

Human Rights Statement **2025**

Covering Modern Slavery, Decent Work, Forced Labour and Child Labour

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Introduction

Haleon is a world-class consumer company focused on better everyday health.

We are committed to respecting and promoting human rights across all aspects of our operations, from employees to suppliers and business partners, by engaging closely with stakeholders to embed these principles throughout our activities and our value chain.

This commitment is rooted in the Universal Declaration of Human Rights, the International Bill of Rights, and the core labour standards of the International Labour Organization (ILO), including its Declaration on Fundamental Principles and Rights at Work.

We further align with internationally recognised frameworks such as the UN Guiding Principles on Business and Human Rights (UNGPs), the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct (the OECD Guidelines), ILO Conventions No. 138 and 182, the ILO-IOE Child Labour Guidance Tool for Business, and applicable national and international legal requirements.

About this Statement

This is Haleon's Human Rights Statement (the 'Statement'). It provides an account of the approach to managing human rights impacts and risks of the Haleon Group of companies. This includes the steps being taken by the Group that aim to identify, prevent, cease, mitigate and remedy human rights risks, including those relating to modern slavery, lack of decent working conditions, forced labour and child labour for the financial year ending 31 December 2025.

This Statement has been prepared in line with reporting requirements set out in the following pieces of legislation:

- UK Modern Slavery Act 2015.
- Modern Slavery Act 2018 (Cth) in Australia.
- Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2022.
- Norwegian Transparency Act 2022.
- California Transparency in Supply Chains Act 2010.
- Swiss Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour 2022¹.

This Statement covers the structure, operations, supply chain and value chain of the following Haleon companies:




- The relevant Haleon entities in the UK for the purposes of the UK Modern Slavery Act 2015 are Haleon plc, Haleon UK Services Limited, Haleon UK Trading Limited, Haleon UK Trading Services Limited, Haleon UK Export Limited, Haleon UK Capital plc and Haleon UK Finance Limited.
- Haleon in Australia is comprised of Haleon Australia Pty Ltd.
- Haleon in Canada is comprised of Haleon Canada ULC/Haleon Canada SRI, and PF Consumer Healthcare Canada ULC/PF Soins De Santé SRI.
- Haleon in Norway is comprised of Haleon Norway AS.
- The relevant Haleon entities in the US for the purposes of the California Transparency in Supply Chains Act 2010 are Haleon US Inc., Haleon US Holdings LLC and Haleon US LP.
- The relevant Haleon entities in Switzerland for the purposes of the Swiss Ordinance is Haleon CH SARL and Haleon Schweiz AG.

Haleon plc is the ultimate parent company of all the companies in the Haleon Group, including those companies in Australia, Canada, Norway, the US and Switzerland, collectively referred to as "Haleon" for the purposes of this Statement. Unless otherwise stated, all the policies, processes, systems and activities described in this Statement apply equally to each of the above companies although each Haleon company is responsible for the implementation of the relevant policies, processes, systems and activities.

1. This Statement only relates to child labour and does not include information about minerals and metals from conflict-affected areas.

Introduction continued

Approvals

UK	Australia	Canada	Norway	Switzerland
<p>In accordance with the UK Modern Slavery Act 2015, this Statement has been approved by the Board of Directors of Haleon plc, Haleon UK Services Limited, Haleon UK Trading Limited, Haleon UK Trading Services Limited, Haleon UK Export Limited, Haleon UK Capital plc and Haleon UK Finance Limited.</p> <p>Signed by Brian McNamara Chief Executive Officer of Haleon plc 28 April 2026</p>	<p>In accordance with the Modern Slavery Act 2018 (Cth), this Statement was approved by the Directors of Haleon Australia on 1 May 2026 and signed by Anish Patel on behalf of Haleon Australia Pty Ltd on 1 May 2026.</p> <p>Signed by Anish Patel On behalf of Haleon Australia Pty Ltd 1 May 2026</p>	<p>In accordance with the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2022, the Statement has been approved by the Board of Directors of Haleon Canada ULC/Haleon Canada SRI and by the Board of Directors of PF Consumer Healthcare Canada ULC/PF Soins De Santé SRI and signed by Patrick Rosettis.</p> <p>Signed by</p>  <p>Patrick Rosettis On behalf of Haleon Canada ULC/Haleon Canada SRI/PF Consumer Healthcare Canada ULC/PF Soins De Santé SRI 1 May 2026</p>	<p>In accordance with the Norwegian Transparency Act 2022, this Statement has been approved by the Board of Directors of Haleon Norway AS and signed by Georgii Vysots'ki and by Signe Kullman.</p> <p>Signed by</p>  <p>Signe Kullman On behalf of Haleon Norway AS 29 April 2026</p> <p>Signed by</p>  <p>Georgii Vysots'ki On behalf of Haleon Norway AS 29 April 2026</p>	<p>In accordance with the Swiss Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour 2022, this Statement has been approved by the Board of Directors of Haleon CH SARL and signed by Marianne Lysser and Aurélien Uldry, and by the Board of Directors of Haleon Schweiz AG and signed by Dessislava Lavery.</p> <p>Signed by Marianne Lysser On behalf of Haleon CH SARL 12 May 2026</p> <p>Signed by Aurélien Uldry On behalf of Haleon CH SARL 12 May 2026</p> <p>Signed by Dessislava Lavery On behalf of Haleon Schweiz AG 29 May 2026</p>

