability of supply chains and the communities that underpin them.

In 2025 we identified risks related to debt from recruitment fees in rural primary raw material processing sites. In response we have supported two suppliers to complete third-party worker interview-based assessments of recruitment fees in order to facilitate remediation repayments. Worker interviews provide valuable insights to suppliers as to where the risks are in their current recruitment channels, enabling policies and procedures to be adjusted to reduce the risks of exploitation in future recruitment of migrant workers.

Fair wages and incomes in natural raw material supply chains

In some natural raw material supply chains, wages and incomes remain too low, increasing vulnerability to exploitation on plantations, and risk of unsustainable smallholder supply chains where low incomes result in a decline in production of unprofitable raw materials. Addressing this is essential to building resilient supply chains and safeguarding livelihoods. Our focus includes:

- Collaboration with suppliers, NGOs and local stakeholders to understand barriers to sustainable livelihoods
- Use of commercial incentives, training and capacity building to improve productivity, reduce costs and support income security
- A focus on landscape-level impacts, supporting wider benefits for workers, farmers and communities

Palm oil

Palm oil is a key ingredient in brands including Dettol and Enfamil and is sourced primarily from Indonesia and Malaysia. Human rights risks in palm oil supply chains include forced and child labour, low wages and unsafe working conditions, alongside land rights conflicts affecting communities. Deforestation linked to palm oil production also contributes to global climate change and local biodiversity loss, creating additional human rights risks.

Reckitt's approach focuses on achieving traceability to plantation in collaboration with suppliers, supported by satellite monitoring to identify deforestation and engagement to stop and remediate impacts. Participation in traceability exercises and grievance investigations is a contractual supplier requirement.

As Reckitt is several steps removed from the farm level, collaboration is essential. We support Earthworm Foundation and WWF landscape programmes in Indonesia and Malaysia, which engage workers and communities at farm level on human rights issues and help address systemic risks.

We are a member of the Roundtable on Sustainable Palm Oil (RSPO) and we are on track to deliver our commitment to directly source 100% palm oil from RSPO certified supply chains by 2026. The RSPO standard also sets expectations for mitigating human rights risks within palm oil supply chains.

Natural rubber latex

Latex is a key ingredient in Durex condoms and is primarily sourced from Malaysia and Thailand, with smaller volumes from India. 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 association. This has reduced income insecurity and created the opportunity for association members to work collectively to increase incomes. This is proving successful – in 2025 one group had such success in selling honey they have launched their own local brand.

In 2024, Reckitt built on earlier Human Rights Impact Assessments by assessing risks across its full latex supply chain. In 2025, we continued to take actions based on our findings. For example, in Thailand our NGO partner, Earthworm Foundation, continued to work with over 1,000 latex tappers to not just improve yields, but to also improve chemical handling practices on farms, and at latex collection centres in response to assessments identifying health and safety risks.

Monitoring effectiveness

TRACKING PERFORMANCE TO STRENGTHEN PROTECTION

Understanding whether our actions are delivering meaningful improvements is essential to managing human rights and modern slavery risks responsibly.

Reckitt measures effectiveness across its operations and supply chain to understand where risks persist, where progress is being made and where further action is required. Through audits, assessments and ongoing supplier engagement, it uses evidence to inform decision making, strengthen standards and drive continuous improvement over time.

Measuring performance across operations and supply chains

Our approach combines site-level assessment, supplier audits and programme-level monitoring to provide a consistent and comparable view of performance across different geographies and supply chain contexts. This enables us to identify trends, prioritise activity and track improvement. Measurement focuses on:

- Compliance with Reckitt's [policies and standards](#)
- Working conditions experienced by workers on site
- Effectiveness of corrective actions over time
- Progress in reducing risk profiles across our supply base

Evidence informs where we focus our engagement, remediation and further due diligence

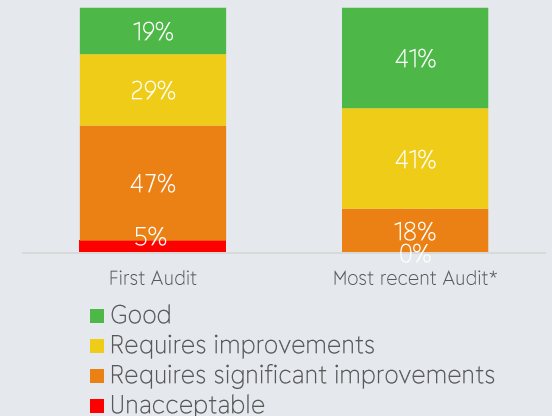
Findings from audits, self-assessments and worker engagement are reviewed to understand both individual site performance and broader patterns across regions, supplier types and commodities. This evidence base supports proportionate action, helping us target enhanced engagement, capability-building or further due diligence where it is most needed.

