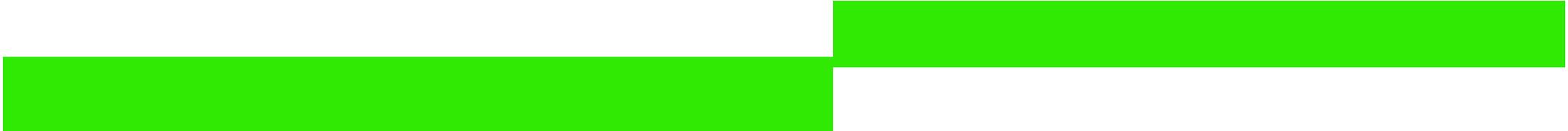HALEON

Environment, Social and Governance (ESG) Databook

2025

Issued March 2026

Overview

This document provides performance data on a range of Environmental, Social and Governance (ESG) metrics for the year ended 31 December 2025. It also includes ESG metrics from the 2024 comparative period. Reporting period is 1 January to 31 December unless otherwise stated.

We update this document with additional disclosures in line with the timings of specific disclosure requirements throughout the year. Page 2 provides a table of contents and each disclosure issue date.

External Assurance

KPMG LLP provided independent limited assurance, using assurance standards ISAE (UK)3000 and ISAE3410, over selected ESG data points included in our 2025 ESG responsible business reporting.

Data points marked in this document with an (*) formed part of the limited assurance engagement, as reported in our 2025 Annual Report and Form 20-F and 2025 Health Inclusivity and Sustainability Report.

A link to Haleon's ESG Reporting Hub, where KPMG LLP's Limited Assurance Report and our 2025 Health Inclusivity and Sustainability Basis of Reporting for these data points can be found, is included below and in the assured metrics' footnote.

ESG Reporting Hub

Table of Contents

Governance

Board independence and gender representation

Data point[1]	Unit	2025	2024
Number of Board members	Number	11	11
Number of Independent Non-Executive Directors	Number	8	8
% of Independent Non-Executive Directors	Percentage	73%	73%
Number of Women on Board	Number	7	7
% of Women on Board	Percentage	64%	64%

Executive[2] gender representation

Data point[1]	Unit	2025	2024
Number of Executive members	Number	16	13
Number of Women on Executive	Number	6	6
% of Women on Executive	Percentage	38%	46%

Board ethnicity representation

Data point[1]	Unit	2025	2024
White British or other White (including minority-white groups)	Number	8	8
White British or other White (including minority-white groups)	Percentage	73%	73%
Asian/Asian British	Number	2	2
Asian/Asian British	Percentage	18%	18%
Mixed/Multiple Ethnic Groups	Number	1	1
Asian/Asian British	Percentage	9%	9%

Executive[2] ethnicity representation

Data point[1]	Unit	2025	2024
White British or other White (including minority-white groups)	Number	13	11
White British or other White (including minority-white groups)	Percentage	81%	85%
Asian/Asian British	Number	3	2
Asian/Asian British	Percentage	19%	15%

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1. Data as the latest practicable date of 5 March 2026.
2. Executive management is defined as members of the Haleon Executive Team (including the CEO and CFO).

UN Global Compact membership

Data Headline	Unit	2025	2024	Notes
UN Global Compact Signatory	Y/N	**Y**	Y	Haleon	UN Global Compact

Ethical conduct

Data point	2025	2024
Number of new cases raised including concerns[1] raised via Haleon's 'Speak Up' channels[2] and logged in our case management system	**915**	1059
Number of cases closed following investigation[3]	**766**	1071
Number of closed cases substantiated[3,4]	**212**	302
Average length of investigations globally (days)	**52**	82

1. We report the number of concerns raised at a case level. Each case may contain several concerns.
2. Speak up channels include cases raised via the official Speak Up channels, as well as cases raised by different channels including to a line manager, local management or the HR team.
3. The number of cases closed includes those which may have been opened in a prior year, but which were closed in the reporting year.
4. Substantiated = where a concern within a case has been confirmed.