Our business structure, operations and supply chains

Our product portfolio spans six major categories: Oral Health, Vitamins, Minerals and Supplements, Pain Relief, Respiratory Health, Digestive Health and Therapeutic Skin Health and Other.

In 2025, our revenue was £11 billion, supported by a dedicated team of more than 24,500 employees worldwide and operating in 170 markets.

Our global footprint includes commercial operations and research and development centres, complemented by a manufacturing network of 25 owned sites (see map below). Beyond this, we partner with a broad network of third-party manufacturers across the globe.

As of December 2025, we worked with approximately 16,000 tier 1 suppliers. Of these, around 1,500 provided goods and services related to product manufacturing, such as raw materials and packaging. Around 14,500 suppliers delivered ancillary goods and services, including consultancy, marketing and logistics services.

More detailed information about our business can be found in our [2025 Annual Report and Form 20-F](#).

24,500+

employees globally

£11bn

revenue in 2025

~16,000

tier 1 suppliers globally

25

manufacturing sites²

Key:

- EMEA & Latin America
- North America
- Asia Pacific
- Manufacturing site
- Research and development site
- Global HQ

* Joint-venture site.

1. Maidenhead site ceased operations in 2025.
2. Haleon has 25 manufacturing sites. The increase from 24 sites last year is due to the Company now treating its two sites in Suzhou, China as separate sites for operational purposes.



Our policies

We maintain and regularly update Group-wide policies to manage human rights risks and impacts across our business. Each Haleon company is accountable for complying with these policies.

Human Rights Policy

Our Human Rights Policy articulates the commitment of Haleon businesses to respecting and promoting human rights and decent working conditions. Guided by internationally recognised human rights standards such as the UNGPs, the OECD Guidelines, the core ILO labour standards and child labour conventions, it establishes clear expectations for our own operations as well as for suppliers and business partners, regarding human rights, including the prohibition of modern slavery.

➤ Human Rights Policy [here](#).

Code of Conduct

Our Board-approved Code of Conduct (Code) outlines 19 ethical principles that shape our culture and standards, including commitments in relation to human rights and the prohibition of forced labour. Available in 19 languages, the Code applies to all employees, contractors and third-party temporary workers, regardless of role or seniority. Suppliers, distributors, agents and consultants are also expected to follow its principles.

➤ Code of Conduct [here](#).

Supplier Code of Conduct

Our Supplier Code of Conduct outlines the minimum standards expected from any entity providing products or services to a company within the Haleon Group and is included in our supplier contracts. These standards cover areas such as child labour, modern slavery, human trafficking, forced labour, fair wages, freedom of association, non-harassment, the Employer Pays Principle (no worker fees or deposits for employment) and working hours.

➤ Supplier Code of Conduct [here](#).

Speak Up

Anyone, whether working for Haleon or not, can report (anonymously if required) potential breaches of law, Haleon policies or human rights abuses through our Speak Up mechanism. This includes concerns related to our Human Rights Policy or Supplier Code of Conduct. The service is managed by an independent third party, is multilingual and is publicly accessible. For more details, see page 7.

➤ Speak Up [here](#).

Governance

We have a governance structure to monitor human rights progress and embed it across Haleon.

The Board receives an annual update on human rights, which includes a summary of actions taken across the Haleon Group to address human rights risks. Additional oversight is provided by the Environmental & Social Sustainability Committee, a Board subcommittee.

