



Global Reporting Initiative (GRI) Index



GLOBAL REPORTING INITIATIVE (GRI) INDEX

Our 2022 responsible business reporting has been prepared with reference to with the GRI Universal Standards.

The table below provides an overview of the relevant GRI Standards for our most material topics and where to find information regarding them in this report or other Haleon reports and disclosures.

GRI standard	Disclosure	Location in reporting suite	Notes
GRI 2: General disclosures 2021			
2-1	Organizational details	<p>Refer to the front page of the 2022 Annual Report and Form 20-F for official name of the entity.</p> <p>Refer to 'Haleon at a glance' in the 2022 Annual Report and Form 20-F for nature of ownership and legal form.</p> <p>Page 24.</p> <p>Refer to Note 1 and Note 30 in the Group Financial Statements in the 2022 Annual Report and Form 20-F for head office and addresses of office locations respectively.</p> <p>Page 127 and Pages 180-186.</p>	
2-2	Entities included in the organization's sustainability reporting	<p>Refer to 'Basis of Reporting' under the ESG reporting section of our website.</p> <p>Refer to 'Our approach to reporting' under the ESG reporting section of our website.</p> <p>Refer to Note 1 in the Group Financial Statements in the 2022 Annual Report and Form 20-F for the basis of consolidation.</p> <p>Pages 127-128.</p>	
2-3	Reporting period, frequency and contact point	Refer to 'Our approach to reporting' under the ESG reporting section of our website.	
2-4	Restatements of information	No restatements noted in the 2022 Annual Report and Form 20-F.	
2-5	External assurance	<p>Refer to the 'Audit and Risk Committee report' section of the 2022 Annual Report and Form 20-F.</p> <p>Pages 74-79.</p> <p>Refer to the 'Assurance and Reporting Criteria' under 'Our approach to reporting' on the ESG reporting section of our website.</p>	
2-6	Activities, value chain and other business relationships	<p>Refer to the 'Our Strategy' section of the 2022 Annual Report and Form 20-F.</p> <p>Page 18.</p> <p>Refer to 'Our Business Model' section of the of the 2022 Annual Report and Form 20-F.</p> <p>Pages 10-11.</p>	
2-9	Governance structure and composition	<p>Refer to the 'Corporate Governance' section of the 2022 Annual Report and Form 20-F.</p> <p>Pages 64-67, 69.</p> <p>Refer to the 'Responsible Business Governance' section on the ESG reporting hub of our website.</p>	

GRI standard	Disclosure	Location in reporting suite	Notes
2-11	Chair of the highest governance body	Refer to 'Corporate Governance' section of the 2022 Annual Report and Form 20-F. Pages 64-69.	
2-12	Role of the highest governance body in overseeing the management of impacts	Refer to the 'Responsible Business' section of Progress Against our Strategy in the 2022 Annual Report and Form 20-F. Pages 22-25.	
2-13	Delegation of responsibility for managing impacts	Refer to 'Upholding our Standards' on the ESG reporting section of our website.	
2-14	Role of the highest governance body in sustainability reporting	Refer to the 'Environmental and social sustainability committee terms of reference' document on our website.	
2-15	Conflicts of interest	Refer to the Conflict of Interest policy on our website.	
2-17	Collective knowledge of the highest governance body	Refer to the 'Leadership' under the 'Who we are' section on our website for the profiles of the members of our Environmental and social sustainability committee.	
2-18	Evaluation of the performance of the highest governance body	Refer to 'Board development, effectiveness and performance' in the Governance section of the 2022 Annual Report and Form 20-F. Page 73.	
2-19	Remuneration policies	Refer to the Directors' Remuneration Report in the 2022 Annual Report and Form 20-F. Pages 82-105.	
2-20	Process to determine remuneration	Refer to the Directors' Remuneration Report in the 2022 Annual Report and Form 20-F. Pages 82-105.	
2-21	Annual total compensation ratio	Refer to the Directors' Remuneration Report in the 2022 Annual Report and Form 20-F. Pages 82-105.	
2-22	Statement on sustainable development strategy	Refer to 'Our Responsible Business strategy' on the 'Our Impact' section of our website.	
2-23	Policy commitments	Refer to the policies on our website.	
2-24	Embedding policy commitments	Refer to the 'Responsible Business' section of Progress Against our Strategy in the 2022 Annual Report and Form 20-F. Pages 22-25. Refer to 'Embedding Responsible Business Governance' under 'Responsible Business Governance' on the ESG reporting hub of our website.	

