

# HALEON

2024 Responsible Business Report



# What's inside

## Who we work with



UNICEF does not endorse any company, brand, product or service.

## Who we are

Who we are, the work we have undertaken to continue driving our Responsible Business strategy into action.

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**Cover image**  
Our front cover features real consumers using our products.

# Haleon at a glance

## Our purpose

To deliver better everyday health with humanity.

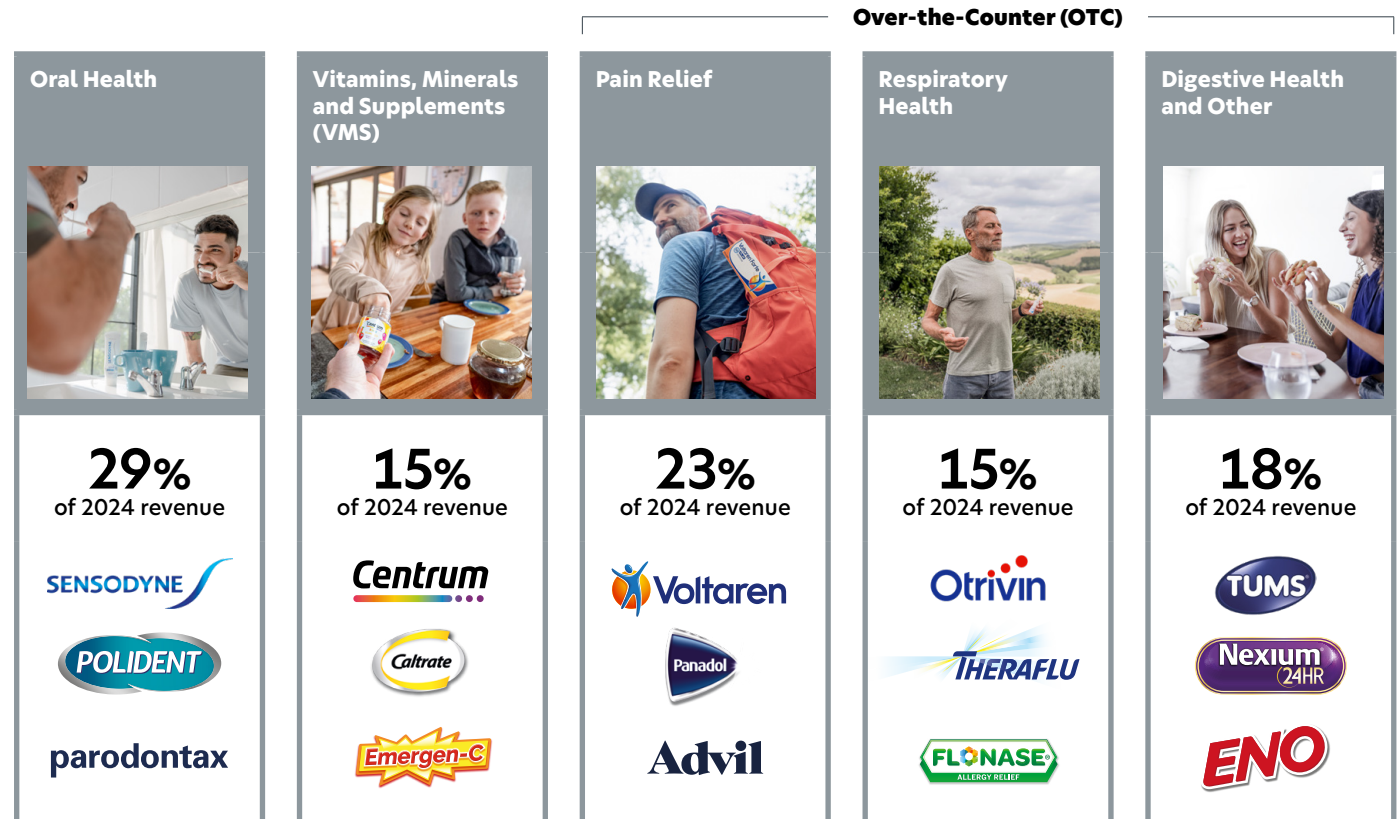
## Our strategy

Driven by our purpose, our strategy is designed to grow our portfolio of leading brands and market categories. We target sustainable above-market growth and attractive returns, with our purpose and culture bringing focus and clarity to the strategic decisions we make to:

- Increase household penetration.
- Capitalise on new and emerging opportunities.
- Maintain strong execution and financial discipline.

Running a responsible business is a strategic imperative for Haleon and is integral to delivering on our purpose. Our Responsible Business strategy focuses on making better everyday health more inclusive, reducing our environmental impact, and operating with ethical and responsible standards of business conduct.

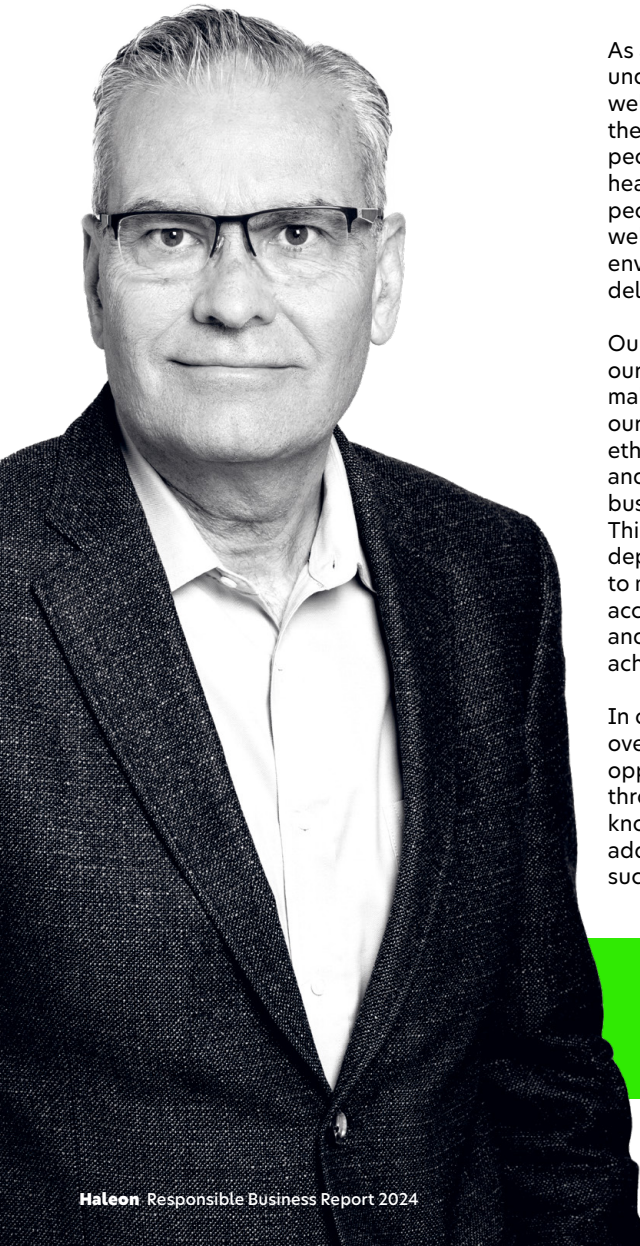
## Leadership position across five global categories



- >> Information on our wider business strategy, 2024 performance and more can be found in our [2024 Annual Report and Form 20-F](#).
- >> For information on responsible business activities and progress across our market categories, see from page 13 of our [2024 Annual Report and Form 20-F](#).



# Introduction from our CEO



As a company driven by deep human understanding and trusted science, Haleon is well-positioned to recognise and understand the social and environmental barriers that hold people back from achieving better everyday health. We want to support and empower people in taking charge of their health and wellbeing while minimising our impact on the environment, aligned with our purpose of delivering better everyday health with humanity.

Our 2024 Responsible Business Report details our progress in three interconnected areas: making everyday health more inclusive; reducing our environmental impact; and operating with ethical, responsible, and transparent behaviours and standards of conduct. Being a responsible business is a strategic imperative for Haleon. This is a dynamic field with numerous external dependencies and uncertainties. It is essential to monitor these factors closely and adapt accordingly. We have significant tasks ahead and much to learn, along with several key achievements to highlight.

In our 2024 reporting period, we empowered over 50 million people to be more included in opportunities for better everyday health, through programmes which build health knowledge, promote healthy behaviours and address barriers to better everyday health such as bias and prejudice. We have scaled

up existing initiatives such as our Haleon Health Partner portal resources for Health Professionals and brand programmes such as Theraflu 'Right to Rest and Recover' while launching new initiatives. We leveraged the latest results of the Health Inclusivity Index to inform our own actions – creating a Health Inclusivity screening tool to maximise the inclusivity of our own communications and to advocate for policy change at forums including the Global Health Literacy and Future of Health summits. We continue to support Economist Impact in further research and look forward to launching our Phase 3 findings in May.

To reduce our use of virgin petroleum-based plastic, we continued to scale up current initiatives and launch new ones in 2024, focusing on tubes and bottles, which account for the largest share of our plastic packaging. This included the further roll-out of Centrum and mouthwash bottles made with recycled plastic, and the launch of toothpaste tube caps made with bioplastic in several markets in Europe. In our 2024 reporting period, we observed a decline by 1% in our virgin plastic footprint compared to our 2022 baseline. We have also delivered a 10% reduction in our Scope 3 carbon footprint compared to our 2022 baseline where collaboration with our key suppliers is essential for driving meaningful change.

In January, we launched Haleon's Sustainable Supply Chain Pledge, asking our suppliers to demonstrate their shared commitment to climate action. Pledge signatories are requested to disclose their Scope 1, 2, and 3 emissions, achieve 100% renewable electricity by 2025, work with Haleon in establishing a robust framework for collective action towards net zero, and develop science-based targets aligned with the SBTi. Maintaining an inclusive environment at Haleon, where everyone feels valued and understood, has a sense of belonging, and is supported to progress and thrive, continues to be an imperative for us as a business. In 2024, we held the first "Growing at Haleon Week", a five-day event dedicated to learning, development and building careers.

We are proud of the progress we are making and look forward to continuing to deliver progress in 2025 and beyond.

**Brian McNamara**  
Chief Executive Officer



# Responsible business highlights of 2024



We launched Haleon's Sustainable Supply Chain Pledge, asking our suppliers to demonstrate their shared commitment to climate action.



Held our first week-long learning and development programme for global employees. The programme focused on embedding new employee behaviours, centred around serving consumers, boosting productivity, fostering greater collaboration and continuous learning, while providing employees with tools to grow their careers.

Maintained and improved performance on ESG ratings. See ESG Reporting Hub for more details.



Haleon China recognised as a 2024 Top Employer in China by the Top Employers Institute.



Scaled up Theraflu's 'Right to Rest and Recover' programme, a multi-year initiative in the US and Poland to champion the right for workers to take time off when they fall sick. In 2024, we empowered over 7 million people\*<sup>1</sup> in the US through engagement with the programme campaign.



Launched toothpaste tube caps made using bioplastic in several markets across Europe, progressing our ambition to reduce our use of virgin petroleum-based plastic packaging.

Member of  
**Dow Jones Sustainability Indices**

Powered by the S&P Global CSA

Corporate ESG  
Performance

RATED BY  
**ISS ESG**

Prime

**MSCI**  
ESG RATINGS

CCC B BB BBB A AA AAA



**ACDP**

Discloser  
2024

<sup>1</sup> Reporting period = 1 December 2023 - 30 November 2024.

KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standards ISAE (UK) 3000. Haleon's reporting criteria are available at [www.haleon.com/our-impact/esg-reporting-hub](http://www.haleon.com/our-impact/esg-reporting-hub).

# Responsible business performance highlights of 2024

Focus area	Our goals <sup>1</sup>	Our 2024 performance	Our 2023 performance	Our 2022 performance
<b>Health inclusivity</b>	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 <b>2025</b> <sup>2</sup> .	50m+	41m+	22m+
<b>Tackling carbon emissions</b>	We aim to reduce our net Scope 1 and 2 carbon emissions by 100% by <b>2030</b> vs <b>2020</b> .	-50%*	-48%	-44%
	We aim to reduce our Scope 3 carbon emissions from source to sale by 42% by <b>2030</b> vs <b>2022</b> .	-10%	-2% <sup>3</sup>	–
<b>Making our packaging more sustainable</b>	We aim to reduce our use of virgin petroleum-based plastic by 10% by <b>2025</b> <sup>2</sup> , and a third by <b>2030</b> vs <b>2022</b> .	-1%	+3%	–
	We aim to develop solutions for all product packaging to be recycle-ready by <b>2025</b> <sup>2</sup> , as part of our goal to make all packaging recyclable or reusable by <b>2030</b> , where safety, quality and regulations permit.	74%*	70%	65%
<b>Sourcing trusted ingredients sustainably</b>	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 <b>2030</b> .	81%	62%	–
<b>Creating a more inclusive workplace</b>	Track gender representation in leadership roles. <sup>4</sup>	45.2%*	44.9%	43.7%

<sup>1</sup> Further information on the reporting periods and reporting criteria for each goal can be found within the corresponding sections of this report and in the [2024 Responsible Business Basis of Reporting](#), including reporting developments and improvements.

<sup>2</sup> The end point for the goal delivery period is the end of the 2025 calendar year.

<sup>3</sup> Calculated in accordance with methodology and data improvements and updated carbon emissions factors, and so the 2023 value differs from the value disclosed in the [2023 Responsible Business Report](#) and [2023 Annual Report and Form 20-F](#).

<sup>4</sup> We are reviewing our approach to DEI following recent developments in the US and will communicate updates in due course.

\* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standards ISAE (UK) 3000 and ISAE 3410. Haleon's reporting criteria are available at [www.haleon.com/our-impact/esg-reporting-hub](http://www.haleon.com/our-impact/esg-reporting-hub). The reported result of the recycle-ready goal includes all packaging in scope of our reporting, and does not exclude packaging where there is not a recycle-ready solution that meets stringent safety, quality and regulatory requirements for healthcare packaging.



# Our approach to reporting

This is our second Responsible Business Report. It details our Environmental, Social and Governance (ESG) performance for the year up to and including 31 December 2024. Reporting periods may vary from the calendar year (1 January to 31 December). A footnote indicates where this applies. Where we list our goals throughout the report, the end point for the goal delivery period is the end of the target year referenced.

### Independent assurance and reporting criteria

KPMG LLP provided independent limited assurance, using assurance standards ISAE (UK) 3000 and ISAE 3410, over selected ESG data points included in our 2024 ESG reporting. Data points marked with an asterisk (\*) form part of Haleon's 2024 assurance engagement. KPMG LLP's limited assurance conclusion and the reporting criteria, 2024 Responsible Business Basis of Reporting, for the selected ESG data points are available on our ESG reporting hub.

### Frameworks and disclosures

We use external frameworks, standards and disclosure platforms to structure our responsible business reporting, focusing on those of relevance to our stakeholders. These include the Global Reporting Initiative Universal Standards, Sustainability Accounting Standards Board Household and Personal Care Products standard and the Sustainable Finance Disclosure Regulation – Principal Adverse Indicators, which can be found in the Appendix. Reporting against these frameworks also supports Haleon's preparedness for future reporting requirements.






### Our ESG reporting suite

Additional information regarding our ESG strategy and performance can be found via the following sources:

- 2024 Haleon Annual Report and Form 20-F
- 2024 Haleon Responsible Business Basis of Reporting
- Haleon Climate Action Transition Plan
- 2024 Haleon ESG Databook
- Haleon Human Rights Statements
- Haleon Gender Pay Gap Reports
- Haleon.com/our-impact
- Haleon Codes, Policies and Standards
- Haleon Policy Positions

### UN Global Compact and Sustainable Development Goals (SDGs)

We participate in the UN Global Compact and support its Ten Principles on human rights, labour, environment and anti-corruption. Our reporting details our efforts to implement these principles. We support the SDGs<sup>1</sup> and their 2030 targets to promote a more sustainable future. Through our business model and Responsible Business strategy, we believe we can make the biggest impact on five SDGs.

UN SDG	Targets	Haleon activity
 <b>Goal 3 Good health and well-being</b>	3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	As a world leader in consumer health, with a purpose to deliver better everyday health with humanity, we can contribute significantly to SDG 3. Our global reach with healthcare products and focus on health inclusivity aim to give as many people as possible the opportunity to enjoy better everyday health.
 <b>Goal 10 Reduced inequalities</b>	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	We aim to empower millions of people annually to be more included in opportunities for better everyday health (see page 12).
 <b>Goal 12 Responsible consumption and production</b>	12.2 By 2030, achieve the sustainable management and efficient use of natural resources  12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	We are transitioning our product packaging to more circular models to minimise waste and pollution by making our packaging recycle-ready and ultimately recyclable, and by reducing virgin petroleum-based plastic use (see page 24).
 <b>Goal 13 Climate action</b>	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries  13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	We are taking action to reduce our carbon footprint, with targets set for 2030 and 2040. Read more from page 19.
 <b>Goal 17 Partnership for the goals</b>	17.G Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries	We recognise partnership and collaboration with industry and key stakeholders are imperative to achieving our responsible business ambitions. Examples are included throughout this report.

### Contact Us

Please address any questions regarding our responsible business reporting suite and stated information to:

Haleon Sustainability Team,  
Haleon plc, Building 5, First Floor,  
The Heights, Weybridge, Surrey,  
KT13 0NY.

Or contact us here:  
[ESG@haleon.com](mailto:ESG@haleon.com)

<sup>1</sup> The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States. <https://www.un.org/sustainabledevelopment>.

# Our Responsible Business strategy

Our purpose is to deliver better everyday health with humanity.

- We bring our Responsible Business strategy to life through three interconnected focus areas:
- Our commitment to making everyday health more inclusive.
  - Reducing our environmental impact.
  - Upholding our standards by operating with ethical and responsible standards of business conduct.

## Our Responsible Business strategy



## Health inclusivity<sup>1</sup>

- Goal:** 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, by:
- Driving change through our purposeful brands (page 13).
  - Empowering self-care (page 14).
  - Investing in research and action (page 15).
  - Building healthier communities (page 16).

## Environment<sup>1</sup>

To reduce the environmental impact of our business, we aim to:

Tackle carbon emissions (page 19)	<ul style="list-style-type: none"><li>– Reduce our net Scope 1 and 2 emissions by 100% by 2030 vs 2020.</li><li>– Reduce our Scope 3 carbon emissions from source to sale by 42% by 2030 vs 2022.</li><li>– Achieve net zero carbon emissions from source to sale by 2040 aligned to guidance from The Climate Pledge and Race to Zero.</li></ul>
Make our packaging more sustainable (page 24)	<ul style="list-style-type: none"><li>– Reduce our use of virgin petroleum-based plastic by 10% by 2025 and a third by 2030, each vs 2022.</li><li>– Develop solutions for all product packaging to be recycle-ready by 2025 and recyclable or reusable by 2030, where safety, quality and regulations permit.</li><li>– Work with partners to drive global and local initiatives to collect, sort and recycle our packaging at scale by 2030.</li></ul>
Source trusted ingredients sustainably (page 17)	<ul style="list-style-type: none"><li>– All our key agricultural, forest, and marine-derived materials used in our ingredients and packaging from sustainable and deforestation-free sources by 2030.</li></ul>
Integrate water stewardship (page 29)	<ul style="list-style-type: none"><li>– Achieve Alliance for Water Stewardship standard certification at our manufacturing sites by 2025.</li><li>– Achieve water neutrality at our manufacturing sites in water-stressed basins by 2030.</li></ul>
Integrate waste circularity (page 30)	<ul style="list-style-type: none"><li>– Achieve Total Resource Use and Efficiency (TRUE) certification at our manufacturing sites by 2030.</li></ul>

## Upholding our standards<sup>1</sup>

- We will continue to:
- Conduct business in accordance with our policies, including our Code of Conduct and our Anti-Bribery and Corruption Policy (page 33).
  - Prioritise product quality and safety (page 36).
  - Protect the health and safety of our people (page 39).
  - Support our employees' health and wellbeing (page 41).
  - Build a high-performing workforce (page 42).
  - Creating a more inclusive workplace (page 44).
  - Respect human rights (page 46).
  - Work with responsible suppliers (page 48).
  - Market our products responsibly (page 49).

<sup>1</sup> Further information on the reporting criteria for each goal can be found within the corresponding sections of this report and in the [2024 Responsible Business Basis of Reporting](#).



# Responsible business governance

Embedding strong and responsible business governance is fundamental to delivering sustainable above-market growth.

### Board and Board committees Haleon Board

The Haleon Board has overall responsibility for the Group’s Responsible Business strategy and is strongly supported in this oversight by three committees.

### Environmental & Social Sustainability Committee

The Environmental & Social Sustainability Committee recognises that running a responsible business is a strategic imperative. Chaired by Marie-Anne Aymerich, the Committee oversees the development of, and recommends for

approval by the Board, the Group’s environmental and social sustainability (ESS) strategy including related targets and KPIs to measure the Group’s performance. The Committee also monitors and assesses the Group’s financial and narrative reporting, including the integrity of sustainability disclosures, and the assurance of environmental and sustainability disclosures by the external auditor. Further details on the skills and experience of the ESS Committee can be found in our 2024 Annual Report and Form 20-F on page 59.

### Audit & Risk Committee

Chaired by Alan Stewart, the Committee’s responsibilities include monitoring and reviewing the Group’s risk management system, and the identification and management of risks, including our principal risks, one of which is ESG risk. In 2024, the Audit & Risk Committee reviewed in detail our principal risk. The Committee also monitors and assesses the Group’s financial statements and information, including the assurance of environmental and sustainability disclosures by the external auditor.

### Remuneration Committee

Chaired by Tracy Clarke, the role of the Committee is to set the broad structure for the Company’s Remuneration Policy and to determine the remuneration of the Board, Company Secretary and Executive Team.

### ESG in executive compensation

Haleon’s Performance Share Plan includes an ESG qualifier, whereby a reduction in the level of vesting of up to 10% could be applied for each missed threshold. If the metrics are static or go backwards compared to the baseline, a 25% reduction in the level of vesting could be applied for each measure.

The carbon reduction and gender representation ESG thresholds were retained in the 2024-2026 measures. The external commitment on recycle-ready packaging runs to 2025, and therefore this metric was replaced by a metric assessing the reduction in virgin petroleum-based plastic. To ensure continued compliance with requirements in countries in which we operate, we have removed the gender representation threshold from 2025 PSP awards.

## Responsible Business governance



### ESG qualifier thresholds for the 2023 PSP

Measure	Threshold
<b>Carbon reduction</b> (Measured for 12 months to November 2025)	At least 48% net reduction in market-based Scope 1 and 2 carbon emissions from the 2020 level.
<b>Recycle-ready packaging</b> (Measured for 12 months to June 2025)	At least 80% of packaging should be recycle-ready.
<b>Gender representation</b> (Quarterly average in 2025)	At least 45% of leadership roles held by women.

### ESG qualifier thresholds for the 2024 PSP

Measure	Threshold
<b>Carbon reduction</b> (Measured for 12 months to November 2026)	At least 55% net reduction in market-based Scope 1 and 2 carbon emissions from the 2020 level.
<b>Reduction in virgin petroleum-based plastic</b> (Measured for 12 months to June 2026)	At least 12% reduction from the 2022 level.
<b>Gender representation</b> (Quarterly average in 2026)	At least 46% of leadership roles held by women.

- >> [Environmental & Social Sustainability Committee terms of reference.](#)
- >> [Remuneration Committee terms of reference.](#)
- >> [Remuneration Report on page 90 of our 2024 Annual Report and Form 20-F](#)

# Responsible business governance

## Executive Team

Our Executive Team is responsible for the delivery of our Responsible Business strategy, driving responsible business performance and progress against our externally committed goals and our strategic objectives.

## Executive and managerial governance

Responsible business governance at the Executive Team and management level is conducted via several Executive or management-led oversight committees. The Sustainability team, which sits within our Corporate Affairs department, is tasked with Responsible Business strategy development and coordination, while programmes are delivered by Haleon's global functions, global category teams, and business units.

## Risk management

Management of risk at Haleon is embedded in our strategy to achieve our long-term goals. Haleon's principal risk related to ESG is monitored through Haleon's risk management framework. The framework is aligned to the three lines model, which assigns roles and responsibilities for the management of risks within Haleon. The Sustainability Compliance and Risk Forum (CRF) is responsible for monitoring, assessing, and mitigating potential risks that may impact Haleon's Responsible Business strategy delivery.

## Responsible business scorecards

Working groups in our global functions and business units integrate responsible business principles and initiatives into their strategic planning process, day-to-day responsibilities and in-year performance management. Responsible business scorecards at both enterprise-wide and business unit level track key responsible business metrics on a quarterly basis against measures including:

- Carbon emission reduction.
- Recycle-ready packaging.
- People empowered through our health inclusivity initiatives.
- Gender representation.
- Employee health and safety.
- Regulatory inspection compliance.

The Environmental & Social Sustainability Committee and Executive Team receive regular updates on the status of in-year metrics measured on Haleon's responsible business scorecards. The Executive Team and regional leadership teams link scorecard performance to employees' personal objectives and performance where relevant. Where these are built into employees' objectives, they form part of the assessment of an employee's individual performance in the year, which influences their annual bonus multiplier.

## Corporate governance

Haleon seeks to maintain high standards of corporate governance, underpinning our ability to deliver the Group's strategy to create long-term value and benefit for our shareholders and stakeholders. As a company with a premium listing on the London Stock Exchange, Haleon is subject to the provisions of the UK Corporate Governance Code. Haleon is also listed on the New York Stock Exchange (NYSE), as a "foreign private issuer" and is subject to certain US securities laws and regulations, including the Sarbanes-Oxley Act of 2002 and the NYSE listing standards.