Social

Health inclusivity goal

Goal	Unit	2025	2024
We aim to empower millions of people a year to be more included in opportunities for better everyday health, empowering 50 million people a year by 2025[1,2]	Number of people empowered	**74 million+**	50 million+

Data point[1]	Unit	2025	2024
Health inclusivity - Theraflu Right to Rest and Recover Campaign[3]	Number of people empowered	**10 million+***	7 million+
Health inclusivity - Haleon Health Partner Portal[4]	Number of people empowered	**52 million+***	35 million+

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1. Reporting period = 1 December (prior year) to 30 November (reporting year).
2. Multiple initiatives, measured in several different ways, contribute to this result. In some cases proxies for empowered have been used, and estimations, extrapolations and assumptions have been made. Recognising this limitation, the published result is accurate to the best of our ability and knowledge. The end point for the goal is the end of the 2025 calendar year.
3. For more information on the Theraflu Right to Rest and Recover Campaign, please see page 17 of the 2025 Annual Report and Form 20-F.
4. For more information on the Haleon Health Partner Portal, please see page 10 of the 2025 Health Inclusivity and Sustainability Report.

* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standard ISAE(UK) 3000.

Employee numbers

Data point[1]	Unit	2025	2024
Total Number of Employees	Number	**24,535**	24,561

Employee gender representation

Data point[2]	Unit	2025	2024
Gender representation in leadership roles[3]	Percentage	**46.3%**	44.6%

Data point[1]	Unit	Male		Female		Other		Non-disclosed	
		2025	2024	2025	2024	2025	2024	2025	2024
Board	Number	**4**	5	**7**	6	**-**	-	**-**	-
Executive Team	Number	**7**	7	**6**	6	**-**	-	**-**	-
Executive Team direct reports	Number	**52**	51	**49**	45	**-**	-	**4**	2
Senior managers[3]	Number	**711**	773	**650**	653	**-**	-	**11**	8
All employees	Number	**13,036**	12,996	**11,348**	11,431	**12**	8	**139**	126

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1. Data point reported as of 31 December each year. The figures include US and Puerto Rico, as this information is required by UK law.
2. Data reported as at 31 December, on the basis of an average as at the end of each quarter. Gender parity is defined as between 48-52%. Since 2025, this metric does not include the US and Puerto Rico, hence the 2024 result shown differs from the value of 45.2% disclosed in the 2024 reports, where figures previously included US and Puerto Rico. Percentage indicates the percentage of female permanent employees. Employees who did not self-identify their gender or answered: "Prefer Not To Say" are excluded from the calculation. See from page 81 of our 2025 Annual Report and Form 20-F for details on ESG qualifier on gender representation.
3. Comprised of employees within our compensation grades 0-5. These roles include members of the Executive Team, their direct reports (including administration support), heads of department and other upper management.

Women in the workforce

Data point[1]	Unit	2025	2024	Notes
Share of women in total workforce	Percentage	**46.1%**	46.4%	(as % of total workforce)
Share of women in all management positions, including junior, middle and top management[2]	Percentage	**46.9%**	46.3%	(as % of total management positions)
Share of women in junior management positions, i.e., first level of management[3]	Percentage	**46.7%**	46.8%	(as % of total junior management positions)
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions[4]	Percentage	**47.8%**	47.6%	(as % of total top management positions)
Share of women in management positions in revenue-generating functions (e.g. sales)[5]	Percentage	**51.0%**	51.5%	as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)
Share of women in STEM-related positions[6]	Percentage	**28.6%**	29.4%	(as % of total STEM positions)

Employee hires

Data point[7]	Unit	2025				2024			
Number of new external employee hires	Number	3,874				3,470			
– Age Group	Number	**<30 1,744**	**30-50 1,938**	**>50 138**	**Unknown 54**	<30 1,579	30-50 1,725	>50 109	Unknown 57
– Gender	Number	**Female 1,849**	**Male 1,983**	**Other 3**	**Unknown 39**	Female 1,823	Male 1,619	Other 1	Unknown 27
– Management Level[8]	Number	**SVP/VP 25**	**Director 68**	**Manager 217**	**Other 3,564**	SVP/VP 18	Director 57	Manager 221	Other 3,174

