

HALEON

UK Gender Pay Gap Report 2025

For Health. With Humanity.



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Foreword

We are committed to ensuring our business represents the diverse consumers and communities who rely on our brands and fostering an environment where we unleash the full potential of our people.



Brian McNamara
Chief Executive Officer



Line De Decker
Chief Human Resources Officer

Over the course of 2025, we continued to mobilise our purpose to deliver better everyday health with humanity across the business, creating an inclusive culture where different backgrounds and views are valued and respected.

This report sets out Haleon's 2025 gender pay gap performance for our operations in the UK. We have made positive progress this year and have reduced our median pay gap to 7.0% and mean hourly pay gap to 6.0%, which is 5.8% below the current national median of 12.8*%.

We have made good progress in attracting and retaining top female talent in our UK business, with this year marking an increase in female hires compared to males.

It's also encouraging to see a greater increase in women's average hourly pay compared with men, showing ongoing progress driven by equitable and merit-based pay practices.

7.0%

Haleon's Median Gender Pay Gap **2025**

6.0%

Haleon's Mean Gender Pay Gap **2025**

It's important to us that Haleon is a place where all our employees feel they truly belong. While much progress has been made this year, we remain committed to continue addressing this as part of our ongoing efforts to close the remaining gender pay gap. This report sets out the initiatives we will continue to advance to support this.

Brian McNamara

Line De Decker

* Source: ONS - Gender Pay Gap in the UK, 2025



We are proud to be acknowledged in the FTSE Women Leaders Review 2025 as one of the top 10 performers for Women in Leadership for the fourth year in a row. We have also been recognised in the top 10 for Women on Boards for the second consecutive year.

About Haleon

We are a consumer company focused on better everyday health. This specialism means that our people, our research, our investment and our innovation are focused on improving the everyday health of consumers, throughout all stages of their lives.

Our product portfolio spans six major categories - Oral Health, Pain Relief, Respiratory Health, Digestive Health, Therapeutic Skin Health and Other, and Vitamins, Minerals and Supplements (VMS). Our long-standing brands - such as Advil, Sensodyne, Panadol, Voltaren, Theraflu, Otrivine, Polident, parodontax and Centrum - are trusted by more than one billion consumers and are recommended by health professionals around the world.

Haleon in the UK

Haleon's 2025 analysis of its UK business comprised of two main legal entities with ~ 1900 employees, of which women represent 50%.

In 2025, Haleon's UK presence spanned a number of sites, including:

- Our interim global headquarters in Weybridge, Surrey.
- Our neighbouring Oral Health R&D facilities in St. George's Weybridge, a centre of excellence for our Global Oral Health Category and a location for supporting Global Functions.
- Our Central London office which houses teams from our GB&I Commercial Business and Corporate Functions.
- A manufacturing facility in Maidenhead, which produced a number of our oral health brands until October 2025*.



* The last day of operations took place in October 2025, with limited staff remaining at the site in 2026 to complete the decommissioning process.

** This includes employees who are out of scope for gender pay gap reporting.

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



Haleon has set clear inclusion goals at a global level to support our workforce representation pillar and our local business units play 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.*

* Excluding the United States and Puerto Rico

About our reporting

About 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

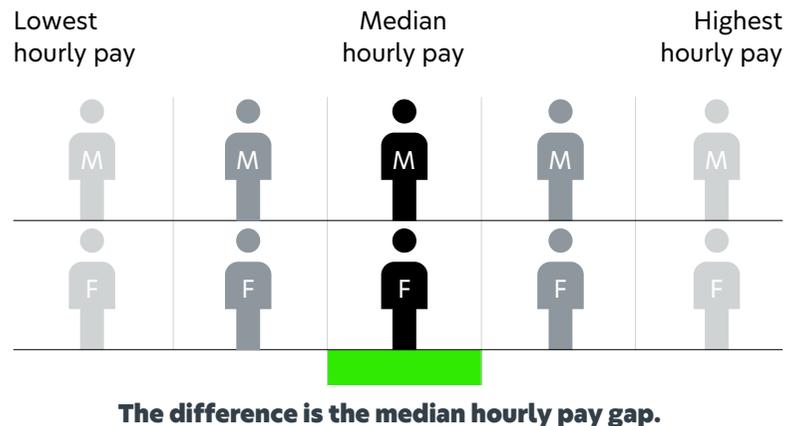
To comply with legislation, we measure:

