

**PZ Cussons Group
Modern Slavery Statement
for the year ended 31 May 2026**

This Statement is made by PZ Cussons plc and its affiliates and subsidiaries within the UK and overseas (the “Group”) pursuant to section 54 of Part 6 of the UK Modern Slavery Act 2015.

It sets out the steps which we have taken during the financial year ended 31 May 2026 to mitigate the risk of modern slavery in our business and our supply chains.

Introduction

The integrity of our supply chain is governed by our Code of Ethical Conduct (COEC), supported by our Supplier Code of Conduct (SCOC) and procurement policies. Together, these set out our standards and support our efforts to identify, prevent, mitigate and respond to modern slavery risks in our operations and supply chains. This remains a key priority for our executive management and the Board of Directors.

Our approach to business is underpinned by our purpose “for everyone, for life, for good”, our ethical principles and BEST values, through which we seek to create a sustainable business for all stakeholders, including shareholders, customers, consumers, business partners, local communities and our employees. We believe that sustainable growth is only achievable in an environment which is open, honest and fair and which treats all stakeholders with dignity and respect.

1. Organisation structure, operations, activities and supply chains

PZ Cussons plc is a UK-headquartered, FTSE-listed international consumer products business operating in selected markets in Africa, Asia, Europe and North America either directly or through its subsidiaries (the **Group**), including PZC Australia.

The Group produces, markets and sells brands primarily within personal, home and baby categories. Products are manufactured in Group factories and through third-party manufacturers.

The Group relies on a wide range of raw materials, packaging, finished goods and services across its manufacturing processes and wider supply chain. We recognise that certain commodities, sourcing locations, labour-intensive activities and recruitment models may present a heightened risk of modern slavery. Our due diligence approach is risk-based and prioritises areas where the potential severity or likelihood of harm is greater. Respecting human rights and preventing modern slavery is a responsibility shared with suppliers, and we actively communicate our expectations and support supplier development.

2. Policies in relation to modern slavery, forced labour and child labour

The Group maintains a suite of written policies which strictly prohibit slavery and human trafficking in our operations and supply chain, including:

- Code of Ethical Conduct (COEC)
- Supplier Code of Conduct (SCOC)
- Human Rights Position Statement
- Palm Oil NDPE Principles

The SCOC was last reviewed in 2025 and the COEC was comprehensively refreshed and relaunched in April 2021.

The COEC provides internal guidance and requires employees to report suspected non-compliance with applicable laws and Group policies. The SCOC applies externally to direct suppliers and requires them to comply with applicable laws and our business principles. For the purposes of this Statement, “direct suppliers” means suppliers with whom a Group entity has a direct contractual relationship. “Suppliers in scope” means suppliers selected for screening or further assessment under the Group’s risk-based third-party risk framework. The SCOC includes:

- Prohibition of forced labour and child labour
- Prohibition of slavery or human trafficking
- Respect for worker rights, including freedom of association and collective bargaining

We are also committed to the principles of the International Labour Organization Conventions and the United Nations Convention on the Rights of the Child.

3. Risk management processes

We define the risk of modern slavery as the risk of causing, contributing to, or being directly linked to slavery, servitude, forced labour or human trafficking within our operations or supply chains.

We maintain strict employment standards, a high degree of transparency and appropriate controls over our human resources and labour systems. Accordingly, we do not consider our direct operations to present a significant modern slavery risk.

Our COEC requires employees and suppliers to report suspected non-compliance with Group policies or applicable laws, including modern slavery laws.

We also conduct an annual certification process through which employees confirm that all concerns have been appropriately reported.

Supply chain risks may arise in relation to:

- Raw materials and purchased goods
- Direct suppliers
- Higher-risk labour practices and recruitment models

Identified risk types include:

- Deceptive recruitment practices
- Child labour
- Underpayment of wages
- Exploitation of migrant workers
- Bonded labour or servitude

Our risk assessments identify varying levels of modern slavery risk across the direct supplier base. Relevant factors may include sourcing geography, commodity or service category, labour and recruitment models, supplier performance and the controls in place. Suppliers identified as presenting elevated risk may be subject to further assessment, enhanced due diligence or mitigation activity.