The Human Rights Steering Committee, chaired by our Vice President of Sustainability and including members of the Executive Team, met three times in 2025. This Committee oversees our human rights strategic actions and assesses performance against these actions.

In parallel, our cross-functional Human Rights Working Group met three times in 2025. The group brings together representatives from a variety of functions, including Human Resources, Legal, Procurement, Quality, Supply Chain, Sustainability, and Environment Health & Safety. Its role is to promote Haleon's human rights actions and share knowledge across functions and manufacturing sites, with ultimate responsibility for implementation resting with those teams and sites.

➤ For further information on risk and governance, see pages 5 and 6 of [Haleon's 2025 Health Inclusivity and Sustainability Report](#) and page 60 of [Haleon's 2025 Annual Report and Form 20-F](#).

Our due diligence

Haleon’s human rights due diligence framework approach helps identify and manage risks of adverse human rights impacts.

Risk assessment

Risk assessments aim to enable us to identify and manage human rights risks proactively.

Through our value-chain-wide saliency assessment, we have identified the Group’s priority human rights issue areas. Our salient human rights issues are those that could result in the most severe negative impact if they were to occur. Our six salient human rights issue areas are set out below.

	Sustainable livelihoods
	Responsible water stewardship
	A safe and healthy working environment
	Discrimination and harassment
	Modern slavery and forced labour
	Child labour and hazardous work for young workers

For more on **Water Stewardship**, see pages 20 and 21 of our **Health Inclusivity and Sustainability Report**.

In 2025, through our Human Rights Working Group, we established dedicated sub-working groups for each salient issue who assist our local companies as they implement targeted action plans for the relevant issue. These plans include initiatives and indicators. Progress will be monitored and tracked via the working group.

Haleon businesses proactively assess risks across the supply chain through our Third-Party Risk Management (TPRM) process. This includes conducting assessments using tools such as the Supplier Ethical Data Exchange (Sedex) to identify potential human rights risks, such as modern slavery indicators (i.e. recruitment fees), when engaging new suppliers (see Partnership and collaboration on page 8 for more information on Sedex). In 2025, we completed the programme to move our network of tier 1 suppliers (i.e. suppliers who supply directly to us) with the greatest human rights risks, based on activity type, onto the Sedex platform, including having them complete Sedex’s desktop assessments. These assessments support our broader supplier engagement, including audits and training.

Addressing and managing risks

Haleon own operations

Following our risk assessments, we consider the directly employed workforce at Haleon businesses to be at low risk of adverse human rights impacts, including modern slavery, forced labour and child labour. Exposure to such risks increases when Haleon companies engage with third parties on their sites, particularly in categories such as facilities management, construction, logistics (transportation and warehousing) and labour provision.

In 2025, teams across the business continued to take steps to embed responsible practices when engaging labour providers of third-party temporary workers and contractors. We plan to launch an accompanying tailored training programme in 2026, equipping participants with the skills to identify indicators of forced labour or human rights risks in our third-party temporary workforce and among our contractors. These efforts will focus on facilities management services we have identified as potentially high risk, such as cleaning, catering and security at our sites.

We conduct Sedex Members Ethical Trade Audits (SMETA) at our manufacturing sites. In 2025, audits took place at four of our sites. Some best practices such as strong benefits, employee incentives and recognition beyond legal requirements were identified. One area for improvement identified was engagement with third-party suppliers on labour practices. Our sites have put in place corrective action plans with deadlines for their timely resolution. Haleon businesses will also be addressing this as part of the broader work to embed responsible practices when engaging labour providers of third-party temporary workers and contractors.

Looking ahead, we are planning to expand our audit and engagement programme to more of our manufacturing sites. We have a phased plan to audit all of our in-scope sites on a three-year cycle. KPIs relating to number of audits conducted on our own sites can be found on page 9.



Our due diligence continued

Supply chain

Through our risk assessments, we have identified supply chain categories including, but not limited to, raw materials, active pharmaceuticals and packaging, as areas for further engagement relating to human rights. Our businesses use a variety of tools to assess and manage suppliers, including training, guidance documents and audits.

1. Raw materials

We have identified a subset of our raw material supply chains as high risk based on type of material supplied and geographic location, including palm oil derivatives sourced from Southeast Asia and mint sourced from India. To manage these, our businesses have adopted a sustainable sourcing strategy with actions in these key supply chains.