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

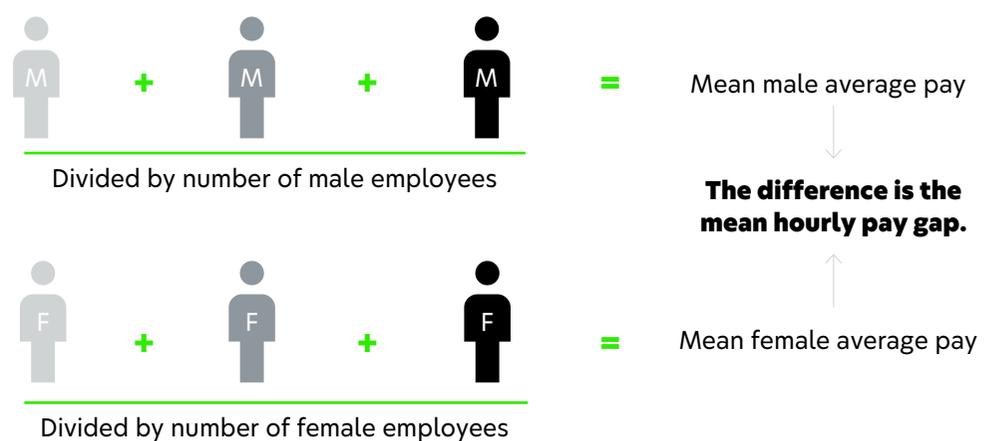
The median reduces the impact of the highest earners (so is therefore a more representative measure) whereas the mean reflects the entire pay range.

Within this report, to provide a holistic view of our gender pay gap results, we are voluntarily providing figures for the whole of Haleon's UK business, as well as figures for the two legal entities which we are legally required to disclose: (i) Haleon UK Trading Limited (ii) Haleon UK Services Limited. The data within this report uses a snapshot date of 05 April, 2025.

The median pay gap.

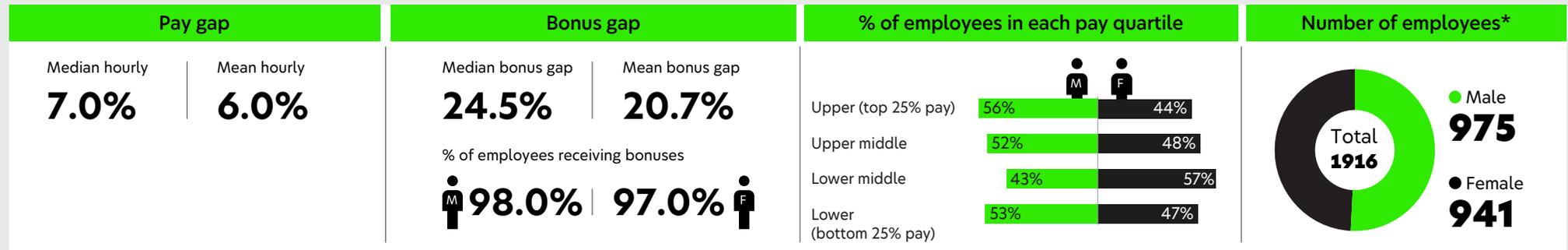


The mean pay gap.

