

HALEON



For
Health.
**With
Humanity.**



Visit www.haleon.com

Ireland Gender Pay Gap
Report 2025



Foreword.



Earlier this year, Haleon set out our ambition to reach 1 billion more consumers by 2030. To achieve this, we launched our Win as One strategy, which has a clear focus on our people and culture. Unlocking the full potential of all our colleagues, including here in Ireland, will be central to delivering on our goals as a business.

In this context, we are pleased to announce that our gender pay gap in Ireland for 2025 shows we have made progress in reducing the median gap by 2.4% and mean gap by 3.2%. Creating an environment of inclusion and belonging in Ireland, where all employees are supported to grow and develop in their roles, is extremely important.

Since we last reported our gender pay gap, we have continued to support women to grow and develop in their careers at Haleon. We have also maintained a focus on recruiting diverse talent across our three entities in Ireland.

This year, we also moved our Dublin commercial office closer to the city centre. We see this as a fantastic opportunity to attract new talent into the business, given the proximity to leading Universities, while opening new networks for our existing colleagues.

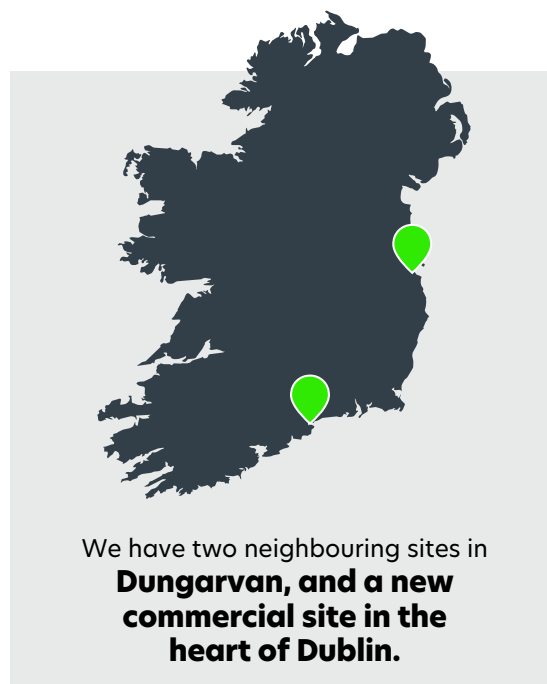
As we strive to reach more consumers in Ireland, we must ensure that our team reflects the wider population who rely on our products. This is why we must continue to seek progress on our gender pay gap, through increasing gender parity at all levels and ensuring that all colleagues have the tools they need to unlock their full potential at Haleon.

Marie Bruckert
Ireland Country Manager



Our presence in Ireland.

Haleon's business in Ireland comprises three legal entities, with a total of over 800 employees. Women represent 33.6% of the workforce that is in scope for gender pay reporting in 2025.



With over 800 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 brands, **Polident/Poligrip** and **Panadol**.



The oral health facility in Dungarvan produces **over 147 million** tubes of Polident/Poligrip fixative paste and **over 3 billion** denture cleansing tablets annually.



The Over-The-Counter facility in Dungarvan produces over **6.4 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:

- the median and mean gender pay and bonus gaps
- the percentage of male and female employees receiving bonus and benefits in kind
- the quartile pay bands distribution

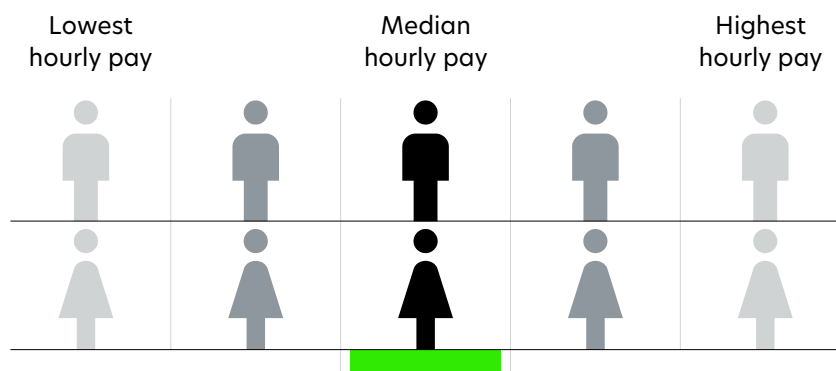
The median reduces the impact of the highest earners (more representative) whereas the mean reflects the entire pay range.