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1. Data point reported as of 31 December each year. Since 2025, this metric does not include the US and Puerto Rico, hence the 2024 results shown differs from the values disclosed in our 2024 ESG Databook. Reporting scope = Permanent employees only. Employees who did not self-identify their gender (blank) or answered: "Prefer Not To Say" are excluded from the calculation.
2. All management positions = global compensation grades 0-6.
3. Junior management positions = global compensation grade 6 only.
4. Top management positions = positions on level -1 & -2 from CEO only (excluding admin staff).
5. Management positions = global compensation grades 0-6 only. Revenue-generating functions include roles under three regional commercial reporting lines (EMEA/LATAM, APAC, NAM) and job family groups: Sales, Marketing, Commercial, Commercial Operations as well as the global marketing reporting line.
6. STEM-related positions = job family groups: Research & Development, Medical and Clinical, Engineering, IT, Digital Data and Analytics.
7. Data point reported as of 31 December each year. Since 2025, this metric does not include the US and Puerto Rico, hence the 2024 results shown differs from the values disclosed in our 2024 ESG Databook. Scope = permanent and temporary employees.
8. SVP/VP = global compensation grades 0-3. Director = global compensation grade 4-5. Manager = global compensation grade 6 only. Other = global compensation grades 7-10.

Employee turnover

Data point[1]	Unit	2025				2024			
Number of leavers	Number	2,736				2,875			
Overall turnover	Percentage	13.6%				14.2%			
– Age	Percentage	**<30 19.3%**	**30-50 12.1%**	**>50 16.5%**	**Unknown 7.6%**	<30 17.8%	30-50 13.4%	>50 15.0%	Unknown 11.7%
– Gender	Percentage	**Female 13.6%**	**Male 13.5%**	**Other 23.5%**	**Unknown 9.1%**	Female 15.0%	Male 13.5%	Other 32.4%	Unknown 14.5%
– Management Level[2]	Percentage	**SVP/VP 16.7%**	**Director 13.5%**	**Manager 10.5%**	**Other 13.9%**	SVP/VP 16.2%	Director 19.8%	Manager 12.7%	Other 14.0%
Number of voluntary leavers	Number	1,359				1,296			
Turnover of voluntary leavers	Percentage	6.7%				6.4%			
– Age	Percentage	**<30 14.5%**	**30-50 6.1%**	**>50 4.5%**	**Unknown 2.5%**	<30 11.7%	30-50 5.9%	>50 4.8%	Unknown 7.8%
– Gender	Percentage	**Female 7.3%**	**Male 6.3%**	**Other 23.5%**	**Unknown 3.3%**	Female 6.9%	Male 6.0%	Other -	Unknown 9.7%
– Management Level[2]	Percentage	**SVP/VP 6.1%**	**Director 5.2%**	**Manager 4.5%**	**Other 7.1%**	SVP/VP 3.4%	Director 4.2%	Manager 5.1%	Other 6.7%

1. Since 2025, this metric does not include the US and Puerto Rico, hence the 2024 results shown differs from the values disclosed in our 2024 ESG Databook. Scope = permanent and temporary employees.
2. SVP/VP = global compensation grades 0-3. Director = global compensation grade 4-5. Manager = global compensation grade 6 only. Other = global compensation grades 7-10.

Employee training

Data point[1]	Unit	2025				
Average hours per FTE of training and development	Hours	25				
– Age	Hours	**<30** 30	**30-50** 25	**>50** 26	**Unknown** 23	
– Gender	Hours	**Female** 22	**Male** 29	**Other** 44	**Prefer not to say** 22	**Unknown** 24
– Management Level[2]	Hours	**SVP/VP** 23	**Director** 12	**Manager** 17	**Other** 28	
Average amount spent per FTE on training and development	£	651				
– Age	£	**<30** 691	**30-50** 568	**>50** 597	**Unknown** 538	
– Gender	£	**Female** 491	**Male** 673	**Other** 1010	**Prefer not to say** 512	**Unknown** 541
– Management Level[2]	£	**SVP/VP** 526	**Director** 245	**Manager** 365	**Other** 642	