GRI standard	Disclosure	Location in reporting suite	Notes
2-26	Mechanisms for seeking advice and raising concerns	Refer to the 'Our Culture and Behaviours' section of the 2022 Annual Report and Form 20-F for information on the Code of Conduct. Pages 16-17. Refer to 'Upholding our Standards' on the ESG reporting section of our website for information on the Code of Conduct.	
2-27	Compliance with laws and regulations	Refer to the 'Statement of Compliance' in the 2022 Annual Report and Form 20-F. Page 62.	
2-29	Approach to stakeholder engagement	Refer to 'Stakeholder Engagement' section of the 2022 Annual Report and Form 20-F, Pages 14-15. as well as the 'Stakeholder Engagement' section on the ESG reporting hub.	
2-30	Collective bargaining agreements	Refer to the 'Supporting our people's health and wellbeing' under 'Upholding our Standards' on the ESG reporting section on our website. Refer to the Human Rights Policy on our website, Page 5.	
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Refer to 'materiality' on the ESG reporting hub section on our website.	
3-2	List of material topics	Refer to 'materiality' on the ESG reporting hub section on our website.	
3-3	Management of material topics	Refer to 'Business Review' in the 2022 Annual Report and Form 20-F Pages 36-45. Refer to 'materiality' on the ESG reporting hub section on our website.	
201-1	Direct economic value generated and distributed	Refer to 'Business Review' in the 2022 Annual Report and Form 20-F.	
201-2	Financial implications and other risks and opportunities due to climate change	Refer to 'Task Force on Climate-related Financial Disclosures' in the 2022 Annual Report and Form 20-F. Page 28-35.	
201-4	Financial assistance received from government	Refer to Group Financial Statements in the 2022 Annual Report and Form 20-F. Pages 124-126.	
203-1	Infrastructure investments and services supported	Refer to 'Building healthy communities' under Health Inclusivity on the ESG reporting section on our website.	
203-2	Significant indirect economic impacts	Refer to 'Health Inclusivity' on the ESG reporting section on our website.	

GRI standard	Disclosure	Location in reporting suite	Notes
205-2	Communication and training about anti-corruption policies and procedures	Refer to 'Embedding strong governance' section on the ESG reporting hub of our website.	
207-1	Approach to tax	Refer to Group Financial Statements in the 2022 Annual Report and Form 20-F. Pages 124-126.	
207-2	Tax governance, control, and risk management	Refer to Group Financial Statements in the 2022 Annual Report and Form 20-F. Pages 124-126.	
207-3	Stakeholder engagement and management of concerns related to tax	Refer to Group Financial Statements in the 2022 Annual Report and Form 20-F. Pages 124-126.	
207-4	Country-by-country reporting	Refer to Group Financial Statements in the 2022 Annual Report and Form 20-F. Pages 124-126.	
301-1	Materials used by weight or volume	Refer to direct disclosure tables for more information.	
302-1	Energy consumption within the organization	Refer to direct disclosure tables for more information.	
302-3	Energy intensity	Refer to direct disclosure tables for more information.	
302-4	Reduction of energy consumption	Refer to direct disclosure tables for more information.	
303-1	Interactions with water as a shared resource	Refer to 'Integrating water stewardship and waste circularity' under 'Environment' in the ESG reporting section of our website.	
303-2	Management of water discharge-related impacts	Refer to 'Integrating water stewardship and waste circularity' under 'Environment' in the ESG reporting section of our website.	
303-3	Water withdrawal	Refer to direct disclosure tables for more information.	
303-4	Water discharge	Refer to direct disclosure tables for more information.	
304-3	Habitats protected or restored	Refer to 'Integrating water stewardship and waste circularity' under 'Environment' in the ESG reporting section of our website.	
305-1	Direct (Scope 1) GHG emissions	Refer to 'Tackling carbon emissions' in the ESG reporting section of our website.	Refer to direct disclosure tables for more information.
305-2	Energy indirect (Scope 2) GHG emissions	Refer to 'Tackling carbon emissions' in the ESG reporting section of our website.	Refer to direct disclosure tables for more information.
305-3	Other indirect (Scope 3) GHG emissions	Refer to 'Tackling carbon emissions' in the ESG reporting section of our website.	Refer to direct disclosure tables for more information.
305-4	GHG emissions intensity	Refer to direct disclosure tables for more information.	
305-5	Reduction of GHG emissions	Refer to 'Tackling carbon emissions' in the ESG reporting section of our website.	Refer to direct disclosure tables for more information.
305-6	Emissions of ozone-depleting substances (ODS)	Refer to direct disclosure tables for more information.	