Within this report, we present the figures for the whole of Haleon's business in Ireland, as well as the figures for Haleon Ireland Dungarvan Limited and Stafford-Miller (Ireland) Limited* specifically. We also have another entity operating in Ireland which does not meet the legislative requirement for gender pay gap reporting (Haleon Ireland Limited), but is included in our combined figure for Haleon Ireland.

In this report, we show the gender pay gap data for the 12 months to the 30th June 2025.

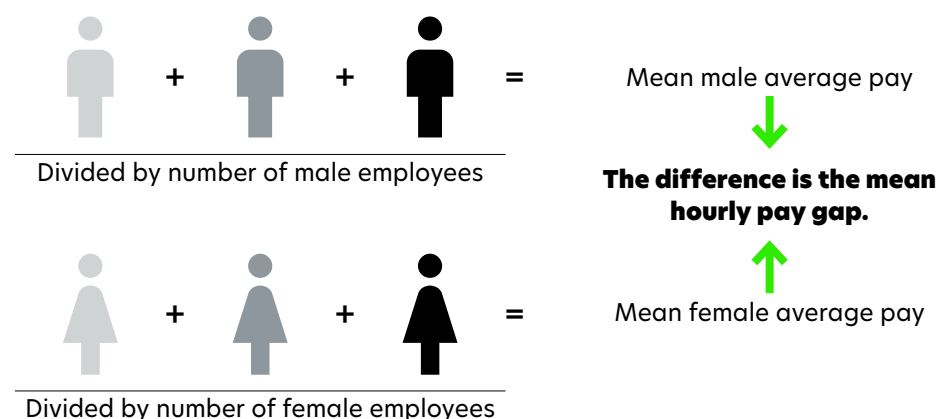
* Stafford-Miller (Ireland) Limited is part of Haleon's manufacturing site in Dungarvan and is a separate legal entity

The median pay gap.



The difference is the median hourly pay gap.

The mean pay gap.





Our results.

Combined figures for Haleon.

