

UK Gender Pay Gap Report 2024

For Health. With Humanity.



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Foreword

Our purpose to deliver better everyday health with humanity continues to guide our efforts to create an inclusive culture, where everyone feels valued and supported to thrive in their careers.



Brian McNamara
Chief Executive Officer



Line De Decker
Chief Human Resources Officer

This commitment is integral to our responsible business strategy, helping our business to reflect the diversity of the consumers and communities who rely on our products every day.

This report outlines Haleon's 2024 gender pay gap performance for our UK operations. Our analysis shows a modest increase in both our mean hourly pay gap at 7.5%, and our median hourly pay gap at 7.9%.

The increase in the overall gap shows that we have more work to do to ensure that women are supported in their careers across our UK business.

Despite this, we are pleased to see that our UK business is attracting a strong cohort of new female talent across all levels. We're also encouraged to see that women's pay progression within the business has accelerated this year, as we continue our efforts to build an environment where women feel empowered to reach their full potential.

7.9%

Haleon's Median
Gender Pay Gap **2024**

7.5%

Haleon's Mean
Gender Pay Gap **2024**

Over the course of the year, we've advanced several initiatives in the UK designed to support women's health, wellbeing, and career development. This report details these initiatives, shares employee experiences, and outlines our action plan to further advance women's career prospects within Haleon's UK business.

Brian McNamara

Line De Decker



We are proud to be acknowledged in the FTSE Women Leaders Review 2024, as one of the top 10 performers for Women in Leadership for the third consecutive year. We have also been recognised in the top 10 for Women on Boards.

About Haleon

We are a global leader in consumer health, with a purpose to deliver better everyday health with humanity.

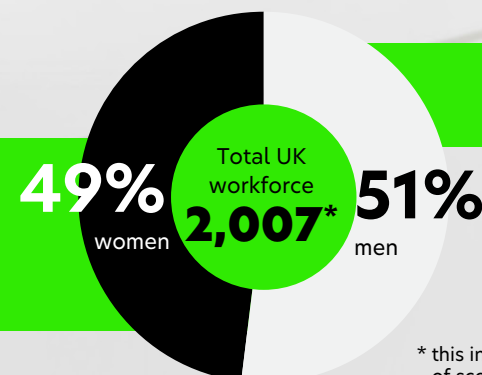
Our product portfolio spans five major categories – Oral Health, Pain Relief, Respiratory Health, Digestive Health and Other, and Vitamins, Minerals and Supplements (VMS). Our long-standing brands – such as Advil, Sensodyne, Panadol, Voltaren, Theraflu, Otrivin, Polident, parodontax and Centrum – are built on trusted science, innovation and deep human understanding.

Haleon in the UK

Haleon's business in the UK comprises two main legal entities with around 2,000 employees, of which women represent 49%.

Haleon's UK presence spans a number of sites, including:

- Our interim global headquarters in Weybridge, Surrey.
- Our neighbouring Oral Health R&D facilities in St. George's Weybridge, a centre of excellence for our Global Oral Health Category and a location for supporting Global Functions.
- Our Central London office which houses teams from our GB&I Commercial Business and Corporate Functions.
- Our manufacturing facility in Maidenhead, which currently produces our global power brands Sensodyne and parodontax, as well as Corsodyl and Aquafresh.



About our reporting

About 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

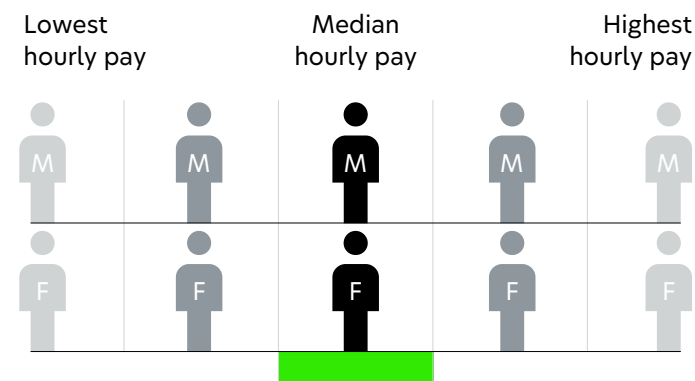
To comply with legislation, we measure:

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

The median reduces the impact of the highest earners (so is therefore a more representative measure) whereas the mean reflects the entire pay range.