Palm oil remains an area of enhanced focus because of recognised human rights and labour risks within complex agricultural supply chains. We continue to work with relevant suppliers and external partners, including Earthworm Foundation, to improve supply chain visibility, assess risk and support appropriate follow-up actions.

4. Due diligence and remediation processes

Supplier controls

Our standard supplier contracts include provisions requiring suppliers to:

- Not engage in any modern slavery activity, practice or conduct
- Comply with all applicable laws relating to modern slavery
- Take all reasonable steps to ensure that modern slavery practices are not taking place in their business or supply chains
- Immediately notify PZ Cussons if they become aware of any actual or suspected modern slavery issues
- Maintain adequate records in relation to their supply chain and provide such records on request
- Warrant that they are not aware of circumstances within their supply chain that would constitute modern slavery practices

Third-party risk screening

We use the Dow Jones Third Party Risk Centre platform to:

- Screen suppliers across risk categories

- Conduct questionnaires and enhanced due diligence
- Assign risk ratings and implement mitigation
- Monitor changes in supplier risk
- Maintain audit trails

Supplier engagement

We communicate the requirements of the SCOC to relevant direct suppliers and encourage them to cascade equivalent expectations through their own supply chains. Supplier acknowledgement of the SCOC does not, by itself, constitute verification of compliance.

We continue to improve our supplier due diligence and management processes, including screening suppliers in scope under our third-party risk framework. We also continue to increase the proportion of direct suppliers that have formally acknowledged, accepted or become contractually subject to the SCOC through the applicable supplier onboarding and management process.

Reporting and escalation

The Group operates a confidential whistleblowing system which enables employees and suppliers to raise concerns, anonymously if desired, about business conduct, including potential modern slavery or human trafficking.

This system operates in all countries in which the Group operates and is periodically reviewed, updated and promoted. Our whistleblowing policy explicitly protects individuals who report concerns in good faith from any form of retaliation.

For the financial year ended 31 May 2026, the Group did not receive any reports relating to modern slavery or human trafficking through our whistleblowing or speak up channels.

Where a potential modern slavery concern is identified, the Group seeks to assess the allegation, determine the appropriate escalation and investigate the circumstances. Depending on the nature of the concern, the Group's relationship to the potential impact and its ability to influence the outcome, actions may include requiring and monitoring corrective actions, engaging specialist support, supporting appropriate remediation, or reconsidering the supplier relationship. The Group seeks to avoid actions that could cause further harm to affected workers.

5. Training

We provide training and awareness programmes to support ethical conduct and reporting obligations across the business.

During the reporting period, employees received refresher training on whistleblowing processes.

All markets completed the COEC annual certification process, confirming compliance with COEC, Group policies and the requirement to report any suspected misconduct or breach.

6. Assessing effectiveness of actions

We assess the effectiveness of our modern slavery programme through:

- Periodic policy reviews
- Oversight of procurement processes
- Monitoring whistleblowing reports
- Ongoing tracking through the Third Party Risk Centre
- Continuous improvement through annual statement development

The Group continues to enhance its Supplier Risk Due Diligence Assessment tools and, where appropriate, incorporates additional external data sources to strengthen risk assessment and reporting.

This supports a more objective, data-driven approach to risk identification, audit planning, risk assessment and reporting to the Board. The Group continues to improve the coverage, consistency and governance of supplier screening, SCOC acknowledgement, enhanced due diligence and corrective-action information used to assess the operation of these controls.

7. Other relevant information

The Group remains committed to continuous improvement in managing modern slavery risks across its supply chain and operations.

Insights from due diligence and monitoring activities inform future actions and enhancements to our processes.

Consultation and approval

This statement was prepared with input from relevant stakeholders across the Group, including Procurement, Legal, Governance, Compliance, Sustainability and Risk, and was reviewed by senior management.

This statement was approved by the Board of Directors of PZ Cussons plc on 1st October 2026.

Signed

A handwritten signature in black ink, appearing to read 'J. Myers'.

Jonathan Myers
Group Chief Executive
PZ Cussons plc
1st October 2026