Pay gap

All Ireland employees

Temporary employees

Bonus gap

All Ireland employees

Median

Mean

Median

Mean

Median

Mean

5.7%

7.7%

18.0%

33.3%

3.4%

10.7%

% of employees receiving bonuses



98.8%

96.6%



% of employees in receipt of BIK*



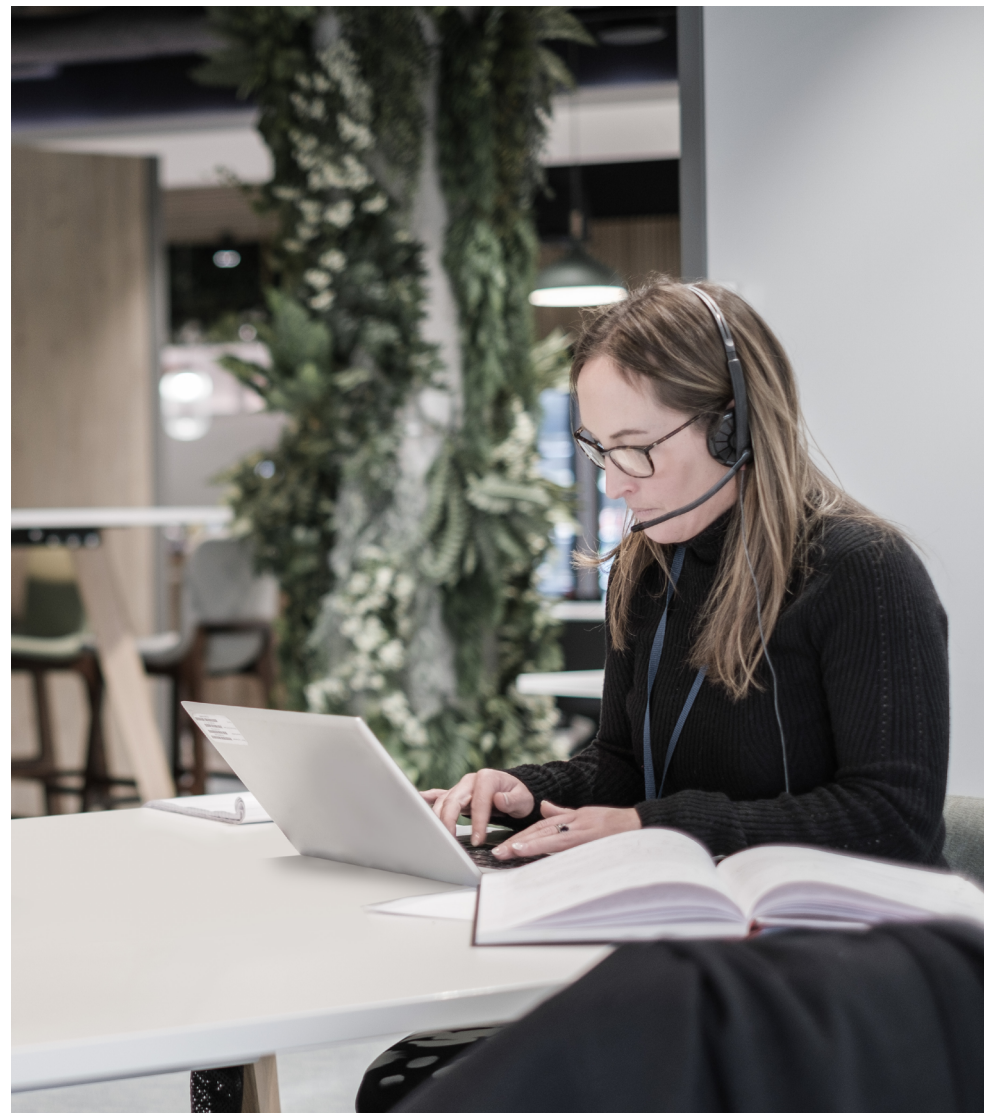
94.7%

91.6%



% of employees in each pay quartile

Pay quartile	Male	Female
Upper	77.0%	23.0%
Upper middle	64.0%	36.0%
Lower middle	72.0%	28.0%
Lower	51.0%	49.0%



* Benefits In Kind



Our results continued

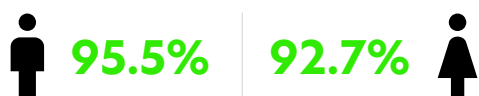
Figures for Haleon Ireland Dungarvan Limited*

Pay gap		Temporary employees		Bonus gap	
All Haleon Ireland Dungarvan Limited* employees				All Haleon Ireland Dungarvan Limited* employees	
Median	Mean	Median	Mean	Median	Mean
2.9%	9.2%	3.2%	10.8%	2.0%	15.0%

% of employees receiving bonuses



% of employees in receipt of BIK***



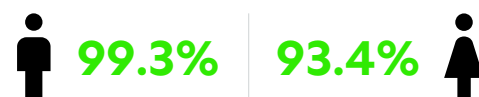
% of employees in each pay quartile

Pay quartile	Male	Female
Upper	78.0%	22.0%
Upper middle	58.0%	42.0%
Lower middle	73.0%	27.0%
Lower	53.0%	47.0%

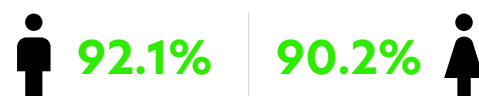
Stafford-Miller (Ireland) Limited**

Pay gap		Temporary employees		Bonus gap	
All Stafford-Miller (Ireland) Limited** employees				All Stafford-Miller (Ireland) Limited** employees	
Median	Mean	Median	Mean	Median	Mean
13.6%	16.5%	18.3%	25.7%	16.0%	22.4%

% of employees receiving bonuses



% of employees in receipt of BIK***



% of employees in each pay quartile

Pay quartile	Male	Female
Upper	93.0%	7.0%
Upper middle	77.0%	23.0%
Lower middle	72.0%	28.0%
Lower	43.0%	57.0%

* Haleon Ireland Dungarvan Limited is the legal entity name for Haleon's manufacturing site in Dungarvan

** Stafford-Miller (Ireland) Limited is part of Haleon's manufacturing site in Dungarvan and is a separate legal entity

*** Benefits In Kind



Our results continued

Reasons for the gender pay gap

We are pleased to report that we have made progress in reducing our mean and median gender pay gaps over the last year. This reflects the positive impact of the steps we have taken to ensure fair pay practices across Haleon's business in Ireland.