For more information on our 2024 corporate governance practices, compliance with the UK Corporate Governance Code and the Board's prioritisation of responsible business factors in its decision-making, see the Corporate Governance Report on page 59 of our 2024 Annual Report and Form 20-F.





# ESG materiality

**Aligned with the outputs of our materiality assessment, our Responsible Business strategy rests on understanding and acting on what matters most to our stakeholders.**

In 2023, we published the outcomes from our first ESG materiality assessment for Haleon as a standalone business.

We consolidated internal, peer and sector-specific information and identified a list of 21 existing and potentially material ESG topics for Haleon.

We then engaged with key stakeholders through surveys and interviews with employees, senior leadership, suppliers, customers, investors and others to understand which of these 21 topics were most important to them, and the degree of materiality and financial impact of each topic.

We continue to refine our approach to materiality and the way we disclose performance on our most material impacts in line with future reporting requirements, including the International Sustainability Standards Board (ISSB) standards. We aim to run a materiality assessment exercise at least every two years with review and sign-off by senior management.

To learn about our engagement with stakeholders see page 10 of our 2024 Annual Report and Form 20-F.

We identified four areas of highest impact materiality<sup>1</sup> derived from the list of 21 topics that are central to Haleon's Responsible Business strategy and performance:

<b>Improving health outcomes: health inclusivity</b>	Giving as many people as possible the opportunity to enjoy better everyday health, with a focus on those marginalised and/or discriminated against, was identified as an opportunity for Haleon to have a positive impact on people and society.	<b>Key progress in 2024<sup>2</sup></b> – 50m+ people empowered to be more included in opportunities for better everyday health.	<b>&gt;&gt;</b> Further information on this topic can be found in the Health inclusivity section of this report from page 12 and in our 2024 Annual Report and Form 20-F from page 22.
<b>Decarbonisation</b>	Given the global importance of tackling climate change, reducing carbon emissions across our operations and value chain on our path towards net zero was identified as a key priority. Stakeholders also identified our opportunity to highlight the link between carbon emissions, climate change and its impact on human health.	<b>Key progress in 2024<sup>2</sup></b> – 50%* reduction in net Scope 1 and 2 carbon emissions vs 2020.	<b>&gt;&gt;</b> Further information on this topic can be found in the Tackling carbon emissions section of this report from page 19 and in our 2024 Annual Report and Form 20-F from page 22.
<b>Plastics and packaging</b>	Due to the volume of products we sell, increasing the recyclability of our packaging, decreasing the use of virgin petroleum-based plastics, and closing the loop to drive circularity were considered key priorities to stakeholders.	<b>Key progress in 2024<sup>2</sup></b> – 74%* of packaging was recycle-ready.	<b>&gt;&gt;</b> Further information on this topic can be found in the Making our packaging more sustainable section of this report from page 24 and in our 2024 Annual Report and Form 20-F from page 22.
<b>Product quality and safety</b>	Our responsibility to produce safe, high-quality, and reliable products was critical to all stakeholder groups.	<b>Key progress in 2024<sup>2</sup></b> – 119 health authority inspections of internal manufacturing sites, 100% of which were satisfactory.	<b>&gt;&gt;</b> Further information on this topic can be found in the Product quality and product safety section of this report from page 36 and in our 2024 Annual Report and Form 20-F on page 20.

In addition to the focus areas outlined above, the assessment identified a further seven topics with significant impact materiality<sup>1</sup>, which have informed our Responsible Business strategy:

ESG topic	Location of information regarding each topic	
<b>Biodiversity and ecosystems</b>	<b>&gt;&gt;</b> Sourcing trusted ingredients sustainably section of this report from page 27.	<b>&gt;&gt;</b> 2024 Annual Report and Form 20-F from page 22.
<b>Data privacy and security</b>	<b>&gt;&gt;</b> Business ethics section of this report on page 34.	<b>&gt;&gt;</b> 2024 Annual Report and Form 20-F from page 21.
<b>Inclusive workplace</b>	<b>&gt;&gt;</b> Creating a more inclusive workspace section of this report from page 44.	<b>&gt;&gt;</b> 2024 Annual Report and Form 20-F from page 19.
<b>Good governance</b>	<b>&gt;&gt;</b> Responsible business governance section of this report from page 8.	<b>&gt;&gt;</b> 2024 Annual Report and Form 20-F from page 59.
<b>Responsible brands and marketing</b>	<b>&gt;&gt;</b> Responsible marketing section of this report on page 49.	
<b>Responsible and resilient supply chains</b>	<b>&gt;&gt;</b> Working with responsible suppliers section of this report page 48.	<b>&gt;&gt;</b> 2024 Annual Report and Form 20-F from page 21.
<b>Sustainable and inclusive innovation</b>	<b>&gt;&gt;</b> Health inclusivity and Environment sections of this report from pages 11 to 30.	<b>&gt;&gt;</b> 2024 Annual Report and Form 20-F from page 22.

<sup>1</sup> The findings refer to impact materiality, rather than financial materiality.

<sup>2</sup> Further information on the reporting periods and criteria for each goal can be found within the corresponding sections of this report and in the [2024 Responsible Business Basis of Reporting](#).

\* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standards ISAE (UK) 3000 and ISAE 3410. Haleon's reporting criteria are available at [www.haleon.com/our-impact/esg-reporting-hub](http://www.haleon.com/our-impact/esg-reporting-hub).



50m+  
people empowered  
to be more included in  
opportunities for better  
everyday health.

# Health inclusivity fact sheet

Further information on the reporting criteria for selected data points can be found in the Haleon 2024 Responsible Business Basis of Reporting.

Our aims	2024	2023	2022
Empower millions of people a year to be more included in opportunities for better everyday health, empowering 50 million people a year by 2025 <sup>1</sup>	50m+ <sup>2</sup>	41m+ <sup>2</sup>	22m+ <sup>2</sup>
<b>Other health inclusivity and social metrics</b>	<b>£15m<sup>3</sup></b>	£11.2m <sup>3</sup>	Not reported
Donations to charitable causes			

Definitions

**Empowered** – for a person to be empowered they require agency (capability to act or to choose what action to take – e.g., skills, knowledge, understanding) and/or resources (the means to act – e.g., tools, products) to be more included in opportunities for better everyday health.

**Opportunities for better everyday health** – the circumstances for people to take proactive steps to maintain and improve their health and quality of life through the products they use as well as the behaviours, habits and lifestyle they maintain to treat and manage self-limiting conditions, as well as to prevent ill health, with or without the support of a healthcare provider.

**Self-care** – the ability of individuals, families and communities to promote health, prevent disease, maintain health, and cope with illness and disability with or without the support of a healthcare provider.

Haleon policy positions

- >> [Health Inclusivity and Self-Care Policy Position](#)
- >> [Improving Global Oral Health Policy Position](#)
- >> [Meaningful Access to Vitamin and Mineral Supplements Policy Position](#)
- >> [The Role of Pharmacists in Self-Care Policy Position](#)
- >> [The Value of Self-Care Policy Position](#)

<sup>1</sup> 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.

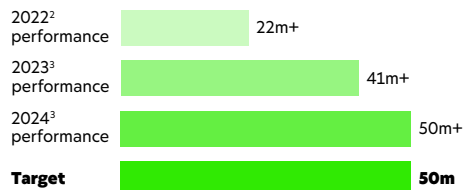
<sup>2</sup> 2024 and 2023 Reporting periods = 1 December (prior year) to 30 November (reporting year). 2022 reporting period is the calendar year.

<sup>3</sup> Includes cash and in-kind donations. Reporting period = calendar year.

# Health inclusivity

## Our goal

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.<sup>1</sup>



## Overview

Haleon is committed to helping as many people as possible to enjoy better everyday health. We recognise that widespread disparities in health outcomes exist, adversely impacting communities and economies.<sup>4</sup>

## Health inclusivity

The process of removing the personal, social, cultural, and political barriers that prevent individuals and communities from experiencing good physical, mental and social health, and a life fully realised.<sup>5</sup>

Haleon has identified three key barriers to health inclusivity that we are well placed to address:

## Health literacy

We can help to grow the knowledge, skills and support that will inform and empower healthy living and healthy behaviours.

## Healthcare accessibility

We can help improve the availability of, and access to, healthcare that meets the needs of people who are typically held back.

## Bias and prejudice

We can help to tackle barriers which hold people back from better everyday health by promoting more inclusive policies and practices.

## Taking action

We take action to address these barriers to health inclusivity by:

### 1. Driving change through our purposeful brands

Our brands help tackle specific barriers that stand in the way of better everyday health.

>> See page 13

### 2. Empowering self-care

We help improve health knowledge and understanding, empowering people to take better care of themselves.

>> See page 14

### 3. Investing in research and action

We invest in research that informs the actions of our business and our stakeholders to help millions of people each year be more included in opportunities for better everyday health.

>> See page 15

### 4. Building healthier communities

Our community investment strategy focuses on addressing the barriers to health inclusivity which Haleon, together with our partners, is well placed to act on.

>> See page 16

By acting to improve health inclusivity, we can:

- Empower people towards better everyday health and wellbeing.
- Improve health outcomes and reduce the burden on overstretched health systems.
- Help people adopt self-care habits that can positively impact society while complementing Haleon's purpose and strategy.

>> Further information on the reporting criteria for the goal can be found in the [2024 Responsible Business Basis of Reporting](#).

<sup>1</sup> 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.

<sup>2</sup> 2022 reporting period = calendar year.

<sup>3</sup> 2024 and 2023 reporting period = 1 December (in the prior year) – 30 November (in the year stated).

<sup>4</sup> Source: Economist Impact (2022).

<sup>5</sup> Source: Economist Impact (2023).



# Driving change through purposeful brands

Our brands help tackle specific barriers that stand in the way of better everyday health.

## Overview

Haleon's brands are essential to our purpose of delivering better everyday health with humanity. By providing innovative solutions and taking proactive actions, we aim to improve the health of millions of people globally. Our brands focus on three key barriers to health inclusivity: health literacy, healthcare accessibility, and social barriers. We strive to define meaningful ways to overcome these challenges and make a positive impact on global health.

Our health inclusivity ambition supports brand growth by improving people's understanding and confidence in managing their health, including through Over-the-Counter medicines. This empowerment fosters healthier behaviours, which in turn supports our brands' growth.

## Progress in 2024

Several Haleon brands launched and scaled up inclusive products, programmes and resources aligned with our health inclusivity strategy. The following case studies highlight these efforts.

### Advil Believe my Pain

In 2023, Advil surveyed 2,000 Americans about their experiences with pain care and treatment. The results indicate that 74% of Black respondents experienced issues in how pain is diagnosed and treated, and 53% of those suffering from pain did not return for further treatment after a negative experience.<sup>1</sup>

Numerous organisations and individuals within the Black community are working to address barriers that hold people back from accessing effective pain management. To help address this issue, Advil collaborated with Morehouse School of Medicine (MSM) and BLKHLTH to develop resources designed to equip medical trainees with knowledge and tools to address issues in accessing pain prevention, treatment and management.

Through its Believe My Pain campaign, Advil engaged and equipped people with resources to help them describe their pain and advocate for themselves. The resources Advil has developed are designed to help individuals and Health Professionals increase their knowledge and understanding of pain and their confidence in addressing barriers to accessing pain management.

In 2024<sup>2</sup>, this initiative empowered more than six million people. The Advil Believe my Pain Course aimed to increase learners' knowledge, behavioural intention, and confidence in identifying and overcoming barriers relating to pain care.



### Polident Smiles Can't Wait

Tooth loss is a significant public health issue in Southeast Asia, impacting quality of life and overall health. Socioeconomic, cultural, and healthcare factors contribute to this problem.<sup>3</sup> Polident recognises the importance of denture access. In 2024<sup>2</sup>, the 'Smiles Can't Wait' programme expanded to Indonesia, aiming to improve denture access and care while addressing the stigma associated with tooth loss. The programme provided dentures to 3,000 people and reached over 100,000 individuals with free dental education and samples.<sup>2</sup> Programme expansion within Indonesia is planned for 2025.

### Theraflu Rest and Recover

We expanded Theraflu's 'Right to Rest and Recover' programme, a multi-year initiative in the US and Poland to champion the right for workers to take time off when they fall sick. During the 2024<sup>2</sup> reporting period, the programme empowered over seven million people\* in the US through engagement with the programme campaign. In its third year, in the US, Theraflu collaborated with A Better Balance, an organisation that helps workers better understand their rights to sick leave.

<sup>1</sup> Advil, in partnership with Morehouse School of Medicine (2023).

<sup>2</sup> 2024 reporting period = 1 December 2023 to 30 November 2024.

<sup>3</sup> Source: World Health Organization (2022).

\* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standards ISAE (UK) 3000 and ISAE 3410. Haleon's reporting criteria are available at [www.haleon.com/our-impact/esg-reporting-hub](http://www.haleon.com/our-impact/esg-reporting-hub).

# Empowering self-care

## We want to empower people to take better self-care.

### Overview

To enable people to take more control of their everyday health, we equip people with tools and information to help them to actively manage their health.

This matters because low levels of health literacy are a key barrier, alongside increased demand and strain on healthcare systems with a growing and ageing population and rising levels of long-term health conditions. More people increasingly want to take greater care of their health, with a recent European study showing eight out of ten people recognise it is their responsibility to manage their own health, but only two in ten feel very confident they know how to do so.<sup>1</sup>

To help address this, we engage people directly in better understanding health conditions and learning how to treat them through our initiatives. We also work with healthcare partners to understand and support communities by sharing data, lived experience insights, and educational materials and resources. By building people's knowledge and confidence in taking greater care of their health, we grow demand for positive health behaviours, including the use of everyday healthcare products. Health Professionals actively using the Haleon Health Partner portal make 50% more brand recommendations than those who do not, driving household penetration and encouraging self-care with Haleon brands.

### 2024 progress

The Haleon Health Partner portal is one of the main ways Haleon engages with Health Professionals (medical, pharmacy, and dental). The online platform provides free tools and resources that support their professional development and help them empower their patients with quality, relevant self-care advice, treatment and care. These include webinars, videos, articles and patient resources.

In 2024<sup>2</sup>, the portal's expanded content and reach empowered over 35 million people\* through Health Professional engagement. The tools and materials helped increase health knowledge and understanding of conditions and their treatment among both professionals and patients.

We also continued to engage with Health Professionals through other in-person and virtual events in 2024. An example includes the fourth Global Pain Awareness Week hosted by Haleon to bring together pain experts and front-line Health Professionals to share knowledge on important pain topics. 42,000 Health Professionals attended the event.

### #Care4EveryBreath

We launched “#Care4EveryBreath”, educating Health Professionals on the impact of climate change on respiratory health, to enable them to adapt their approach to respiratory care to better meet consumer needs. The launch in Egypt, Saudi Arabia and Turkey engaged 15,000 Health Professionals.

This content, available on the Haleon Health Partner portal, aims to help Health Professionals better understand how climate change impacts respiratory health and conditions such as cold, flu and allergies, and offers tailored resources to support patient care.



<sup>1</sup> Source: Vintura (2020).

<sup>2</sup> Reporting period = 1 December 2023 to 30 November 2024.

\* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standards ISAE (UK) 3000. Haleon's reporting criteria are available at [www.haleon.com/our-impact/esg-reporting-hub](https://www.haleon.com/our-impact/esg-reporting-hub).



# Investing in research and action

## Overview

By identifying and deeply understanding barriers to better everyday health, we can guide our actions and collaborate with others to address these challenges. We invest in health inclusivity research to deepen our understanding of the barriers and discover effective ways to overcome them. This research informs our strategies, facilitates partnerships, and can inform policy with an aim to create a more enabling environment for self-care.

## Focus in 2024

### Health Inclusivity Index

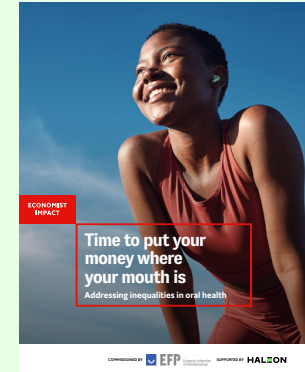
In 2024, the results of the Economist Impact Health Inclusivity Index (the Index), supported by Haleon, were used to inform policies and actions to improve health inclusion through presentations and panel discussions at the Global Health Literacy and Future of Health Summit in Singapore. By examining health policies, practices and infrastructure Phase 1 of the Index assessed if countries were designed for health inclusivity in principle.

Phase 2 investigated whether health inclusivity was being delivered in practice by studying the lived experience of 42,000 people across the 40 Index countries. Findings showed a significant gap between policy and practice, emphasising the importance of improving health literacy and of increasing access to community healthcare.

Phase 3 of the Index, to be published in May 2025, will assess the social and economic benefits of improving health inclusivity for underserved groups – women, older adults, lower socioeconomic groups – through seven economic analysis models focused on common everyday health issues and needs.

## Health Inclusivity in Action

To further complement the Index as a tool that will drive policy and decision-making for health inclusivity, Haleon collaborated with University College London (UCL) on the Health Inclusivity in Action report. This UCL-authored report, commissioned by Haleon, provides case studies on practical, on-the-ground actions that are making a meaningful and measurable difference in better-including specific underserved communities.



## Time to put your money where your mouth is: addressing disparities in oral health

“Time to put your money where your mouth is: addressing disparities in oral health” is an Economist Impact white paper, commissioned by the European Federation of Periodontology (EFP) and supported by Haleon. It provides an independent analysis of gum disease and tooth decay, examining their linkages and how an integrated approach can mitigate common risk factors, improve oral health outcomes, and promote systemic health. The report also investigates oral health disparities, their contributing factors, and opportunities to level-up oral health. It draws on extensive research and consultations with 17 experts. Understanding the health and cost implications of these diseases could mobilise policy efforts to expand preventive interventions and reduce disparities.



# Building healthier communities

## £15m

donated to charitable causes in 2024<sup>1</sup>

### Overview

Communities worldwide face barriers to better everyday health, including limited health literacy, lack of access to appropriate care, and social barriers. Building healthier communities is crucial to making everyday health more inclusive. Haleon focuses on delivering impact at community level through local and global charitable donations, providing funding, product donations and staff time through employee volunteering.

In many countries, we work closely with our retail partners to tackle local issues at community level. In the UK, we work in partnership with Tesco and non-governmental organisation In Kind Direct to tackle hygiene poverty, donating one oral health product for every two products sold during promotional periods to provide families who are struggling financially with access to oral health products. We are also piloting an in-store Oral Health Hub to test how this could help improve access to much needed oral health check-ups and treatment in the UK where many people are struggling to access dental services.

### Progress in 2024

By bringing together our expertise, products, charitable donations and employee dedication with our partners' community insights and on-the-ground networks, we can do much more than if we act on our own. Haleon works closely with trusted partners like Smile Train and Direct Relief to deliver impactful community programmes. Through investing in communities, sharing expertise, products, and employee time with our partners, Haleon can help empower people to be more included in opportunities for better everyday health. In 2024, Haleon joined The British Red Cross' Disaster Relief Alliance, which provides

vital aid in the immediate aftermath of an emergency and invests in preparedness programmes to build community resilience.

Haleon is also supporting UNICEF with two initiatives. They include a three-year project (commencing in 2025) supporting mint-growing communities in Uttar Pradesh, India, to improve sanitation and access to safe drinking water. In addition, through a two-year grant for Mothers Matter focusing on the Punjab Province, we are supporting UNICEF's work in Pakistan on improving maternal health in underserved communities

across the country. This is done through building the capacity of healthcare providers and providing training to community health workers, as well as educating pregnant women on their wellbeing. At the national level and through a multi-faceted approach, UNICEF promotes social and behavioural change in Pakistan by engaging policy makers, prominent health experts, managers, and leveraging broadcast media and digital engagement platforms to raise awareness and understanding on maternal and neonatal health.

### Collaboration with Walmart and Remote Area Medical United

The lack of dental care is a significant healthcare issue in the US, with approximately 60 million Americans living in a dental Health Professional shortage area.<sup>2</sup> To address this, Haleon is collaborating with Walmart and Remote Area Medical United to provide free dental care through mobile clinics and vans in underserved areas. In the 2024 reporting period, the programme reached over 1,291 patients<sup>3</sup>, helping to improve access to dental care.



<sup>1</sup> Includes cash and in-kind product donations.  
Reporting period = calendar year.

<sup>2</sup> Source: HRSA (2024).

<sup>3</sup> Reporting period = 1 December 2023 to 30 November 2024.

# Environment fact sheet

Further information on the reporting criteria for selected data points can be found within the corresponding sections of this report and in the Haleon 2024 Responsible Business Basis of Reporting.

Our aims	2024	2023	2022
Reduce our net Scope 1 and 2 carbon emissions by 100% by 2030 vs 2020. <sup>1</sup>	-50%*	-48%	-44%
Reduce our Scope 3 carbon emissions from source to sale by 42% by 2030 vs 2022. <sup>2</sup>	-10%	-2% <sup>3</sup>	-
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. <sup>2</sup>	74%*	70%	65%
Reduce our use of virgin petroleum-based plastic by 10% by 2025, and a third by 2030, vs 2022. <sup>2</sup>	-1%	+3%	-
All our key agricultural, forest and marine-derived materials used in our ingredients and packaging to be sustainably sourced and deforestation-free by 2030. <sup>2,4</sup>	81%	62%	-

## Definitions

- **Non-virgin petroleum-based plastic** – plastic which has either (i) been recovered from plastic waste and converted back into plastic (either through mechanical or advanced/chemical recycling), or (ii) made from a bio-sourced or other novel non-virgin petroleum feedstock(s).
- **Recycle-ready** – 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.
- **Sustainably sourced** – for the key material supply chains in scope of our sustainable sourcing goal, we define 'sustainably sourced' as materials which have either (i) been certified by recognised global certification programmes where these are available, or (ii) where recognised programmes are not available, meet clear standards and processes for sustainable sourcing based on the specific issues and opportunities for each material, which have been agreed in advance with independent experts.
- **Virgin petroleum-based plastic** – plastic that is made from petrochemical feedstock such as natural gas or crude oil that has come from a fossilised source and/or embedded in geological formations and has never been used or processed before.

<sup>1</sup> 2024 and 2023 reporting period = 1 December (in the prior year) – 30 November (in the year stated). The 2022 reporting period and the 2020 baseline period = calendar year.

<sup>2</sup> Reporting periods = 1 July (in the prior year) – 30 June (in the year stated). Scope 3 and virgin plastic 2022 baseline year = calendar year.

<sup>3</sup> Calculated in accordance with methodology and data improvements and updated carbon emission factors, and so the 2023 value differs from the value disclosed in the 2023 Responsible Business Report and the 2023 Annual Report and Form 20-F.

<sup>4</sup> Scope includes Haleon's globally managed spend on key materials which are agricultural, forestry or marine-derived. Globally managed spend covers the majority of our internal spend and expands across some of our third-party manufacturing network. This is the first year this KPI is reported as an aggregate measure with all key materials.

\* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standards ISAE (UK) 3000 and ISAE 3410. Haleon's reporting criteria are available at [www.haleon.com/our-impact/esg-reporting-hub](http://www.haleon.com/our-impact/esg-reporting-hub). The reported result of the recycle-ready goal includes all packaging in scope of our reporting, and does not exclude packaging where there is not a recycle-ready solution that meets stringent safety, quality and regulatory requirements for healthcare packaging.

## Policies and policy positions

- >> [Environmental Sustainability Policy](#)
- >> [Climate Action Policy Position](#)
- >> [Pharmaceuticals in the Environment Policy Position](#)
- >> [Sustainable and Deforestation-Free Sourcing of Materials Policy Position](#)
- >> [Sustainable Packaging Policy Position](#)
- >> [Trusted Ingredients, Sustainably Sourced Policy Position](#)
- >> [Waste: Circularity and Reduction Policy Position](#)
- >> [Water Stewardship Policy Position](#)
- >> [Working with Responsible Third Parties Policy Position](#)

## Disclosures

- >> [2024 TCFD disclosure \(page 24\)](#)
- >> [Climate Action Transition Plan](#)
- >> [2024 Streamlined Energy and Carbon Reporting \(page 188 and 189\)](#)
- >> [2024 ESG Databook](#)

74%\*  
recycle-ready packaging



# Environment

## Environment overview

Minimising our environmental impact is a priority for Haleon and its key stakeholders. The urgent need to address climate change and mitigate nature and biodiversity loss is increasingly pressing, as millions of individuals are directly affected by the consequences of climate change and other environmental challenges.

To make better, everyday health more sustainable, we aim to reduce our environmental impact and embed high standards for people and planet throughout our supply chain by:

- Tackling carbon emissions.
- Making our packaging more sustainable.
- Sourcing trusted ingredients more sustainably.
- Integrating water stewardship and waste circularity in our operations.

Haleon is committed to transparently reporting our environmental footprint and providing regular updates on our progress towards meeting our environmental goals. This section outlines the action we are taking to reduce our impact on the environment, our 2024 progress, and future activities.

## Management approach

Our environmental standards and commitments are outlined in our Environmental Sustainability Policy. The Environment Steering Committee, which is sponsored by our Chief Corporate Affairs Officer, chaired by the Vice President of Sustainability, and includes members of the Executive Team, including our Chief R&D and Chief Supply Chain Officers, governs Haleon's environmental performance and progress towards our goals. The Committee meets at least quarterly to review strategic priorities and to monitor progress and performance against our environmental goals through our Enterprise Responsible Business Scorecard and underpinning performance trackers. The Committee also includes representation from Supply Chain, Marketing, R&D, and Digital and Technology, as well as our business units, to ensure that key stakeholders are held

accountable for delivering action, and that environmental sustainability is embedded across our business activities.