Palm oil

We support the Mosaik Initiative, working with farmers in our Palm Oil supply chains and civil society to restore landscapes and drive economic growth in Central Kalimantan, Indonesia. Through our Action for Sustainable Derivatives membership, we are included in an initiative working to prevent and address gender-based violence and sexual harassment in palm oil concessions in Indonesia, such as the Respect in Palm programme. The pilot phase concluded in 2024 with positive outcomes such as increased awareness and understanding of gender issues and changes to workplace behaviour, and we are working with new partners to enable us to continue supporting the next phase in 2026.

Mint

In mint farming communities in India, we work with suppliers and NGOs to improve livelihoods, uphold health and safety standards, and reduce environmental impacts. Human rights focus areas include training suppliers and farmers on distillation safety and child labour standards, strengthening protections across the supply chain.

We have been working with our suppliers, programme partners and independent child rights experts to seek to reduce risks to children living in mint-farming communities by developing a Child Rights Action Hub together with The Centre for Child Rights and Business (The Centre), aimed at strengthening child rights practices in communities participating in the Healthy Mint Supply Chain Programme. This initiative, based in Uttar Pradesh, India, seeks to create safer environments for children while supporting sustainable livelihoods for farming families.

For more on our **sustainable sourcing**, see page 19 of our **Health Inclusivity and Sustainability Report**.

2. Mapping and traceability

Haleon businesses maintain records of all tier 1 suppliers, including manufacturers, raw material and packaging providers, logistics, labour and corporate services. Beyond tier 1, our traceability is focused on higher-risk raw materials such as timber, mint and palm oil through partnerships such as Action for Sustainable Derivatives. In 2026, we aim to further strengthen traceability across our other higher-risk supply chains.

3. Audits

Haleon businesses use audits such as the Pharmaceutical Supply Chain Initiative (PSCI) audits and Sedex's SMETA to assess human rights risks on-site. These audits provide independent, on-site visibility of working conditions at selected supplier sites and can be used to verify supplier reported information, identify non-conformances, and support corrective action planning and supplier engagement.

In 2025, Haleon expanded the coverage of social audits across our value chain. Suppliers are selected for our audit programme based on risk criteria such as, but not limited to, the types of services and products they provide and geographic location.

4. Child labour and rights

Child labour and hazardous work for young workers are among Haleon's salient human rights risks. If a case of child labour is identified within our operations or supply chain, the relevant Haleon business aims to respond promptly and responsibly in partnership with a recognised child rights organisation, following international frameworks and relevant legislation. We developed our child labour remediation guidance, in collaboration with The Centre, for use by our suppliers, and first launched it internally to relevant teams to strengthen their understanding of the topic and our remediation approach. We will continue to engage suppliers on this topic, sharing our Child Labour Remediation Guidance with relevant suppliers in 2026.

More information on our **child labour and rights work** can be found on page 7.

Our due diligence continued

Case study

Building internal capability on child labour and rights

To strengthen our efforts in preventing and addressing child labour risks, Haleon partnered with The Centre in 2025 to deliver Child Labour Prevention and Remediation Training to Haleon colleagues and to develop guidance on child labour remediation.

We began with targeted online training sessions facilitated by The Centre, designed to build internal capability across key functions. The training covered defining and understanding child labour, how to respond if such issues arise, and Haleon's approach to remediation. Participants included colleagues from Legal, Human Resources, Security, Investigations, Internal Audit, Procurement, and Sustainability.

Following the training, we shared the child labour remediation guidance internally to the training participants and relevant business functions. The guidance sets out Haleon's expectations for suppliers, providing practical steps and industry-standard practices that suppliers can use to remediate any potential child labour cases identified in their value chains.

In 2026, we plan to roll out this guidance to suppliers, providing practical tools to help them address child labour risks. We also plan to roll out a child labour e-learning module designed to help Haleon colleagues across the Haleon Group understand what constitutes child labour, its impact on children and our business, and what actions to take if warning signs are identified.



Grievance mechanism

Anyone can raise concerns or report issues that do not align with our policies, standards or the law through our Speak Up mechanism. This applies to employees, contractors, suppliers, workers in our supply chain, communities and external parties. Reports can be submitted via phone, web or email with channels managed by an independent third party, available globally in multiple languages.

This process is guided by the principles of humanity, confidentiality, proportionality and safeguarding, with resolutions pursued in collaboration with appropriate parties (including suppliers, where relevant). Feedback is provided to the individuals who raised the grievances, even where confidentiality limits the detail that can be shared.

For suppliers, information on our Speak Up mechanism is included in contracts and highlighted in relevant training.

