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Foreword.



Bas Vorsteveld
General Manager, GBI

Regular and transparent reporting on the gender pay gap is an essential aspect of Haleon's commitment to diversity, equity and inclusion.

So, I'm pleased to be sharing our first gender pay gap report for Ireland, following Haleon plc's recent launch as an independent company 100% focused on consumer health.

Our first analysis of our business in Ireland has revealed a mean pay gap of 4.0 per cent and a median pay gap of 4.3 per cent. Within Ireland, we are committed to doing more to close the gap and further improve the careers and prospects of women at all levels across our business.

As a newly formed company which listed in July 2022, Haleon plc has a unique opportunity to build an inclusive, purposeful, performance focused organisation right from the start. We believe our colleagues, in each and every market, should reflect the diversity of the consumers and communities that rely on our products, across the world. In building our culture, we are aiming to create a positive environment, where everyone can realise their potential.

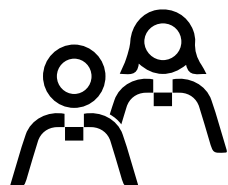
Bas Vorsteveld

This report has been issued by the directors of GlaxoSmithKline Dungarvan Limited, GlaxoSmithKline Consumer Healthcare (Ireland) Limited and Stafford-Miller (Ireland) Limited.



Our presence in Ireland.

Our manufacturing and logistics facilities in Ireland consist of two neighbouring sites in Dungarvan, County Waterford. We also have a small commercial presence in Dublin.



We are one of the largest employers in the South East of Ireland.

Our Over-the-Counter (OTC) facility in Dungarvan is the world's biggest supplier of Panadol, producing over **8 billion** tablets annually.



Our commercial team in Dublin is responsible for the sales and marketing of our consumer health brands, including Sensodyne, Panadol, Voltarol and Centrum. We also have a continuous track record of innovation, most recently, for example, with the launch of Sensodyne Nourish and Corsodyl Gum+ Breath & Sensitivity in 2022.



Our Oral Health facility produces over **130 million** tubes of Poligrip Fixative Paste and more than **3 billion**

Denture Cleansing 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.

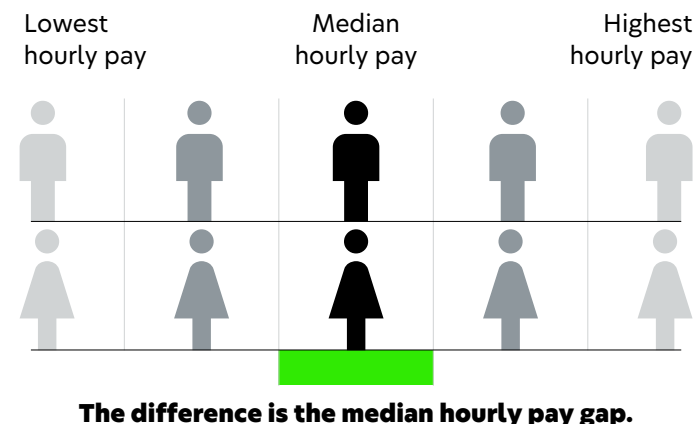
The gender pay gap measure is not the same as equal pay. Equal pay means giving the same pay to men and women whose roles are the same or broadly similar, with any differences in pay based on factors other than gender, such as skills and experience. Haleon is fully committed to equitable and fair pay.

How we measure the gender pay gap.

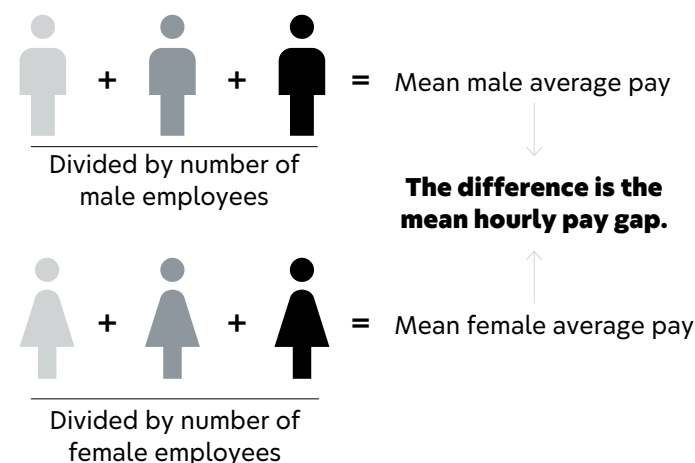
To comply with legislation, we measure both the mean and median gender pay gap. The former reflects the entire pay range across our organisation in Ireland while the latter excludes the impact of the highest earners at the top of the scale. Both of these measures help us to better understand the key 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 mean and median 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 (GlaxoSmithKline Consumer Healthcare (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 30th June 2022 as a snapshot date.

The median pay gap.



The mean pay gap.





Our results.

