PROCTER & GAMBLE TECHNICAL CENTRES LIMITED No. 03281294
PROCTER & GAMBLE PRODUCT SUPPLY (U.K.) LIMITED No. 03074356
PROCTER & GAMBLE (L&CP) LIMITED No. 03288185
PROCTER & GAMBLE (HEALTH & BEAUTY CARE LIMITED) No. 00436549
GILLETTE INDUSTRIES LIMITED No. 01345070
PROCTER & GAMBLE LIMITED No. 00083758
PROCTER & GAMBLE UK GROUP HOLDINGS LIMITED No. 02906614
GILLETTE U.K. LIMITED No. 00254912
PROCTER & GAMBLE HEALTH LIMITED No. 01445808
SEVEN SEAS LIMITED No. 00351663
NATURE'S BEST HEALTH PRODUCTS LIMITED No. 01792948
LAMBERTS HEALTHCARE LIMITED No. 04500877

S172(1) Statement and Statements on engagement with employees, suppliers, customers and others
Extract from the Strategic report for each of the above companies for the year ended 30 June 2023:

SECTION 172 COMPANIES ACT 2006

Section 172 of the Companies Act 2006 requires a director of a company to act in the way he or she considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole. In doing this, section 172 requires a director to have regard, amongst other matters, to the following:

- the likely consequences of any decision in the long term,
- the interests of the company's employees,
- the need to foster the company's business relationships with suppliers, customers and others,
- the impact of the company's operations on the community and the environment,
- the desirability of the company maintaining a reputation for high standards of business conduct, and
- the need to act fairly between members of the company.

In discharging our section 172 duties the directors of the above companies ("Company") have regard to the factors set out above. We also have regard to other factors which we consider relevant to the decision being made. Those factors, for example, include the interests and views of our shareholder, other group companies, pension scheme members and other relevant stakeholders. By considering the Company's Purpose, Values and Principles (PVPs) together with its strategic priorities we aim to make sure that our decisions have taken a broad perspective and considered impacts on our stakeholders. Further details of our Purpose, Values and Principles can be found at www.pg.co.uk/policies-and-practices/purpose-values-and-principles/.

We operate within the spirit and letter of the law, maintaining high ethical standards wherever we conduct business, as set out in our Worldwide Business Conduct Manual (available at www.pg.co.uk/policies-and-practices/worldwide-business-conduct-manual/). A sustainably strong business depends on maintaining trust, and that requires maintaining strong ethical and compliance standards and ensuring strong Board leadership and oversight. That is why good governance, including our Purpose, Values, and Principles, is the foundation for everything we do, rather than a separate focus area.

As is normal for large, private companies, we delegate authority for day-to-day management of the Company to senior management, including directors, and then engage management in setting, approving and overseeing execution of the business strategy and related policies. We also have an established Company governance process, led by the delegated Company financial steward (a member of the Company's Board), with quarterly reviews taking place to monitor business performance and controls. Board and governance meetings are held periodically and where key decisions are being considered, Board and governance Board members require detailed review and preparation ahead of the Board meeting. This includes consideration of, and liaison with, stakeholders as appropriate in order that the Board can reach an informed decision. During the year, ongoing reviews were performed when considering citizenship impact, relationships with pension schemes and the proposed payment of dividends.

Fostering business relationships

The Company's key stakeholders are its employees, customers, consumers, suppliers, shareholder, pension scheme members and trustees, relevant regulatory authorities and the local communities in which it operates. The views of and the impact of the Company's activities on those stakeholders are an important consideration for directors when making relevant decisions. While there are cases where the Board itself judges that it should engage directly with certain stakeholder groups or on certain issues, the size and spread of our stakeholders means that generally our stakeholder engagement best takes place at an operational level. We bring the stakeholder voice into the boardroom through information provided by senior management and by direct engagement by the directors with stakeholders themselves, where appropriate.

Stakeholder engagement can inform our corporate practices, help sharpen our thinking, and strengthen our approach. This journey of partnership ultimately furthers our commitment to build the business, be a good corporate neighbour and to improve lives in the communities where we live and work.

Coming Together in Our Communities

Our citizenship efforts reflect the contributions of employees across the Company. Our programmes help ensure P&G people are inspired, feel valued and rewarded, and continue to grow while they build the business and help improve lives in the communities where we live and work.

In our Community Impact work, we support people in need around the world through our brands and products that help restore normalcy in uncertain times. With our partners, we also provide clean drinking water with our Children's Safe Drinking Water Program to support people who lack access to clean water daily.

We have dedicated community programmes to support charities on a regional and local level.

Employee engagement

We regard close and open communication with all employees as a key to our long-term growth and success and our ability to manage change successfully. This commitment is influenced by many factors, not least being a strong sense of involvement with the business.
Open communications give employees the opportunity to provide input into decisions that affect their jobs and careers. Some of the key activities that involve employees are:

- the setting of corporate business goals and progress are communicated to employees by video presentations and local meetings on a regular basis;
- the continued training for employees to develop and implement ways of improving results on an ongoing basis;
- the formation of teams from different parts and levels of the business, both to tackle major projects and to ensure optimum efficiency of the ongoing operation;
- the timely notification to employees of changes to the business, its organisation and its products, and full discussion of the likely effects on them;
- the continued regular issue of internal business and operational updates to all employees;
- the encouragement of employee involvement in company performance through participation in the Procter & Gamble 1-4-1 Plan, which entitles employees to purchase shares in The Procter & Gamble Company; and
- Regular employee surveys to identify general opportunities to further improve employee involvement.

At Procter & Gamble we strive to promote a work environment of confidence and trust. Our Worldwide Business Conduct Manual and Employee Rights Policy provides employees with clear guidance on specific situations they may face and directs them where to go when they have questions or concerns. Procter & Gamble is a recognised leader in providing a safe, healthy, secure and productive work environment. We are committed to maintaining a workplace that is free of violence, harassment, intimidation or other unsafe or disruptive behaviours or conditions due to threats inside or outside of our facilities. Each employee has a personal responsibility to their fellow employees and to the Company to follow all Company safety and security procedures, as well as applicable laws and regulations.

The Procter & Gamble group of companies serves billions of consumers all over the world. Its ability to do this most effectively is enabled by a workforce and culture that understands, respects and reflects the uniqueness of all the consumers we serve—inclusive of all genders, races, ethnicities, sexual orientations, ages and abilities. More balanced and representative leadership, and diversity throughout our organisation, is helping to drive balanced and sustainable growth as we serve an increasingly diverse set of consumers.

RESPECTING OUR ENVIRONMENT

Our efforts in Environmental Sustainability are important for creating irresistibly superior products for consumers and for creating value while improving the Procter & Gamble group of companies' environmental impact, enabling consumers to reduce their footprint, and helping society solve some of the most pressing sustainability challenges.

In 2021, the Procter & Gamble group of companies announced a 2040 net zero ambition and published a Climate Transition Action Plan. The Procter & Gamble group of companies has also declared our Ambition 2030 environment sustainability goals aim to create value for consumers and our company while enabling and inspiring positive impact. These goals focus on where we know we can make the biggest positive difference — our brands, our supply chain, society and our employees.

Additional detailed information on our sustainability efforts can be found on our website at https://pginvestor.com/esg.