Employee performance reviews

Data point[3]	Unit	2025			
Total employees who received a regular performance and career development review	Percentage	84%			
– Management Level[2]	Percentage	**SVP/VP** 77%	**Director** 88%	**Manager** 91%	**Other** 82%

Freedom of Association

Data point[4]	2025	2024
% of employees represented by an independent trade union or covered by collective bargaining agreements	**Over 32%**	41%

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1. Since 2025, the employee training metrics do not include the US and Puerto Rico. Scope = permanent employees only. Hours and spend are rounded to the nearest whole number.
2. SVP/VP = global compensation grades 0-3. Director = global compensation grade 4-5. Manager = global compensation grade 6 only. Other = global compensation grades 7-10.
3. Reporting scope = permanent employees only. The following employees are excluded from the scope of this data point: those hired after 01/11/2025, those who were on leave for >180 days in 2025 or continuously during the year-end review process.
4. Reporting scope = permanent employees only. Data point reported as of 31 December each year.

Health & safety and Product quality & safety

Health & Safety

Data point	Unit	2025	2024
Fatalities – Employees[1]	Number	0*	0
Fatalities – Contractors[2]	Number	0*	0
Serious Incident or Fatality (SIF)	Number	2*	0
Potential Serious Incident or Fatality (pSIF)[3]	Number	17*	26
Lost Time Reportable Injury and Illness rate (per 100,000 hours worked)[4]	Rate per 100,000 hours worked	0.13*	0.11[5]
Reportable Injury and Illness rate (per 100,000 hours worked)[4]	Rate per 100,000 hours worked	0.14*	0.13
Contractor Reportable Injury and Illness rate (per 100,000 hours worked)[2]	Rate per 100,000 hours worked	0.05*	0.19
Contractor Lost Time Reportable Injury and Illness rate (per 100,000 hours worked)[2]	Rate per 100,000 hours worked	0.05*	0.10

Products recalls

Data point	Unit	2025	2024
Number of product lines for which products were recalled[6]	Number	0	0

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1. Scope includes employees and third-party temporary workers across all Haleon operations.
2. We define contractors for EHS purposes as people who are directly supervised and paid by another person or business but perform services at our sites.
3. Scope = All employees and third-party temporary workers across all Haleon operations and contractors working at a Haleon site or facility.
4. Scope = employees and third-party temporary workers across all Haleon operations.
5. In 2024, one additional lost-time reportable event was reported late following an internal investigation and therefore was not included in the 2024 Reports (2024 LTRIIR: 0.10) but is now included.
6. Number of recalls conducted globally using the US FDA, MHRA, EMA class I and II recall definition.

* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standards ISAE(UK) 3000 and ISAE3410.

Product Stewardship

Data point	Unit	2025	2024
Number of chemicals currently used in our products listed on either:[1]			
The REACH restricted substances list (as per the REACH Annex XVII list)	Number	**0**	0
The REACH candidate list of substances of very high concern (SVHCs) for authorisation above 0.1% by weight	Number	**0**	0

Environmental violations

Data point	Unit	2025	2024
Number of significant fines[2] or penalties paid related to environmental or ecological issues	Number	**0**	0

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1. Based on our most recent review of those chemicals whose use falls within the scope of REACH restriction. The scope of the review covered all Haleon manufacturing sites that are located in the European Union or United Kingdom, and that therefore must comply with REACH. Some Haleon products are manufactured by third party manufacturing organisations and those products were not included in this data. Product packaging is not included in scope.
2. Significant fine = >$10,000.