Figures for GlaxoSmithKline Dungarvan Limited.

Pay gap

All GlaxoSmithKline
Dungarvan Limited
colleagues

Mean
4.7%

Median
4.1%

Temporary
employees

Mean
5.1%

Median
3.2%

Bonus gap

All GlaxoSmithKline
Dungarvan Limited
colleagues

Mean
9.4%

Median
1.9%

% of employees receiving bonuses

93.0% **92.5%**

% of employees in receipt of BIK

91.0% **90.0%**

% of employees in each pay quartile

Pay quartile	Male	Female
Upper	74%	26%
Upper middle	69%	31%
Lower middle	73%	27%
Lower	51%	49%

Combined figures for Haleon.

Pay gap

All Ireland
colleagues

Mean
4.0%

Median
4.3%

Temporary
employees

Mean
0.8%

Median
0.3%

Bonus gap

All Ireland
colleagues

Mean
12.4%

Median
6.2%

% of employees receiving bonuses

94.8% **91.9%**

% of employees in receipt of BIK

92.6% **89.7%**

% of employees in each pay quartile

Pay quartile	Male	Female
Upper	72%	28%
Upper middle	69%	31%
Lower middle	73%	27%
Lower	51%	49%

Reasons for the gender pay gap.

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 have had long tenures in skilled engineering roles (such as fitters, mechanics and technicians), with their salaries reflecting the highly skilled nature of their jobs. These trends also impact the number of women progressing to more senior roles, which creates a bonus pay gap in favour of men.

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

While we acknowledge the overall gender pay and bonus gap due to demographic reasons, Haleon is committed to ensuring non-discriminatory pay practices for colleagues across all its legal entities in Ireland.



Our Diversity, Equity and Inclusion ambitions.

As a new company which listed in July 2022, Haleon plc's ambition is to create an inclusive environment where all colleagues 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.

Championing Diversity, Equity and Inclusion (DEI)

We are committed to creating a truly inclusive environment where everyone can feel a sense of belonging and thrive

We aim to develop a leadership position on DEI initiatives and policies

Among others, our goals include reaching gender parity in leadership roles by 2030

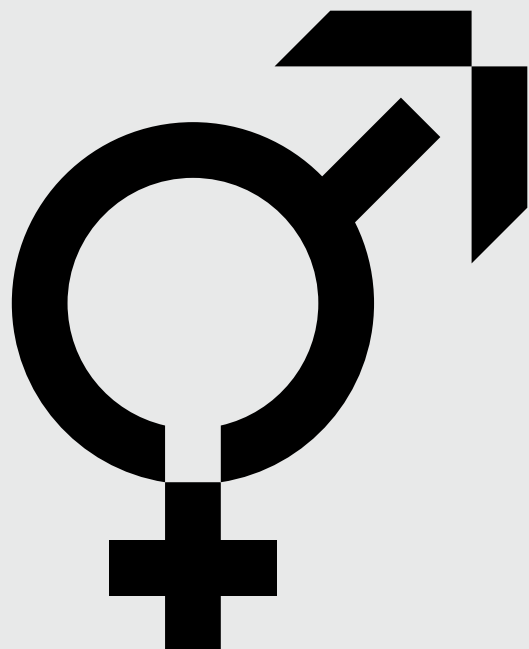
Gender representation is included as one of the ESG measures for rewarding senior leaders under our Long-Term Incentive Plan

Ireland Gender Pay Gap Report 2022





Our gender pay gap action plan.



The initiatives below see Haleon taking its first steps – as a newly formed business 100% focused on consumer health – to address the gender pay gap. We will be expanding the scope and scale of this global action plan over time and will provide a more detailed update in due course. Within Ireland specifically, we will seek to develop an action plan to build a rich pool of female talent to bring greater gender balance to our local manufacturing operations, which have historically been composed largely of men.

Progressive parental leave policy

We've introduced a market-leading parental leave policy whereby all employees globally are entitled to 26 weeks fully paid leave following the arrival of a child. This policy is open to all employees, regardless of gender or sexuality, and supports the retention of female colleagues. It also covers biological birth, surrogacy and adoption.

Talent development focused on women

We've set an ambition to get to Gender Parity in leadership roles by 2030 which includes building stretching goals into our incentive plan for leaders. This means a greater focus on diversity within our talent review and succession processes, both on a functional and market level, to accelerate the development and appointment of women into leadership roles across the business. We leverage talent development programmes focused specifically on developing women to further support their career progression and inclusive leadership.

Global Employee Resource Groups (ERGs)

We've created four Global ERGs – focused on Disability, Gender, LGBTQ+ and Ethnicity – to create a positive impact around a range of diversity topics and issues. These are voluntary, employee-led communities, where our colleagues will convene to drive meaningful change across our company.

Through our Women@Haleon ERG, we are focused on promoting gender balance, leadership development and increasing women's representation across all levels of the company.



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



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