

**For Health.
With Humanity.**





Foreword.



Bas Vorsteveld
General Manager, GBI

This year, Haleon plc celebrated our first year as a standalone company, 100% focused on consumer health, with an ongoing commitment to build an inclusive, purposeful, performance focused organisation. Creating an environment where all of our employees can thrive and progress their careers is key to delivering on that ambition.

Our analysis of the 2023 gender pay gap for our business in Ireland has revealed a median pay gap of 6.9 per cent and a mean pay

gap of 11.1 per cent. This demonstrates that we have more work to do in improving the pay and prospects of women in Haleon's Irish business.

With a purpose to deliver better everyday health with humanity, we are focused on starting with our employees, by continuing to foster a diverse, inclusive and respectful workplace, where all of our employees feel supported to succeed. And as part of our responsible business strategy, we are dedicated to ensuring

our business reflects the diversity of the consumers and communities who rely on our products every day. Ensuring that women are well represented across our business, including in leadership positions, and are given opportunities to progress their careers, is critical to that vision, and key to achieving our purpose.

Bas Vorsteveld



Our presence in Ireland.

Haleon's business in Ireland comprises 3 legal entities with a total of over 900 employees. Women represent 33.4% of the workforce that is in scope for gender pay reporting in 2023.



Haleon's presence in Ireland comprises of two neighbouring sites in **Dungarvan, County Waterford and a commercial site in Dublin.**

With over 900 employees,

Haleon is one of the largest employers in the South East of Ireland.



The Dungarvan facilities produce two of Haleon's biggest selling global Power Brands - **Polident and Panadol.**



The Oral Health facility produces **over 130 million** tubes of Poligrip Fixative Paste and **over 2.8 billion** Denture Cleansing Tablets annually.

The Over-the-Counter facility produces over **8.5 billion** Panadol tablets annually.





About our reporting.

What is the gender pay gap?

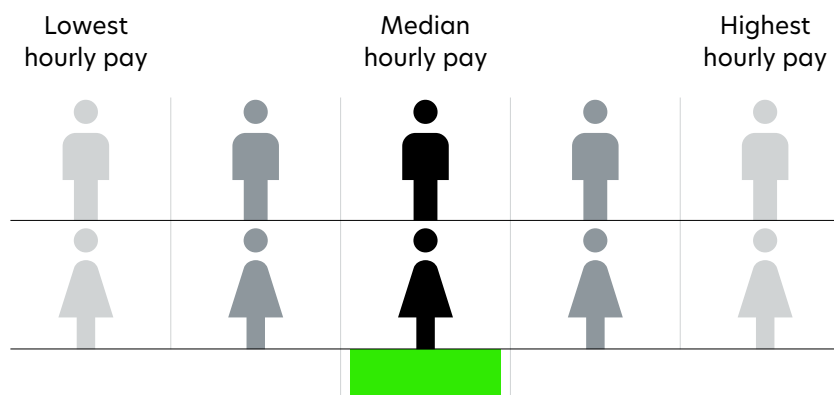
The gender pay gap measures the difference between the average pay of all males in the workforce and the average pay of all females in the workforce, regardless of the nature or level of the role. It's a group comparison that highlights any differences in the distribution of males and females across the workforce. A positive percentage difference shows that men are being paid more, while a negative percentage difference shows that women are being paid more. The gender pay gap measure is not the same as equal pay. Equal pay means giving the same pay to men and women whose roles are the same or broadly similar, with any differences in pay based on factors other than gender, such as skills and experience. Haleon is fully committed to equitable and fair pay.

How we measure the gender pay gap

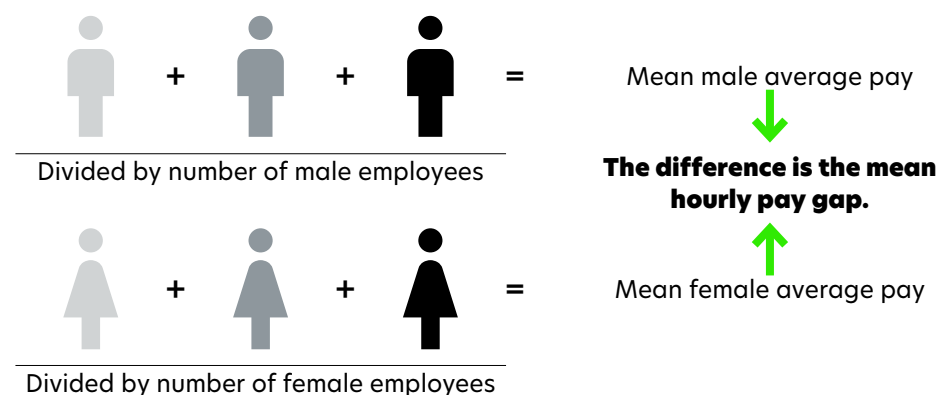
To comply with legislation, we measure both the median and mean gender pay gap. The median excludes the impact of the highest earners at the top of the scale while the mean reflects the entire pay range across our organisation in Ireland. Both of these measures help us to better understand the key factors driving any imbalance in remuneration between men and women. We also provide information on the percentage of male and female employees receiving bonus and benefits in kind and measure the median and mean bonus gap. In addition, we include quartile

pay bands, in line with the local legislation requirements. Within this report we present the figures for the whole of Haleon's business in Ireland, as well as the figures for GlaxoSmithKline Dungarvan Limited specifically. We also have two additional entities operating in Ireland which do not meet the legislative requirement for gender pay gap reporting (Haleon Ireland Limited and Stafford-Miller (Ireland) Limited), but which are included in our combined figure for Haleon. In this report, we show the gender pay gap data for the 12 months to the 30th June 2023.

The median pay gap.



The mean pay gap.





