

HALEON



For  
Health.  
**With  
Humanity.**

Ireland Gender Pay Gap Report 2024

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# Foreword.



**As a global leader in the consumer healthcare sector, with the purpose of delivering better everyday health with humanity, it is critical that we can create a diverse and inclusive environment for our colleagues. This is essential to ensure our workforce reflects our communities and consumers that rely on our products in Ireland, and across the globe.**

Our 2023 gender pay gap analysis identified that we had some work to do in ensuring that women are well represented and supported across our business in Ireland.

Our analysis of the 2024 gender pay gap shows that our median pay gap is 8.1% and the mean pay gap is 10.9%. We recognise we still have work to do and we continue to seek progress, so all employees can thrive.

Since we last reported our gender pay gap in Ireland, we have been proud to establish several key local initiatives designed to support women across our three entities. I'm pleased to share details of these initiatives throughout this report, which form an important part of our gender pay gap action plan.

Together, we remain dedicated to ensuring women are well represented and supported across our business in Ireland. It is essential to achieving our purpose.

**Marie Bruckert**  
Country Manager, Ireland



# Our presence in Ireland.

Haleon's business in Ireland comprises three legal entities, with a total of over 900 employees. Women represent 33.7% of the workforce that is in scope for gender pay reporting in 2024.



We have two neighbouring sites in **Dungarvan, County Waterford, and a commercial site in Dublin.**

**With over 900 employees,**

Haleon is one of the largest employers in the South East of Ireland.



The Dungarvan facilities produce two of Haleon's biggest selling global Power Brands - **Polident and Panadol.**

The oral health facility in Dungarvan produces **over 140 million** tubes of Poligrip Fixative Paste and **over 2.7 billion** Denture Cleansing Tablets annually.



The Over-the-Counter facility in Dungarvan produces over **8.5 billion Panadol products 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:

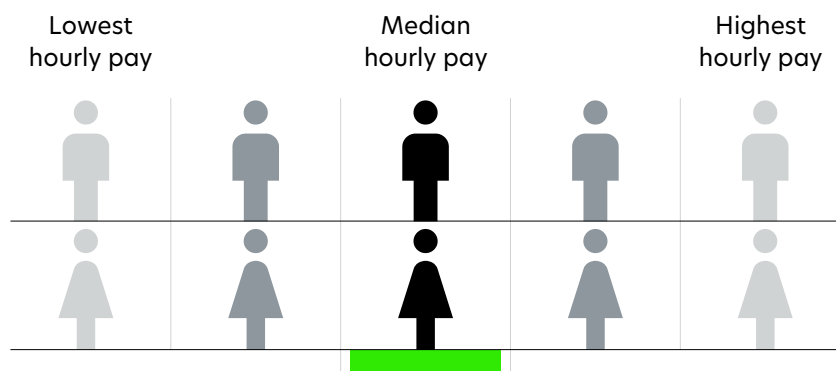
- the median and mean gender pay and bonus gaps
- the percentage of male and female employees receiving bonus and benefits in kind
- the quartile pay bands distribution

The median reduces the impact of the highest earners (more representative) whereas the mean reflects the entire pay range.

Within this report we present the figures for the whole of Haleon's business in Ireland, as well as the figures for Haleon Ireland Dungarvan Limited and Stafford-Miller (Ireland) Limited specifically. We also have another entity operating in Ireland which does not meet the legislative requirement for gender pay gap reporting (Haleon Ireland Limited), but is included in our combined figure for Haleon Ireland.