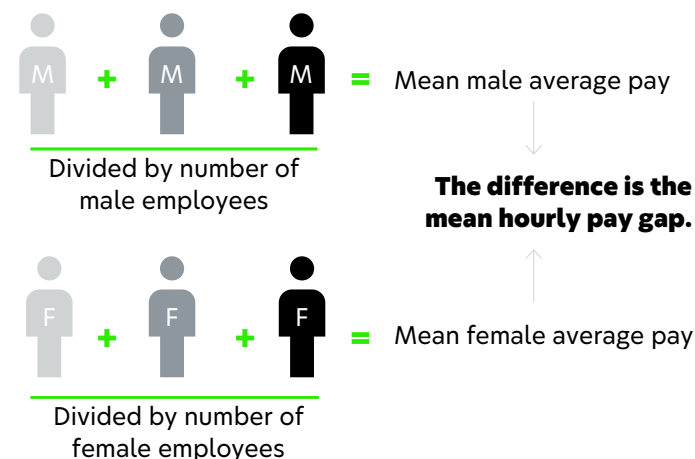
Within this report, to provide a holistic view of our gender pay gap results, we are voluntarily providing figures for the whole of Haleon's UK business, as well as figures for the two legal entities which we are legally required to disclose: (i) Haleon UK Trading Limited (ii) Haleon UK Services Limited. The data within this report uses a snapshot date of 05 April, 2024.

The median pay gap.



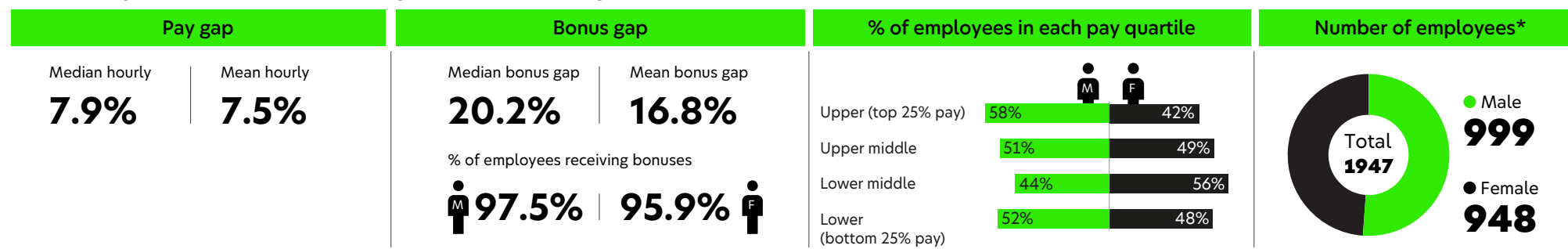
The difference is the median hourly pay gap.

The mean pay gap.

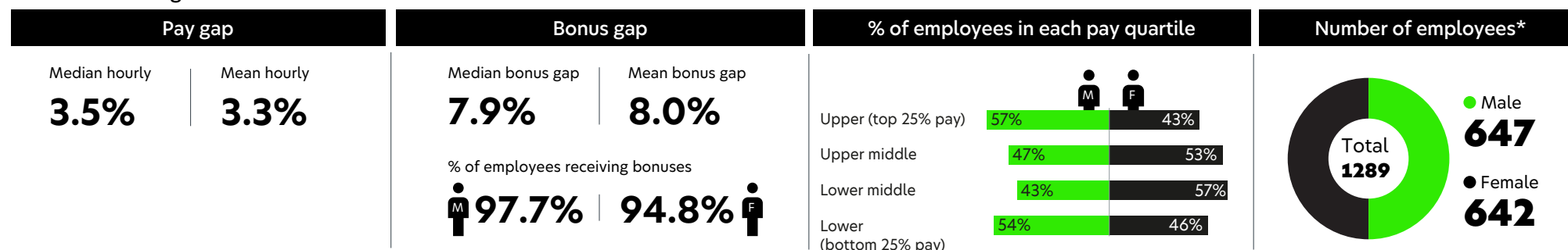


Our results

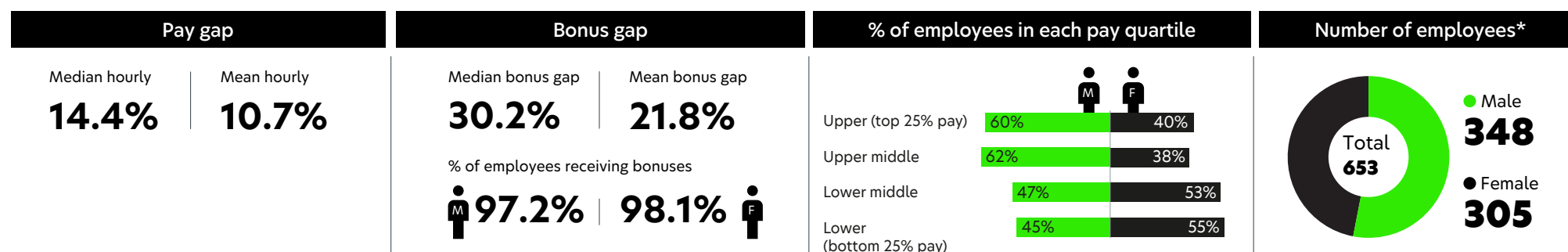
Combined figures for Haleon UK (consisting of Haleon UK Trading Limited and Haleon UK Services Limited)



Haleon UK Trading Limited



Haleon UK Services Limited



* The overall UK number includes additional relevant UK employees from two other legal entities.