GRI standard	Disclosure	Location in reporting suite	Notes
306-2	Management of significant waste-related impacts	Refer to 'Integrating water stewardship and waste circularity' in the ESG reporting section of our website.	
306-3	Waste generated	Refer to 'Integrating water stewardship and waste circularity' in the ESG reporting section of our website.	Refer to direct disclosure tables for more information.
306-5	Waste directed to disposal	Refer to 'Integrating water stewardship and waste circularity' in the ESG reporting section of our website.	Refer to direct disclosure tables for more information.
308-1	New suppliers that were screened using environmental criteria	Refer to 'Working with responsible suppliers and partners to protect people and environment' under 'Upholding our standards' in the ESG reporting section of our website.	
401-1	New employee hires and employee turnover	Refer to our ESG Data Book – 2022 on the ESG reporting section of our website.	
401-3	Parental leave	Refer to 'Supporting our people's health and wellbeing' under 'Upholding our standards' in the ESG reporting section of our website.	
403-1	Occupational health and safety management system	Refer to 'Health and Safety' and 'Health & Safety' management approach' on the ESG reporting section on our website. Refer to the Environment, Health, Safety and Wellbeing policy on our website.	
403-2	Hazard identification, risk assessment, and incident investigation	Refer to 'Health and Safety' and 'Health & Safety' management approach' on the ESG reporting section on our website. Refer to the Environment, Health, Safety and Wellbeing policy on our website.	
403-3	Occupational health services	Refer to 'Health and Safety' and 'Health & Safety' management approach' on the ESG reporting section on our website. Refer to the Environment, Health, Safety and Wellbeing policy on our website.	
403-4	Worker participation, consultation, and communication on occupational health and safety	Refer to 'Health and Safety' and 'Health & Safety' management approach' on the ESG reporting section on our website. Refer to the Environment, Health, Safety and Wellbeing policy on our website.	
403-5	Worker training on occupational health and safety	Refer to 'Health and Safety' and 'Health & Safety' management approach' on the ESG reporting section on our website. Refer to the Environment, Health, Safety and Wellbeing policy on our website.	
403-6	Promotion of worker health	Refer to 'Health and Safety' and 'Health & Safety' management approach' on the ESG reporting section on our website. Refer to the Environment, Health, Safety and Wellbeing policy on our website.	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Refer to 'Health and Safety' and 'Health & Safety' management approach' on the ESG reporting section on our website. Refer to the Environment, Health, Safety and Wellbeing policy on our website.	

GRI standard	Disclosure	Location in reporting suite	Notes
403-8	Workers covered by an occupational health and safety management system	Refer to 'Health and Safety' and 'Health & Safety' management approach' on the ESG reporting section on our website. Refer to the Environment, Health, Safety and Wellbeing policy on our website.	
403-9	Work-related injuries	Refer to 'Health and Safety' and 'Health & Safety' management approach' on the ESG reporting section on our website. Refer to the Environment, Health, Safety and Wellbeing policy on our website.	
403-10	Work-related ill health	Refer to 'Health and Safety' and 'Health & Safety' management approach' on the ESG reporting section on our website. Refer to the Environment, Health, Safety and Wellbeing policy on our website.	
404-1	Average hours of training per year per employee	Refer to our ESG Data Book – 2022 on the ESG reporting section of our website.	
404-2	Programs for upgrading employee skills and transition assistance programs	Refer to 'Building a high performing workforce' in the Responsible Business Report 2022. Page 33.	
405-1	Diversity of governance bodies and employees	Refer to 'Championing diversity, equity and inclusion' on the ESG reporting section on our website.	
405-2	Ratio of basic salary and remuneration of women to men	Refer to our UK Gender Pay Gap Report 2022 on our website.	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Refer to Haleon Modern Slavery Act Statement 2022	
413-1	Operations with local community engagement, impact assessments, and development programs	Refer to 'Building healthy communities' under 'Health Inclusivity' in the ESG Reporting section of our website.	
413-2	Operations with significant actual and potential negative impacts on local communities	Refer to Haleon Modern Slavery Act Statement 2022	
414-1	New suppliers that were screened using social criteria	Refer to Haleon Modern Slavery Act Statement 2022	
414-2	Negative social impacts in the supply chain and actions taken	Refer to Haleon Modern Slavery Act Statement 2022	
415-1	Political contributions	Refer to 'Directors Report' in the Annual Report and Form 20-F 2022. Page 196-198.	
416-1	Assessment of the health and safety impacts of product and service categories	Refer to 'Product Quality and safety' and 'product quality management approach' and 'product safety management approach' on the ESG reporting section on our website.	