Our analysis shows that while we continue to have higher representation of males in the upper quartile, there is now a more gender balanced site leadership team. This follows a redistribution of leadership roles at site, which took place as a response to ongoing changes impacting our sector.

While our bonus mean and median gap has reduced, we recognise that we still have a gap due to a greater proportion of men working in more senior roles than women with larger bonus opportunities including Long Term Incentives Plans (LTIPs).

We acknowledge that we need to continue to focus on a balanced representation of both males and females across all levels, including the retention and progression of females within the business.

2024 data update

We have updated the treatment of a small number of payroll elements in 2025 to more accurately align them to the bonus calculations instead of base pay.

If we had applied the same treatment to the elements in our 2024 calculations, our mean bonus gap would have increased from 11% to 11.4% with no impact to pay gap.





Our Inclusion and Belonging approach.

We are committed to mobilising our purpose in a way that represents the diverse consumers and communities who rely on our brands every day. It guides us in creating an inclusive culture, where different backgrounds and views are valued and respected - all in support of understanding and best serving the needs of our consumers and unleashing the full potential of our people. It's important to us that Haleon is a place where all our employees feel they truly belong.

Haleon has an Inclusion and Belonging strategy which focusses on three key pillars;

1

Employee belonging:
workplace inclusion

2

Workforce representation:
reflecting our customers and consumers

3

Societal change:
community impact

* Excluding the United States and Puerto Rico

** Until 2027



Haleon has set clear inclusion goals at a global level to support our workforce representation pillar and our local business units playing a critical role in enabling the broader organisation to achieve these ambitions.

We are committed to achieving gender parity in our 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.



Full Potential People

A key driver of Haleon's Win as One strategy is unlocking the full potential of our people. In Ireland, this focus on learning and development has enabled colleagues to benefit from opportunities to advance their skills.

Qualified Person (QP) Development

The role of a QP is critical to our business. It is a legal requirement for every manufacturer to have a QP who can certify that products meet quality and safety standards for our consumers. These roles require rigorous training and expertise, and this year, one of our female colleagues was able to qualify into this role. This achievement will be instrumental in supporting progression into technical and leadership roles within the organisation. It is also a significant milestone for the Dungarvan site to have a female leader in one of these highly expert roles.

Commercial Graduate Programme

The development of early talent in our business is important in generating Haleon's future workforce. Women joining our Graduate programme can benefit from rotations across core commercial functions in Dublin, providing learning and development opportunities across the organisation. Alongside gaining exposure to various business functions, these colleagues receive coaching and mentoring from the gender balanced Irish Commercial Leadership Team (3 females and 4 males).

Facilitating Change Management Workshops

Female leaders in the business have played an integral role in leading change management workshops across 2025. Through leading these workshops, facilitators have been able to develop their leadership skills, guiding their teams through an uncertain period, while supporting them to develop core competencies.



Our gender pay gap action plan continued



Recruitment Initiatives

We are committed to driving more gender diversity across our Irish sites. During recruitment, Haleon Ireland continues action to attract applications from a more diverse talent pool. We have inclusion and belonging objectives that are tracked and discussed regularly, and we continue to work on our talent pipeline to ensure that it reflects these ambitions.

In 2025, our recruitment efforts in Dunganarvan and Dublin have been particularly focused on ensuring fairness and gender balance within our processes. The move of our commercial premises in Dublin to be closer to the city centre is designed to have a positive effect on our pipeline of inclusive talent in the business. This is due to its proximity to local universities, as well as its desirable location for commuting.

2026 and beyond

In addition to the initiatives highlighted, we will continue to focus on equity in our workplace through 2026 and beyond.

In our recruitment plans we will continue to look for opportunities to attract more female talent in our new site location, as well as continuing to work on our recruitment pipeline to attract a diverse talent pool. We will leverage the Change Management Workshops and Qualified Person Development to give more females an opportunity to be involved in these initiatives.



HALEON



Dublin

WeWork
5 Harcourt Rd
Dublin 2
D02 FW64
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