We continue to use our sustainability impact assessment tool, a simplified life cycle analysis tool, to quickly and easily evaluate innovations to understand if their environmental impact is the same, better, or worse than previous products. In 2024, we measured against an annual target to ensure the tool was used for new innovation projects, targeting 100% usage. For 2025, we have strengthened the criteria needed to score "better," and have used this updated criteria to set a stretching target for our most material innovation projects in the pipeline. This process continues to support a reduction in our environmental footprint driven by our innovation pipeline.

## Climate Action Transition Plan Progress

Our Climate Action Transition Plan has been drafted with consideration of the Transition Plan Taskforce (TPT) Framework and the Task Force on Climate-related Financial Disclosure (TCFD) transition plan guidance. Our Climate Action Transition Plan is integrated within our wider Responsible Business strategy. The environment focus area of our Responsible Business strategy includes the actions we are taking to tackle carbon emissions as well as making our business more resilient to the impacts of climate change.

Execution of the Climate Action Transition Plan is aligned with the environment management approach outlined above.

Climate-related issues are currently being considered as part of our manufacturing site network strategy and investment plans. For details on progress made against our Climate Action Transition Plan, see the Progress in 2024 sections in Tackling carbon emissions on pages 21 and 22.





# Tackling carbon emissions

We are taking steps to decarbonise in our operations and across our value chain.

Overview

The latest Intergovernmental Panel on Climate Change (IPCC) report highlights escalating risks associated with climate change, including sea-level rise, biodiversity loss, water scarcity, extreme weather, and food insecurity.<sup>1</sup> Further to this, global research indicates that people in every country face unprecedented threats to health from the rapidly changing climate with the WHO citing climate change as the single biggest threat to human health.<sup>2</sup> Haleon's commitment to delivering better everyday health with humanity drives our decarbonisation actions.

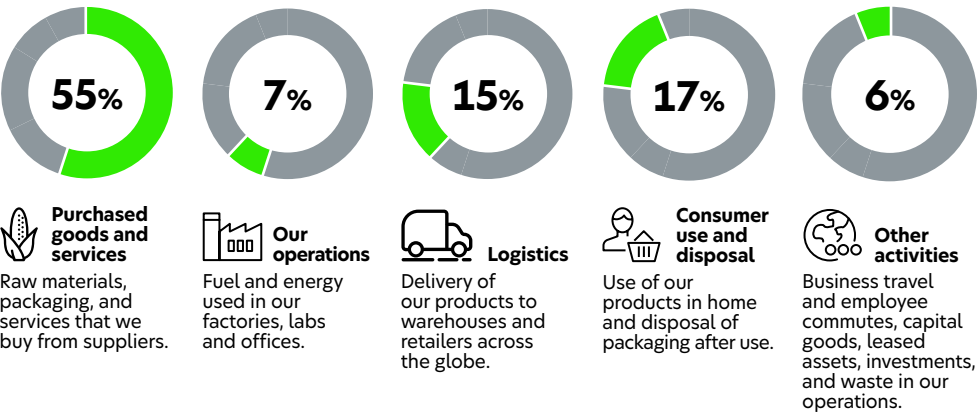
We aim to reduce our impact on the environment by reducing carbon emissions in our own operations and supply chain. Our Climate Action Transition Plan provides details of the actions we are taking across our value chain to decarbonise. Haleon's climate strategy helps us to reduce climate-related risks in our operations and supply chain and take advantage of any potential climate-related opportunities. We also help consumers and Health Professionals to better understand the health impacts of climate change, equipping people with actions to mitigate the impact on their health through initiatives such as our Actions to Breathe Cleaner programme which engages people in everyday actions to reduce their exposure to air pollution.

Our total carbon footprint

We measure and disclose our carbon footprint across our full value chain using a life-cycle approach. This includes emissions across the Scope 1, 2, and 3 categories relevant to our business.

While our Scope 3 emissions-reduction goal and the progress we record towards that goal is limited to 'source to sale' and does not include use-phase or end-of-life emissions, our measurement and disclosure of our total carbon footprint and our Scope 3 emissions footprint does include emissions from the use-phase and from end-of-life.

Our 2024 total carbon footprint<sup>3</sup>



Total Scope 3 carbon emissions footprint<sup>3,4</sup>

	2024	2023	2022
Total Scope 3 carbon emissions across the value chain <sup>5</sup>	2.5 million tonnes CO <sub>2</sub> e	2.7 million tonnes CO <sub>2</sub> e	2.7 million tonnes CO <sub>2</sub> e
Scope 3 carbon emissions source to sale <sup>5</sup>	2.0 million tonnes CO <sub>2</sub> e	2.1 million tonnes CO <sub>2</sub> e	2.2 million tonnes CO <sub>2</sub> e

<sup>1</sup> IPCC (2024).  
<sup>2</sup> WHO (2024).  
<sup>3</sup> 2024 Scope 1 and 2 (location-based) carbon emissions reporting period = 1 December 2023 to 30 November 2024. 2024 Scope 3 carbon emissions reporting period = 1 July 2023 to 30 June 2024. 2023 reporting period = 1 July 2022 to 30 June 2023. 2022 baseline year = calendar year.  
<sup>4</sup> Calculated in accordance with methodology and data improvements and updated carbon emissions factors, and so the 2022 and 2023 values differ from the value disclosed in the 2023 Responsible Business Report and 2023 Annual Report and Form 20-F.

<sup>5</sup> Scope 3 estimated footprint includes all indirect emissions from Haleon's value chain, use-phase emissions and our source to sale commitments include GHG Protocol categories except 6, 7 and 10-15. For further information on our reporting criteria see 2024 Responsible Business Basis of Reporting.

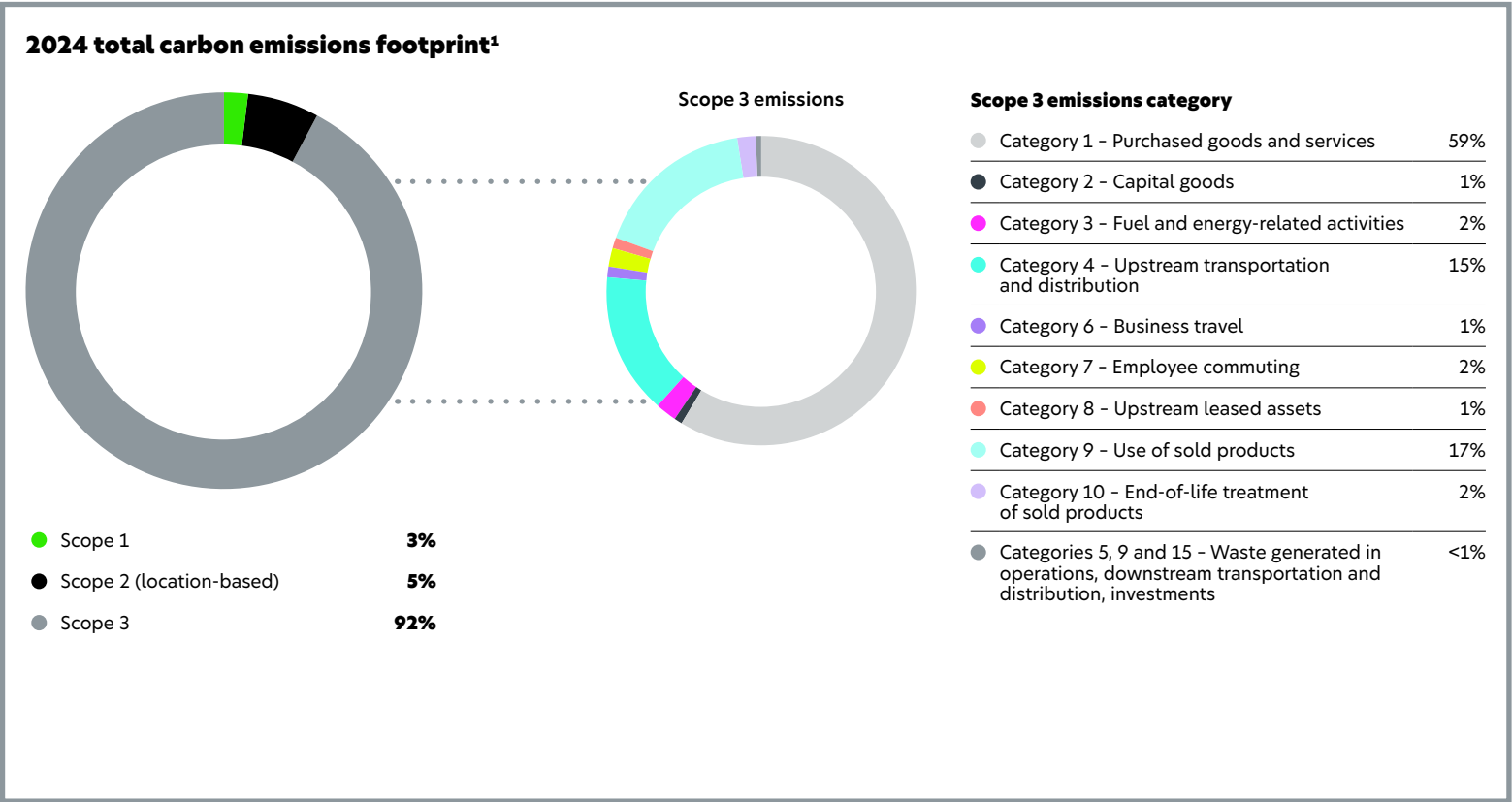
# Tackling carbon emissions

### Our goals

In January 2025, SBTi validated our near-term target to reduce absolute Scope 1 and 2 GHG emissions by 95% by 2030 from a 2020 base year, which is the absolute target that underpins our target to reduce net Scope 1 and 2 GHG emissions by 100% by 2030 from a 2020 base year. SBTi also validated our target to reduce absolute Scope 3 GHG emissions from purchased goods and services, capital goods, fuel and energy-related activities, upstream transportation and distribution, waste generated in operations, upstream leased assets and downstream transportation and distribution by 42% versus our 2022 baseline within the same timeframe.

Haleon has committed to net zero carbon emissions from source to sale<sup>2</sup> by 2040, aligned to guidance from The Climate Pledge and Race to Zero. Haleon will review the SBTi's updated Corporate Net-Zero Standard when it is released and publish any updates to its targets in its Climate Action Transition Plan, maintaining a commitment to absolute value chain emissions reduction and transition planning in line with the best available science and transparent reporting.

See page 51 for details on our measurement approach for carbon emissions.



<sup>1</sup> Scope 1 and 2 (location-based) carbon emissions reporting period = 1 December 2023 to 30 November 2024. 2024 Scope 3 carbon emissions reporting period = 1 July 2023 to 30 June 2024. Further information on the reporting criteria can be found in the [2024 Responsible Business Basis of Reporting](#).

<sup>2</sup> Our net zero target spans 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.

# Tackling carbon emissions

## Scope 1 and 2 emissions reduction

### Our goal<sup>1</sup>

We aim to reduce our net Scope 1 and 2 carbon emissions by 100% by 2030 vs 2020.<sup>2</sup>

#### 2024 performance

**-50%\***  
vs 2020

#### 2023 performance

**-48%**  
vs 2020

#### 2022 performance

**-44%**  
vs 2020

### Overview

Our Scope 1 and 2 carbon emissions programme aims to reduce net Scope 1 and 2 emissions from sites under our operational control by 100% by 2030 underpinned by our 95% absolute reduction target in the same period, compared to our 2020 emissions. Our 2030 aim to reduce net Scope 1 and 2 emissions by 100% by 2030 will primarily be achieved by transitioning to renewable energy sources and abating any remaining emissions, to a maximum of 5%.

Our Scope 1 and 2 emissions-reduction strategy is focused on three areas:

- Decarbonising our heat production by electrifying our heat, switching fuels, and abating the remaining emissions through carbon offsets.
- Switching to renewable energy sources for our electricity, through installation of renewable energy sources on or near our sites, or by procuring renewable electricity.
- Continuing to reduce our energy demand through energy efficiency and management programmes.

In support of reducing our Scope 1 carbon emissions, we are working to transition to renewable energy sources. We have developed a roadmap to complete this work across Haleon owned and operated sites by 2030.

### Progress in 2024

In 2024<sup>1</sup>, Haleon achieved a 50%\* reduction of our net Scope 1 and 2 carbon emissions and maintained 100%\* renewable electricity at sites in our operational control. We have made progress against the three areas of our emissions-reduction strategy by:

- Installing electric steam generators at two manufacturing sites in our network, with several others in progress, with further details outlined in the case study (right).
- Entering into a Virtual Power Purchase Agreement that will increase Haleon's use of renewable electricity. The agreement was finalised in December 2024 with Schneider Electric and other participating companies, supporting the construction of one of Europe's biggest solar farms in Spain, which will become operational in 2026.

In 2024, Haleon increased its use of offsets to maintain our net Scope 1 and 2 reduction pathway. We recognise that offsets are not a long-term solution and plan to reduce their use to a maximum of 5% by 2030, in line with our Scope 1 and 2 goal and SBTi requirements. Refer to Haleon's Climate Action Transition Plan for further detail on our criteria for carbon offsets.

### Decarbonising energy for heating and cooling

A primary focus of our Scope 1 and 2 emissions-reduction strategy is decarbonising our heating and cooling systems at our sites through electrification and switching to alternative fuels. We have implemented several projects in our manufacturing network this year that support this aim.

At our manufacturing sites in Pulo Gadung, Indonesia, and Nairobi, Kenya, we have installed electric steam generators, which utilise renewable electricity. At our manufacturing site in Jacarepaguá, Brazil, we have switched from natural gas to biomethane. These projects will significantly reduce Scope 1 carbon emissions at these sites. Moving into 2025, we have several more installations planned for heat pumps and electric steam generators across our global manufacturing network to continue decarbonising our heat and cooling systems.

<sup>1</sup> 2024 and 2023 reporting periods = 1 December (in the prior year) – 30 November (in the year stated). 2022 reporting period = calendar year. Carbon offsets account for 14% of our location-based Scope 1 and 2 carbon emissions in the 2024 reporting period. Further information on the reporting criteria for the goal can be found in the [2024 Responsible Business Basis of Reporting](#).

<sup>2</sup> The 2020 baseline year = 1 January 2020 to 31 December 2020.

\* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standards ISAE (UK) 3000 and ISAE 3410. Haleon's reporting criteria are available at [www.haleon.com/our-impact/esg-reporting-hub](http://www.haleon.com/our-impact/esg-reporting-hub).



# Tackling carbon emissions

## Scope 3 emissions reduction

### Our goal<sup>1</sup>

We aim to reduce our Scope 3 carbon emissions from source to sale by 42% by 2030 vs 2022.<sup>2</sup>

#### 2024 performance

**-10%**  
vs 2022

#### 2023 performance

**-2%**  
vs 2022<sup>3</sup>

Our Scope 3 emissions-reduction strategy is focused on three areas. See our Scope 3 reduction strategy diagram (right) for more details.

- **Optimise:** short-term actions we can take to decarbonise across our value chain, driven by the co-benefits of other environmental initiatives (for example, right-sizing our packaging and switching from virgin plastic to recycled plastic) and working with our suppliers to help facilitate their transition to renewable energy.
- **Re-engineer:** reducing and/or replacing carbon emission-intensive raw and packaging materials.
- **Re-invent:** re-designing product formats and formulations to dramatically reduce their carbon emission footprints.

Haleon is prioritising purchased goods and services, collaborating with suppliers on action plans to address carbon-intensive raw and packaging materials.

Delivering our Scope 3 emissions-reduction strategy depends on several external factors, including suppliers' willingness and ability to reduce their GHG emissions, the transition of national grids to renewable electricity and the availability of cost effective, lower-intensity alternatives to emission-intensive materials.

### Scope 3 reduction strategy

#### Short term (0-4 years)



#### Optimise



#### Lever:

Value engineering - remove, reduce, replace

Switching from virgin plastic to recycled

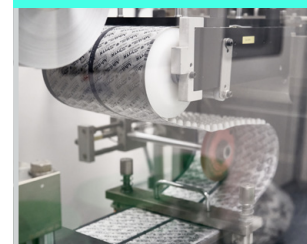
Suppliers using renewable electricity

Selecting suppliers with lower emissions

#### Medium term (5-9 years)



#### Re-engineer



Reduce our use of carbon-intensive raw and packaging materials or replace them with lower-carbon alternatives

#### Long term (10+ years)



#### Re-invent



Re-invent product formats and formulations for ultra-low carbon footprint alternatives

<sup>1</sup> 2024 reporting period = 1 July 2023 to 30 June 2024. 2023 reporting period = 1 July 2022 to 30 June 2023. 2022 baseline year = calendar year. Further information on the reporting criteria for the goal can be found in the 2024 Responsible Business Basis of Reporting.

<sup>2</sup> 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.

<sup>3</sup> Calculated in accordance with methodology and data improvements and updated carbon emission factors, and so the 2023 value differs from the value disclosed in the 2023 Annual Report and Form 20-F and 2023 Responsible Business Report.

# Tackling carbon emissions

## Scope 3 emissions reduction

### Progress in 2024

We are improving the granularity of the data used for Scope 3 emissions reporting each year, enabling more accurate reporting of our baseline and our performance in the reporting period. The impact of this is an update to our Scope 3 baseline and prior year results. See table on page 19 for more details.

Haleon's source to sale Scope 3 emissions decreased by 10% in the reporting period<sup>1</sup> due to the use of emission factors that better reflect suppliers' emissions reduction actions, inventory reduction, initiatives to make our packaging more sustainable, and switching to lower emissions-intensity forms of transport for logistics and distribution.

In 2024, we launched our Haleon Sustainable Supply Chain Pledge where we ask our suppliers to demonstrate their shared commitments to climate action by agreeing to the criteria below:

- Assess and disclose the Scope 1, 2, and 3 emissions footprint related to Haleon's business by the end of 2024.

- Develop and submit a science-based target to the SBTi by the end of 2025.
- Transition to 50% renewable electricity in 2024 and achieve 100% renewable electricity in 2025 to get below 0.1 tonnes CO<sub>2</sub>e per MWh (using International Energy Agency reference data).
- Work with Haleon in establishing a robust framework for collective action towards net zero, defining shared goals, responsibilities and key milestones along the way.
- Work with their suppliers to drive decarbonisation of their supply chain.

Haleon is progressing its three-tiered Scope 3 emissions-reduction strategy, identifying priority opportunities and moving these to execution.

### Collaboration with Johnson Controls

We announced at Climate Week our partnership with Johnson Controls to further accelerate the decarbonisation of our supply chain. Johnson Controls will lead our suppliers and third-party manufacturing partners through training on decarbonisation of their heat processes, which can then be followed up with an initial consultation and

a desktop energy assessment on decarbonising heat processes. This includes recommendations for: energy efficiency improvements; heat recovery solutions; optimal refrigerants; and electric boilers and heat pumps. As part of our commitment to our Scope 3 and net zero goals, we are taking steps to support our suppliers in reducing their carbon footprint.



<sup>1</sup> 2024 reporting period = 1 July 2023 to 30 June 2024.

# Making our packaging more sustainable

## Overview

Safe and effective product delivery requires responsible packaging. Haleon chooses the most appropriate packaging formats and materials to meet safety, quality and regulatory requirements. Our priority is to deliver inclusive, accessible, safe and effective products for better everyday health. Therefore selecting packaging that will uphold product integrity for its full shelf life, while meeting quality, safety and regulatory requirements and making our products child safe and senior friendly, is paramount.

Across our product packaging, we are working to minimise waste and associated pollution by moving to a more circular model, while reducing our dependency on non-renewable sources. Packaging and plastic pollution is one of our consumers' top environmental concerns and we are committed to addressing this by making our packaging more sustainable.

Many of our key retailers have set their own sustainability commitments and will reject products if they do not meet their sustainability criteria, many of which include expectations for sustainable packaging. However, if products do meet their requirements, they can be included in retailers' sustainable choices ranges which, based on industry data, grow 7-11% faster than the category average.

While we are taking action to make our packaging more sustainable, we recognise that achievement of our goals also has external dependencies, including: waste infrastructure in local markets to cost-effectively collect, sort, and recycle consumer health waste; availability and affordability of recycled plastic resin that meets the quality, safety and regulatory standards for our products; and an enabling regulatory environment for the use of recycled plastic and alternative materials (e.g. cellulose packaging). We are working with partners to drive global and local initiatives to improve the recyclability of consumer health packaging, acknowledging that large-scale transformation is required to enable the circular approach needed to meet our goals.

Our packaging goals have also been calibrated to help safeguard our business against increasing regulation, for example the EU's Packaging and Packaging Waste Regulation, and extended producer responsibility schemes targeted at non-recyclable packaging. We are supportive of these and similar schemes to drive industry change towards more sustainable packaging solutions.

See page 51 for details on our packaging measurement approach.





# Making our packaging more sustainable

## Virgin plastic reduction

### Our goal<sup>1</sup>

We aim to reduce our use of virgin petroleum-based plastic by 10% by 2025<sup>2</sup>, and a third by 2030, vs 2022.

#### 2024 performance

**-1%**

vs 2022

#### 2023 performance

**+3%**

vs 2022

### Progress in 2024

In 2024<sup>1</sup>, our estimated virgin petroleum-based plastic footprint decreased by 1% compared to our 2022 baseline year. We continued to scale up current, and launch new, initiatives to replace virgin plastic with recycled and alternative forms of plastic, focusing on Haleon's highest volume packaging formats. This included further roll-out of Centrum and mouthwash bottles made with recycled plastic, and the launch of toothpaste tube caps made with bioplastic in several markets in Europe, with the aim for caps in most markets to be manufactured using bioplastic or recycled plastic by 2025.<sup>2</sup> We also launched Adult Flonase and Flonase Sensimist sprays in a new recyclable paper outer packaging in the US and are working to bring this innovation to even more Flonase product lines.

To support our aims, we continue to act with industry consortia to help develop and scale up alternatives to virgin petroleum-based plastic and demonstrate how these can be used for packaging applications. We have successfully done this with the launch of OTC suspension products in several markets in our Southeast Asia and Taiwan business unit, using food-grade recycled polyethylene terephthalate (PET), described in more detail in the case study (right).

### Semi-closed loop Panadol packaging innovation in Indonesia

In Indonesia, we launched liquid Panadol formulations in a bottle made from food grade, mechanically recycled plastic. As a result, we achieved the supply of packaging at a more favourable cost than the previous PET bottle. We benefit from a joint venture by our supplier with a food and beverage company, and as part of the joint venture they

are developing a network of plastic collection centres across Indonesia. This is an innovative example of where we have been able to prove that food grade, mechanically recycled plastic meets the quality, safety and local regulatory requirements we need to adhere to, while participating in a semi-closed loop initiative. We plan to continue to expand the packaging across more OTC suspension products in these markets in 2025.

### Overview

We aim to reduce the use of virgin petroleum-based plastic in our packaging through a combination of initiatives:

- Optimising our packaging to reduce the absolute amount of material we use through more compact design, for example, by reducing headspace and right-sizing our packaging.
- Substituting virgin petroleum-based plastic with alternative resins, for example, recycled plastic and bio-resin.
- Innovating to develop new packaging formats, for example, new-to-industry technologies and materials, and new product formats, packaging solutions and/or delivery models, such as reuse and refill.



<sup>1</sup> 2024 reporting period = 1 July 2023 – 30 June 2024. 2023 reporting period = 1 July 2022 to 30 June 2023. 2022 baseline year = calendar year. Scope of our estimated packaging footprint includes product packaging and some devices, including toothbrushes. Further information on the reporting criteria for the goal can be found in the 2024 Responsible Business Basis of Reporting.

<sup>2</sup> The end point for the goal delivery period is the end of the 2025 calendar year.

# Making our packaging more sustainable

## Packaging recyclability

### Our goal<sup>1</sup>

We aim to develop solutions for all product packaging to be recycle-ready by 2025<sup>2</sup>, as part of our goal to make all packaging recyclable or reusable by 2030, where safety, quality and regulations permit.

#### 2024 performance

74%\*

#### 2023 performance

70%

#### 2022 performance

65%

### Overview

Making our packaging recycle-ready is a key milestone to achieving recyclability, whereby a packaging format is effectively collected, sorted and recycled in practice and at scale in at least one region. Paper packaging accounts for about half of our total packaging footprint by weight, the vast majority of which is recycle-ready. Our primary focus for plastic packaging is tubes and bottles, formats which account for the largest share of this footprint. Blisters and sachets, although a smaller part of our footprint, are also a key focus. Our recycle-ready approach has been informed by industry guidelines, such as the Consumer Goods Forum's Golden Design Rules, and the Circular Economy for Flexible Packaging (CEFLEX) guidelines.

Our approach for recycle-ready is to:

- Remove problematic plastics (for example, PVC).
- Transition from composites (for example, plastic-metal) to mono-material packs.
- Select materials that are compatible with existing and emerging recycling streams.

### Progress in 2024

In the 2024 reporting period<sup>1</sup>, 74%\* of our packaging was recycle-ready. We remain on track to develop solutions for product packaging to be recycle-ready by 2025 where safety, quality and regulations permit. We expect 80-85% of our total product packaging to be recycle-ready by the end of 2025 on this basis.

For the remaining 15-20% of our product packaging, there is not yet a recycle-ready solution that meets the stringent safety, quality and regulatory requirements for healthcare packaging. For example, there is currently no commercially available solution to make Otrivin Metered Dose Nasal Sprays from a single packaging material that enables the precise dosing and fine spray needed to deliver the product benefit and meet quality standards.

### Industry collaboration

Consumer health product packaging is difficult to recycle due to challenges in collecting and sorting small formats. We are working with partners to drive global and local initiatives to meet our 2030 goal for collecting, sorting and recycling our packaging at scale.

In the US we collaborated with Stina Inc. and other organisations to understand the recycling barriers and work through packaging solutions to make plastic squeeze tubes an acceptable format for recycling. The programme emphasized ongoing cross-industry collaboration to demonstrate that tubes are recyclable, compatible with most current recycling infrastructure, and accepted by many high-density polyethylene (HDPE) reclaimers. The programme efforts continue to encourage more local recycling programmes to now accept tubes and then make individuals aware that they can recycle tubes.