Direct disclosures¹

GRI standard	Disclosure	2020	2021	2022	Notes
Energy²					
302-1	Purchased Renewable Electricity (GWh)	299	303	326	
	Purchased Non-Renewable Electricity (GWh)	40	43	0	
	On-site generated renewable electricity (GWh)	2	3	4	
	On-site generated non-renewable electricity (GWh)	13	6	10	
	Total electricity consumed (GWh)	355	355	339	
	% Renewable Electricity	85%	86%	100%*	
	Total Non-renewable fuel consumed (GWh)	284	292	276	
	Total Renewable Fuel Consumed (GWh)	17	20	30	
	Total Non-Renewable Energy consumed (GWh)	358	373	317	
	Total Renewable Energy consumed (GWh)	318	325	359*	
	Purchased heating and cooling (GWh)	33	37	41	
	Total Energy consumed for operations (GWh)	676	698	676*	
	% Renewable Energy	47%	47%	55%*	
302-3	Energy Intensity (MWh per tonne of production)		1.82	1.78	
302-4	% Reduction in Total Energy consumed		3%	-3%	

* 2022 data point assured by DNV as part of their limited assurance engagement over selected ESG data points. For further information click [here](#).

¹ For further information on our measurement approaches for direct disclosures, please refer to our 'Approach to reporting' document.

² 2022 reporting period = 1 December 2021 to 30 November 2022.

GRI standard	Disclosure	2020	2021	2022	Notes
Scope 1 & 2 emissions³					
305-1	On-site fuel use (thousands of tonnes CO ₂ e)	55	56	53	
	Emissions from fleet (thousands of tonnes CO ₂ e)	0	1	1	
	Refrigerant gas losses (thousands of tonnes CO ₂ e)	2	2	1	
	Scope 1 Emissions (thousands of tonnes CO ₂ e)	57	60	55*	
	Out of Scope Emissions (thousands of tonnes CO ₂ e)	0.27	0.30	0.32	
305-2	Purchased heating and cooling (thousands of tonnes CO ₂ e)	6	6	7	
	Scope 2 Market based emissions (thousands of tonnes CO ₂ e)	32	15	7*	
	Scope 2 Location based emissions (thousands of tonnes CO ₂ e)	141	145	137*	
	Total Scope 1&2 emissions (Location Based) (thousands of tonnes CO ₂ e)	198	205	192*	
	Total Scope 1&2 emissions (Market Based) (thousands of tonnes CO ₂ e)	89	75	62*	
305-4	Emissions Intensity (location-based) (Tonnes of CO ₂ e per tonne of production)		0.54	0.51	
	Emissions Intensity (market-based) (Tonnes of CO ₂ e per tonne of production)		0.20	0.16	
305-5	Total Net Scope 1 & 2 emissions (market-based) (thousands of tonnes CO ₂ e)	89	75	53*	
	Total Emissions Offset (thousands of tonnes CO ₂ e)	0	0	9	
	% Reduction in Net (Market Based) Scope 1&2 emissions		-16%	-41%*	

* 2022 data point assured by DNV as part of their limited assurance engagement over selected ESG data points. For further information click [here](#).

³ 2022 reporting period = 1 December 2021 to 30 November 2022.