[Pages 13 to 15](#) set out how this approach is applied across our supply chain; how non-compliances are addressed and how our Responsible Workplace programme supports sustained improvement.

Audits and assessments in 2025

- **Monitoring:** we monitored 551 supplier sites (including third-party manufacturers, distribution and embellishment centres, and high-risk raw and packaging material suppliers) and all Reckitt sites
- **Self-assessment:** all Reckitt facilities completed an annual self-assessment of compliance with our responsible workplace requirements on our reporting tool, Enablon. 93% of suppliers in scope have completed a self-assessment questionnaire (SAQ) and we are working with the remaining suppliers to meet their overdue SAQs
- **Audits:** we conducted 226 supplier and 9 Reckitt site audits, with 1,423 non-compliances identified (46 in Reckitt sites and 1,375 in supplier audits)
- **Corrective actions:** 97% of suppliers and 100% of Reckitt sites audited have an approved corrective action plan in place.
- **Improvement delivered:** the audit pass rate for sites who have had multiple audits over time increased from 48% in the first audit to 82% in the most recent one. An initial low score is often the result of weak local regulatory standards or enforcement, and suppliers may not have been assessed against these previously. The subsequent improvement reflects continuous improvement of standards, supported by both audits and supplier development activities and the value of sustained engagement, technical support and collaboration between suppliers, Procurement and Sustainability teams.

Audit effectiveness and improvement



* Audit frequency dependent on prior audit result.

Monitoring effectiveness continued

Our supply chain

By working with suppliers to reduce their risk profile and improve standards, we are less likely to see breaches of human rights. Due to the scale and complexity of our supply chain, our focus is on higher-risk Tier 1 suppliers, alongside targeted assessment of Tier 3 raw material suppliers within key agricultural value chains, including palm oil and natural rubber latex.

226

supplier audits completed in 2025

Audit findings provide insight into working conditions and risk exposure

Supplier audits are a key source of evidence on labour standards, health and safety and working conditions. In 2025, Reckitt audited 226 suppliers across 28 countries, covering around 94,000 workers. This included:

- Co-packers
- Distribution and embellishment centres
- Raw material suppliers
- Packaging suppliers

Audits identified 1,375 non-compliances against Reckitt's standards. While the number of findings increased slightly versus last year and remains a concern, it reflects the scale and depth of assessment, including suppliers audited for the first time and the application of standards that may exceed local legal requirements. The average number of findings per audit nominally increased compared with 2024 but our overall pass rate increased to 73% showing overall improvement.

Worker interviews strengthen visibility of onsite conditions

Direct engagement with workers is a core part of the audit process. Auditors conduct individual and group interviews with workers of different roles, genders, nationalities and lengths of service to better understand lived experience and surface issues not evident through documentation alone. Our audits are a mix of announced and semi-announced audits.

About 8,000 workers covered in our audit programme in 2025 were migrant workers. Migrant workers can be more vulnerable to exploitation due to factors such as recruitment practices, language barriers and dependency on employers.

Targeted focus in higher-risk labour markets

Higher proportions of migrant workers were identified in countries where forced labour risks are more prevalent, including the UAE, Bahrain, Oman, Thailand and Malaysia. In these markets, Reckitt's regional teams prioritise supplier engagement and monitoring to better understand risk drivers and inform further action.

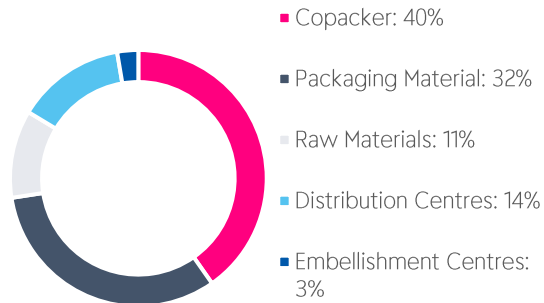
Patterns in non-compliance highlight priority areas

The most common areas of non-compliance in 2025 related to:

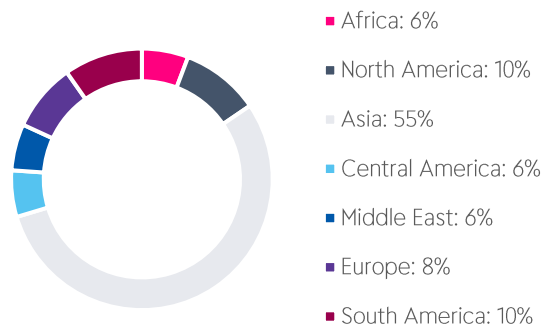
- Health and safety (49%)
- Working hours (13%)
- Wages (9%)

This is consistent with findings in 2024. No instances of child labour were identified through audits. However, opportunities were raised with a small number of suppliers to strengthen child labour prevention measures, including improvements to policies, risk assessments and age verification processes.