We collaborated with the Sustainable Medicines Partnership (SMP) to understand the challenges of recycling blister packaging products and to evaluate different ecodesign principles that could be developed to improve blister packaging recyclability. Following engagement in the SMP, we are now members of CiPPPA – the Circularity in Primary Pharmaceutical Packaging Accelerator, which was launched at the start of 2024. As a collaborative, not-for-profit initiative, CiPPPA connects stakeholders across the pharmaceutical supply chain, fostering industry-wide partnerships and insights, to drive innovation to accelerate the development and implementation of solutions that increase circularity in pharmaceutical packaging. With several of CiPPPA's founding members having served on SMP's board, we are committed to continuing the progress made in

tackling the challenges of recycling blister packaging and evaluating ecodesign principles to enhance recyclability.

Haleon continues to be an active member in the Consumer Goods Forum Plastic Waste Coalition of Action, supporting its Golden Design Rules. We are also members of the Ellen MacArthur Foundation and continue to contribute to cross-industry conversations on The Global Commitment.

### Flonase paper recyclable packaging innovation

We are also utilising alternatives to plastic packaging. In the US, we launched Flonase in 100% recyclable paper packaging, which uses fewer components and is easier to open than the previous non-recyclable plastic packaging. The innovation has been selected as a WorldStar Global Packaging Award 2025 Winner. The new Flonase Allergy Relief Nasal Spray secondary package design is the result of a collaboration with our packaging suppliers and internal teams across design, engineering, marketing and supply chain to create a package that will help to reduce single-use plastic waste.

<sup>1</sup> Reporting period = 1 July (in the prior year) – 30 June (in the year stated).

<sup>2</sup> The end point for the goal delivery period is the end of the 2025 calendar year

\* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standards ISAE (UK) 3000 and ISAE 3410. Haleon's reporting criteria are available at [www.haleon.com/our-impact/esg-reporting-hub](http://www.haleon.com/our-impact/esg-reporting-hub). The reported result of the recycle-ready goal includes all packaging in scope of our reporting, and does not exclude packaging where there is not a recycle-ready solution that meets stringent safety, quality and regulatory requirements for healthcare packaging.

# Sourcing trusted ingredients sustainably

## Overview

According to the UN Environment Programme, the world faces a triple planetary crisis of climate change, biodiversity loss, pollution and waste as the global economy consumes increasing amounts of natural resources.<sup>1</sup> Sustainably sourcing the materials and packaging of our products is therefore vital. By prioritising sustainable sourcing, we mitigate the environmental and social impact of our procured materials and support the long-term availability of essential resources.

For our key raw and packaging material supply chains, there are risks and challenges that need to be addressed if we are to achieve sustainable sourcing. Examples include deforestation linked to paper, palm oil and soy production, and biodiversity loss from intense farming of crops such as corn and wheat. We are working to sustainably source key ingredients in our products, helping to protect the environment, biodiversity and ecosystems, and support the communities involved in farming and harvesting.

Our focus is on our key agricultural, forestry and marine-derived materials, prioritised based on their use in our product portfolio and inherent supply chain sustainability risks. These key materials account for approximately 85% of the total volume of agriculture, forest or marine-derived materials used in our products and packaging (as a percentage of globally-managed spend). We focus on continuously improving sustainable sourcing policies, traceability and transparency within these supply chains.

Wherever possible, we use recognised global certification programmes for our key raw and packaging material supply chains. Examples include: Roundtable on Sustainable Palm Oil Mass-Balance (RSPO MB) and ISCC certification for our palm oil derivatives; and Forest Stewardship Council (FSC) certification and Programme for the Endorsement of Forest Certification (PEFC) for our paper packaging materials.

For our remaining palm oil volumes that are purchased with globally managed spend and which we are not currently able to certify, we purchase credits directly from RSPO-certified producers. This creates a market for palm oil grown by certified smallholders and incentivises ongoing investments in sustainable production. We do not include volumes covered under these credits in our percentage of sustainably sourced palm oil calculation.

Where global certification programmes are not available, we are working with independent experts to define clear standards and processes for sustainable sourcing based on the specific issues and opportunities for each material.

Of the seven globally traded commodities that are driving most global deforestation, there are three (palm, soy and paper) that Haleon uses in the manufacture and packaging of our products: oleochemicals and glycerines, derived from palm oil and soy, and paper-based packaging materials. The annual volumes of palm, paper and soy that Haleon uses are low in comparison to total global consumption. Nevertheless, we take our responsibility to address our impacts seriously and have put in place several measures to address risk in these commodity supply chains.

We recognise that Haleon's value chain has nature-related impacts and dependencies. As an early adopter of the Taskforce on Nature-related Financial Disclosures (TNFD), we are preparing for our TNFD-aligned disclosures in our 2025 reporting. See our case study on nature for more details.

See page 51 for details on our measurement approach for sourcing.

## Healthy Mint Supply Chain Programme

Working with our suppliers, the Healthy Mint Supply Chain Programme focuses on improving mint farming, reducing environmental impact and delivering social benefits to the local community. In year one, the programme delivered improved productivity through inter-cropping techniques and higher oil yields. This was achieved by providing higher-yielding *Mentha arvensis* plants and new distillation condensing technologies. To reduce environmental impact, good agricultural practice (GAP) training was provided on early mint technology practices. This led to reduced water and diesel fuel usage for irrigation and the use of natural fertilisers and pesticides. To support health and safety in distillation facilities, personal protective equipment was distributed to reduce the risk of injury, particularly near furnaces.

The programme also supports women's empowerment groups in financial literacy and access to capital and provides community support to access government assistance in processing applications for farming benefits and state pensions.



<sup>1</sup> UNEP (2024).



# Sourcing trusted ingredients sustainably

**Our goal<sup>1</sup>**

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.<sup>2</sup>

**2024 performance**

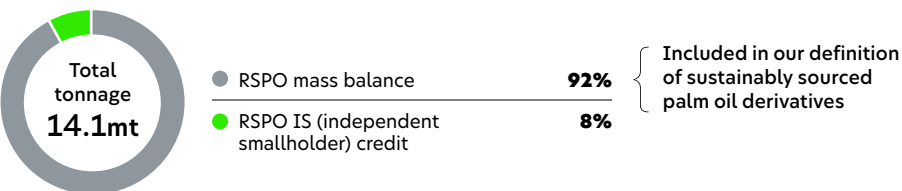
81%

**2023 performance**

62%

In scope ingredient <sup>1</sup>	2024 performance	2023 performance	2022 performance
Palm oil derivatives	92%	91%	92%
Soy derivatives	100%	100%	
Paper-based packaging	80%	38% <sup>5</sup>	
Corn and wheat derivatives	79%	77%	
Mint	91%	52%	
Carrageenan	53%	0%	

**Certified palm oil volumes - 2024 performance<sup>4</sup>**



<sup>1</sup> Reporting period = 1 July (in the prior year) to 30 June (in the year stated). For further information on our reporting criteria, see Haleon 2024 Responsible Business Basis of Reporting. This is the first year this KPI is reported as an aggregate measure with all key materials.

<sup>2</sup> Scope includes Haleon's globally managed spend on key materials that are agricultural, forest, or marine-derived. Globally managed spend covers the majority of our internal spend and expands across some of our third-party manufacturing network.

<sup>3</sup> Relates to percentages of materials bought with Haleon's globally managed spend only.

<sup>4</sup> Purchased as palm oil or kernel oil-based derivatives and fractions. 2024 reporting period = 1 July 2023 to 30 June 2024. Relates to percentages of materials bought with Haleon's globally managed spend only.

<sup>5</sup> We have improved our methodology for tracking sustainably sourced paper materials, moving from supplier-declared certified volumes to volumes evidenced as certified per individual purchase. Therefore the 2023 value differs from the value disclosed in the 2023 Annual Report and Form 20-F and 2023 Responsible Business Report.

**Progress in 2024**

In 2024, we completed year one of our Healthy Mint Supply Chain Programme. See case study for more details.

Our 2023 reporting scope covered palm oil, soy derivatives, paper, corn and wheat derivatives, and mint. In 2024, we expanded the reporting scope to include carrageenan, which is derived from seaweed and used as a thickener in oral health products. We have established reporting for cod liver oil and are currently obtaining certification, so these figures are not included. With the 2024 announcement of the divestment of Haleon's nicotine replacement therapy business outside of the US, we have removed nicotine from the reporting scope of our sustainable sourcing programme. The materials currently in scope of our reporting account for >99% of the key agricultural,

forest, and marine-derived materials we buy by volume.<sup>3</sup>

We increased our overall percentage of sustainably sourced key materials, primarily driven by an increase in sustainably sourced paper materials in the reporting period and maintained strong performance on sustainably sourced palm oil derivatives.<sup>1,2</sup>

We purchase raw materials that are in scope of EU Deforestation Regulation (EUDR) and our EU suppliers will be required to comply with this new legislation. We are constructively engaging with EU suppliers to assess their status and readiness for compliance. Haleon will also base its procurement decisions for raw materials in scope of EUDR on supplier compliance with the regulation which is expected to take effect from 2026.

**Nature Assessment**

Being a responsible business is a strategic imperative for Haleon, therefore protecting and restoring nature remains central to our efforts. To provide greater transparency to our stakeholders, we are working to increase the maturity of our nature reporting.

In 2024, we conducted an enterprise-wide nature assessment based upon the Taskforce for Nature-related Financial Disclosures (TNFD) LEAP (Locate, Evaluate, Assess and Prepare) approach to start to identify key nature-related dependencies, impacts, risks and opportunities. We explored potential dependencies and impacts across our sites and key commodities using science-informed methodologies.

We will use the results of this assessment to consolidate our approach on nature and further develop our nature strategy to reflect our improved understanding of our relationship with nature.

Initial findings appear to be strongly aligned with our existing nature-related actions and targets, including those for sustainable sourcing and water stewardship.

Looking ahead, we are committed to deepening our analysis of nature-related dependencies, impacts, risks and opportunities. As a TNFD early adopter, we will incorporate this analysis into our TNFD-aligned disclosure in our 2025 reporting.

# Integrating water stewardship

## Our goals

We aim to:

- Achieve AWS Standard certification at all our manufacturing sites by 2025.
- Achieve water neutrality at our manufacturing sites in water-stressed basins<sup>1</sup> by 2030.

## Overview

Access to safe water is a human right and essential for health and wellbeing. People need safe water for drinking, brushing teeth and swallowing medicines. Given water's importance to health, consumer concern for water availability and quality is high. Our operations use local water resources shared with the communities where we operate. Therefore adopting good water stewardship practices is important for our business.

We are implementing the Alliance for Water Stewardship (AWS) Standard<sup>2</sup> across our manufacturing network, engaging with local stakeholders, identifying opportunities and developing water stewardship plans to address shared water challenges. We are also signatories to the CEO Water Mandate, mobilising business leaders on water, sanitation and the UN SDGs.

We focus our water neutrality efforts on Haleon manufacturing sites in water-stressed areas<sup>1</sup>, addressing local risks and opportunities. Biodiversity is crucial for maintaining freshwater ecosystems. Our water stewardship approach prioritises projects that restore and enhance natural ecosystem services, delivering health co-benefits.

## Progress in 2024

In 2024, we made significant progress in certifying our manufacturing sites to the AWS Standard. Since 2023, 12 of our 24 manufacturing sites have achieved the AWS certification, with a further seven recommended for certification.

Our focus on good water stewardship at our manufacturing sites has also allowed us to improve our water efficiency associated with the manufacturing of our products. By improving water efficiency across our sites, we have reduced, on average, the water intensity of our products by using less water per tonne of product made.

We seek to raise awareness of the importance of protecting water resources. To help drive greater urgency of action on water, we have participated in events and panel discussions to share our perspectives, progress and learnings at the AWS forums in China and Scotland, the UN Global Compact Leaders Forum, and World Water Week hosted by the Stockholm International Water Institute.

## AWS certification of Suzhou, China sites and local stakeholder engagement

We are proud that our two Suzhou, China sites are AWS certified.<sup>2</sup> Certification to the AWS Standard aims to drive social, cultural, environmental and economic benefits at both the site and water catchment area levels. Through implementation we aim to identify further resource efficiency opportunities by reducing water use, improving community relationships through local engagement and reducing operational risk.

A big part of effective water stewardship is engaging with others on shared water risks and opportunities. We joined senior representatives from the local government, major Chinese and international companies from different sectors, and civil society partners at the Shanghai Water Stewardship Forum and shared our experiences in implementation and our sustainability ambitions.



<sup>1</sup> Determined using publicly available tools to identify water risk, such as the WRI Aqueduct Tool, site-specific reviews of local water risk using local data, and materiality of the risk to the business.

<sup>2</sup> For more details on the AWS Standard, please see [www.a4ws.org/certification/](https://www.a4ws.org/certification/).

# Integrating waste circularity

## Our goal

We aim to achieve TRUE certification at all our manufacturing sites by 2030.

## Overview

Waste is generated at nearly every stage of the value chain, including product manufacturing. We are introducing measures at our sites to increase circularity through the TRUE (Total Resource Use and Efficiency) certification system<sup>1</sup>. TRUE aims to improve material flows so materials are reused at their highest utility. The TRUE certification system outlines requirements such as physical waste audits, stakeholder engagement, and training programmes. The purpose is to identify opportunities for waste segregation, reduction, or circularity improvement.

It is important that Haleon operates with responsible waste management programmes in place to protect the local environment where we operate as well as to comply with local regulations and permit requirements.

## Progress in 2024

Haleon's manufacturing sites are making progress towards increasing waste circularity, transitioning as much as possible from incineration to recycling and reducing waste. We are monitoring progress against manufacturing sites' targets to maintain a high level of performance. In 2024<sup>2</sup>, we increased the circularity<sup>3</sup> of total waste by over 8%.

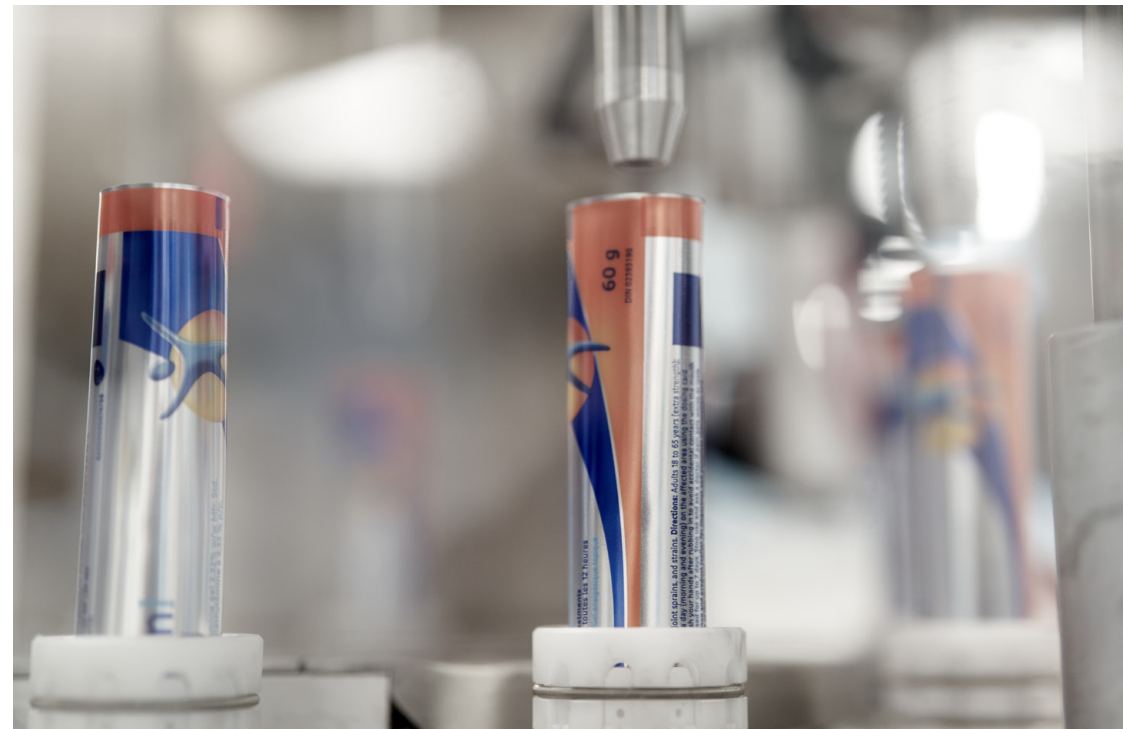
During 2024:

- Five of our manufacturing sites achieved TRUE certification.
- We created a network of internal TRUE Advisors across Haleon manufacturing sites from site-based employees that have completed TRUE Advisor training.

## Repurposing tube waste

A key principle of the circular economy is utilising waste as a resource. Aluminium-barrier laminated (ABL) tubes have great protective properties against light, air and moisture. ABL tubes are composites, however,

and therefore cannot be recycled. Working with a circular solutions provider, our manufacturing site in Nyon, Switzerland has repurposed waste from rejected ABL tubes and associated trimmings into waste bins that are used on-site to promote waste segregation.



<sup>1</sup> For more details on TRUE certification please see <https://true.gbci.org/>.

<sup>2</sup> 2024 reporting period = 1 December 2023 to 30 November 2024 vs. full year 2023.

<sup>3</sup> We define an increase in waste circularity as increased change in waste from our manufacturing sites being re-used or recycled (rather than incinerated) compared to the previous year.



# Upholding our standards fact sheet

Further information on the reporting criteria for selected data points can be found within the corresponding sections of this report or in the Haleon 2024 Responsible Business Basis of Reporting.

Upholding our standards measures	2024	2023	2022
Track gender representation in leadership roles	45.2% <sup>*1</sup>	44.9%	43.7%
Fatalities - Employees	0*	0	0
Fatalities - Contractors	0*	0	0
Lost Time Reportable Injury and Illness rate (per 100,000 hours worked) - Employees	0.10*	0.10	0.10
Reportable Injury and Illness rate (per 100,000 hours worked) - Employees	0.13*	0.14	0.17
Health authority inspections of our manufacturing sites	119	98	75
% satisfactory health authority inspections of our manufacturing sites	100%	100%	100%

## Employee gender representation

As at 31 December 2024

	Male			Female			Other			Non-disclosed		
	2024	2023	2022	2024	2023	2022	2024	2023	2022	2024	2023	2022
Directors	5	6	6	6	5	5	-	-	-	-	-	-
Executive Team	7	8	8	6	7	6	-	-	-	-	-	-
Executive Team direct reports	51	51	59	45	48	52	-	-	-	2	1	1
Senior managers	773	908	990	653	739	770	-	-	-	8	5	6
All employees	12,996	13,516	12,802	11,431	11,768	11,587	8	5	9	126	119	224

## Codes, policies and policy positions

- >> [Code of Conduct](#)
- >> [Code of Promotion](#)
- >> [Supplier Code of Conduct](#)
- >> [Anti-bribery and Corruption Policy](#)
- >> [Environment, Health, Safety, and Wellbeing Policy](#)
- >> [Human Rights Policy](#)
- >> [Product Quality & Safety Policy](#)
- >> [Responsible Marketing Policy](#)
- >> [Our Approach to Clinical Trials Policy Position](#)
- >> [Product and Ingredient Safety Policy Position](#)
- >> [Trusted Ingredients, Sustainably Sourced Policy Position](#)
- >> [Use of Animals in Research Policy Position](#)
- >> [Working with Responsible Third Parties Policy Position](#)

## Disclosures

- >> [Human rights statements](#)
- >> [Gender pay gap reports](#)
- >> [2024 ESG Databook](#)

**81%**  
overall employee  
engagement score

<sup>\*1</sup> In 2024 Haleon moved to a quarterly average methodology to track our gender representation in leadership. This measurement is taken at end of each quarter (March, June, September, December) and averaged across the four quarters.

<sup>\*</sup> KPMG LLP has issued limited assurance over the selected data using assurance standard ISAE (UK) 3000. See page 6 for further information.

# Upholding our standards

## Our purpose:

To deliver better everyday health with humanity

## Our core value:

Seeking to always do the right thing

## Our key behaviours:

- Go beyond
- Do what matters most
- Keep it human

## Overview

We have standards and policies in place to enable us to uphold good business ethics. We are committed to transparency, integrity, consumer satisfaction, safety, and compliance with all relevant laws and regulations.

Fostering a positive, purpose-led work culture continues to be reinforced through our core value and key behaviours. We have people policies that aim to provide equal opportunities, create an inclusive culture and support our purpose, strategy and long-term success. Our initiatives and policies reflect relevant employment law, as well as the provisions of the Universal Declaration of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

This section of the report provides further details on how we put our policies and standards into action with an aim to build and maintain a positive, purpose-led work culture.

## Measuring our culture

Measuring and tracking our culture is crucial to ensuring we deliver our purpose and strategy, and remain a trusted company. We have a range of indicators including consumer, customer and supplier feedback forums (see pages 10 and 11 of Haleon's 2024 Annual Report and Form 20-F), as well as the following examples:

- Completion rates of annual mandatory Code of Conduct and anti-bribery and corruption training (page 33).
- Speak Up channels available for employees and members of the public (page 35).
- Health and safety performance across our operations and facilities (pages 39 and 40).
- Regular conversations and year-end reviews with employees (page 42).

Our annual employee survey 2024 results showed an 81% overall engagement score. Areas where we do well include our customer focus, and commitment to the environment, society and business ethics. We need to continue to focus on our work processes and how we collaborate.





# Business ethics

Conducting our business activities ethically is the responsibility of everyone working for, and on behalf of, Haleon.

## Overview

Our commitment to strong business ethics is fundamental to building trust, protecting our licence to operate, and delivering better everyday health with humanity. Our standards and the actions we take to embed them, such as policies, guidance, controls and training, support this.

We are committed to abiding by relevant laws and regulations wherever we operate or have business connections. We expect employees and anyone working with, or on behalf of, Haleon to act with integrity, honesty, and fairness.

## Code of Conduct

Our Code of Conduct (Code), approved by the Board, details the 19 ethical principles underpinning our standards and shaping our culture. Available in 17 languages, it includes a decision tree to aid ethical decision-making and guidance on when and how to seek advice.

Our Code applies to all employees, third-party temporary workers and contractors, regardless of role or seniority. Suppliers, distributors, agents, consultants and contractors are also subject to relevant principles of our Code.

## Anti-bribery and corruption

We have zero tolerance for all forms of corruption. Our Anti-bribery and Corruption (ABAC) Policy sets out the global principles, standards and requirements for our Company. The policy applies to any person who performs services for, or on behalf of, Haleon, including (but not limited to) all employees and third-party temporary workers. Where there is a difference between any of the requirements outlined in our Code and/or ABAC Policy and local laws or regulations, the higher standards must be met.

## Training

All existing employees and third-party temporary workers are required to complete mandatory annual electronic learning on the Code and ABAC Policy. This training is also part of the onboarding process for new starters. Completion rates, including confirmation of understanding the Code, are reported to the Executive Team. In 2024, the completion rate for both the Code and ABAC Policy training was 95.8%<sup>1</sup>. Employees who do not complete the mandatory training may have access to their Haleon email account restricted. We measure our training effectiveness to understand where improvements can be made.

All employees and third-party temporary workers are expected to complete the Respectful Workplace training module, which is focused on preventing harassment and retaliation. In 2024, 22,307 Haleon employees and 9,068 third-party temporary workers completed the training.

Our human rights electronic learning module, available in 16 languages, is accessible to all employees and third-party temporary workers (see page 47 for more detail).

## Governance

The Board, via the Audit & Risk Committee, receives regular reports on aspects of ethical conduct, including reports and trends regarding allegations received via our Speak Up channels.

An ABAC risk assessment is prepared annually to assess Haleon's exposure to potential external and internal bribery and corruption risks. We take appropriate and proportionate steps to design, implement or modify our ABAC programme, in order to reduce our risk exposure.

All alleged violations of our Code of Conduct are investigated. We conduct formal investigations where appropriate and have an end-to-end concerns management process. Where issues are substantiated, we carry out disciplinary action, up to and including dismissal of the individuals concerned. It may also include financial clawback for significant misconduct.

Demonstrating Haleon's behaviours, including compliance with our Code of Conduct, is included as part of employees' annual performance appraisals. Managers are made aware of any formal investigations and disciplinary actions, which can impact an employee's performance outcome and reward, including remuneration.



<sup>1</sup> Non-completion due to leavers during the period.



# Business ethics



## Data privacy and information security

We remain committed to the responsible use, storage, and protection of all data, including personal data, and comply with all applicable laws. Haleon also complies with all relevant reporting and notification obligations in the event of a qualifying personal data incident.

Haleon's Privacy team, led by the Chief Privacy Officer, oversees and maintains the global privacy governance framework, including the creation and maintenance of all privacy compliance, consent and transparency processes; privacy training; and individual rights management. In applicable jurisdictions, Haleon has appointed a Data Protection Officer to fulfil all relevant legal duties. Mandatory policies govern the acceptable use of Haleon data and the systems on which it is processed. Haleon uses applicable legal bases for processing personal data according to jurisdictional requirements. Where consent is required, Haleon documents data subjects' agreement to the processing. We maintain a global data retention policy and retention schedule to guide us on when to delete relevant information. Our processes remain subject to periodic and customary audits and verification, and we undertake risk assessments of key third-party suppliers, with additional due diligence where they are higher risk. Violations of our requirements by third parties are subject to a full range of enforcement measures, up to and including contract termination.

Further information on our approach to data privacy, including privacy notices and contact information, can be found at Haleon's Privacy Centre on our website.

For details on our approach to cyber-security, including risk management, see our 2024 Annual Report and Form 20-F.