Our results.

Figures for GlaxoSmithKline Dungarvan Limited¹.

Pay gap

All GlaxoSmithKline
Dungarvan Limited
employees

Median
6.8%

Mean
10.6%

Temporary employees

Median
-1.1%

Mean
-2.6%

Bonus gap

All GlaxoSmithKline
Dungarvan Limited
employees

Median
2.9%

Mean
9.1%

% of employees receiving bonuses



93.0%

94.0%



% of employees in receipt of BIK²



86.1%

87.7%



% of employees in each pay quartile

Pay quartile	Male	Female
Upper	77%	23%
Upper middle	69%	31%
Lower middle	66%	34%
Lower	54%	46%

Combined figures for Haleon.

Pay gap

All Ireland employees

Median
6.9%

Mean
11.1%

Temporary employees

Median
1.4%

Mean
-0.1%

Bonus gap

All Ireland employees

Median
5.4%

Mean
11.7%

% of employees receiving bonuses



94.6%

94.0%



% of employees in receipt of BIK²



87.3%

88.6%



% of employees in each pay quartile

Pay quartile	Male	Female
Upper	78%	22%
Upper middle	68%	32%
Lower middle	67%	33%
Lower	53%	47%

1. GlaxoSmithKline Dungarvan Limited is the legal entity name for Haleon's manufacturing site in Dungarvan

2. Benefits In Kind



Our results continued

Reasons for the gender pay gap

The gender pay gap and bonus gap for the entirety of Haleon's business in Ireland follows the same trend as the Dungarvan entity (predominantly manufacturing). This is because the majority of our employees in Ireland work in manufacturing, except for a very small proportion in Dublin who work for the commercial side of our business.

The gender pay gaps detailed in this report are driven by the fact that our manufacturing business has a predominantly male workforce, consistent with trends in the broader manufacturing sector.

Historically, more men proportionally are in our higher skilled engineering roles (such as fitters, mechanics and technicians), with their salaries reflecting the highly skilled nature of their jobs.

We appreciate that we're very much on a journey and have more to do to accelerate women's career progression and improve their representation across all levels of our business in Ireland, including in leadership positions.

While reviewing the 2022 to 2023 pay gap, we found some data anomalies that led to a deeper review of how we were treating the Ireland payroll elements in the calculation.

We have since developed updates to the way in which we calculate our gender pay gap that more accurately interpret and present the relevant data. We therefore believe that the data set used as a basis for this year's report provides a more accurate account of our different pay elements than last year's data.

Using the updated calculations, our 2022 median gender pay gap would have decreased from 4.3% to 3.9%, while our mean gap would have increased from 4.0% to 9.1%.





Our Diversity, Equity and Inclusion ambitions.

Our ambition across Haleon globally is to create an inclusive environment where all employees feel a sense of belonging, are valued and understood, are treated fairly and equally, and are supported to progress and thrive. We embrace diverse backgrounds, experiences and perspectives and are committed to developing a workforce which reflects our consumers and communities across the globe.

Our Gender Diversity goals

Haleon has set clear gender diversity goals at a global level, with our local business units playing a critical role in enabling the broader organisation to achieve these ambitions.

We are targeting 50% female representation in leadership roles by 2030.

Gender representation is included as one of the ESG measures for rewarding senior leaders under our Long-Term Incentive Plan.





Our gender pay gap action plan.



Progressive Policies

We continue to offer progressive policies aimed at supporting our employees during various phases of their lives, with women amongst those expected to benefit the most. A number of women and men in our Irish business have taken advantage of these policies which include:

Global Parental Leave

This policy offers 26 weeks of fully paid leave following the arrival of a child. This policy is open to all employees, regardless of gender or sexuality and covers biological birth, surrogacy and adoption.

Global Caregivers Leave

This offers four weeks of fully paid leave within a calendar year for employees needing to care for a critically ill family member. With caregiving

responsibilities often falling to women, this policy provides financial security to employees at a critical time in their lives.

Menopause Statement

Launched internally to employees on World Menopause Day in October 2023, this sets out the ways in which we will support employees who are experiencing symptoms of menopause and perimenopause. For example, by adjusting working arrangements and the workplace environment, reviewing medical plans, and enabling internal support networks and resources. This year, our Dungarvan facility also supported employees and raised awareness of the topic by running a virtual menopause clinic.



Our gender pay gap action plan continued



Learning and Development

We're committed to making Haleon a place where women can grow professionally and thrive in their careers, while increasing their representation amongst our leadership. Targeted learning and development programmes are key to achieving this ambition. Within Haleon Ireland's local senior leadership team, and amongst their direct teams, there is an active focus on driving greater gender diversity. All of the current female leadership within our Dungarvan manufacturing site took part in the LEAD programme this year, to equip them with a clear understanding of what is expected of a Haleon people leader.



Recruitment of female talent

Within our Irish business specifically, we acknowledge the imbalance in gender representation, particularly across manufacturing roles, with proportionately more men than women working in these roles industry-wide. We are committed to driving more gender diversity across our manufacturing business, with our Dungarvan site focused on actively increasing its female representation. During recruitment, Haleon Ireland targets a greater proportion of females progressing through interview stages and are exploring ways in which to recruit from more diverse talent pools. The Dungarvan site also has educational links to local schools and communities through programmes which promote the opportunities STEM careers bring to girls and young women.

HALEON

**Dublin**

12 Riverwalk
Citywest Business Campus
Dublin 24
Ireland

Dungarvan (Over-the-Counter facility)

Knockbrack
Dungarvan
Co. Waterford
X35 RY76
Ireland

Dungarvan (Oral Health facility)

Clocherane
Youghal Road
Dungarvan
Co. Waterford
X35 Y983
Ireland



Visit www.haleon.com