Audits by supplier type



Audits by region



Issues contrary to our standards



Monitoring effectiveness continued

RESPONSIBLE WORKPLACE

The Reckitt Responsible Workplace programme has been in place for several years and continues to evolve. Through a combination of audits, assessment and training, it provides a structured approach to strengthening labour standards, health and safety and environmental performance across Reckitt's supply chain.

Evidence of impact across the supply base

In 2025, 551 higher-risk suppliers were included in the Responsible Workplace programme, including co-packers, distribution and embellishment centres, and high-risk raw material and packaging suppliers.

The most recent audit risk ratings for suppliers:

4%	12%	48%	36%
critical	high	medium	low

[Page 6](#) provides further details on the risk-based approach we take for auditing suppliers.

Elements of the responsible workplace programme

- 1. Engagement:** Setting clear expectations for facilities and suppliers and integrating policies and standards into commercial agreements.
- 2. Self-assessment:** Annual self-assessments encourage suppliers to take ownership of compliance and build awareness of good practice across labour standards, health and safety, environmental matters and business integrity.
- 3. Site risk assessment:** Sites are assigned a risk rating based on inherent risk, location, management controls, self-assessment responses and audit findings, determining where enhanced due diligence is required.
- 4. Audit:** Critical and high-risk sites are audited at least every three years, or more frequently where required, by internal teams or Reckitt-approved external auditors.
- 5. Corrective action:** Time-bound corrective action plans are developed and tracked through Reckitt's systems, with follow-up audits used to verify completion.
- 6. Training:** Training for employees and suppliers supports understanding of issues, helps identify root causes and contributes to prevention of future non-compliance.



Factory workers at Durex manufacturing site

Partnerships and collaboration

EXTENDING IMPACT BEYOND OUR DIRECT OPERATIONS

Expert organisations help Reckitt address complex human rights risks that cannot be tackled by individual businesses alone.

Many of the most serious human rights and modern slavery risks sit deep within global supply chains and affect entire sectors and regions. By engaging with industry initiatives, specialist NGOs and expert advisers, we strengthen our understanding of risk, improve due diligence and apply collective leverage to drive improvement where individual influence may be limited. This approach supports more consistent standards, better outcomes for workers and lasting change across shared supply chains.

Industry and collective initiatives

Consumer Goods Forum (CGF)

We are active members of the CGF's Forest Positive Coalition of Action. The Forest Positive Coalition focuses on landscape programme investment to tackle the root causes of deforestation and, subsequently, the risks associated with it. With this, we ensure that we are leveraging collective action to drive more sustainable supply chains.

AIM-Progress

This global forum of FMCG manufacturers and suppliers works to promote responsible sourcing practices and sustainable supply chains. Reckitt sits on the AIM-Progress leadership team and co-chairs the Capacity Building workstream, supporting the development of practical tools and training that strengthen supplier practices and respect for human rights.

Action for Sustainable Derivatives (ASD)

ASD is a collaborative initiative that brings together companies in the cosmetics, home and personal care, and oleochemicals industries to collectively tackle supply chain issues around palm oil and derivatives, including grievance investigation.

Data, transparency and supplier assessment

Sedex

A leading ethical trade service provider that supports the sharing of social and environmental data across global supply chains, Sedex enables greater visibility of risks, including indicators related to forced labour and modern slavery, and supports more consistent engagement with suppliers.

EcoVadis

This partnership helps to strengthen our supplier sustainability assessment and performance monitoring. EcoVadis provides independent evaluations across labour and human rights, ethics, environment and sustainable procurement, supporting clearer benchmarking and more targeted supplier engagement.

On-the-ground delivery expertise

Anthesis

A leading global sustainability and human rights consultancy, this partnership supports us in our human rights due diligence activities, including recruitment fee remediation and the delivery of Human Rights Impact Assessments.

Earthworm Foundation

A key partner in building resilient supply chains. In palm and latex, Earthworm helps engage suppliers, support farmers, and drive progress on climate, nature, livelihoods, human rights and biodiversity in Malaysia, Indonesia and Thailand. Our partnership functions as a living lab, where we test practical solutions together to benefit both people and nature.

WWF

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

We regularly review our external engagements to ensure partnerships remain relevant, effective and focused on priority human rights risks.