## Responsible AI

We recognise the importance that Responsible AI practices play in business innovation and transformation, enabling Haleon to trust and use AI with confidence.

Our Responsible AI policy and standards, endorsed by our Chief Digital & Technology Officer, dictate how AI must be designed, developed, deployed, maintained and used at Haleon.

Haleon has six Responsible AI Principles:

- 1.** Human Accountability and Human Agency,
- 2.** Transparency and Explainability,
- 3.** Fairness, Inclusion and Mitigating Bias,
- 4.** Privacy and Respect,
- 5.** Security, Reliability and Safety, and
- 6.** Trusted Science.

These Principles reflect our values and industry best practice. We train our employees both in Responsible AI and practical use of AI to promote good outcomes for our consumers, partners, customers and employees. As our AI maturity evolves we are also strengthening our approach to vendor risk management to maintain trust and accountability.

# Business ethics

## Political advocacy

Haleon is committed to working with policymakers and policy partners in the interests of consumers, innovation and public health, and does so in compliance with local and international laws.

To contribute to public policy, we are members of trade and business associations around the world. We also work with think tanks, policy institutes and others who shape public policy. Further information on our approach to political advocacy and spend can be found in the Policy Positions section of our website.

## Discrimination and harassment

Haleon's Human Resources policies have a zero-tolerance position on any unwelcome, unreasonable, or offensive actions or behaviours. Harassment, including sexual harassment and bullying, is unacceptable. Concerns can be escalated via Haleon's Speak Up channel and reported concerns are assessed via the Speak Up process outlined on this page. Where concerns are substantiated, appropriate corrective or disciplinary action is taken.

Haleon is committed to equal opportunities in employment. Decisions on employment are made solely on the basis of qualification, skills, experience, and potential to perform the role, without regard to factors such as race, religion or belief, gender identity, sex, sexual orientation, age, ethnic or national origin, disability or other protected characteristic under the laws in the markets in which we operate. We continually review processes and practices to strengthen our inclusive recruitment and employment approach.

## Trade unions and collective bargaining agreements

We are committed to providing a collaborative work environment with direct communication between management and employees. Where employees have chosen to organise within an appropriate recognised framework, Haleon will engage their representatives. As of December 2024, 41% of Haleon's employees were represented by an independent trade union or were covered by a collective bargaining agreement.

## Step up and Speak Up.

Employees and members of the public can access and raise any concerns via several Speak Up channels:

### Telephone

+44 800 026 1960 (UK)

+1 833 737 1358 (US)

Telephone numbers for additional countries are available via the web portal

### Web portal

Email: [Haleon.SpeakUp@Haleon.com](mailto:Haleon.SpeakUp@Haleon.com)

Mail: Haleon plc "Speak Up", First Floor, Building 5 The Heights, Weybridge, Surrey KT13 ONY United Kingdom

## Speak Up

Haleon encourages anyone, whether working for Haleon or not, to speak up regarding alleged misconduct, possible breaches of our Code or other Company policies or procedures, or suspected violations of laws and regulations.

All reported concerns are handled according to our investigatory principles:

- **Humanity:** involved parties are treated with respect and dignity, and investigations are conducted as expeditiously as possible.
- **Confidentiality:** all concerns are treated confidentially. Reporters may remain anonymous, and details are shared only on a need-to-know basis to protect the integrity and independence of investigations.
- **Proportionality:** the extent of the investigation is proportionate to the allegation.
- **Non-retaliation:** we operate a zero-tolerance policy towards behaviour perceived as retaliation or harassment of whistleblowers who raise concerns in good faith.

In our annual employee engagement survey in 2024, 81% of our employees agreed with the statement that they could "report unethical practices without fear of reprisal".

Our Corporate Security & Investigations (CSI) team has overall responsibility for our Whistleblowing programme. Concerns can be raised via independently operated hotlines, or via web form, email, telephone, or post. New cases are assessed promptly by the Incident Classification Group (ICG), which is comprised of members of the Global Investigation, HR, Compliance and Legal teams. Stakeholders from teams including Forensics are brought in where necessary to advise on specific cases. In October 2024, we launched our Internal

Investigations training programme; all case owners are required to complete this training.

An Investigations Steering Committee (ISC), with representatives from CSI, Compliance, Legal, Audit & Risk and HR, completes a quarterly review of investigative trends including allegation type, severity/risk, market variance and improvement opportunities.

In 2024, 1059 new cases were logged in our case management system, including concerns<sup>1</sup> raised via Speak Up channels.<sup>2</sup> This includes matters which did not require any further investigation. The highest number of cases involved employee relations driven in large part by the business transformation programme which continued during 2024.

Of the closed cases in 2024, 302 were substantiated<sup>3</sup> and, where applicable, disciplinary measures or targeted interventions were implemented. Over 45% of substantiated cases involved employee conduct. We endeavour to conduct investigations of concerns raised in a proportionate and timely manner. In 2024, the average length of investigations globally was 82 days.<sup>4</sup> Following appropriate investigations, 1071 cases were closed during the year.<sup>5</sup>

<sup>1</sup> We report the number of concerns raised at a case level. Each case may contain several concerns.

<sup>2</sup> 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.

<sup>3</sup> Closed cases may include those which have been opened in a prior year. Substantiated = where a concern within a case has been confirmed.

<sup>4</sup> This indicator is measured from the time a case is created to the point the investigation is concluded. The average of 82 days applies to cases opened and closed during 2024.

<sup>5</sup> The number of cases closed includes those which may have been opened in a prior year but which were closed in the 2024 financial year.

# Product quality and product safety

To deliver better everyday health with humanity, we must embed quality and safety principles in everything we do.

## Overview

Ensuring the quality and safety of our portfolio is crucial to our success as a global consumer health company. We prioritise delivering safe products when, where and how our customers want and need them. Our product quality and safety systems are designed to ensure that strict controls govern the manufacturing process. Each product is carefully developed and manufactured within the parameters of local and regional compliance, regulations and standards.

## The Haleon Quality System

The Haleon Quality System defines applicable standards for activities across product life cycles. It includes the governance process to enable these standards to be consistently met across Haleon and third-party manufacturers.

## Governance

Quality & Supply Chain (QSC) councils are set-up at every site and business unit to oversee processes and performance. These councils report to the Global Quality Council, which meets twice a year and reports to the Executive Team Quality Council, which is chaired by the Chief Supply Chain Officer and meets annually. As required, updates from the Haleon Executive Team Quality Council are provided to the Board.

The Haleon Safety Board is chaired by the Chief Medical Officer and includes the Chief R&D Officer, EU Qualified Person for Pharmacovigilance (QPPV), senior Haleon physicians and scientists. Its primary objective is the evaluation of the benefit-risk balance of Haleon products and key ingredients. The Haleon Safety Board meets at least quarterly and provides updates to the Executive Team and Board committees as appropriate.

## Progress in 2024

119 health authority inspections of our manufacturing sites, 100% of which were satisfactory.

501 audits of our third-party supply and distribution network conducted against the requirements of our quality standards.

3 external pharmacovigilance inspections of Haleon by TMDA (Tanzania), DIGEMID (Peru) and EMA (Poland) with a 100% success rate.





# Product quality and product safety

## Product development

Product development is guided by a thorough assessment of applicable scientific research and test results, aiming to ensure our products adhere to quality and safety standards and maintain a strong trust profile with consumers

and customers. This can include, for example, stability and in-use testing, sensory and consumer tests, and clinical studies. To maintain compliance with internal and external regulatory requirements in clinical development activities, we conduct independent audits.

Our Trusted Ingredients programme includes cross-functional, dedicated resources to help inform our choices of the active pharmaceutical ingredients, dietary ingredients and excipients used in our products. In addition, controls are in place and designed to evaluate benefits and emerging risks, also helping to identify potential consumer concerns about ingredients used.

Haleon has procedures to manage the risk associated with the inclusion of chemicals that might be harmful. Whenever we introduce a new ingredient into our portfolio, we conduct an independent evidence-based review of the ingredient's safety. Potential safety risks identified can be escalated to the Haleon Safety Board as required.

Our scientists conduct continuous monitoring of the ever-evolving evidence around ingredients, and we collaborate with industry peers, regulators, and healthcare providers to assess the safety and benefits of ingredients we use in our products.

## Manufacturing

Raw materials, ingredients, active pharmaceutical ingredients and packaging components are assessed by our suppliers and by Haleon, prior to their incorporation into the manufacturing process.

Product quality control testing is largely conducted in-house by our internal manufacturing network. Our third-party manufacturers conduct product testing as part of their overall service.

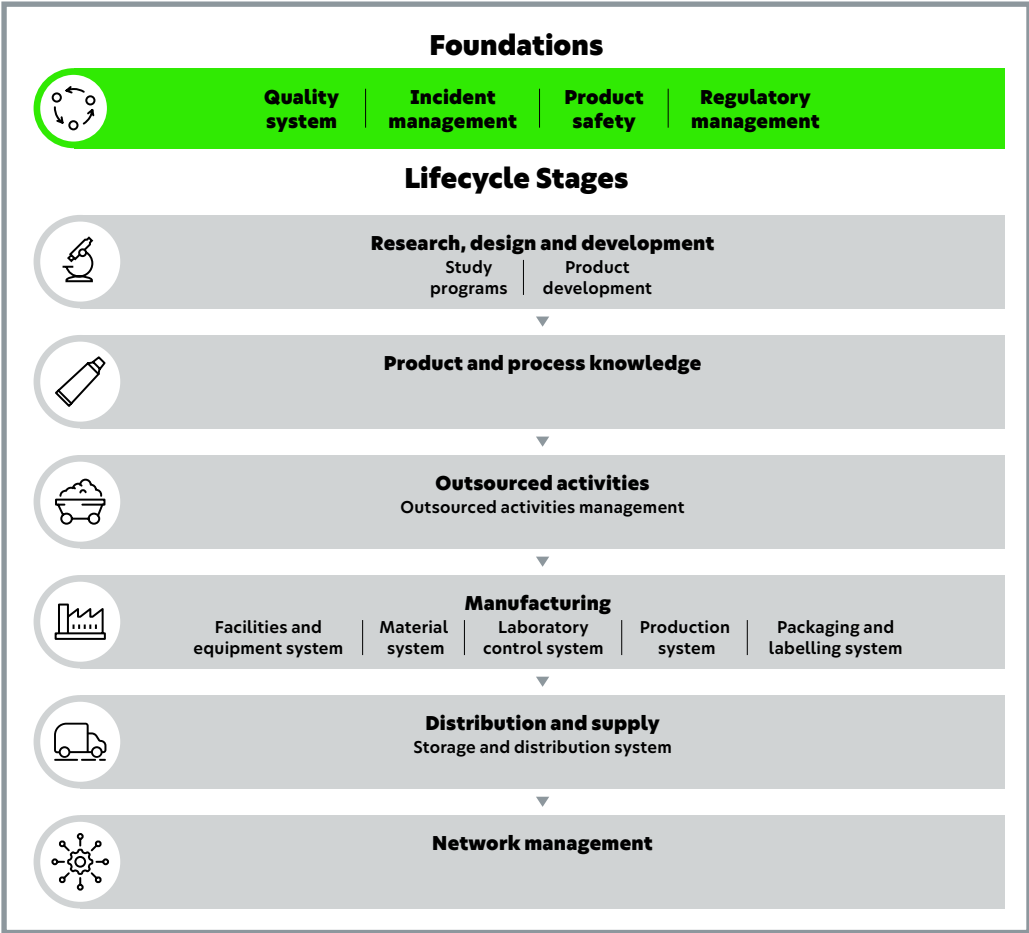
Within Haleon's internal network, Good Practices (GxP) audit programmes are conducted internally by GxP-trained auditors to assess compliance with GxP legislation, including:

- Good Manufacturing Practices (GMP).
- Good Distribution Practices (GDP).
- Good Pharmacovigilance Practices (GVP).
- Good Clinical Practice (GCP).
- Good Laboratory Practice (GLP).

Our service and supply agreements with third-party manufacturers, suppliers of product components and logistics service providers, outline the applicable quality and safety expectations and responsibilities of each party. Where required, improvement plans, and corrective and preventative actions, are implemented to maintain Haleon's quality standards.

Relevant facilities, legal entities and third parties undergo inspections by external independent bodies. These include health inspectorates and the International Organization for Standardization (ISO). These inspections assess compliance with external standards and regulations, and the necessary certifications confirming our performance. External licences we hold which include oversight and inspections are those relating to:

- US FDA (Food and Drug Administration)
- UK MHRA (Medicines and Healthcare products Regulatory Agency)
- EMA (European Medicines Agency)
- ISO certifications:
  - ISO 13485 for medical devices.
  - ISO 22716:2007 for cosmetics.
  - ISO 9001:2015 for Quality Management Systems.



# Product quality and product safety



## In-market controls and recall management

Qualified quality professionals make the decision to release each manufactured batch, confirming compliance with market requirements.

Material Safety Data Sheets (MSDS) are provided for Haleon products to allow Haleon customers to meet right-to-know requirements, safely handle Haleon products in their workspaces, and dispose of them properly.

Our Global Consumer Relations support team enables consumers and Health Professionals to contact us with questions, praises or concerns about our products. Our Consumer Safety team continually monitors reports about our products from consumers and Health Professionals, as well as published sources, related to product safety. Product Quality Complaints per Million product units sold (QCPM), an internal measure, reflects consumer concerns and experiences, enabling our teams to proactively manage and elevate product quality standards.

Our Quality and Consumer Safety organisations have established standards outlining crisis response procedures, including business continuity management plans. This encompasses the roles, responsibilities and procedures for executing a product recall. Each manufacturing site and local entity that sells our products is required to annually test their product recall procedures to maintain the effectiveness of the process and system.

Our global Anti-Counterfeiting and Product Protection function's objective is to protect the health and safety of our consumers, our business assets and our reputation by preventing the manufacture and distribution

of counterfeit Haleon products. The function coordinates anti-counterfeit reduction efforts and engages with teams across the business on a wide range of preventative and proactive measures. Preventative measures include supply chain integrity and border protection programmes. Proactive measures include online monitoring, investigations and effective legal enforcement, including civil and criminal actions. Based on the associated level of risk, additional features such as holographic labelling, Radio Frequency Identification (RFID) tagging, unique serialisation and tamper-evident labels may be added to certain products.

## Training

All employees are responsible for product quality and safety. Haleon's Code of Conduct training includes details of policies on quality and on collecting information (such as human safety information, e.g. adverse event reports) from users of our products and Health Professionals.

All employees who perform product quality or product safety activities are trained against relevant GxP standards. Employees involved in selecting product ingredients are trained to understand our approach to managing ingredient risks.

We expect relevant third parties to proactively reinforce and refresh their knowledge of industry best practice and to have the appropriate GxP training standards in place. Every year, we provide additional training for targeted third parties in the form of guidance and improvement plans on topics such as contamination controls, data integrity or process capability.

## Continuous improvement

Our Quality and Consumer Safety organisations drive continuous improvement of our processes and standards, leveraging insights from new scientific data, regulatory changes, and consumer feedback. We also participate in industry associations, including the International Society for Pharmaceutical Engineering (ISPE) and the Global Self-Care Federation (GSCF), to gain insights and learnings to positively impact our internal operating environment and enhance product quality and safety.

## Driven by quality. Fuelled by consumer insight

Consumer safety is a priority. Our Global Consumer Relations team partners with every Haleon site globally, aiming to ensure consumers have their needs met or exceeded in a timely manner.

At our manufacturing site in Suzhou, China, the quality team responded to consumer feedback regarding the look and feel of the pills in our Centrum multivitamins with minerals tablets. This feedback led to the development of an innovative single-pill dispenser seal for bottles which improved customer satisfaction of this product. As a result, the related QCPM for this Centrum product dropped by 44%. Additionally, a consumer satisfaction (CSAT) survey launched in June 2024 demonstrated a high overall score of 87% for the Centrum brand.

# Health and safety

Nothing is more human than keeping one another safe, healthy, and well.

## Overview

At Haleon, health and safety is fundamental to our operations. We are committed to making sure that everyone who works for, or on behalf of, Haleon returns home healthy, safe and well. In 2024, we continued our journey to enhance our environment, health and safety (EHS) performance to deliver a zero-harm culture.

Our EHS strategy has three pillars:

**1. Strengthening our health and safety culture and capability.**

**2. Preventing harm.**

**3. Making it easier.**

Our strategy, supported by annual targets and objectives, drives continuous improvement. This has led to a reduction in reportable injury and illness cases and serious incidents.

Haleon maintains a robust process for monitoring compliance with our policy and global standards, which are aligned with international standards and regulations. The policy and standards encompass all aspects of the EHS management system, including governance, EHS leadership expectations, risk assessments, self-inspection, monitoring, change management, training and investigations. We regularly review our performance and refine our processes to enable continuous improvement, with key strategies and improvement initiatives where applicable. This includes our Policy, which is endorsed by the CEO on behalf of the Board, and is reviewed every two years.

>> For more information, see our [Environment, Health, Safety and Wellbeing Policy](#)

## Governance

EHS risks are governed through a tiered governance structure. Issues and risks are prioritised and escalated for visibility, support and oversight. Site-level EHS council meetings continue to be held monthly and Regional, Quality & Supply Chain and R&D councils convene quarterly to address significant risks that have been escalated. Risks with significant corporate implications are in turn escalated to the Haleon Executive Team in an EHS governance meeting held two to three times a year.

## Progress in 2024

In 2024, every manufacturing and R&D site assessed itself against our global EHS and engineering standards to identify and prioritise corrective and preventative actions to close gaps and improve performance. Our Internal Audit team audits and measures EHS performance against our management system across our operations and facilities on a three-year frequency, and tracks corrective and preventative improvement actions and risk reductions through to closure. Our Enterprise Risk and Assurance team provides a further layer of protection, performing risk-based thematic audits.

## Accident rate

We strive to operate with zero serious incidents or fatalities (SIFs) within the organisation and to reduce our reportable injury and illness rate (RIIR), to achieve and maintain upper-quartile performance. As part of our continuous improvement efforts, we continue to record and analyse potential serious incident and fatality (pSIFs) events to gain a deeper understanding of the risk amplifiers and control failures, aiming to prevent recurrence.





# Health and safety

In 2024, we set a target of <0.16 for our RIIR, a reduction of greater than 6% on the previous year's target rate. The total RIIR (employees and external workforce) decreased to 0.13\* in 2024 from 0.14 in 2023 per 100,000 hours worked. This equated to 60 events in 2024 vs 67 in 2023. The lost time reportable injury and illness rate remained the same in 2024 as in 2023 at 0.10\* per 100,000 hours worked. This equated to 49 events in 2024 vs 48 in 2023.

Consistent with 2023, there were no fatalities\* for employees, third-party temporary workers, or contractors in 2024. We had 26\* pSIFs in 2024 vs 36 in 2023. We have seen a reduction in serious incidents, including those related to electrical safety, workplace transport, and construction safety.

Our procedures for investigating work-related injuries, ill health, diseases, and potential and actual serious incidents or fatalities are robust. For example, pSIFs are notified to the site network within 24 hours, and thorough investigations are conducted to identify root causes, risk amplifiers and control failures within seven days. Any global corrective and preventative actions are communicated to the business for implementation. We use these learnings to help prevent actual SIFs.

## Training

We provide task-specific and risk-based health and safety training for our employees and third-party temporary workers, focusing on hazard identification and risk reduction in the workplace. For our highest EHS risks, we have dedicated subject matter experts working at each site with the teams to reduce our risk profile.

In 2024, we had a heightened focus on strengthening the capability of the EHS team and our engineering professionals, who work closely together on our EHS programmes. We ran our first global EHS and engineering training summit, which was attended by around 200 EHS and engineering professionals across the company. The event was run over three half days and included various EHS and engineering topics, including the launch of our Pause (present state risk assessment) programme. It was an opportunity to learn, develop capability and skills, and share good practices across our network. The event incorporated interactive sessions, panel conversations, presentations, internal and external guest speakers and the chance to ask questions.

## Emergency response

Our EHS and engineering emergency response standard sets out our expectations and requirements in the event of an emergency, including external events such as natural disasters and off-site emergencies. It outlines how we deal with an emergency and re-establish controlled conditions. All sites have plans and periodically carry out emergency response exercises based on identified internal and external scenarios. Each exercise is reviewed to identify any actions required to strengthen the emergency response plans.

## Contractors

We have a global standard for the management of contractors who work at our facilities. When engaging with contractors to work at our facilities, we undertake a contractor selection process including a pre-screening of EHS performance and risks. Health and safety clauses are included as part of contractual requirements for contractors. Health and safety clauses are also included in certain goods and services procurement contracts and in our third-party manufacturing contracts.

All contractors working at Haleon sites receive contractor induction training and instruction on how to complete their work safely. All work carried out by contractors is done using a "safe system of work," for example, a permit to work, method statement and risk assessment. We actively monitor and report contractor safety performance.

In 2024, our contractors' RIIR was reported for the first time at 0.19\* per 100,000 hours worked which equated to eight injuries. Four of these incidents resulted in lost time, giving a Lost Time Incident Rate (LTIR) of 0.10\* per 100,000 hours worked (also reported for the first time). We define contractors as people who are directly supervised and paid by another person or business but perform services at our sites.

## Pause programme

Our Pause programme, introduced in early 2024, is an individual hazard assessment process that complements our existing risk assessments by enhancing situational awareness. The programme, rolled out to our manufacturing and R&D sites, includes a condensed version for our commercial operations. The programme consists of four simple steps: Pause, Think, Assess, and Control. Its primary goal is to empower employees to be mindful and present in the moment, to ensure their safety before engaging in a work activity.

The Pause training programme describes scenarios where taking a pause prevented an incident, with examples at home, while driving on company business, and within our laboratories and manufacturing sites. The programme emphasises that by simply pausing, employees can better assess any situation, make more informed decisions, and enhance their personal risk perception to ensure their safety and the safety of others.

The programme is closely tied to our Leading with Care philosophy of zero harm, which is designed to prevent serious injuries and fatalities. By pausing, employees can ensure they maintain a safe working environment.

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

# Supporting our employees' health and wellbeing

As a company with a purpose to deliver better everyday health with humanity, the health and wellbeing of our people is a priority.

## Overview

Haleon is committed to supporting employee health and wellbeing. We strive to create an inclusive environment where each of our people can be themselves and thrive. We know that investing in creating the right environment at Haleon can drive productivity, increase employee engagement, boost creativity, attract and retain talent, reduce absenteeism and decrease overall turnover.

## Governance

Our health and wellbeing initiatives are overseen by two centres of excellence within our Human Resources function and sponsored by our Chief Human Resources Officer.

## Strategy

We have updated our Health and Wellbeing strategy to reinforce our focus on providing consistent preventative health offerings globally (previously identified as Partnership for Prevention). The framework will connect our wellbeing policies, programmes, and services, making it easier for employees to understand and access available resources for them and their families. A global benchmarking analysis will identify leading health and wellbeing standards to inform our future strategy.

We have also established occupational health governance documents, supporting our EHS global standards, to help manage occupational health and safety risks and ensure compliance with regulatory requirements.

## Policies and standards

Our Global Caregiver Leave Policy provides four weeks' paid leave for employees within a calendar year when they need to care for a loved one, providing them with support and security when they need it most.

Our Global Parental Leave Policy entitles all employees, regardless of gender or sexuality, to 26 weeks' paid leave following the arrival of a child. This policy covers biological birth, surrogacy and adoption.

Our Global Menopause statement outlines support for employees experiencing menopausal and perimenopausal symptoms, including adjustments to working arrangements and the workplace environment. It also provides tools for managers and employees to support their team members.

We have a new Mental Health and Wellbeing standard, including technical support documents, to improve governance and oversight in making sure the workplace protects and optimises all aspects of employee mental health and wellbeing.

## Progress in 2024

11,709 individuals made use of the range of tools and initiatives at Haleon to support employees' health and wellbeing. These include our free 24/7 confidential global Employee Assistance Programme (EAP), an emotional wellbeing service that supports employees and their dependents on aspects of their personal and professional lives; and a MyWellbeing programme and on-demand themed webinars

designed to help employees build a strong foundation, and support and improve their everyday health and wellbeing.

610 managers engaged with our refreshed people manager training Leading on Mental Wellbeing – cultivating a culture of care. Launched in May 2024, it is designed to help managers build supportive leadership behaviours and create a nurturing environment.

## World Mental Health Day

1,976 individuals participated in our World Mental Health Day initiative. To raise awareness of mental health in the workplace, start conversations and provide practical advice, we:

- Ran a global event – Mindfulness: Your Key to Mental Wellbeing – in four languages with 1,591 in attendance.
- Shared stories about how our employees support their mental health and which of the Haleon resources support them – this was shared internally and externally.
- Heard from leaders about the importance of mental health in the workplace and how they have applied the Leading on Mental Wellbeing training.

## World Menopause Day

327 individuals attended global or local events to mark World Menopause Day to raise awareness of the menopause and perimenopause, as well as the support available to employees. Events included webinars on Menopause in the Workplace, a Talking Menopause panel discussion, and information on the importance of physical activity during menopause.

## Workspaces

In 2024, we focused on updating our Workplace Solutions standards so that each on-site location meets the needs of both our business and our employees. Our standards aim to ensure our locations provide the right mix of productivity and community, with both collaboration and focus areas. Our office in Bengaluru, India, was certified as a Great Place to Work by the Great Place to Work® Institute (India), and our London office earned a BREEAM Outstanding certification for exceeding sustainability standards. 34% of our corporate offices now have dedicated New Parent rooms. These are comfortable, private spaces designed to support new parents in the workplace.

Where possible, our Hybrid at Haleon philosophy enables employees to blend working from the office, home and other locations to foster creativity and innovation, enhance focus and deepen relationships. We believe in an agile working culture and recognise that there is no single approach that fits all. Where possible, and in agreement with their line manager, we support employees to explore flexible working opportunities appropriate to the individual and the role. Current working arrangements can include part-time working, home working and flexible working hours.

