

Alere AS Holdings Limited

Section 172(1) Statement

This section of the Strategic Report describes how the directors have had regard to the matters set out in section 172(1) (a) to (f), and forms the directors' statement required under section 414CZA, of The Companies Act 2006.

Stakeholder Engagement

Abbott is an active participant in the global dialogue on health and the broader role of business. We know that listening to our stakeholders is vital to our success. It enables us to respond with relevant, local solutions that meet people's changing needs and tackle the world's most important health challenges.

Our stakeholder engagement is conducted formally, through the many associations and partnerships of which we are members. We also seek to engage with stakeholders more informally, through networks and organisations in which we participate.

Our core values of Pioneering, Achieving, Caring and Enduring are the foundation of our identity as a company. They define how we do our work and serve our stakeholders. Aligning our organisation around this cohesive set of values is critical to the fulfilment of our mission and the achievement of our business goals.

- Pioneering: Bringing life-changing health technologies to the people who need it
- Achieving: Delivering customer-focused outcomes and world-class execution
- Caring: Helping people live fuller lives through better health
- Enduring: Managing the company to ensure its long-term success

Our local country businesses play an important role in forming relationships with stakeholders. We have defined a stakeholder engagement methodology to be used by each Abbott business and affiliate, which guides Abbott leaders in setting their local engagement strategies. We also require our local teams to review their stakeholder engagement strategies on a regular basis. We report the outcomes of local stakeholder engagement in country-level citizenship reports or at local stakeholder forums. Through our engagement, we aim to stay well informed on the major issues of concern to all stakeholders, wherever we operate.

Alere UK Holdings Limited is a holding company and therefore its range of activities is correspondingly more limited than that of a trading company. In this statement we primarily consider engagement with the direct stakeholders of Alere UK Holdings Limited. At a local level, during 2019, the Directors undertook certain activities to engage with stakeholders and bring their voice into the boardroom.

Shareholders and Subsidiary Companies

As Alere UK Holdings is a holding company it is necessary for the Directors to have a clear understanding of the objectives and expectations of the Company's shareholder, Abbott Rapid Diagnostics Schweiz GmbH. Likewise, there is a requirement for the Directors to understand the activities of its subsidiary companies and the risks to which they are exposed. During the year the Directors received information regarding subsidiary operations through various management reports and updates provided by the Finance Director whose role spans all UK subsidiaries. Additionally, the board of Alere UK Holdings consists of the same directors as the board of the majority of the UK

subsidiary companies and as a result it is necessarily particularly well informed of the operations of that subsidiary.

Employees

Alere UK Holdings Limited does not employ staff directly. However, its subsidiary companies have a significant number of employees and the following describes how those Abbott companies engage with them.

Abbott is committed to helping employees to build a fulfilling life and a rewarding career. The Directors gather feedback from employees through regular town hall meetings. The company participates in employee engagement surveys and the Directors use this feedback to shape Human Resources strategies over the short, medium and long-term.

Abbott seeks to communicate with its employees through team briefs, internet, intranet and site-wide emails. Communication is viewed as critical to the success of the organisation to ensure employees understand the company's business and Abbott Values. Abbott uses a range of channels internally and externally to communicate with employees and external stakeholders, including prospective employees. Internally, employees can find information on Abbott via its intranet site, Abbott World and aLIVE; and externally, Abbott utilises Twitter, LinkedIn and Facebook to share news and interesting stories.

Each division at Abbott has a clear and compelling business strategy. How an employee can contribute to business outcomes is captured in the performance management process during the annual goal setting process referred to as setting expectations, which is the driving force behind the process. This leads to an intentional discussion regarding development plans around the competencies needed to achieve these goals. Various aspects of remuneration, including the pay increase an employee receives, are closely linked to their performance.

We ensure colleagues have a common awareness of the financial and economic factors affecting the company's performance through quarterly presentations made by the directors. Additionally, similar presentations, which also include a summary of the performance of the global Abbott corporation, are made quarterly as part of town hall meetings at various Abbott locations around the UK.

Employee development is crucial to the success of the business. Each business unit holds Talent Management Reviews where succession plans for all critical roles are discussed. Individual Employee Development plans are implemented to ensure skill and competency gaps are closed and job vacancies are filled internally wherever possible.

How Stakeholder Interests Have Influenced Decision Making

The Directors recognise the importance of engaging with stakeholders to help inform their strategy and decision-making. Through our engagement, we aim to stay well-informed of the major issues of concern to all stakeholders wherever we operate. Relevant stakeholder interests, including those of customers, employees, suppliers and others are considered by the Directors when they take decisions. We define principal decisions as those that are material, or of strategic importance to the Company, and also those that are significant to any of our key stakeholder groups. In making their decisions, the Directors consider the outcomes of relevant stakeholder engagement, as well as the need to maintain a reputation for high standards of business conduct, the need to act fairly between the members of the Company and the long-term consequences of their decisions.