

**Haleon plc
(the “Company”)**

Role of the Chair

The Chair of the Company is responsible for leading the board and ensuring its overall effectiveness in directing the Company. The Chair’s responsibilities include:

1. meeting the standards of independence set out in provision 10 of the UK Corporate Governance Code and demonstrate objective judgement, the highest standards of integrity and probity, and ethical leadership;
2. ensuring regular and effective communication with major shareholders and other stakeholders, in order to understand their views on governance and performance against the Company’s strategy, and ensure that the board has a clear understanding of such views;
3. setting the agenda for board deliberations, with the help of the executive directors and the company secretary, to be primarily focused on strategy, performance, culture, value creation and accountability, and ensure that issues relevant to these areas are reserved for board decision;
4. ensuring that the board determines the nature, and extent, of the significant risks the company is willing to embrace in the implementation of its strategy, and that there are no 'no go' areas which prevent the Company’s directors from maintaining effective oversight in this area;
5. encouraging all board members to engage in board and committee meetings by drawing on their skills, experience, knowledge and independence, and promote a culture of openness and debate by facilitating the contribution of all non-executive directors;
6. fostering relationships founded on mutual respect and open communication, both in and outside the boardroom, between the non-executive directors and the executive team and, as appropriate, hold meetings with the non-executive directors without the executive directors present;
7. developing productive working relationships with all executive directors, the company secretary and the CEO in particular, providing support and advice while respecting executive responsibility;
8. ensuring that the board has effective decision-making processes and applies sufficient challenge to major proposals, and in so doing ensure that the board has access to a timely flow of accurate, high-quality and clear information;
9. supported by the company secretary, taking the lead on issues of director development, ensure that all directors are aware of and are able to discharge their statutory duties to the Company and conduct regular reviews of the board and its committees (ensuring that the results of board evaluations are acted on);
10. regularly considering succession planning and the composition of the board, ensure that all new directors receive a full, formal and tailored induction on joining the board and provide guidance and mentoring to new directors as appropriate;
11. ensuring that all directors continually update their skills, knowledge and familiarity with the Company, and be aware of, and act on, their own development needs;
12. supported by the company secretary, ensuring the board’s committees are properly structured with appropriate terms of reference;
13. consulting the senior independent director on board matters in accordance with the UK Corporate Governance Code; and
14. chairing the board and general meetings of the Company.

Approved by the board on:	23.05.2022
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