In our 2024 employee engagement survey:

- 82% agreed with the statement: "I have the flexibility I need in my work schedule to meet both work and personal needs."
- 78% agreed with the statement: "I can manage job responsibilities in a way that enables a healthy work-life balance."

# Building a high-performing workforce

We want our people to have the opportunities to realise their potential and perform at their best.

## Overview

Our People strategy focuses on attracting industry-leading talent and creating an environment where everyone can reach their full potential, supporting our purpose and long-term success. Our employees are central to achieving this.

In a competitive hiring environment, we must provide an attractive organisational culture, a rewarding employee value proposition, and a supportive and simple work environment, continually improving the employee experience.

Since becoming Haleon in 2022, we have evolved our ways of working with a new operating model that removes complexity and brings us closer to our consumers. We are in the second year of a three-year global productivity programme that transforms business processes and structure, and helps to reduce complexity and costs, so that we can drive performance and invest in future growth. In 2025, we will continue to drive additional change associated with our process improvement and automation journey.

Dame Vivienne Cox, Workforce Engagement Director and member of the Haleon Board, meets with employee groups regularly. Insights from these meetings, combined with results from our annual employee engagement and pulse surveys, guide strategic decisions.

## Learning and development

The Haleon Learning Council, sponsored by the Global Head of Talent and chaired by the Global Head of Learning and Development, governs our learning initiatives. The Council's responsibilities include providing guidance on enterprise-wide learning priorities and investment.

Development and learning at Haleon has three objectives:

- Build the right competencies to stay safe and compliant within our regulatory environment;
- Develop strategic capabilities; and
- Provide employees with opportunities to grow and reach their potential.

We identify strategic capability needs through employee listening and feedback, strategic analysis and external trend analysis. These inform our internal learning and development offerings and investments in external capability-building programmes. Our offerings include a range of options, from programmatic learning to self-led resources, supporting employees' career development at Haleon.

Employees have access to our internal development portal, which offers extensive development courses, videos and articles on a range of topics ranging from wellbeing to commercial acumen, enterprise thinking, how to simplify processes and how to make data-led decisions.

Our global learning suite offers an expanding choice of opportunities for people to grow themselves and others, including one-to-one coaching, mentoring relationships, apprenticeships (where available) and a leadership development programme aiming to drive the culture we are building.

## Measuring and rewarding performance

Our approach to measuring and rewarding performance is overseen by the HR leadership team in partnership with the Haleon Executive Team. At the start of each year, employees set three bold objectives, anchored around our strategic priorities and behaviours.

Agile performance conversations are expected to be held at least quarterly to review and recognise employee performance against those objectives and, in turn, trigger our annual processes for rewarding contribution.

Managers give feedback on what an individual team member has delivered in terms of their agreed objectives, focusing on how they have made an impact as well as outcomes. People managers can also attend open workshops called leadership labs to develop their performance management skills.

Feedback on our performance approach is gathered through our annual employee survey and regular focus groups and interviews with a cross-section of stakeholders. This feedback helps us identify opportunities for improvement.

In 2024, we evolved and simplified our approach to assessing and rewarding employee performance. The new approach helped to drive an increased awareness of how performance is evaluated and helped colleagues to be clearer on how their work supports our strategy.

Our annual bonus plan continues to be designed to reward and recognise both in-year business performance and individual performance and contribution to Haleon's success. Individuals are accountable for their own performance and can influence their reward. Management teams hold calibration sessions to enable us to measure performance in a consistent way across teams and business units.

## Talent acquisition

Aligned to Haleon's business unit operating structure, the global Talent Acquisition team helps regional delivery teams to partner with stakeholders and leaders effectively. The regional delivery teams are supported by a Talent Acquisition Centre of Excellence, which provides updates to the Haleon Executive Team and the Board as and when needed, as well as providing tools, processes and technologies to enable the regional delivery teams to continually improve the hiring experience.



# Building a high-performing workforce

## Progress in 2024

We held our first in-person leadership event in London, bringing together our top 270 leaders from across the business for a three-day immersive development event. The event provided key updates on our leadership strategy, including the skill set and culture we are building to support Haleon's next phase of business growth. Following the event, these leaders cascaded learnings to local teams.

We improved the usability and simplicity of our self-led Learning Experience online platform, making it easier for learners to find what they need in one place.

We continue to offer the following learning programmes, with a mix of self-led and in-person opportunities:

- **LEAD:** a programme for developing people-management skills for first-line leaders, 861 completions in 2024.
- **GROW:** a programme designed to equip our enterprise leaders to grow the business, 360 completions in 2024.
- **Accelerate:** a programme to develop and grow emerging talent for the future, 41 completions in 2024 (see page 45 for more detail).
- The mini MBA on Deeper Human Understanding, 302 enrolments in 2024.

We also launched two new programmes: 'Inspire', an immersive leadership experience for leaders to discover their ability to better drive growth in the market, deliver on consumer outcomes and grow their teams; and 'Horizon', a new senior talent programme for talent that has been identified as future successors to our critical roles. More than 30% of our leadership population has participated in one or more of our global leadership or talent programmes.

## Growing at Haleon Week

Following our first in-person leadership event and employee feedback, we ran our first Growing at Haleon Week, a five-day event dedicated to learning and development and building careers. Sessions ran twice daily to accommodate all time zones.

Over 16 sessions, 31 internal and external speakers shared their expertise. Topics and external speakers included: Owning Your Career (Helen Tupper, author of Squiggly Careers); The Neuroscience of Moving at Pace (Amy Brann, author and neuroscientist); and How to Boost Your Career with AI (Gianluca Mauro, author of Zero to AI). Sessions were live-translated into six languages, then translated into three further languages and made available on our internal platform.

More than 38,000 places were taken up across all sessions and reached 40% of our population with the live sessions. Nearly 6,000 people attended three sessions or more. In addition to the live sessions, we ran competitions to encourage participation and showcase amazing stories of growth in our business. The competitions included: best story of learning and development; best coach; and highest level of engagement across the week. Awards included funded coaching and significant funding towards qualifications of the winner's choice.

We saw 400 posts about the week on our internal social site, and had 28,000 active users. Posts were viewed 188,000 times. The week had a Net Promoter Score of 72 from those

who submitted feedback. We aim to run a second global leadership event and Growing at Haleon Week in 2025, building on the momentum of the first year.



# Creating a more inclusive workplace

We are committed to driving fairness, opportunity and inclusion with humanity: within our teams, through our products, in the communities we serve.

## Gender representation<sup>1</sup>

Track gender representation in leadership roles

2024

2023

45.2%\* 44.9%

## Strategy

Our DEI strategy in 2024 underpinned our commitment for all our employees to be treated equally, and harassment and discrimination to not be tolerated. The focus was on three strategic priorities:

- 1. Employee belonging:** workplace inclusion – create a work environment that is inclusive and accessible, where all employees feel they belong, are valued and have tools to thrive.
- 2. Representation:** attract, recruit, promote and retain the best talent with a variety of backgrounds and experiences that reflects our customers and consumers that our brands serve.
- 3. Societal change:** community impact – leverage our expertise to enable health inclusivity through our business relationships, brands and research.

## Overview

Haleon is building a culture of belonging where every employee feels valued and heard. We embrace all backgrounds, experiences, and perspectives, seeking a workforce that best serves our consumers and communities.

We believe a multi-faceted and dynamic workforce is a source of competitive advantage, bringing diversity of thought that helps us better understand our consumers.

We are continually improving our approach to creating fairness, opportunity and inclusion at Haleon, including by using our data as a tool, where lawful and appropriate, to strengthen our culture, behaviour, and processes.

## Governance

A DEI Council, sponsored by the Chief Human Resources Officer and chaired by the Global Head of Talent, met quarterly to receive performance updates and to discuss priorities, drive accountability, and initiate, fund and oversee the implementation of Haleon's global inclusion activities.

## Progress in 2024

We made progress in 2024 with several initiatives, including: a new Community of Practice to share best practice and learnings; regular Employee Resource Groups (ERG) to discuss inclusion and understanding initiatives; and the successful launch of our global self-ID project as part of a broader initiative to strengthen representation data.

## Using data and analytics to strengthen our recruitment practices

60% of our global recruitment team have participated in our 'Mitigate Bias in the Recruitment Process' training, with pilots ongoing for hiring managers. The training was designed to equip those who have completed the session with tools and frameworks to challenge bias when it arises.

Our data dashboard, launched in 2023, continues to support the recruitment of the best talent by enabling us to capture insights on workforce trends, track our progress, and proactively communicate findings and recommendations for our 14 business units in countries where legally permitted.

## The global self-ID project

We have successfully launched the global self-ID project as part of a broader initiative to strengthen Haleon's ability to use data as a tool to enhance the culture. The project involves asking our employees voluntarily to update their demographic data in our Workday system. The project has four key objectives: to better understand the demographics of our workforce; to identify key trends; to ensure our policies, initiatives and programmes reflect our workforce needs; and to uphold our commitment to continuing to celebrate the collective strength of diverse perspectives and opinions.

<sup>1</sup> Leadership roles is defined in our Glossary. In 2024 Haleon moved to a quarterly average methodology to track our gender representation in leadership. This measurement is taken at end of each quarter (March, June, September, December) and averaged across the four quarters.

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

# Creating a more inclusive workplace

## Employee Communities and ERGs

Our four global ERGs: Pride (LGBTQ+); Empower (disability); Illuminate (race & ethnicity); and Women@Haleon (gender), are each open to all employees, sponsored by an Executive Team member and aim to promote understanding and inclusion for all employees. Together, they have grown their presence to 34 local chapters within 14 countries. We have developed a Caregivers Community ERG in the US (and are in the process of creating a UK chapter), as well as a Family Veterans and Friends ERG in the US. Each of these ERGs are similarly open to all employees. Events were held for International Women's Day, Pride Month, Black History Month, and many more.

## R&D clinical trials

To achieve the best outcomes for our customers, we are committed to ensuring our clinical trials include a diverse population representative of our consumers. We have revised our processes, offering flexible trial options and reducing strict criteria (where appropriate), using new technologies for easier data recording, and advertising in non-traditional places, such as social media platforms. In a recent trial, these efforts were successful at more than doubling representation of a historically underrepresented group from 5.7% (site based) to 12% by adopting a decentralised study approach.

## Our supplier programmes

During the year, we ran supplier programmes to create opportunities for those who have experienced barriers to partnering with us, supporting the communities we serve and driving innovation by providing varied perspectives and ideas. In late 2023, we launched the programme in the UK, Canada, South Africa and Australia.

## Fair pay and gender pay gap reporting

Haleon is a UK Living Wage Foundation accredited employer. We continue to conduct an annual Fair Pay Review for employees in the UK and US, consistent with the laws in each respective jurisdiction. Our goal is to ensure our employees are paid fairly for the work that they do.

We report annually on our gender pay gap in markets where we have a legal requirement to do so. Some reports are required to be published and can be found on our [website](#).

## Accelerate Programme: Empowering Leaders for a Transformative Future

Our people management development programmes aim to enhance employees' capabilities and competencies. One example is the Accelerate programme. In 2024, the objective of this programme was to equip participants with the skills and perspectives necessary for inclusive leadership. Accelerate offered employees in eligible leadership roles one-on-one coaching, group coaching, workshops, dialogues, 360-degree feedback and sponsorship. These comprehensive learning experiences were designed to achieve measurable improvements in leadership capabilities and potential, and to nurture a more inclusive organisational culture.

In 2024, participants learned to lead with purpose, aligning their personal and professional goals with their organisation's mission and enhancing their emotional intelligence through an Emotional Intelligence Psychometric 360-degree tool, aiming to foster a deeper understanding of diverse perspectives.

The programme also emphasised building powerful collaboration by promoting inclusive teamwork and leveraging diverse strengths. Accelerate fostered the creation of peer networks by encouraging cross-functional connections that drive innovation. By cultivating authentic leadership, it encouraged leaders to embrace their strengths and build psychological safety, which created an environment where everyone felt safe to express themselves.





# Respecting human rights

We take responsibility for respecting and promoting human rights wherever we conduct business.

## Overview

Respecting and promoting human rights across our global value chain – from employees to suppliers and business partners – is an important part of our business strategy. Human rights are the basic rights and freedoms of all individuals, everywhere. We strive to uphold these rights and address any challenges that threaten them through our commitment to ethical practices.

Our commitment includes upholding the Universal Declaration of Human Rights, the International Bill of Rights, and the core labour standards set by the International Labour Organization (ILO), including the ILO's Declaration on the Fundamental Principles and Rights at Work.

Our human rights due diligence approach is based on the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises for Responsible Business Conduct.

## Management approach

Our human rights strategy is built on three pillars:

### 1. Internal capacity building.

### 2. Strengthening due diligence.

### 3. Investing in collaborations.

Chaired by our Vice President of Sustainability, our Human Rights Steering Committee includes senior members of our Executive Team. This Committee meets twice a year to oversee the human rights strategy and action plan, and facilitates monitoring of human rights performance. The Environmental & Social Sustainability Committee provides additional oversight of the management of human rights risks across the business.

Our cross-functional Human Rights Working Group, made up of members from the Human Resources, Legal, Procurement, Sustainability, and Environmental Health and Safety teams, meets quarterly and is responsible for managing the delivery of our human rights action plan and strategy by our sites and businesses, as well as sharing knowledge on human rights across the Haleon group.

We collaborate with industry groups and expert organisations to further support our approach. We are members of several key initiatives, including the UN Global Compact, the Pharmaceutical Supply Chain Initiative (PSCI) Human Rights Working Group, AIM-Progress, and the Consumer Goods Forum Human Rights Coalition. We have also joined Business for Social Responsibility (BSR).

## Progress Saliency assessment

The results of our first saliency risk assessment of our value chain were finalised and shared in 2024. This process prioritised human rights risks by considering the severity of potential impacts and the likelihood of their occurrence across our operations, business relationships and supply chains.

>> To learn more, see our [Human Rights](#) page on our website.



# Respecting human rights

## Annual risk assessment

Complementing the long-term outlook of our saliency assessment results, our annual human rights risk assessment focuses on identifying new risks arising from regulatory and business changes, new products and emerging issue areas within the year. Together, these assessments help us to proactively manage human rights risks both in the short and long term. Based on the outputs of the 2024 risk assessment, we will continue to prioritise our labour provider action plan and engage our high-risk suppliers on human rights risk areas.

## Own operations human rights assessment

In 2024, four-pillar Sedex Members Ethical Trade Audits (SMETA) were conducted at a select number of our manufacturing sites. Strong practices, such as exceptional health and safety training and access to on-site healthcare by qualified doctors, were identified by the auditors. Additionally, some areas of improvement were identified and corrective action plans have been put in place to enable timely resolution of improvement areas.

## Mitigation and remediation

### External labour provision

In 2024, we continued to implement elements of Haleon's labour provider action plan, developed in response to a 2023 assessment of our third-party labour provision, across the Haleon group. This plan includes more stringent screening of labour suppliers, increased due diligence in high-risk regions, stronger contractual obligations on suppliers, and ongoing monitoring of sites and third-party workforce. We will continue to engage relevant internal stakeholders at sites and in our businesses with guidance on human rights risks related to third-party labour and provide an accompanying tailored training programme in 2025.

## Child labour

The mint supply chain is complex and multilayered. While Haleon businesses do not have direct traceability of mint oils in our toothpaste flavours back to the farms where it is grown, they engage with our key mint suppliers and local NGOs in India as part of our Healthy Mint Supply Chain Programme to support smallholder mint farmers and their families working in mint farming communities. More details on our Healthy Mint Supply Chain Programme can be found on pages 27 and 28. As with many smallholder agricultural communities, there is a risk of children being involved in family farm activities. We work with our Healthy Mint Supply Chain Programme suppliers, partners, and independent child rights experts to seek to prevent this issue. This initiative aims to address the root causes of child labour and reduce risks to children living in mint farming communities.

## Raw materials suppliers

Select raw materials in our supply chain have greater human rights risks due to location and supplier activity.

As well as the Healthy Mint Supply Chain Programme in India, through our membership of Action for Sustainable Derivatives (ASD), we support the ASD Respect in Palm programme. This programme includes initiatives to prevent and address gender-based violence and sexual harassment in palm oil concessions in Indonesia, working with a key supplier. It involves working with workers, supervisors and management at palm concessions to promote inclusive attitudes and relationships. The initial pilot phase concluded this year and post-programme evaluation indicated increased awareness, understanding of gender issues and changes to workplace behaviour.

## Supply chain collaboration

As part of our ongoing supplier engagement on human rights, a virtual workshop session was held for select suppliers and third party manufacturers in the Indian subcontinent. The workshop was led by external human rights experts and Haleon's Procurement, Sustainability and Human Rights teams.

The workshop's objectives were to help suppliers understand Haleon's human rights standards, learn about local and global due diligence requirements, and implement effective grievance mechanisms.

The interactive format allowed participants to share experiences, challenges and best practices, fostering collaboration. By building relationships through peer-to-peer exchanges, the training provided a positive and confidential environment for suppliers to engage, learn and enhance their capabilities in human rights due diligence.

Following the workshop, participants were provided practical implementation guidance resources and support.

## Training and capacity building

Our human rights electronic learning module, available in 16 languages, is accessible to all employees and third-party temporary workers. In 2024, we conducted targeted roll-outs to key functions, including Human Resources, Legal, Procurement and Corporate Affairs. This course helps participants understand how their roles contribute to Haleon's commitment to respecting human rights. In 2024, the recorded training completion rate by employees and third-party temporary workers in the targeted roll-out was 89%.

Throughout 2024, we provided human rights training to our governance committees. The Human Rights Working Group received training on modern slavery and human rights due diligence as it relates to various business functions. Additionally, the Human Rights Steering Committee participated in a training session that included external perspectives on human rights management.

# Working with responsible suppliers

We want to work with third parties who share our commitment to responsible business behaviours.

## Overview

Haleon's supply chain is of significant global scale<sup>1</sup>:

24 Company-owned and operated manufacturing sites.

Approximately 17,000 third-party tier 1<sup>2</sup> suppliers:

- 2,000 suppliers of goods and services directly related to the manufacturing of our products.
- 15,000 suppliers of other ancillary goods and services such as consultancy, marketing, technology and logistics.

Haleon's supply chain is vital to our sustained business success and the execution of our business strategy. We want to only work with suppliers who share our commitment to high environmental, social and ethical standards. This supports the long-term viability of these business relationships and contributes to Haleon's commercial success.

We expect all third parties to operate responsibly and comply with all applicable national laws and regulations, as well as relevant international conventions. These include the International Labour Organization

(ILO) Declaration on Fundamental Principles and Rights at Work, the UN Universal Declaration of Human Rights and the 10 principles of the UN Global Compact covering human rights, the environment and anti-corruption.

## Governance

Risks related to environmental, social and ethical standards are managed by our sites and businesses through Haleon's third-party risk management (TPRM) process. Where relevant, these risks are escalated and reviewed by the Global Procurement governance group, established in March 2024. This group is sponsored by the Chief Procurement Officer and led by the Procurement Director of Strategy, Risk and Compliance.

## Policy

Haleon's Supplier Code of Conduct, available in nine languages, details the minimum standards required of suppliers. Compliance with the Supplier Code is a standard provision in our in supplier contracts. The Supplier Code requires suppliers to comply with its terms and to make their workers and subcontractors aware of, and comply with, the relevant provisions.

The outputs from our TPRM process may require additional contractual clauses, beyond compliance with our Supplier Code, to be included in supplier contracts to help us ensure higher-risk suppliers meet our standards.

## Third-party risk management

Our TPRM programme identifies and assesses third-party supplier risks for new and existing suppliers. This assessment considers environmental, social and governance risks as well as others, such as bribery, cyber-security and privacy. The assessment also considers country-specific, sector-specific and commodity-specific risks associated with the supplier, and the goods and services they provide to Haleon.

## Sustainability collaboration

Haleon's suppliers play an integral role in supporting the delivery of our ESG strategy and performance. See more details on how we work with our suppliers to deliver our carbon and sustainable sourcing commitments on pages 22-23 and 27-28.

## Progress in 2024

In 2024, we continued to move our network of tier 1 (e.g. suppliers who supply directly to us) suppliers onto the Sedex platform, prioritising those suppliers where there are the greatest inherent human rights risks, based on activity type. We are continuing our efforts in 2025 to engage with our suppliers via Sedex.

Haleon also conducts Pharmaceutical Supply Chain Initiative audits. In 2024, we conducted on-site audits against the PSCI principles. We also leveraged the PSCI platform to assess available supplier audit reports.



<sup>1</sup> Numbers as at 31st December 2024.

<sup>2</sup> Tier 1 suppliers means suppliers of goods, materials, or services directly to Haleon and includes third party manufacturers. Supplier companies within the same group are counted as a single supplier.



# Responsible marketing

At Haleon, we seek to use our voice to make a positive difference in people's lives.

## Overview

We aim to encourage and empower people to manage their own everyday health, providing insights and information that help them to understand how they can take better care of themselves and those they support. Honest and transparent responsible marketing practices – such as providing clear and accurate descriptions of our products and services – are essential to building trust with consumers, customers and Health Professionals.

Our responsible marketing strategy is guided by our purpose – to deliver better everyday health with humanity – and by our core value of seeking to always do the right thing.

## Governance

At Haleon, we are committed to responsible marketing with clear information and transparent advertising. Our marketing content is reviewed internally for accuracy and transparency.

Product or scientific claims are reviewed by a cross-functional team, including, where relevant, R&D (medical and regulatory experts) and Legal, before use. Controls are built into our asset management system so that appropriate approval is obtained prior to advertising and marketing campaigns being launched.

## Policy

Our Responsible Marketing Policy and principles set global minimum standards for all commercial communications and marketing activities across all channels, guided by our purpose, Code of Conduct and behaviours.

The policy has been shared with our marketing teams and agency partners and they apply to all communications, marketing communications, branding and public relations, as well as advertising developed by agency partners on behalf of Haleon and its brands and services.

## Progress in 2024

In 2024, the completion rate of the Responsible Marketing Policy training, applicable to all employees working within our marketing teams and monitored via our global capabilities tool (myLearning) was 93%.

## Accessible marketing

Ensuring our marketing assets meet online accessibility requirements is an important priority. As part of our ongoing Responsible Marketing learning programme, we launched an Accessible Content initiative to improve our communication with consumers, customers, and Health Professionals. While not all marketing platforms currently support accessibility formats, we have begun to implement the following standards where possible:

1. New websites to be at a minimum web content accessibility guidelines (WCAG) 2.2 AA rated.
2. New image assets, including online videos, television commercials (TVC), and social media to feature closed captions.
3. New social media animated assets to include alternative text or voice description.
4. New global TVCs and online videos to be provided with audio description versions (where possible based on local broadcaster capabilities).

To support our marketing teams and advertising agency partners, we produced an Accessible Marketing Assets Playbook detailing guidelines, implementation steps and expectations. Capability modules were also provided to help marketers embed accessibility standards into their work.

## Our media partners

We are committed to working with a broad range of media partners to ensure we include a diverse population, representative of our consumers. Our goal is to promote inclusivity and foster innovation. Our programme now spans over a quarter of our markets and achieved a 35% increase in total media investment in 2024 compared to 2023.

## Responsible AI marketing

Our approach regarding the use of Generative AI (GenAI) aligns both with our purpose and our Responsible AI Policy, enabling compliance with relevant legislation and mitigation of risks. We are also carefully considering the application of GenAI in marketing, so that its use is consistent with our brand values and approach to responsible business. We therefore launched dedicated internal guidance for using GenAI tools for marketing purposes, building on our aims to establish global standards for responsible and ethical AI use.

## Launch of industry-pioneering AI-powered tool to drive inclusivity

We have launched a ground-breaking Health Inclusivity Screener, a new AI-powered tool designed to improve inclusivity and representation across our digital advertising content.

The Health Inclusivity Screener analyses digital advertising content for readability and inclusivity metrics, evaluating creative content based on three main criteria:

- Health literacy: confirms messages are simple and easy to understand.
- Accessibility: assesses text legibility, captions and sound for people with visual or hearing impairments.
- Representation: analyses demographics such as sex, age, skin tone and situational settings to check for diverse representation that is reflective of our consumers.

Successfully piloted by our Panadol brand across nine markets, the tool is planned to be expanded to additional markets and brands from 2025.

This tool helps set a new standard for inclusive advertising in the consumer health sector. This initiative is expected to improve brand performance by creating campaigns that resonate more strongly with a diverse range of consumers.

# Appendices



# Measurement approaches

## Health Inclusivity

### Criteria for inclusion

All initiatives are assessed by internal and external subject matter experts before being reported externally to ensure they meet all criteria for inclusion in our social impact goal.

See the social impact measurement framework diagram (right) for more information.

In our results, we address double counting when it is probable that a person is empowered by the same Health Professional who has likely engaged with multiple activities (within or between initiatives). We do not apply a discount to the small number of cases where the same person could have been empowered by different types of Health Professionals or by directly engaging in different initiatives, as people have different self-care needs which are addressed through engaging with different types of Health Professionals and initiatives.

## Social impact measurement framework

### Our goal

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.

### What we measure

The number of people empowered by a Haleon health inclusivity initiative that aims to improve their self-care in the reporting period. To count towards our goal, the below requirements must be met:

The initiative addresses a significant social issue that prevents some people being included in better everyday health.

The initiative meets our threshold level of engagement, for example: an expert completing a training or attending a webinar, or a consumer completing an informative self test.

There is evidence of number of unique individuals who have engaged with the initiative.

## Tackling Carbon Emissions

We conduct our GHG emissions data collection, calculations, measurement, and reporting in line with the Greenhouse Gas Protocol. Our baseline year for Scope 1 and 2 carbon emissions-reduction is the 2020 calendar year, and the 2022 calendar year for Scope 3 carbon emissions.

