HALEON



For Health. **With Humanity.**

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Ireland Gender Pay Gap Report 2026

Foreword.

Our people are at the heart of Haleon's business in Ireland. We want to create an environment where everyone can contribute, develop and reach their full potential.

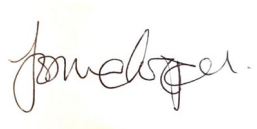


This report sets out our 2026 gender pay gap results. Since we last reported, we have seen progress in reducing our mean gender pay and bonus gap. For 2026, our mean gender pay gap is 5.5% and our median gender pay gap is 6.7%. These figures provide an important measure of where we are today, and help us focus on the actions needed for the future to make further progress.

As a consumer company solely focused on better everyday health, we know that different perspectives strengthen how we understand and serve the people who rely on our brands. Building balanced representation across our business is therefore important both for our colleagues and for the consumers and communities we support.

Across our sites in Dublin and Dungarvan, we remain focused on fair and inclusive recruitment, and supporting meaningful development opportunities. We are taking practical steps to help remove barriers, strengthen our talent pipeline and improve representation at every level.

We will stay focused and keep listening, learning and taking action so that everyone at Haleon Ireland has the opportunity to succeed.



Jo Cooper
General Manager, Great Britain & Ireland

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.

How do we measure the gender pay gap?

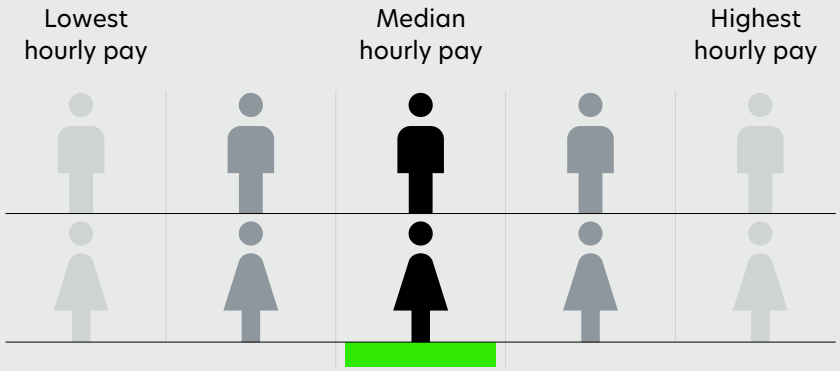
To comply with legislation, we measure:

- 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.

What is equal pay?

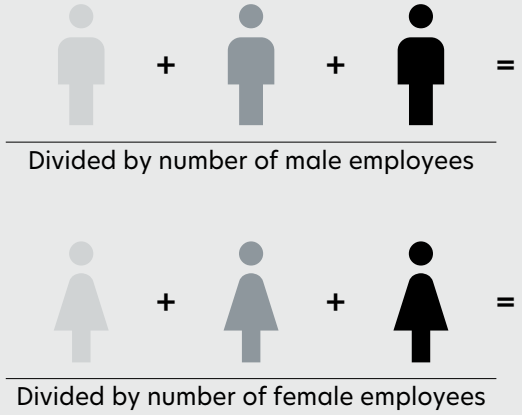
The gender pay gap measure is not the same as equal pay. Equal pay means giving the same pay to men and women whose roles are the same or broadly similar, with any differences in pay based on factors other than gender, such as skills and experience. Haleon is fully committed to equitable and fair pay.

The median pay gap.



The difference is the median hourly pay gap.

The mean pay gap.



Our results.

In this report, we show the gender pay gap data for the 12 months to 30th June 2026.

Combined figures for Haleon

Pay gap

All Ireland employees

Median	Mean
6.7%	**5.5%**

Temporary employees

Median	Mean
9.4%	**13.3%**

Bonus gap

All Ireland employees

Median	Mean
3.7%	**3.7%**

% of employees receiving bonuses

95.6% | **94.2%**

% of employees in receipt of BIK*

93.9% | **90.0%**

* Benefits In Kind

% of employees in each pay quartile

Pay quartile	Male	Female
Q1 Upper	76.0%	24.0%
Q2 Upper middle	67.0%	33.0%
Q3 Lower middle	72.0%	28.0%
Q4 Lower	53.0%	47.0%



Reasons for the gender pay gap

Our analysis shows that while we continue to have higher representation of males in the upper quartile, we have made positive progress in balancing our gender representation across leadership grades. Our mean and bonus pay gaps have reduced due to the redistribution of leadership roles across Haleon's business in Ireland, changes which were made as part of normal business operations.

However, we acknowledge our median gaps have widened marginally. This is driven by a greater proportion of men in manufacturing roles which are eligible for additional pay opportunities, including overtime, shift allowances, and call out allowances.

Our results continued

Haleon Ireland Dungarvan Limited*

Pay gap

All Haleon Ireland Dungarvan Limited* employees		Temporary employees	
Median	Mean	Median	Mean
4.7%	6.4%	13.6%	13.8%

Bonus gap

All Haleon Ireland Dungarvan Limited* employees	
Median	Mean
2.1%	6.0%

% of employees receiving bonuses

94.7% | 94.0%

% of employees in receipt of BIK***

94.0% | 91.2%

% of employees in each pay quartile

Pay quartile	Male	Female
Q1 Upper	78.0%	22.0%
Q2 Upper middle	63.0%	37.0%
Q3 Lower middle	71.0%	29.0%
Q4 Lower	55.0%	45.0%

Stafford-Miller (Ireland) Limited**

Pay gap

All Stafford-Miller (Ireland) Limited** employees		Temporary employees	
Median	Mean	Median	Mean
11.0%	15.7%	8.5%	20.0%

Bonus gap

All Stafford-Miller (Ireland) Limited** employees	
Median	Mean
17.8%	21.7%

% of employees receiving bonuses

98.0% | 93.3%

% of employees in receipt of BIK***

93.3% | 86.7%

% of employees in each pay quartile

Pay quartile	Male	Female
Q1 Upper	94.0%	6.0%
Q2 Upper middle	71.0%	29.0%
Q3 Lower middle	73.0%	27.0%
Q4 Lower	47.0%	53.0%

* 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

We have another entity operating in Ireland which does not meet the legislative headcount requirement for gender pay gap reporting (Haleon Ireland Limited), but is included in our combined figure for Haleon Ireland.

Our Gender Pay Gap **Action Plan.**



We are proactively supporting colleagues to thrive at Haleon through a range of initiatives, which are aligned to our global inclusion and belonging strategy.

Development

- Continuing to develop and support female talent within our Qualified Person succession pipeline, with the aim of enabling additional women to achieve QP qualification in future years.
- Integrating gender diversity into talent review and succession planning processes.

Recruitment

- Adopting a balanced shortlisting approach, aiming for 50% female representation among interview candidates for all roles, where possible.
- Continuing to review role profiles, recruitment channels and selection practices to help ensure they are inclusive, accessible and focused on the skills and experience required for each role.
- Monitoring recruitment outcomes and candidate representation to understand where barriers may remain, identify opportunities for improvement and support sustained progress over time.
- Attracting and developing diverse talent through our Graduate, Apprenticeship and Industrial Placement programmes, providing meaningful learning and development opportunities across Manufacturing, Quality, Engineering, Supply Chain, Operations Excellence and other support functions.
- Continuing to work with local schools, colleges and STEM networks to encourage more women to pursue careers in manufacturing and technical disciplines, including through our Industrial Placement programme.

Policies

- Introducing additional support for women going through menopause, including updated global policies, leadership training, education and resources for employees on this specific topic.

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