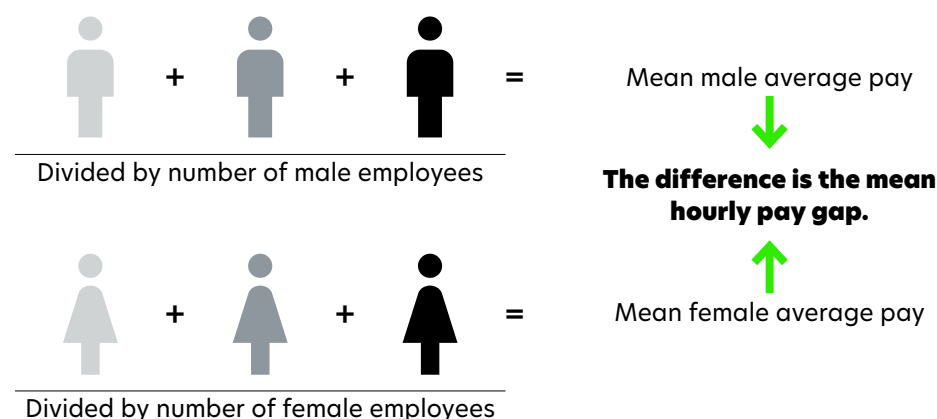
In this report, we show the gender pay gap data for the 12 months to the 30<sup>th</sup> June 2024.

## The median pay gap.



**The difference is the median hourly pay gap.**

## The mean pay gap.







# Our results.

## Combined figures for Haleon.

### Pay gap

All Ireland employees

Temporary employees

### Bonus gap

All Ireland employees

Median

Mean

Median

Mean

Median

Mean

**8.1%**

**10.9%**

**5.9%**

**8.0%**

**6.9%**

**11.0%**

### % of employees receiving bonuses



**97.5%**

**96.0%**



### % of employees in receipt of BIK\*



**93.9%**

**93.5%**



### % of employees in each pay quartile

| Pay quartile | Male  | Female |
|--------------|-------|--------|
| Upper        | 77.0% | 23.0%  |
| Upper middle | 70.0% | 30.0%  |
| Lower middle | 66.0% | 34.0%  |
| Lower        | 52.0% | 48.0%  |



\* Benefits In Kind



## Our results continued

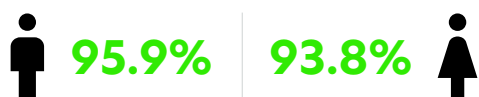
### Figures for Haleon Ireland Dungarvan Limited\*.

| Pay gap   |       |                     |      | Bonus gap                                       |       |
|---|-------|---------------------|------|---|-------|
| All Haleon Ireland Dungarvan Limited* employees |       | Temporary employees |      | All Haleon Ireland Dungarvan Limited* employees |       |
| Median  | Mean  | Median              | Mean | Median  | Mean  |
| 8.7%  | 11.9% | 4.6%                | 0.6% | 7.6%  | 10.0% |

#### % of employees receiving bonuses



#### % of employees in receipt of BIK\*\*



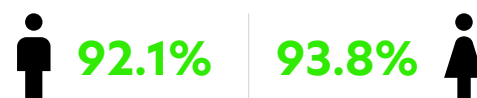
#### % of employees in each pay quartile

| Pay quartile | Male  | Female |
|--------------|-------|--------|
| Upper        | 78.0% | 22.0%  |
| Upper middle | 67.0% | 33.0%  |
| Lower middle | 66.0% | 34.0%  |
| Lower        | 49.0% | 51.0%  |

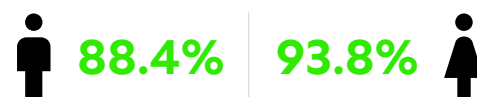
### Stafford-Miller (Ireland) Limited.

| Pay gap   |       |                     |       | Bonus gap                                       |       |
|---|-------|---------------------|-------|---|-------|
| All Stafford-Miller (Ireland) Limited employees |       | Temporary employees |       | All Stafford-Miller (Ireland) Limited employees |       |
| Median  | Mean  | Median              | Mean  | Median  | Mean  |
| 14.0%   | 16.4% | 12.9%               | 16.6% | 19.4%   | 16.3% |

#### % of employees receiving bonuses



#### % of employees in receipt of BIK\*\*



#### % of employees in each pay quartile

| Pay quartile | Male  | Female |
|--------------|-------|--------|
| Upper        | 90.0% | 10.0%  |
| Upper middle | 70.0% | 30.0%  |
| Lower middle | 82.0% | 18.0%  |
| Lower        | 44.0% | 56.0%  |

\* Haleon Ireland Dungarvan Limited is the legal entity name for Haleon's manufacturing site in Dungarvan

\*\* Benefits In Kind



## Our results continued

### Reasons for the gender pay gap

The gender pay gap and bonus gap for Haleon's business in Ireland is driven by three main factors:

1. Our manufacturing business in Dungarvan has a predominantly male workforce, consistent with trends in the broader manufacturing sector. The roles in this population have opportunities to enhance their variable pay through overtime and additional shift premiums.
2. The variable pay effect from point one (above) has a proportionally significant impact on our overall Ireland gap as our Dungarvan site has the majority of employees across Haleon's Irish operations.
3. We continue to have a higher representation of males in our upper quartiles for both pay and bonus.