Environment

Environmental goal performance

Goal	Unit	2025	2024	Notes
Tackling carbon emissions We aim to reduce our net Scope 1 and 2 carbon emissions by 100% by 2030 vs a 2020 baseline[1]	Percentage	**-55%***	-50%	
Tackling carbon emissions We aim to reduce our Scope 3 carbon emissions from source to sale by 42% by 2030 vs a 2022 baseline[2,3]	Percentage	**-13%**	-9%[4]	
Making our packaging more sustainable We aim to reduce our use of virgin petroleum-based plastic by 10% by 2025, and a third by 2030 vs a 2022 baseline[2,5,6]	Percentage	**-9%***	-1%	Based on actual results as of 30 September 2025, we have already surpassed our goal to reduce use of virgin petroleum-based plastic by 10% by the end of the 2025 calendar year.
Making our packaging more sustainable We aim to develop solutions for all product packaging to be recycle-ready by 2025, as part of our goal to make all packaging recyclable or reusable by 2030, where safety, quality and regulations permit[2,5,7]	Percentage	**80%***	79%[8]	We have met our 2025 goal, reaching 80% across our product portfolio in this reporting period. This aligns with our previously disclosed expectation that we could make c.80-85% of our packaging recycle-ready by the end of 2025, with the remainder not yet able to be recycle-ready due to safety, quality or regulatory constraints.
Integrating waste circularity We aim to achieve TRUE certification at all our manufacturing sites by 2030[9]	Ratio	**11/24**	5/24	
Integrating water stewardship We aim to achieve AWS standard certification at all our manufacturing sites by 2025[5, 9]	Ratio	**24/24**	12/24	

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1. Reporting period = 1 December (prior year) to 30 November (reporting year). Scope 1 and 2 emissions performance reflects market-based emissions under Haleon's operational control. Carbon offsets were used to reduce 11% of our location-based Scope 1 and 2 emissions in 2025. Our 2030 Scope 1 & 2 goal is underpinned by a 95% absolute reduction target. 2020 baseline year reporting period = calendar year.

2. Reporting period = 1 July (in the prior year) to 30 June (in the year stated).

3. Our estimated Scope 3 source to sale carbon emissions target spans all carbon emission categories from source to sale (excluding GHG protocol categories 6, 7, 10-15). It covers mandatory Scope 3 upstream and downstream emissions. It excludes indirect consumer use-phase emissions, such as emissions associated with water used with our products. 2022 baseline year reporting period = calendar year.

4. The 2024 Scope 3 result and 2022 baseline differ from the value (2024: -10%) in the 2024 Annual Report and Form 20-F and 2024 Responsible Business Report due to methodology and data improvements, including updated emission factors and granular data for products made at third-party manufacturers. While the change in the Scope 3 result is not material, the change in split of emissions across the GHG protocol categories is material. The restated Scope 3 result better reflects the drivers of our footprint and where we are focusing our actions.

5. The end point for the 2025 goal is the end of the 2025 calendar year.

6. 2022 baseline year reporting period = calendar year. Scope includes product packaging and some devices, including toothbrushes.

7. The stated performance is against the 2025 goal only. Recycle-ready is defined as product packaging and devices that are made of materials that are proven to be compatible with existing or emerging recycling infrastructure. In line with the CDP definition of 'technical recyclability', this does not take into account whether the collection, sorting, and recycling of the packaging or device happens in practice, at scale, and with reasonable economics. Scope includes product packaging and some devices, including toothbrushes.

8. The 2024 result differs from the value of 74% disclosed in the 2024 Annual Report and Form 20-F and 2024 Responsible Business Report due to packaging data improvements at internal sites and inclusion of granular data for products made at third-party manufacturers.

9. Haleon has 25 manufacturing sites. The increase from 24 sites last year is due to the Company now treating its two sites in Suzhou, China as separate sites for operational purposes. 24 of our 25 manufacturing sites are included in our AWS and TRUE certification goals. Maidenhead is excluded as it ceased manufacturing operations towards the end of 2025.

* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standards ISAE(UK) 3000 and ISAE3410.

Goal	Unit	2025	2024
Sourcing trusted ingredients sustainably We aim for all of our key agricultural, forest and marine derived materials used in our ingredients and packaging to be sustainably sourced and deforestation free by 2030[1,2]	Percentage	**90%**	81%
Palm oil derivatives		**94%**	92%
Paper-based packaging		**82%**	80%
Soy derivatives		**100%**	100%
Corn/wheat derivatives		**98%**	79%
Mint		**92%**	91%
Carrageenan		**71%**	53%

Palm oil

Data point	Unit	2025	2024
Total palm oil volume purchased[1,3]	Metric tonnes	**16,718**	14,098
RSPO mass balance certified	Percentage	**94%**	92%
ISCC certified	Percentage	**0%**	0%
RSPO credits from independent smallholders via RSPO PalmTrace	Percentage	**6%**	8%

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1. Reporting period = 1 July (in the prior year) to 30 June (reporting year).
2. Scope includes Haleon's globally managed spend on key materials which are agricultural, forestry or marine-derived. Globally managed spend covers some of our internal spend and expands across some of our third-party manufacturing network.
3. Purchased as palm oil or kernel oil-based derivatives and fractions. Relates to percentages of materials bought with Haleon's globally managed spend only.