Understanding our UK gender pay gap

We are pleased with the continued focus on this agenda but recognise we have further to go.

Our analysis shows the median gender and bonus pay gaps for Haleon in the UK have slightly widened. This is driven by a greater proportion of men working in more senior roles than women.

This year, the recruitment of several senior male appointments increased our mean pay gap, while bonuses for senior female roles reduced our mean bonus gap.

We acknowledge we have more to do to attract and retain top female talent to reduce the gender pay and bonus gaps in our UK business. We are determined to improve our performance across our operations here. Our figures highlight the need to not just focus on leadership positions but also look across all levels.

We will continue to focus on women's career and pay progression within the UK while maintaining equitable and merit-based hiring practices. This report details some of the initiatives.

2023 data update

We have reviewed our calculation methodology and made changes to our methodology for 2024 in order to provide the most accurate account of our different pay elements.

If we had applied this methodology for our 2023 calculations, our 2023 median gender pay gap would have increased from 5.5% to 7.4%, while our mean gender pay gap would have increased from 6.2% to 6.9%. Our median bonus gap would have increased from 15.8% to 16.1%, our mean bonus gap would have increased from 14.9% to 17.9%.



Our UK gender pay gap action plan

Learning and Development



What we did in 2024

In 2024, we maintained our focus on learning & development opportunities for women across Haleon's UK business. We are pleased to see more women participate in these programmes in the UK, these include:

- Our leadership development programmes, designed to equip leaders with the tools and knowledge they need to grow and thrive in their careers.
- Our new and ongoing diverse talent programmes, which aim to empower employees and help them unlock their potential.



Our plan for 2025

Looking ahead, we will continue to advance these programmes in the UK, which we believe are essential for empowering women to develop leadership skills, advance their careers and achieve their full potential.

"In 2024, I participated in the Horizon Leadership Program, which proved to be a transformative experience. This initiative provided invaluable support to me and many other female leaders at Haleon, significantly contributing to our leadership growth. It has not only empowered our women leaders but also established a robust foundation for fostering an inclusive culture within our organisation. As newly appointed General Manager for the UK and Ireland, I am committed to working with my team to further our efforts to build a workplace where every individual can thrive and contribute to our collective success."

Joanne Cooper
GBI General Manager



Our UK gender pay gap action plan

Attracting and Growing Talent



What we did in 2024

Across our talent acquisition efforts in the UK, we continued to maintain diverse shortlists and internal talent pipelines, while also educating hiring managers about the importance of preventing unconscious bias.

As a company rooted in science and innovation, we continue to promote STEM for women and girls in our communities. This includes strengthening our UK partnerships to encourage more women and girls to pursue STEM subjects and careers in our UK communities.



Our plan for 2025

In 2025, we will continue to enhance our UK recruitment and talent development processes to ensure they are inclusive, helping us create a workforce of diverse talent where everyone can thrive.

"In the UK, our vision is to inspire the next generation, especially women, into future careers in healthcare. To achieve this, we are committed to our UK STEM partnerships such as Brooklands Innovation Academy and Teen Tech. We also run community STEM events, including career fairs and work experience opportunities. We're encouraged by the high engagement of young girls in our STEM events and to see its impact on their career pursuits."

Preeti Roy

EU R&D Site & Platforms Lead - STEM Sponsor



Our UK gender pay gap action plan

Empowering our Employee Communities



What we did in 2024

With our Employee Resource Groups (ERGs) fully embedded, 2024 saw our Women@Haleon ERG drive meaningful change and champion female voices across the business.

Our UK Chapter promoted several activities like our mentorship programme 'Elevate U', designed to support professional and personal growth for female employees in the UK. They also led local events on important topics such as menopause awareness and workplace barriers for women.



Our plan for 2025

Our UK Chapter has a calendar of local activities designed to further support women's health, wellbeing, career coaching and work-life balance.

"This year, our Women@Haleon UK Chapter made significant strides with initiatives like cultural listening sessions, an International Women's Day panel, and a Menopause Awareness event. We also hosted an International Men's Day panel to promote allyship and inclusivity.

This year we have also strengthened our external partnerships, which have boosted awareness and encouraged meaningful conversations. These efforts empower our people to co-create a workplace where everyone can thrive."

Kate Righton & Rebecca Barnett
UK Women@Haleon Chapter Leads



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Declaration

I confirm that the data and information presented
in this report are accurate and meet the
requirements of the UK Equality Act 2010
(Gender Pay Gap Information) Regulations 2017.



Oriane Lacaze

Director, Haleon UK Trading Limited; Haleon
UK Services Limited



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