We recognise it is both important to promote women into leadership, but also to accelerate women's succession and representation across all levels in the manufacturing business, where the variable pay opportunities have an impact. You can read more on this on the following pages.

### 2023 data update

While reviewing the 2023 to 2024 pay gap, we identified some bonus data anomalies that led to a further review of our calculations. We have updated our calculations to resolve this and we therefore believe that the data set used as a basis for this year's report provides a more accurate account of our different pay elements.

Using the updated calculations, our 2023 median gender pay gap remains at 6.9% and our mean gap would have increased from 11.1% to 11.4%. Our median bonus gap decreased from 5.4% to 4.8%, whilst our mean gap increased from 11.7% to 15.3%.







# Our Diversity, Equity and Inclusion ambitions.

Haleon's aim is to create an inclusive environment where all employees 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.

Haleon has a robust Diversity, Equity and Inclusion strategy which focusses on three key pillars:

1. Employee belonging: workplace inclusion
2. Diverse representation: workforce diversity
3. Societal change: community impact



Haleon has set clear gender diversity goals at a global level to support our diverse representation pillar with our local business units playing a critical role in enabling the broader organisation to achieve these ambitions.

**We are targeting gender parity in our leadership community globally by 2030.**

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





# Our gender pay gap action plan.



## Progressive Policies

We continue to offer progressive policies aimed at supporting our employees during various phases of their lives, with women amongst those expected to benefit the most. Alongside longstanding global policies, new initiatives launched since we last reported include:



## Menopause Statement

Launched internally to employees on World Menopause Day in October 2023, our menopause statement sets out the ways in which we will support employees who are experiencing symptoms of menopause and perimenopause. For example, by adjusting working arrangements and the workplace environment, reviewing medical plans, and enabling internal support networks and resources.

This year, our Dungarvan facility held 1:1 appointments to support women experiencing menopause related symptoms and inform them about all our available resources provided by our local healthcare provider, Laya.



## Our gender pay gap action plan continued



### Learning and Development

We're committed to making Haleon a place where women can grow professionally and thrive in their careers, while increasing their representation amongst our leadership. Targeted learning and development programmes are key to achieving this ambition.

As part of our global Growing at Haleon week in September 2024, all colleagues were able to take advantage of CV and interview skills workshops to support them on developing their Haleon career opportunities.



### Recruitment of female talent

Within our Irish business specifically, we acknowledge the imbalance in gender representation, particularly across manufacturing roles, with proportionately more men than women working in these roles industry-wide.

We are committed to driving more gender diversity, across our Irish sites, with our Dungarvan site focused on actively increasing its female representation. During recruitment, Haleon Ireland continue to take action to attract applications from a more diverse talent pool.



### Mentorship and networking

A new global Haleon mentorship programme for women, Elevate U was launched this year. The programme is designed to support women to share their experiences and support professional and personal growth. Team members from our Dungarvan site are currently participating on the programme as mentors.

In 2024, Women at Haleon Dungarvan was established, hosting a minimum of one event per quarter. These events are aimed to promote networking and workplace wellbeing. Examples include career development talks with senior leadership and workshops.



### 2025 and beyond

In addition to the initiatives highlighted, we will continue to focus on equity in our workplace through 2025 and beyond.

We will work to ensure our pay practices do not cause any unconscious bias to any particular demographic. Our Ireland Leadership team will have diversity targets that will be tracked and discussed regularly, and we will work on our talent pipeline to ensure that it reflects our diversity, equity and inclusion ambitions.





**Dublin**

12 Riverwalk  
Citywest Business Campus  
Dublin 24  
D24 YK11  
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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