Energy

Data point[1]	Unit	2025	2024
Total electricity consumed	GWh	**328**	325
Total renewable electricity consumed	GWh	**328***	325
% Renewable Electricity	Percentage	**100%***	100%
Total energy consumed	GWh	**668***	719
Total energy consumed: purchased heating and cooling	GWh	**35**	40
Total renewable energy consumed	GWh	**365***	359
% Renewable Energy	Percentage	**55%***	50%
Energy intensity	tonnes of CO_2e per million of GBP of revenue	**16***	64
% change in total energy consumed vs 2020[2]	Percentage	**-2%**	5%

1. Reporting period = 1 December (prior year) to 30 November (reporting year). Scope is Haleon-owned sites and sites under operational control.
2. 2020 baseline year reporting period = calendar year.

* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standards ISAE(UK) 3000 and ISAE3410.

Scope 1 and 2 carbon emissions

Data point[1]	Unit	2025	2024
On-site fuel use	thousands of tonnes CO_2e	52	63
Emissions from fleet	thousands of tonnes CO_2e	1	1
Refrigerant gas losses	thousands of tonnes CO_2e	4	4
Total scope 1 GHG Emissions	thousands of tonnes CO_2e	57*	68
Purchased heating and cooling	thousands of tonnes CO_2e	6	7
Total Scope 2 GHG emissions – location-based	thousands of tonnes CO_2e	125*	124
Total scope 2 GHG emissions – market-based	thousands of tonnes CO_2e	6*	7
Total Scope 1&2 GHG emissions (location-based)	thousands of tonnes CO_2e	182*	192
Total Scope 1&2 GHG emissions (market-based)	thousands of tonnes CO_2e	63*	75
GHG emissions intensity (location-based)	tonnes of CO_2e per million GBP of revenue	16*	17
GHG emissions intensity (market-based)	tonnes of CO_2e per million GBP of revenue	6	7
Total Net Scope 1 & 2 emissions (market-based)[2]	**thousands of tonnes CO_2e**	43*	48
Total Emissions Offset	thousands of tonnes CO_2e	20*	27
% Reduction in Net Scope 1&2 emissions vs 2020 (market-based)[2, 3]	**Percentage**	-55%*	-50%

Out of scope emissions

Data point[1,4]	Unit	2025	2024
Out of scope emissions	thousands of tonnes CO_2e	12	11

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1. Reporting period = 1 December (prior year) to 30 November (reporting year).
2. This calculation takes carbon emissions offset in the reporting period into account.
3. 2020 baseline year reporting period = calendar year.
4. Out-of-scope emissions represent biogenic CO_2 released from biomass and biofuels, reported separately in accordance with the GHG Protocol.

* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standards ISAE(UK) 3000 and ISAE3410.

Scope 3 GHG emissions

Data point[1]	Unit	2025	2024[2]	Notes
Purchased goods and services	thousands of tonnes CO_2e	**1,562**	1,617	
Capital goods	thousands of tonnes CO_2e	**26**	26	
Fuel and energy-related activities	thousands of tonnes CO_2e	**44**	48	
Transportation and distribution (upstream)	thousands of tonnes CO_2e	**253**	270	
Waste generated in operations	thousands of tonnes CO_2e	**1**	2	
Business travel	thousands of tonnes CO_2e	**28**	22	
Employee commuting	thousands of tonnes CO_2e	**37**	37	
Leased assets (upstream)	thousands of tonnes CO_2e	**15**	13	
Transportation and distribution (downstream)	thousands of tonnes CO_2e	**10**	10	
Processing of sold products	thousands of tonnes CO_2e	**–**	–	Not applicable
Use of sold products	thousands of tonnes CO_2e	**425**	426	
End of life	thousands of tonnes CO_2e	**47**	47	
Leased assets (downstream)	thousands of tonnes CO_2e	**–**	–	Not applicable
Franchises	thousands of tonnes CO_2e	**–**	–	Not applicable
Investments	thousands of tonnes CO_2e	**15**	14	
Total Scope 3 emissions	thousands of tonnes CO_2e	**2,463**	**2,532**	