## Making our packaging more sustainable

The scope of our packaging goals includes products manufactured both within our own network and by third parties. Currently, our measurement is based on internal manufacturing data and extrapolated to estimate the impact of third-party manufacturing. For our virgin plastic reduction target, the baseline year is the 2022 calendar year.

## Sourcing trusted ingredients sustainably

The scope of our reporting covers globally managed spend on key materials that are agricultural, forest or marine-derived. Globally managed spend covers the majority of our internal spend and expands across some of our third-party manufacturing network.

>> For further information on our reporting criteria please see Haleon's 2024 Responsible Business Basis of Reporting.



# Glossary

<b>Contractors</b>	A person that provides goods or services to Haleon but works for, is directly supervised by, and is paid by a separate person or business.
<b>DEI</b>	Diversity, equity and inclusion.
<b>EHS</b>	Environment, health and safety.
<b>Employee/ Workforce</b>	Persons on permanent or fixed-term contracts, who are directly employed by Haleon plc or its subsidiaries (does not include third-party temporary workers or contractors).
<b>Empowered</b>	For a person to be empowered they require agency (capability to act or to choose what action to take – e.g., skills, knowledge, understanding) and/or resources (the means to act – e.g., tools, products) to be more included in opportunities for better everyday health.
<b>ERG</b>	Employee resource group.
<b>ESG</b>	Environmental, social, and governance.
<b>FMCG</b>	Fast-Moving Consumer Goods.
<b>GHGs</b>	Greenhouse gases. The gases in the atmosphere that raise the surface temperature of the Earth.
<b>Haleon/Company</b>	The group of companies ultimately owned by Haleon plc.
<b>Health inclusivity</b>	The process of removing the personal, social, cultural, and political barriers that prevent individuals and communities from experiencing good physical, mental and social health, and a life fully realised.
<b>Health Professional(s)</b>	Pharmacy, dental, respiratory, and dermatology wellness professionals and related teams.
<b>Impact materiality</b>	Business activities that may affect either people or the environment either directly via the company's own business activities or indirectly via its value chain.
<b>Leadership roles</b>	Employees within our compensation grades 0-5. These roles include members of the Executive Team, their direct reports (excluding administration support), heads of department and upper management.
<b>Non-virgin petroleum-based plastic</b>	Plastic which has been either (i) recovered from plastic waste converted back into plastic (either through mechanical or advanced/chemical recycling), or (ii) made from a bio-sourced or other novel non-virgin petroleum feedstock(s).
<b>Opportunities for better everyday health</b>	The circumstances for people to take proactive steps to maintain and improve their health and quality of life through the products they use as well as the behaviours, habits, and lifestyle they maintain to treat and manage self-limiting conditions, as well as to prevent ill health with or without the support of a healthcare provider.
<b>OTC</b>	Over-the-Counter. Within Haleon, the three market categories collectively known as OTC: Pain Relief, Respiratory health, and Digestive Health and Other. More generally, the pharmaceutical products in these categories which are controlled but do not require a prescription.

<b>Recycle-ready</b>	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.
<b>Scope 1 emissions</b>	GHG emissions from sources that are owned or controlled by the reporting entity, for example, emissions from combustion in owned or controlled boilers for heating.
<b>Scope 2 emissions</b>	GHG emissions from the generation of electricity purchased and consumed by the reporting entity.
<b>Scope 3 emissions</b>	GHG emissions resulting from activities or assets not owned or controlled by the reporting entity, but that the entity indirectly affects by virtue of its value chain.
<b>Self care</b>	The ability of individuals, families, and communities to promote health, prevent disease, maintain health, and cope with illness and disability with or without the support of a health worker.
<b>Source to sale</b>	Scope 1, 2 and 3 emissions from the point of the original source of the raw materials used to make and package a product through processing and manufacturing to the transportation of products to the customer. It doesn't include the consumption or disposal of the products.
<b>Sustainably sourced</b>	For the key material supply chains in scope of our sustainable sourcing goal, we define "sustainably sourced" as materials which have either (i) been certified by recognised global certification programmes where these are available, or (ii) where recognised programmes are not available, meet clear standards and processes for sustainable sourcing based on the specific issues and opportunities for each material, which have been agreed in advance with independent experts.
<b>Third-party temporary workers</b>	A person who is working on a non-permanent, but often exclusive, basis for Haleon but is paid by a third party.
<b>Value chain</b>	The full life cycle of a product or process, including material sourcing, production, transportation, consumption and disposal/recycling processes.
<b>Virgin petroleum-based plastic</b>	Plastic that is made from petrochemical feedstock such as natural gas or crude oil that has come from a fossilised source and/or embedded in geological formations and has never been used or processed before.
<b>VMS</b>	Vitamins, Minerals and Supplements.
<b>Water neutral</b>	Status of a site when the amount of water replenished in its catchment area exceeds its water withdrawal.

# Global Reporting Initiative (GRI)

Our 2024 responsible business reporting has been prepared with reference to the GRI Universal Standards.

The table below provides an overview of the relevant GRI Standards to Haleon and where to find information regarding them in this report or other Haleon reports and disclosures. By presenting this mapping, we aim to improve transparency and streamline stakeholders' access to pertinent information.

GRI Standard	Disclosure	Location in reporting suite	Notes
<b>GRI 2: General disclosures 2021</b>			
<b>The organisation and its reporting practices</b>			
2-1	Organisational details	Refer to the Note 1 of the Financial Statements in the 2024 Annual Report and Form 20-F for official name of the entity, nature of ownership, legal form and headquarters address. Page 122. Refer to the 'Where we operate' section of our website.	
2-2	Entities included in the organisation's sustainability reporting	Refer to the 2024 Annual Report and Form 20-F. Refer to the 'Haleon 2024 Responsible Business Basis of Reporting'.	
2-3	Reporting period, frequency and contact point	Refer to 'Our approach to reporting' section of this report. Page 6. Refer to Note 1 of the Financial Statements in the 2024 Annual Report and Form 20-F for our financial reporting period. Page 122.	
2-4	Restatements of information	Restatements of information are detailed where relevant for specific data points included in this report, our 2024 Annual Report and Form 20-F and Haleon 2024 ESG Databook.	
2-5	External assurance	Refer to the 'Audit & Risk Committee' report of the 2024 Annual Report and Form 20-F. Page 72. Refer to the 'Our approach to reporting' section of this report. Page 6.	
<b>Activities and workers</b>			
2-6	Activities, value chain and other business relationships	Refer to the 'Our strategy' section of the 2024 Annual Report and Form 20-F. Page 12. Refer to the 'Our business model' section of the 2024 Annual Report and Form 20-F. Page 8.	
2-7	Employees	Refer to the 'Haleon 2024 ESG Databook' available on our website.	
<b>Governance</b>			
2-9	Governance structure and composition	Refer to the 'Corporate governance' section of the 2024 Annual Report and Form 20-F. Page 59. Refer to the 'Responsible business governance' section of this report. Page 8.	
2-10	Nomination and selection of the highest governance body	Refer to the 'Nominations & Governance Committee report' section of the 2024 Annual Report and Form 20-F. Page 79.	
2-11	Chair of the highest governance body	Refer to the 'Governance structure' section of the 2024 Annual Report and Form 20-F. Page 65.	
2-12	Role of the highest governance body in overseeing the management of impacts	Refer to the 'Corporate governance' section of the 2024 Annual Report and Form 20-F. Page 59. Refer to the 'Responsible business governance' section of this report. Page 8.	

# Global Reporting Initiative (GRI)

GRI Standard	Disclosure	Location in reporting suite	Notes
2-13	Delegation of responsibility for managing impacts	Refer to the 'Corporate governance' section of the 2024 Annual Report and Form 20-F. Page 59. Refer to the 'Responsible business governance' section of this report. Page 8.	
2-14	Role of the highest governance body in sustainability reporting	Refer to the 'Responsible business governance' section of this report. Page 8.	
2-15	Conflicts of interest	Refer to the 'Conflicts of Interest Policy' under Codes, Policies and Standards on our website.	
2-16	Communication of critical concerns	Refer to the 'Corporate governance' section of the 2024 Annual Report and Form 20-F. Page 59. Refer to the 'Business ethics' section of this report. Page 33.	
2-17	Collective knowledge of the highest governance body	Refer to the 'Corporate governance' section of the 2024 Annual Report and Form 20-F. Page 59.	
2-18	Evaluation of the performance of the highest governance body	Refer to the 'Board development and performance' section of the 2024 Annual Report and Form 20-F. Page 70.	
2-19	Remuneration policies	Refer to the 'Director's remuneration report' of the 2024 Annual Report and Form 20-F. Page 82.	
2-20	Process to determine remuneration	Refer to the 'Director's remuneration report' of the 2024 Annual Report and Form 20-F. Page 82.	
2-21	Annual total compensation ratio	Refer to the 'Director's remuneration report' of the 2024 Annual Report and Form 20-F. Page 82.	
<b>Strategy, policies, and practices</b>			
2-22	Statement on sustainable development strategy	Refer to the 'Introduction from our CEO' section of this report. Page 3. Refer to the 'Our Responsible Business strategy' section of this report. Page 7.	
2-23	Policy commitments	Refer to the 'Codes, policies and standards' and 'Our policy positions' sections on our website.	
2-24	Embedding policy commitments	Refer to the 'Responsible business governance' and 'Health inclusivity', 'Environment' and 'Upholding our standards' sections of this report. Pages.	
2-25	Processes to remediate negative impacts	Refer to the 'Business ethics' section of this report. Page 33. Refer to the 'Human rights' section of our website.	
2-26	Mechanisms for seeking advice and raising concerns	Refer to the 'Business ethics' section of this report. Page 33.	
<b>Stakeholder engagement</b>			
2-29	Approach to stakeholder engagement	Refer to the 'Our key stakeholders' section of the 2024 Annual Report and Form 20-F. Page 10.	
2-30	Collective bargaining agreements	Refer to the 'Business ethics' section of this report. Page 33.	
<b>GRI 3: Material topics 2021</b>			
3-1	Process to determine material topics	Refer to the 'ESG materiality' section of this report. Page 10.	
3-2	List of material topics	Refer to the 'ESG materiality' section of this report. Page 10.	
3-3	Management of material topics	Refer to the 'Health inclusivity', 'Environment' and 'Upholding our standards' sections of this report. Pages 11, 17, 32.	



# Global Reporting Initiative (GRI)

GRI Standard	Disclosure	Location in reporting suite	Notes
GRI 201: Economic performance			
201-1	Direct economic value generated and distributed	Refer to the 'Consolidated Financial Statements' section of the 2024 Annual Report and Form 20-F. Page 100.	
201-2	Financial implications and other risks and opportunities due to climate change	Refer to the 'Task Force on Climate-related Financial Disclosures' section of the 2024 Annual Report and Form 20-F. Page 24.	
GRI 203: Indirect economic impacts			
203-1	Infrastructure investments and services supported	Refer to the 'Health inclusivity' section of this report. Page 11. Refer to the 'Building healthier communities' section of this report. Page 16. Refer to the 'Tackling carbon emissions' section of this report. Page 19. Refer to the 'Integrating water stewardship' section of this report. Page 29.	
203-2	Significant indirect economic impacts	Refer to the 'Health inclusivity' section of this report. Page 11. Refer to the 'Tackling carbon emissions' section of this report. Page 16. Refer to the 'Respecting human rights' section of this report. Page 46.	
GRI 205: Anti-corruption			
205-2	Communication and training about anti-corruption policies and procedures	Refer to the 'Business ethics' section of this report. Page 33.	
GRI 207: Tax			
207-1	Approach to tax	Refer to the '2024 Tax Strategy' under Codes, Policies and Standards on our website.	
207-2	Tax governance, control, and risk management	Refer to the '2024 Tax Strategy' under Codes, Policies and Standards on our website.	
207-3	Stakeholder engagement and management of concerns related to tax	Refer to the '2024 Tax Strategy' under Codes, Policies and Standards on our website.	
GRI 301: Materials			
301-1	Materials used by weight or volume	Refer to the 'Haleon 2024 ESG Databook' available on our website.	
GRI 302: Energy			
302-1	Energy consumption within the organisation	Refer to the 'Haleon 2024 ESG Databook' available on our website.	
302-2	Energy consumption outside of the organisation	Refer to the 'Haleon 2024 ESG Databook' available on our website.	
302-3	Energy intensity	Refer to the 'Haleon 2024 ESG Databook' available on our website.	
302-4	Reduction of energy consumption	Refer to the 'Haleon 2024 ESG Databook' available on our website.	

# Global Reporting Initiative (GRI)

GRI Standard	Disclosure	Location in reporting suite	Notes
<b>GRI 303: Waste and effluents</b>			
303-1	Interactions with water as a shared resource	Refer to the 'Integrating water stewardship' section of this report. Page 29.	
303-2	Management of water discharge-related impacts	Refer to the 'Integrating water stewardship' section of this report. Page 29.	
303-3	Water withdrawal	Refer to the 'Haleon 2024 ESG Databook' available on our website.	
<b>304: Biodiversity</b>			
304-3	Habitats protected or restored	Refer to the 'Sourcing trusted ingredients sustainably'. Page 27.	
<b>GRI 305: Emissions</b>			
305-1	Direct (Scope 1) GHG emissions	Refer to the 'Tackling carbon emissions' section of this report. Page 19. Refer to the 'Haleon 2024 ESG Databook' available on our website.	
305-2	Energy indirect (Scope 2) GHG emissions	Refer to the 'Tackling carbon emissions' section of this report. Page 19. Refer to the 'Haleon 2024 ESG Databook' available on our website.	
305-3	Other indirect (Scope 3) GHG emissions	Refer to the 'Tackling carbon emissions' section of this report. Page 19. Refer to the 'Haleon 2024 ESG Databook' available on our website.	
305-4	GHG emissions intensity	Refer to the 'Tackling carbon emissions' section of this report. Page 19. Refer to the 'Haleon 2024 ESG Databook' available on our website.	
305-5	Reduction of GHG emissions	Refer to the 'Tackling carbon emissions' section of this report. Page 19. Refer to the 'Haleon 2024 ESG Databook' available on our website.	
305-6	Emissions of ozone-depleting substances (ODS)	Refer to the 'Tackling carbon emissions' section of this report. Page 19. Refer to 'Haleon 2024 ESG Databook' available on our website.	
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Refer to 'Haleon 2024 ESG Databook' available on our website.	
<b>GRI 306: Waste</b>			
306-1	Waste generation and significant waste-related impacts	Refer to the 'Integrating waste circularity' section of this report. Page 30.	
306-2	Management of significant waste-related impacts	Refer to the 'Integrating waste circularity' section of this report. Page 30.	

# Global Reporting Initiative (GRI)

GRI Standard	Disclosure	Location in reporting suite	Notes
<b>GRI 401: Employment</b>			
401-1	New employee hires and employee turnover	Refer to the 'Haleon 2024 ESG Databook' available on our website.	
401-3	Parental leave	Refer to the 'Supporting our employees' health and wellbeing' section of this report. Page 41.	
<b>GRI 403: Occupational health and safety</b>			
403-1	Occupational health and safety management system	Refer to the 'Health and safety' section of this report. Page 39. Refer to the 'Environment, Health, Safety and Wellbeing Policy' under Codes, Policies and Standards on our website.	
403-2	Hazard identification, risk assessment, and incident investigation	Refer to the 'Health and safety' section of this report. Page 39. Refer to the 'Environment, Health, Safety and Wellbeing Policy' under Codes, Policies and Standards on our website.	
403-3	Occupational health services	Refer to the 'Health and safety' section of this report. Page 39. Refer to the 'Supporting our employees' health and wellbeing section of this report. Page 41. Refer to the 'Environment, Health, Safety and Wellbeing Policy' under Codes, Policies and Standards on our website.	
403-4	Worker participation, consultation, and communication on occupational health and safety	Refer to the 'Health and safety' section of this report. Page 39. Refer to the 'Supporting our employees' health and wellbeing section of this report. Page 41. Refer to the 'Environment, Health, Safety and Wellbeing Policy' under Codes, Policies and Standards on our website.	
403-5	Worker training on occupational health and safety	Refer to the 'Health and safety' section of this report. Page 39. Refer to the 'Environment, Health, Safety and Wellbeing Policy' under Codes, Policies and Standards on our website.	
403-6	Promotion of worker health	Refer to the 'Health and safety' section of this report. Page 39. Refer to the 'Environment, Health, Safety and Wellbeing Policy' under Codes, Policies and Standards on our website.	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Refer to the 'Health and safety' section of this report. Page 39. Refer to the 'Environment, Health, Safety and Wellbeing Policy' under Codes, Policies and Standards on our website.	
403-8	Workers covered by an occupational health and safety management system	Refer to the 'Health and safety' section of this report. Page 39. Refer to the 'Environment, Health, Safety and Wellbeing Policy' under Codes, Policies and Standards on our website.	



# Global Reporting Initiative (GRI)

GRI Standard	Disclosure	Location in reporting suite	Notes
403-9	Work-related injuries	Refer to the 'Health and safety' section of this report. Page 39. Refer to the 'Haleon 2024 ESG Databook' available on our website.	
403-10	Work-related ill health	Refer to the 'Health and safety' section of this report. Page 39. Refer to the 'Haleon 2024 ESG Databook' available on our website.	
<b>GRI 404: Training and education</b>			
404-1	Average hours of training a year for each employee	Refer to the 'Haleon 2024 ESG Databook' available on our website.	
404-2	Programmes for upgrading employee skills and transition assistance	Refer to the 'Building a high-performing workforce' section of this report. Page 42.	
404-3	Programmes for upgrading employee skills and transition assistance	Refer to the 'Building a high-performing workforce' section of this report. Page 42.	
<b>GRI 405: Diversity and equal opportunity</b>			
405-1	Diversity of governance bodies and employees	Refer to the 'Corporate governance' section in the 2024 Annual Report and Form 20-F. Page 59. Refer to the 'Haleon 2024 ESG Databook' available on our website.	
405-2	Ratio of basic salary and remuneration of women to men	Refer to the 'Gender pay gap' section of our website.	
<b>GRI 408: Child labour</b>			
408-1	Operations and suppliers at significant risk of incidents of child labour	Refer to the 'Respecting human rights' section of this report. Page 46. Refer to the 'Human rights' section of our website.	
<b>GRI 409: Forced or compulsory labour</b>			
409-1	Operations and suppliers at significant risk of incidents of forced or compulsory labour	Refer to the 'Respecting human rights' section of this report. Page 46. Refer to the 'Human rights' section of our website.	
<b>GRI 414: Supplier social assessments</b>			
414-1	New suppliers that were screened using social criteria	Refer to the 'Working with responsible suppliers' section of this report. Page 46. Refer to the 'Human rights' section of our website.	
<b>GRI 415: Public policy</b>			
	Political contributions	Refer to the 'Our spend on political advocacy policy position' under our policy positions on our website.	

# Sustainability Accounting Standards Board (SASB)

Our 2024 responsible business reporting aligns with the SASB (Sustainability Accounting Standards Board) Household and Personal Care Products standard. The table below provides an overview of the standard and indicates the specific locations within the report and other Haleon documents where readers can find the corresponding information. By presenting this mapping, we aim to improve transparency and streamline stakeholders' access to pertinent information, ensuring our reporting practices align with the SASB Household and Personal Care Products standard.

Topic	Unit of measure	Category	Accounting metric	Reference or response
Water management	Thousand cubic metres (m <sup>3</sup> ), Percentage (%)	Quantitative	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	(1) Refer to the 'Integrating water stewardship' section of this report. Page 29. Refer to the 'Haleon 2024 ESG Databook' available on our website. (2) Refer to our 2024 CDP water security response.
Water management	N/A	Discussion and analysis	Description of water management risks and discussion of strategies and practices to mitigate those risks	Refer to the 'Integrating water stewardship' section of this report. Page 29. Refer to our 2024 CDP water security response.
Product environmental, health, and safety performance	Presentation currency	Quantitative	Revenue from products that contain REACH substances of very high concern (SVHC)	Refer to the 'Haleon 2024 ESG Databook' available on our website. In 2024, no products contained REACH substances of very high concern (SVHC) therefore there was no associated revenue.
Product environmental, health, and safety performance	Presentation currency	Quantitative	Revenue from products that contain substances on the California DTSC Candidate Chemicals List	We do not currently have a mechanism in place to report against this metric. We do, however, have a number of policies, standards and processes in place (detailed in this report) regarding substances used within our products. Our sustainability impact assessment tool is used to provide guidance and raise awareness on specific ingredients early in the new product development process.
Product environmental, health, and safety performance	N/A	Discussion and analysis	Discussion of process to identify and manage emerging materials and chemicals of concern	Refer to the Codes, policies and policy positions under the 'Upholding our standards fact sheet' section of this report. Page 31. Refer to the 'Product quality and product safety' section of this report. Page 36.
Product environmental, health, and safety performance	Presentation currency	Quantitative	Revenue from products designed with green chemistry principles	We do not currently have a mechanism in place to report against this metric. We do however have a number of policies, standards and processes in place (detailed in this report) which support a number of the green chemistry principles. Our sustainability impact assessment tool, a simplified Life Cycle Analysis tool, enables our R&D scientists to quickly and easily evaluate innovations to understand if their environmental impact is the same, better, or worse than previous products. Only projects scoring "same" or "better" should be approved unless there is a rationale for an exception.
Packaging life cycle management	Metric tonnes (t), Percentage (%)	Quantitative	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	Refer to the 'Haleon 2024 ESG Databook' available on our website. Refer to the 'Environment fact sheet' and 'Making our packaging more sustainable' sections of this report. Pages 17, 24.
Packaging life cycle management	N/A	Discussion and analysis	Discussion of strategies to reduce the environmental impact of packaging throughout its life cycle	Refer to the 'Making our packaging more sustainable' section of this report. Page 24. Refer to the Haleon 'Climate Action Transition Plan' available on our website. Our sustainability impact assessment tool (as outlined above) enables our R&D scientists to understand the environmental impact of packaging throughout its life cycle.
Environmental and social impacts of palm oil supply chain	Metric tonnes (t), Percentage (%)	Quantitative	Amount of palm oil sourced, percentage certified through the Roundtable on Sustainable Palm Oil (RSPO) supply chains as (a) Identity Preserved, (b) Segregated, (c) Mass Balance or (d) Book & Claim	Refer to 'Environment fact sheet' and 'Sourcing trusted ingredients sustainably' in sections of this report. Page 17, 27. Refer to the 'Haleon 2024 ESG Databook' available on our website.

# Sustainable Finance Disclosure Regulation – Principal Adverse Indicators (PAI)

The following index has been prepared by Haleon in line with EU Regulatory Technical Standards (RTS), as reflected in the Sustainable Finance Disclosure Regulation (SFDR), which covers asset managers and other financial markets participants operating on the EU market.

We are providing this information in order to disclose transparently to our investors information covering our adverse sustainability impacts aligned with standardised, comparable, and internationally recognised sustainability indicators. 2024 is our second year of presenting information on Principal Adverse Impacts (PAIs).

## Mandatory

Disclosure	PAI indicator	Description	Disclosure location	2024 Direct answers, notes and omissions (n year)	2023 Direct answers, notes and omissions (n-1 year)
1	GHG emissions	Scope 1 GHG emissions (thousand tonnes CO <sub>2</sub> e)	Annual Report and Form 20-F 2024. Page 189. ESG Databook 2024.	Scope 1 emissions (thousand tonnes CO <sub>2</sub> e): 68*	Scope 1 emissions (thousand tonnes CO <sub>2</sub> e): 60
		Scope 2 GHG emissions (thousand tonnes CO <sub>2</sub> e)	Annual Report and Form 20-F 2024. Page 189. ESG Databook 2024.	Scope 2 emissions (thousand tonnes CO <sub>2</sub> e) market-based: 7* Scope 2 emissions (thousand tonnes CO <sub>2</sub> e) location-based: 124*	Scope 2 emissions (thousand tonnes CO <sub>2</sub> e) market-based: 7 Scope 2 emissions (thousand tonnes CO <sub>2</sub> e) location-based: 142
		Scope 3 GHG emissions (thousand tonnes CO <sub>2</sub> e)	Annual Report and Form 20-F 2024. Page 189. ESG Databook 2024.	Scope 3 emissions (thousand tonnes CO <sub>2</sub> e): 2,529	Scope 3 emissions (thousand tonnes CO <sub>2</sub> e): 2,697
		Total GHG emissions (thousand tonnes CO <sub>2</sub> e)	Annual Report and Form 20-F 2024. Page 189. ESG Databook 2024.	Total GHG emissions (Scope 1, 2 and 3) (thousand tonnes CO <sub>2</sub> e): 2,721	Total GHG emissions (Scope 1, 2 and 3) (thousand tonnes CO <sub>2</sub> e): 2,899
2	Carbon footprint	Carbon footprint	Annual Report and Form 20-F 2024. Page 189.	Total GHG emissions to be used in calculation (thousand tonnes CO <sub>2</sub> e): 2,721	Total GHG emissions to be used in calculation (thousand tonnes CO <sub>2</sub> e): 2,899
3	GHG intensity	GHG intensity of investee companies	Annual Report and Form 20-F 2024. Page 189.	Scope 1 and 2 CO <sub>2</sub> e emissions intensity ratio (tonnes per £m revenue): 17*	Scope 1 and 2 CO <sub>2</sub> e emissions intensity ratio (tonnes per £m revenue): 18
4.	Exposure to fossil fuel sector	Share of investments in companies active in the fossil fuel sector	N/A	Qualitative disclosure: Haleon is not in the fossil fuel sector	Qualitative disclosure: Haleon is not in the fossil fuel sector
5	Share of non-renewable energy consumption and production	Share of non-renewable energy consumption and non-renewable energy production of investee sources compared to renewable energy sources, expressed as a percentage of total energy sources	Annual Report and Form 20-F 2024. Page 189. ESG Databook 2024.	1. Energy use in direct operations: 719* GWh 2. Renewable energy use: 359* GWh 3. Non-renewable energy use: 360 GWh 4. Renewable energy %: 50%*	1. Energy use in direct operations: 697 GWh 2. Renewable energy use: 371 GWh 3. Non-renewable energy use: 326 GWh 4. Renewable energy %: 53%
6	Energy consumption intensity per high impact climate sector	Energy consumption in GWh per million of EUR of revenue of investee companies, per high impact climate sector	Annual Report and Form 20-F 2024. Page 189.	Qualitative disclosure: We currently do not report this metric in the format prescribed. See disclosures 4 and 5, and Haleon's Streamlined Energy and Carbon Reporting (SECR) disclosure.	Qualitative disclosure: We currently do not report this metric in the format prescribed. See disclosures 4 and 5, and Haleon's Streamlined Energy and Carbon Reporting (SECR) disclosure.



