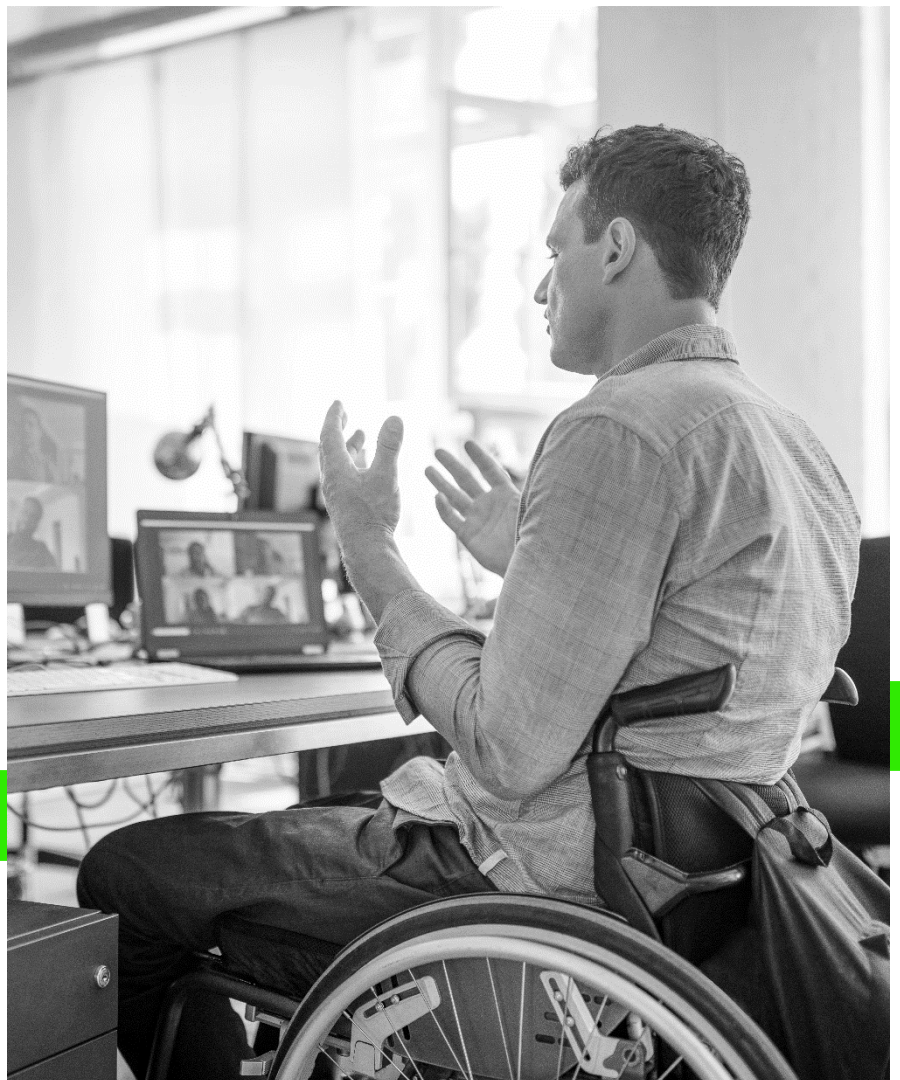




Diversity, Equity and Inclusion

Our Haleon position



Background

It is important for Haleon that we operate at the highest standards within our own business. For example, our ambition on tackling stigma and discrimination as a driver of poor health in society requires Haleon to be a leader on Diversity, Equity and Inclusion (DEI) in our own business. DEI is the essential foundation that supports our commitment to human rights and humanity. By leveraging our diversity, we're better able to develop new ideas, innovate, understand our markets stakeholders and customers, and drive our successful and competitive workforce.

For Haleon, our DEI actions will significantly improve the lived experiences of our people, and in doing so, help us to achieve our purpose of delivering better everyday health with humanity. We aim to take everything that we have done well in the past, through our heritage as part of GSK, and continue to do well today, and build on it.

DEI is an area in which Haleon will need to lead, to support our overall ambition of tackling stigma and discrimination. Incorporating key dimensions of diversity (race, disability, LGBTQ+, gender, and beyond), our DEI strategy will be supported by strong reporting and targets¹. We will demonstrate our progress and performance through a range of measures including ambitious targets for ethnicity and gender.

Our strategic choices

The overarching theme of our DEI strategy is a call to meaningful actions. Actions that will improve DEI within Haleon and better enable us to deliver everyday health with humanity.

We have three strategic choices underpinning our DEI ambition and why they are important to us:

Amplify belonging

People who feel they belong perform better, become more willing to challenge themselves, and are more resilient. Belonging has a strong correlation to commitment and motivation in the workplace, directly translating to employee retention, pride, and motivation. When we belong, we can create remarkable outcomes. For each other and our company. For our consumers and society. For ourselves.

Improve ethnicity and gender, and embrace intersectionality

We know that diverse teams will outperform any non-diverse team and that diversity drives innovation as people of different backgrounds and experiences are likely to approach situations differently, providing a more diverse spread of ideas. We are committed to improving representation of women and ethnically diverse talent in our company, but we recognise diversity is more than race and gender. Therefore, we aim to bring a sustained focus on intersectionality and celebrate multiple

¹ We have a marked heritage as part of GSK plc and together have built a world leading consumer health business. As of 18 July 2022, we are operating as a standalone company, 100% focused on consumer health and listed on the London Stock Exchange. Our DEI targets as an independent company will be announced in late 2022.

identities of our people². Embracing intersectionality in the workplace is crucial to creating a sense of belonging for our people.

Drive societal change

Supporting marginalised communities through meaningful partnerships will be at the heart of our efforts to drive societal change. Through these partnerships, we will aim to increase awareness of discrimination on age, race, gender, disability, and sexual orientation. Working closely with colleagues from our Sustainability, Supplier Diversity and Brand teams, we will leverage the collective power of our organisation to create and sustain positive change in the communities that we live and work in.

² Intersectionality is a tool and framework that helps to look at inequities through the multiple identities people hold and how they must navigate their experiences as individuals, and in groups.