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1. Reporting period = 1 July (prior year) to 30 June (reporting year).
2. The 2024 results differ from the values disclosed in the 2024 Annual Report and Form 20-F, 2024 Responsible Business Report and 2024 ESG Databook due to methodology and data improvements, including updated emission factors and granular data for products made at third-party manufacturers. While the change in the Scope 3 metric result is not material, the change in split of emissions across the GHG Protocol categories is material. The restated results better reflect the drivers of our footprint and where we are focusing our actions to reduce Scope 3 emissions.

Air quality emissions

Data point[1]	Unit	2025	2024[2]
Location-based			
No_x	metric tonnes	**377**	396
SO_2	metric tonnes	**865**	827
CO	metric tonnes	**126**	136
PM_{10}	metric tonnes	**32**	33
$PM_{2.5}$	metric tonnes	**26**	27
Black Carbon	metric tonnes	**5**	5
NM VOC_s	metric tonnes	**55**	61
NH_3	metric tonnes	**4**	4
Market-based			
No_x	metric tonnes	**125**	155
SO_2	metric tonnes	**114**	128
CO	metric tonnes	**86**	96
PM_{10}	metric tonnes	**16**	18
$PM_{2.5}$	metric tonnes	**16**	17
Black Carbon	metric tonnes	**4**	5
NM VOC_s	metric tonnes	**52**	58
NH_3	metric tonnes	**4**	4

Ozone depleting substances

Data point[1]	Unit	2025	2024
ODP Inventory of CFC and HCFC in Equipment	kg of CFC11e	**0.00**	0.01
ODP Calculated Releases of CFC11 equivalent	kg of CFC11e	**0.00**	0.00

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1. Reporting period = 1 December (in the prior year) to 30 November (in the reporting year).
2. The 2024 results differ from the values disclosed in the 2024 ESG Databook due to methodology and data improvements, including updated emission factors. While the change in the Air Quality results is not material, the restated results better reflect our actions to reduce Scope 1&2 emissions.

Materials used to manufacture products

The below table includes all materials and packaging used to manufacture products at sites under Haleon's operational control.
It also includes extrapolated figures to estimate the amount of materials and packaging used at third-party manufacturing sites.

Data point[1]	Unit	Sites under Haleon's operational control		Sites under Haleon's operational control & third-party manufacturing sites combined		Notes
		2025	2024	2025	2024	
Total weight of materials used to manufacture products	thousand tonnes	**278**	281	**450**	459	Includes all raw materials and packaging purchased e.g., pallets and shrink wrap
Raw materials	thousand tonnes	**191**	193	**313**	316	
Processing materials	thousand tonnes	**–**	–	**–**	–	Not applicable
Packaging materials	thousand tonnes	**87**	88	**137**	143	Includes packaging and devices in scope for reporting against sustainable packaging goals
Packaging materials: paper	thousand tonnes	**48**	46	**74**	75	
Packaging materials: glass	thousand tonnes	**3**	4	**5**	6	
Packaging materials: metal	thousand tonnes	**0.2**	0.2	**0.3**	0.3	
Packaging materials: plastic	thousand tonnes	**36**	38	**56**	62	

Water use (water withdrawl)

Data point[2]	Unit	2025	2024
Water in from groundwater	million m^3	**0.4**	0.5
Water in from municipal sources	million m^3	**1.5**	1.5
Water in from rainwater	million m^3	**0.0**	0.0
Water in from tankers	million m^3	**0.0**	0.0
Total Water Withdrawal	million m^3	**1.9**	2.0
Water in from recycled sources	million m^3	**0.0**	0.0

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1. Reporting period = 1 July (prior year) to 30 June (reporting year).
2. Reporting period = 1 December (prior year) to 30 November (reporting year).