# Sustainable Finance Disclosure Regulation - Principal Adverse Indicators (PAI)

Disclosure	PAI indicator	Description	Disclosure location	2024 Direct answers, notes and omissions (n year)	2023 Direct answers, notes and omissions (n-1 year)
7	Activities negatively affecting biodiversity sensitive areas	Share of investments in investee companies with sites/operations located in or near biodiversity-sensitive areas where activities of those investee companies negatively affect those areas	N/A	Qualitative disclosure: We currently do not report this metric in the format prescribed.	Qualitative disclosure: We currently do not report this metric in the format prescribed.
8	Emissions to water	Tonnes of emissions to water generated by investee companies in million EUR invested, expressed as a weighted average	N/A	Qualitative disclosure: We currently do not report this metric in the format prescribed. Haleon has Water Quality Assessment Programmes and Wastewater Emissions Monitoring Programmes at our manufacturing facilities as required by local laws and regulations.	Qualitative disclosure: We currently do not report this metric in the format prescribed. Haleon has Water Quality Assessment Programmes and Wastewater Emissions Monitoring Programmes at our manufacturing facilities as required by local laws and regulations.
9	Hazardous waste and radioactive waste ratio	Tonnes of hazardous waste and radioactive waste generated by investee companies per million EUR	N/A	Qualitative disclosure: We currently do not report against the 'hazardous waste generated' metric in the format prescribed by this Index.	Qualitative disclosure: We currently do not report against the 'hazardous waste generated' metric in the format prescribed by this Index.
10	Violations of UN Global Compact principles and Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises	Share of investments in investee companies that have been involved in violations of the UNGC principles and OECD guidelines	Human Rights Policy	Qualitative disclosure: We are committed to following the UN Guiding Principles on Business and Human Rights (UNGPs) and the Organisation for Economic Co-Operation and Development's (OECD) Guidelines for Multinational Enterprises, which include ensuring we have policies and processes to prevent, mitigate, and remediate potential and actual adverse human rights impacts.	Qualitative disclosure: We are committed to following the UN Guiding Principles on Business and Human Rights (UNGPs) and the Organisation for Economic Co-Operation and Development's (OECD) Guidelines for Multinational Enterprises, which include ensuring we have policies and processes to prevent, mitigate, and remediate potential and actual adverse human rights impacts.
11	Lack of processes and compliance mechanisms to monitor compliance with UN Global Compact principles and OECD Guidelines for Multinational Enterprises	Share of investments in investee companies without policies to monitor compliance with UNGC principles and OECD guidelines or grievance/complaints handling mechanisms to address violations of UNGC principles and OECD guidelines	Human Rights Policy	Qualitative disclosure: We are committed to following the UN Guiding Principles on Business and Human Rights (UNGPs) and the Organisation for Economic Co-Operation and Development's (OECD) Guidelines for Multinational Enterprises, which include ensuring we have policies and processes to prevent, mitigate, and remediate potential and actual adverse human rights impacts.	Qualitative disclosure: We are committed to following the UN Guiding Principles on Business and Human Rights (UNGPs) and the Organisation for Economic Co-Operation and Development's (OECD) Guidelines for Multinational Enterprises, which include ensuring we have policies and processes to prevent, mitigate, and remediate potential and actual adverse human rights impacts.
12	Average unadjusted gender pay gap	Average unadjusted gender pay gap of investee companies	Haleon Gender Pay Gap Reports	Qualitative disclosure: We currently do not report against this metric in the format prescribed by this Index. However, we report the mean and median gender pay gap for our UK workforce: mean 7.5%, median 7.9%.	Qualitative disclosure: We currently do not report against this metric in the format prescribed by this Index. However, we report the mean and median gender pay gap for our UK workforce: mean 6.2%, median 5.5%.
13	Board gender diversity	Average ratio of female to male board members in investee companies, expressed as a percentage of all board members	Annual Report and Form 20-F 2024. Page 81. ESG Databook 2024.	% of women on Board: 64%	% of women on Board: 45%
14	Exposure to controversial weapons	Share of investments in investee companies involved in the manufacture or selling of controversial weapons	N/A	Qualitative disclosure: Haleon is not involved in the manufacture or selling of controversial weapons.	Qualitative disclosure: Haleon is not involved in the manufacture or selling of controversial weapons.

# Sustainable Finance Disclosure Regulation – Principal Adverse Indicators (PAI)

## Voluntary

Disclosure	PAI indicator	Description	Disclosure location	2024 Direct answers, notes and omissions (n year)	2023 Direct answers, notes and omissions (n-1 year)
E2	Emissions of air pollutants	Tonnes of air pollutants equivalent pre million EUR invested, expressed as a weighted average	ESG Databook 2024.	NOx: 245 metric tonnes SO <sub>2</sub> : 388 metric tonnes CO: 85 metric tonnes PM10: 40 metric tonnes PM2.5: 33 metric tonnes  An air quality emissions inventory can be found in Haleon's ESG Databook 2024.	NOx: 247 metric tonnes SO <sub>2</sub> : 407 metric tonnes CO: 85 metric tonnes PM10: 44 metric tonnes PM2.5: 36 metric tonnes  An air quality emissions inventory can be found in Haleon's ESG Databook 2024.
E3	Emissions of ozone-depleting substances	Tonnes of ozone-depleting substances equivalent per million EUR invested, expressed as a weighted average	ESG Databook 2024.	Qualitative disclosure: We currently do not report this metric in the format prescribed. Data on ozone-depleting substances can be found in Haleon's ESG Databook 2024.	Qualitative disclosure: We currently do not report this metric in the format prescribed. Data on ozone-depleting substances can be found in Haleon's ESG Databook 2024.
E4	Investments in companies without carbon emission reduction initiatives	Share of investments in investee companies without carbon emissions reduction initiatives aimed at aligning with the Paris Agreement	Climate Action Transition Plan	Qualitative disclosure: Haleon has a climate strategy aligned with the Paris Agreement. Details can be found in our Climate Action Transition Plan.	Qualitative disclosure: Haleon has a climate strategy aligned with the Paris Agreement. Details can be found in our Climate Action Transition Plan.
E5	Breakdown of energy consumption by type of non-renewable sources of energy	Share of energy from non-renewable sources used by investee companies broken down by each non-renewable energy source	ESG Databook 2024.	We currently do not report against this metric in the format prescribed by this Index. However, we report the Total renewable energy consumption for 2024: 359* GWh	We currently do not report against this metric in the format prescribed by this Index. However, we report the Total renewable energy consumption for 2023: 371 GWh
E6	Water usage and recycling	1. Average amount of water consumed by the investee companies (in cubic metres) per million EUR of revenue of investee companies  2. Weighted average percentage of water recycled and reused by investee companies	ESG Databook 2024.	We currently do not report against this metric in the format prescribed by this Index. However, we will report water withdrawal and water recycled and reused in our 2024 ESG Databook.	We currently do not report against this metric in the format prescribed by this Index. However, we will report water withdrawal and water recycled and reused in our 2024 ESG Databook.
E7	Investments in companies without water management policies	Share of investments in investee companies without water management policies	Environmental Sustainability Policy Water Stewardship Policy Position	Qualitative disclosure: Haleon has water management policies in place, outlined in our Environmental Sustainability Policy and our Water Stewardship Policy Position.	Qualitative disclosure: Haleon has water management policies in place, outlined in our Environmental Sustainability Policy and our Water Stewardship Policy Position.
E8	Exposure to areas of high water stress	Share of investments in investee companies with sites located in areas of high-water stress without a water management policy	Environmental Sustainability Policy Water Stewardship Policy Position	Qualitative Disclosure: Haleon has four manufacturing sites located in water-stressed basins. 100% have water management policies in place, as outlined in Haleon's Environmental Sustainability Policy and Water Stewardship Policy Position.	Qualitative Disclosure: Haleon has four manufacturing sites located in water-stressed basins. 100% have water management policies in place, as outlined in Haleon's Environmental Sustainability Policy and Water Stewardship Policy Position.
E11	Investments in companies without sustainable land/agricultural practices	Share of investments in investee companies without sustainable land/agriculture practices or policies	Sustainable and deforestation-free sourcing of materials policy position	Qualitative disclosure: Haleon aims for its key materials which are agricultural, forest and marine-derived to be sustainably sourced and deforestation-free by 2030, as outlined in our Sustainable and Deforestation-Free Sourcing of Materials Policy Position.	Qualitative disclosure: Haleon aims for its key materials which are agricultural, forest and marine-derived to be sustainably sourced and deforestation-free by 2030, as outlined in our Sustainable and Deforestation-Free Sourcing of Materials Policy Position.

# Sustainable Finance Disclosure Regulation – Principal Adverse Indicators (PAI)

Disclosure	PAI indicator	Description	Disclosure location	2024 Direct answers, notes and omissions (n year)	2023 Direct answers, notes and omissions (n-1 year)
E15	Deforestation	Share of investments in investee companies without a policy to address deforestation	Sustainable and deforestation-free sourcing of materials policy position	Qualitative disclosure: Haleon aims for its key materials which are agricultural, forest and marine-derived to be sustainably sourced and deforestation-free by 2030, as outlined in our Sustainable and Deforestation-Free Sourcing of Materials Policy Position.	Qualitative disclosure: Haleon aims for its key materials which are agricultural, forest and marine-derived to be sustainably sourced and deforestation-free by 2030, as outlined in our Sustainable and Deforestation-Free Sourcing of Materials Policy Position.
S1	Investments in companies without workplace accident prevention policies	Share of investments in investee companies without a workplace accident prevention policy	Environment, Health, Safety and Wellbeing Policy	Qualitative disclosure: Haleon's Environment, Health, Safety and Wellbeing Policy outlines accident prevention policies.	Qualitative disclosure: Haleon's Environment, Health, Safety and Wellbeing Policy outlines accident prevention policies.
S2	Rate of accidents	Rate of accidents in investee companies expressed as a weighted average	Annual Report and Form 20-F 2024. Page 20. ESG Databook 2024.	We currently do not report against this metric in the format prescribed by this Index. However, we report Lost Time Reportable Injury and Illness rate (0.10) and Reportable Injury and Illness rate (0.13).	We currently do not report against this metric in the format prescribed by this Index. However, we report Lost Time Reportable Injury and Illness rate (0.10) and Reportable Injury and Illness rate (0.14).
S3	Number of days lost to injuries, accidents, fatalities or illness	Number of workdays lost to injuries, accidents, fatalities or illness of investee companies expressed as a weighted average	Annual Report and Form 20-F 2024. Page 20. ESG Databook 2024.	We currently do not report against this metric in the format prescribed by this Index. However, we report Lost Time Reportable Injury and Illness rate (0.10) and Reportable Injury and Illness rate (0.13).	We currently do not report against this metric in the format prescribed by this Index. However, we report Lost Time Reportable Injury and Illness rate (0.10) and Reportable Injury and Illness rate (0.14).
S4	Lack of a supplier code of conduct	Share of investments in investee companies without any supplier code of conduct (against unsafe working conditions, precarious work, child labour and forced labour)	Supplier Code of Conduct	Qualitative disclosure: Haleon's Supplier Code of Conduct establishes the minimum standards that we require to be met by any entity that supplies products or services to the Haleon group of companies.	Qualitative disclosure: Haleon's Supplier Code of Conduct establishes the minimum standards that we require to be met by any entity that supplies products or services to the Haleon group of companies.
S5	Lack of grievance/complaints handling mechanism related to employee matters	Share of investments in investee companies without any grievance/complaints handling mechanism related to employee matters	Annual Report and Form 20-F 2024. Page 21. Responsible Business Report. Page 35. Speak up: <a href="https://haleon.i-sight.com/landing-Page">haleon.i-sight.com/landing-Page</a>	Qualitative disclosure: Haleon encourages anyone, whether working for Haleon or not, to 'speak up' about alleged misconduct, possible breaches of our Code of Conduct, or other Company policies or procedures, or suspected violations of laws and regulations.	Qualitative disclosure: Haleon encourages anyone, whether working for Haleon or not, to 'speak up' about alleged misconduct, possible breaches of our Code of Conduct, or other Company policies or procedures, or suspected violations of laws and regulations.
S6	Insufficient whistleblower protection	Share of investments in entities without policies on the protection of whistleblowers	Annual Report and Form 20-F 2024. Page 21. Responsible Business Report. Page 35.	Qualitative disclosure: Haleon has a zero-tolerance policy towards behaviour which could be perceived as retaliation or harassment of any whistleblower who raises concerns in good faith.	Qualitative disclosure: Haleon has a zero-tolerance policy towards behaviour which could be perceived as retaliation or harassment of any whistleblower who raises concerns in good faith.
S7	Incidents of discrimination	Number of incidents of discrimination reported in investee companies expressed as weighted average.  Number of incidents of discrimination leading to sanctions in investee companies expressed as a weighted average	Responsible Business Report. Page 35. ESG Databook 2024.	Qualitative disclosure: We currently do not report against this metric in the format prescribed by this index.	Qualitative disclosure: We currently do not report against this metric in the format prescribed by this index.



# Sustainable Finance Disclosure Regulation – Principal Adverse Indicators (PAI)

Disclosure	PAI indicator	Description	Disclosure location	2024 Direct answers, notes and omissions (n year)	2023 Direct answers, notes and omissions (n-1 year)
S8	Excessive CEO pay ratio	Average ratio within investee companies of the annual total compensation for the highest compensated individual to the median annual total compensation for all employees (excluding the highest compensated individual)	Annual Report and Form 20-F 2024. Page 94.	Qualitative disclosure: We currently do not report against this metric, in the format prescribed by this Index. Our CEO Pay Ratio Disclosure provides an analysis against our UK workforce.	Qualitative disclosure: We currently do not report against this metric, in the format prescribed by this Index. Our CEO Pay Ratio Disclosure provides an analysis against our UK workforce.
S9	Lack of a human rights policy	Share of investments in entities without a human rights policy	Human Rights Policy	Qualitative disclosure: As outlined in Haleon's Human Rights Policy, we are committed to following the UN Guiding Principles on Business and Human Rights (UNGPs) and the Organisation for Economic Co-Operation and Development's (OECD) Guidelines for Multinational Enterprises, which include ensuring we have policies and processes to prevent, mitigate, and remediate potential and actual adverse human rights impacts.	Qualitative disclosure: As outlined in Haleon's Human Rights Policy, we are committed to following the UN Guiding Principles on Business and Human Rights (UNGPs) and the Organisation for Economic Co-Operation and Development's (OECD) Guidelines for Multinational Enterprises, which include ensuring we have policies and processes to prevent, mitigate, and remediate potential and actual adverse human rights impacts.
S10	Lack of due diligence	Share of investments in entities without a due diligence process to identify, prevent, mitigate and address adverse human rights impacts	Human Rights Policy Haleon Human Rights Statements	Qualitative disclosure: Haleon's approach to due diligence is outlined in our Human Rights Policy.	Qualitative disclosure: Haleon's approach to due diligence is outlined in our Human Rights Policy.
S11	Lack of process and measures for preventing trafficking in human beings	Share of investments in investee companies without policies against trafficking in human beings	Human Rights Policy Supplier Code of Conduct	Qualitative disclosure: Haleon's Supplier Code of Conduct outlines that suppliers must comply with all applicable anti-slavery and human trafficking laws, statutes, regulations, and codes in force.	Qualitative disclosure: Haleon's Supplier Code of Conduct outlines that suppliers must comply with all applicable anti-slavery and human trafficking laws, statutes, regulations, and codes in force.
S12	Operations and suppliers at significant risk of incidents of child labour	Share of investments in investee companies exposed to operations and suppliers at significant risk of incidents of child labour in terms of geographic areas of type of operation	Haleon Human Rights Statements	Qualitative disclosure: We are committed to identifying, managing and mitigating our human rights impacts in line with international best practice, including the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. We undertake an annual human rights risk assessment, in-depth human rights impact assessments and routine on-site audits against recognised standards.	Qualitative disclosure: We are committed to identifying, managing and mitigating our human rights impacts in line with international best practice, including the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. We undertake an annual human rights risk assessment, in-depth human rights impact assessments and routine on-site audits against recognised standards.
S13	Operations and suppliers at significant risk of incidents of forced or compulsory labour	Share of investments in investee companies exposed to operations and suppliers at significant risk of incidents of forced or compulsory labour in terms of geographic areas and/or type of operation	Haleon Human Rights Statements	Qualitative disclosure: We are committed to identifying, managing and mitigating our human rights impacts in line with international best practice, including the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. We undertake an annual human rights risk assessment, in-depth human rights impact assessments and routine on-site audits against recognised standards.	Qualitative disclosure: We are committed to identifying, managing and mitigating our human rights impacts in line with international best practice, including the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. We undertake an annual human rights risk assessment, in-depth human rights impact assessments and routine on-site audits against recognised standards.

# Sustainable Finance Disclosure Regulation – Principal Adverse Indicators (PAI)

Disclosure	PAI indicator	Description	Disclosure location	2024 Direct answers, notes and omissions (n year)	2023 Direct answers, notes and omissions (n-1 year)
S14	Number of identified cases of severe human rights issues and incidents	Number of cases of severe human rights issues and incidents connected to investee companies on a weighted average basis	Haleon Human Rights Statements	Qualitative disclosure: We did not report against this metric in 2024.	Qualitative disclosure: We currently do not report against this metric in the format prescribed by this index. See our Human Rights Reports for further information on this topic.
S15	Lack of anti-corruption and anti-bribery policies	Share of investments in entities without policies on anti-corruption and anti-bribery consistent with the United Nations Convention against Corruption	Anti-Bribery and Corruption Policy	Qualitative disclosure: Haleon's Anti-Bribery and Corruption (ABAC) Policy sets out its global ABAC principles, standards and requirements of the Company and its direct and indirect subsidiaries and affiliates.	Qualitative disclosure: Haleon's Anti-Bribery and Corruption (ABAC) Policy sets out its global ABAC principles, standards and requirements of the Company and its direct and indirect subsidiaries and affiliates.
S16	Cases of insufficient action taken to address breaches of standards of anti-corruption and anti-bribery	Share of investments in investee companies with identified insufficiencies in actions taken to address breaches in procedures and standards of anti-corruption and anti-bribery	Refer to 'Business Ethics' section of this report	Qualitative disclosure: We have a zero tolerance for all forms of corruption. All reported concerns are taken seriously and handled in accordance with our investigatory principles.	Qualitative disclosure: We have a zero tolerance for all forms of corruption. All reported concerns are taken seriously and handled in accordance with our investigatory principles.

# Independent Limited Assurance

KPMG LLP has provided independent limited assurance, over the selected ESG data points listed below, under ISAE(UK)3000 and ISAE3410. The selected ESG data points in this Appendix should be read together with Haleon's 2024 Responsible Business Basis of Reporting and KPMG LLP's limited assurance conclusion.

KPI	Units	Reporting Period	Value
<b>Greenhouse gas emissions and energy</b>			
Total Scope 1 GHG emissions – Global	thousands of tonnes of CO <sub>2</sub> e	1 Dec 23 to 30 Nov 24	68
Total Scope 2 GHG emissions – location-based – Global	thousands of tonnes of CO <sub>2</sub> e	1 Dec 23 to 30 Nov 24	124
Total Scope 2 GHG emissions – market-based – Global	thousands of tonnes of CO <sub>2</sub> e	1 Dec 23 to 30 Nov 24	7
Total Scope 1 & 2 GHG emissions (location-based) – Global	thousands of tonnes of CO <sub>2</sub> e	1 Dec 23 to 30 Nov 24	192
Total Scope 1 & 2 GHG emissions (market-based) – Global	thousands of tonnes of CO <sub>2</sub> e	1 Dec 23 to 30 Nov 24	75
Total emissions offset – Global	thousands of tonnes of CO <sub>2</sub> e	1 Dec 23 to 30 Nov 24	27
Total net Scope 1 & 2 GHG emissions (market-based) – Global	thousands of tonnes of CO <sub>2</sub> e	1 Dec 23 to 30 Nov 24	48
Total energy consumed in our operations – Global	GWh	1 Dec 23 to 30 Nov 24	719
Total renewable energy consumed – Global	GWh	1 Dec 23 to 30 Nov 24	359
Total renewable electricity consumed – Global	GWh	1 Dec 23 to 30 Nov 24	325
GHG Emissions intensity (location-based) – Global	tonnes of CO <sub>2</sub> e per £m revenue	1 Dec 23 to 30 Nov 24	17
% Renewable electricity	%	1 Dec 23 to 30 Nov 24	100%
% Renewable energy	%	1 Dec 23 to 30 Nov 24	50%
Reduction in total net Scope 1 & 2 GHG emissions (market-based) – Global over the 2020 baseline	%	1 Dec 23 to 30 Nov 24	-50%



# Independent Limited Assurance

KPI	Units	Reporting Period	Value
<b>Plastics and packaging</b>			
Recycle-ready packaging	%	1 July 23 to 30 June 24	74%
<b>Gender representation</b>			
Women in leadership grades 0-5	%	1 Jan 24 to 31 Dec 24	45.2%
<b>Health and safety</b>			
Fatalities	Number of employees	1 Jan 24 to 31 Dec 24	0
Fatalities	Number of contractors	1 Jan 24 to 31 Dec 24	0
Reportable injury and illness rate (employees + external workforce)	Rate per 100,000 hours worked	1 Jan 24 to 31 Dec 24	0.13
Lost time reportable injury and illness rate (employees + external workforce)	Rate per 100,000 hours worked	1 Jan 24 to 31 Dec 24	0.10
Reportable injury and illness rate (employees + external workforce)	Rate per 100,000 hours worked	1 Jan 24 to 31 Dec 24	0.19
Lost time reportable injury and illness rate (employees + external workforce)	Rate per 100,000 hours worked	1 Jan 24 to 31 Dec 24	0.10
Potential Serious Incident or Fatality (pSIF)	Number of events	1 Jan 24 to 31 Dec 24	26
<b>Health inclusivity</b>			
Health inclusivity - Theraflu	Number of people empowered	1 Dec 23 to 30 Nov 24	Over 7 million
Health inclusivity - Haleon Health Partner	Number of people empowered	1 Dec 23 to 30 Nov 24	Over 35 million

# Disclaimer

## Looking forward statements

This Responsible Business Report contains certain statements that are, or may be deemed to be, “forward-looking statements” (including for purposes of the safe harbor provisions for forward-looking statements contained in Section 27A of the US Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934). Forward-looking statements give Haleon’s current expectations and projections about future events, including strategic initiatives and future performance, and so Haleon’s actual results and performance may differ materially from what is expressed or implied by such forward-looking statements.

Forward-looking statements sometimes use words such as “expects”, “anticipates”, “believes”, “targets”, “plans”, “intends”, “aims”, “projects”, “indicates”, “may”, “might”, “will”, “should”, “potential”, “could”, “looks”, “ambition”, “seeks”, “commitment”, “goal” and words of similar meaning (or the negative thereof). All statements, other than statements of historical facts, included in this Report are forward-looking statements.

Such forward-looking statements include, but are not limited to: statements relating to future actions and delivery on strategic initiatives; statements relating to Haleon’s commitments, targets, goals and Responsible Business strategy of making everyday health more inclusive, reducing its environmental impact, and operating with ethical, responsible, and transparent behaviours and standards of conduct; in particular, statements relating to commitments, targets, goals and actions intended to include more people in opportunities for better everyday health, to reduce carbon emissions, to make our packaging more sustainable, to source our trusted ingredients sustainably, to integrate water stewardship and waste circularity into our operations, to promote inclusion and to uphold our standards.

Any forward-looking statements made by or on behalf of Haleon speak only as of the date they are made and are based upon the knowledge and information available to Haleon on the date of this Responsible Business Report.

These forward-looking statements and views may be based on a number of assumptions and, by their nature, involve known and unknown risks, uncertainties and other factors because they relate to events and depend on circumstances that may or may not occur in the future and/or are beyond Haleon’s control or precise estimate. Such risks, uncertainties and other factors that could cause Haleon’s actual results, performance or achievements to differ materially from those in the forward-looking statements include, but are not limited to, those discussed under “Risk Factors” in our 2024 Annual Report and Form 20-F. Forward-looking statements should, therefore, be construed in light of such risk factors and undue reliance should not be placed on forward-looking

statements. Subject to our obligations under English and US law in relation to disclosure and ongoing information (including under the Market Abuse Regulations, the UK Listing Rules and the Disclosure and Transparency Rules of the Financial Conduct Authority (“FCA”)), we undertake no obligation to update publicly or revise any forward-looking statements, whether as a result of new information, future events or otherwise. You should, however, consult any additional disclosures that Haleon may make in any documents which it publishes and/or files with the SEC and take note of these disclosures, wherever you are located.

No statement in this document is or is intended to be a profit forecast or profit estimate.

This document does not form part of Haleon’s 2024 Annual Report and Form 20-F.



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