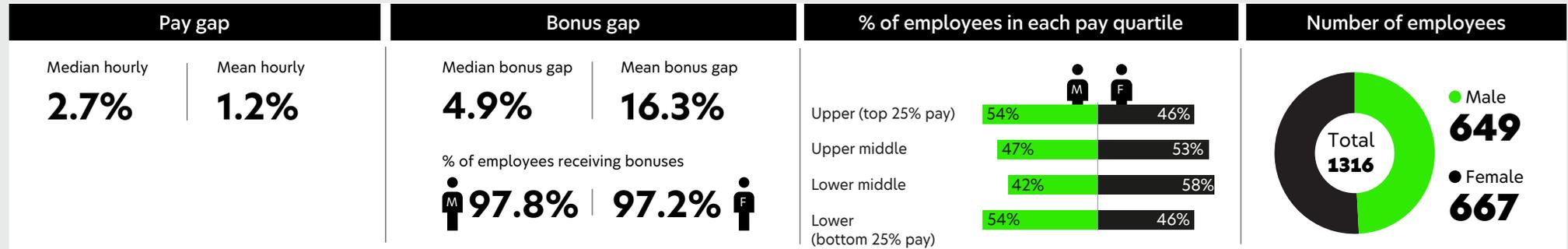


Our results

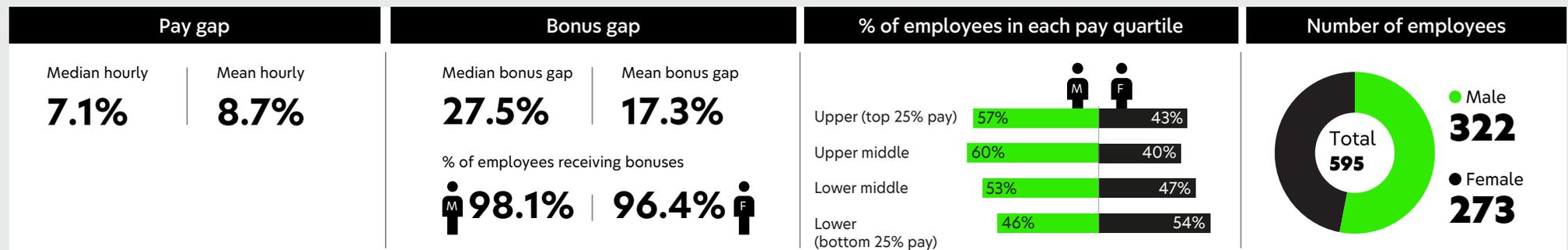
Combined figures for Haleon UK (consisting of Haleon UK Trading Limited and Haleon UK Services Limited)



Haleon UK Trading Limited



Haleon UK Services Limited



* The overall UK number includes additional relevant UK employees from two other legal entities.

Understanding our UK gender pay gap

We are pleased with the progress made with our UK gender pay gap and we will continue our work to unlock our peoples' full potential.

Our analysis shows that our median and mean pay gaps have narrowed this year. We appointed more women to leadership roles compared to 2024 in the UK, which has positively impacted our upper quartile, where female talent has grown.

Our bonus gap has widened, largely driven by bonus payouts to senior males and the distribution of genders throughout Haleon's levels.

We recognise that continuing progress in gender representation and reducing the bonus pay gap in the UK is essential for achieving pay equity across all levels.



Our UK gender pay action plan

Attracting and Growing Talent



What we did in 2025

We advanced our talent acquisition processes in the UK by integrating technology designed to eliminate bias. We've also enhanced our interview toolkits, providing comprehensive guidance to support inclusive hiring practices.

In 2025, we deepened our focus on STEM, expanding UK partnerships to inspire more women and girls to pursue careers in science and technology within our local communities. We also promoted initiatives designed to foster connection, mentorship and development for women in STEM at Haleon UK, such as our continued collaboration with everywoman, a global organisation dedicated to advancing women in business.



Our plan for 2026

Looking ahead, we will continue to progress these initiatives and partnerships in the UK, as we believe they play a vital role in encouraging more women and girls to pursue STEM careers and empowering women to achieve their full potential.

“As a UK headquartered healthcare company, we are excited to promote STEM careers in the community, including to women and girls who are often under-represented in these fields. We do this by supporting local community events, providing sponsorship and partnering with external organisations with shared aspirations (such as International Women’s Day STEM Event at Snapchat HQ). Myself and the UK STEM committee are committed to inspiring future talent and the next generation into future careers in healthcare.”

Abeera Mohammad

Associate Director Biostatistics, UK STEM Lead



Our UK gender pay action plan

Empowering our Employees



What we did in 2025

In 2025, we continued to invest in learning and development opportunities for female talent across our UK business. This includes our diverse talent programme, which helps to accelerate growth through tailored coaching, and our leadership development programmes, which equip future leaders with the tools and knowledge they need to succeed.

Our Women@Haleon ERG, which is open to all employees, continued to promote the "Elevate U" initiative to empower female talent and support their personal and professional growth, which has expanded to a network of over 400 people globally in 2025.

Beyond the calendar of local events, our UK Chapter made significant strides in raising awareness about menopause and its impact on women in the workplace. In 2025, we proudly introduced the Menopause Toolkit - a practical resource created to support employees navigating menopause and to provide allies with guidance for meaningful support.



Our plan for 2026

In 2026, we will continue to champion our learning and development programmes in the UK. Our Women@Haleon ERG will host a regular calendar of events designed to equip female talent with practical guidance to support their career development and progression.

"I was really proud to help author and publish our Menopause Toolkit to break the silence and stigma around menopause in the workplace. This resource is designed to educate all employees, providing practical guidance, and signposting support that enables people to have open, informed conversations. Our mission at Women@Haleon is to create a more inclusive culture where every colleague feels seen, supported, and empowered to thrive at every stage of life."

Abi Weaver
UK Chapter Co-Lead and
Global Events Lead





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Declaration

I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to read "Oriane Lacaze".

Oriane Lacaze

Director, Haleon UK Trading Limited; Haleon UK Services Limited



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