GRI standard	Disclosure	2020	2021	2022	Notes
Scope 3 emissions⁴					
305-3	Purchased goods and services (thousands of tonnes CO ₂ e)	1,045	1,102	1,074	
	Capital goods (thousands of tonnes CO ₂ e)	49	79	56	
	Fuel and energy-related activities (thousands of tonnes CO ₂ e)	36	52	54	
	Transportation and distribution (upstream) (thousands of tonnes CO ₂ e)	22	37	30	
	Waste generated in operations (thousands of tonnes CO ₂ e)	3	3	3	
	Business travel (thousands of tonnes CO ₂ e)	16	4	4	
	Employee commuting (thousands of tonnes CO ₂ e)	44	42	43	
	Leased assets (upstream) (thousands of tonnes CO ₂ e)	101	102	37	
	Transportation and distribution (downstream) (thousands of tonnes CO ₂ e)	34	40	32	
	Processing of sold products (thousands of tonnes CO ₂ e)	N/A	N/A	N/A	Not applicable
	Use of sold products (thousands of tonnes CO ₂ e)	344	338	339	
	End of life (thousands of tonnes CO ₂ e)	30	31	32	
	Leased assets (downstream) (thousands of tonnes CO ₂ e)	N/A	N/A	N/A	Not applicable
	Franchises (thousands of tonnes CO ₂ e)	N/A	N/A	N/A	Not applicable
	Investments (thousands of tonnes CO ₂ e)	30	-	17	
	Total Scope 3 emissions (thousands of tonnes CO ₂ e)	1,755	1,830	1,721	

⁴ 2022 reporting period = 1 July 2021 to 30 June 2022.

GRI standard	Disclosure	2020	2021	2022	Notes
Ozone depleting substances (ODS)⁵					
305-6	ODP Inventory of CFC and HCFC in Equipment (kg of CFC11e)	0.15	0.18	0.10	
	ODP Calculated Releases of CFC11 equiv (kg of CFC11e)	0.00	0.00	0.00	
Water withdrawal⁵					
303-3	Municipal (million m ³)	1.61	1.72	1.70	
	Ground water (million m ³)	0.45	0.47	0.51	
	Tankers (million m ³)	0.01	0.02	0.02	
	Total water withdrawal (million m ³)	2.07	2.21	2.22*	
	Water consumed from Recycled Sources (million m ³)	0.04	0.04	0.04	
Water discharge⁵					
303-4	Wastewater to municipal sewer (million m ³)	1.24	1.30	1.26	
	Wastewater to surface water (million m ³)	0.13	0.16	0.16	
	Wastewater discharged to land (million m ³)	0.00	0.09	0.04	
	Total wastewater discharged (million m ³)	1.47	1.55	1.46	
Waste⁸					
306-3	Total waste generated (thousand tonnes)	33.66	37.07	34.63*	
	Total hazardous waste (thousand tonnes)	7.57	6.74	6.85	
	Total non-hazardous waste (thousand tonnes)	26.09	30.33	27.77	
	Total waste to landfill (thousand tonnes)**	1.81	0.07	0.00*	

* 2022 data point assured by DNV as part of their limited assurance engagement over selected ESG data points. For further information click here.

** This data included the Jacarepaguá site in Brazil, which was owned by GSK in 2022 prior to transitioning to Haleon's operational control in 2023. Waste which we are legally obligated to send to landfill is excluded from this figure.

⁵ 2022 reporting period = 1 December 2021 to 30 November 2022.

GRI standard	Disclosure	2020	2021	2022	Notes
Materials used to produce and package products⁶					
301-1	Total weight of materials used to produce and package products (thousand tonnes)	398	431	426	
	Raw materials (thousand tonnes)	272	302	293	
	Process materials (thousand tonnes)	N/A	N/A	N/A	
	Packaging materials (thousand tonnes)	125	129	133	
	Paper (thousand tonnes)	73	75	78	Assumed 100% renewable
	Glass (thousand tonnes)	5	5	5	
	Metal (thousand tonnes)	1	2	2	
	Plastic (thousand tonnes)	46	46	48	
301-3	Percentage recycle-ready packaging	62%	64%	65%	

* 2022 data point assured by DNV as part of their limited assurance engagement over selected ESG data points. For further information click [here](#).

⁶ 2022 Reporting period = 1 July 2021 to 30 June 2022.