In 2025, 915 new cases were logged in our case management system, including concerns raised via Speak Up channels.

As at 31 December 2025, there were no confirmed cases of modern slavery, forced labour or child labour reported via Speak Up.

Remediation

Remediation is a critical part of our human rights due diligence. If we identify an adverse human rights impact through our due diligence, Haleon companies seek to use their leverage and influence to stop the practice, prevent recurrence and mitigate the impact.

Our remediation approach is guided by international standards and the relevant Haleon business follows remediation and incident response plans, including a general plan and a child-labour-specific plan. These plans outline a structured sequence of actions, including assembling relevant internal and external partners, developing an action plan, conducting root cause analysis and providing a remedy (where appropriate), and monitoring the effectiveness of the actions taken and (where appropriate) the remedy provided.

Where our ability to influence remediation is limited, the relevant Haleon business adopts a collaborative approach, working with industry bodies and partners to amplify our leverage.



Training, awareness and collaboration

Internal training

All employees, third-party temporary workers and contractors complete mandatory training on our Code, which includes information on human rights and how to report concerns via Speak Up.

Our onboarding programme introduces new employees to human rights topics, providing access to our Human Rights Policy and relevant guidance as part of their induction.

We also offer a dedicated human rights e-learning module to all employees and third-party temporary workers, explaining how individual roles contribute to Haleon's commitment to respecting human rights. In 2025, we rolled out this training to the Quality Supply Chain function, achieving a completion rate of 88%.

In 2025, we conducted a series of child labour training sessions for Haleon employees; for more details see our case study on building internal capability on child labour and rights on page 7.


Moving forward, in 2026 we will provide training to internal teams on human rights risks associated with third-party temporary workers and contractors in higher-risk sectors such as cleaning and security, in collaboration with external experts.

Supplier training

In 2025, Haleon continued to strengthen engagement with suppliers on human rights. Haleon held a virtual workshop for select suppliers, focusing on higher-risk commodities such as active pharmaceutical ingredients.

The session, which included external experts, brought together representatives from 13 priority supplier companies. The interactive workshop explored practical steps for identifying and preventing human rights risks, such as excessive working hours and child labour, within supply chains.

To further support suppliers, in 2025 we launched Haleon's Sustainability Guidance for Suppliers. This resource reinforces our values regarding sustainability and the protection of human rights, and offers practical tools and actions to help suppliers further their sustainability and human rights efforts.

 Sustainability Guidance for Suppliers [here](#).

Partnerships and collaboration

We work with industry groups, expert organisations, and multi-stakeholder initiatives to strengthen our due diligence processes and help address systemic issues at scale.

We partner with:

- Sedex: A global platform advancing ethical and sustainable supply chains; Haleon companies engage with Sedex and use the platform for supplier assessments, social audits and corrective actions.
- PSCI: An industry consortium promoting responsible supply chains; via PSCI, we collaborate with peers to share best practices and apply the voluntary PSCI Principles and audit methodology in our supply chain.
- AIM-Progress: A member-led forum of consumer goods companies advancing human rights and responsible sourcing across global supply chains. We participate in several working groups, including the Mutual Recognition Working Group, which aims to increase leverage and reduce audit fatigue.

Other partnerships include UN Global Compact, Slave Free Alliance, Consumer Goods Forum - Human Rights Coalition, and Business for Social Responsibility.

In 2025, we expanded our partnerships by joining Unseen UK's business network, an organisation dedicated to tackling modern slavery, to support efforts in identifying and addressing modern slavery within Haleon businesses' supply chain.

Haleon became an accredited Living Wage Employer in the UK in 2022 and was reaccredited by the Living Wage Foundation in 2025.

Measuring the effectiveness of our actions

We continue to assess and improve the effectiveness of the actions taken to identify, prevent and mitigate human rights risks across Haleon's operations and supply chain.

Key measures we used to assess our approach in 2025 included the following:

Key performance indicator	2025	2024
Percentage of employees and third-party temporary workers who have completed the code of conduct and compliance essentials training, which includes our human rights commitment and Speak Up process.	97%	95%
Percentage of employees and third-party temporary workers who completed targeted training on human rights and modern slavery ¹ .	96%	89%
Number of suppliers screened for potential human rights risks (including modern slavery, forced labour, and child labour) through our TPRM process.	1,079	701
Number of SMETA audits conducted on our manufacturing sites.	4	3

In 2026, we will continue to strengthen our internal and supply chain key performance indicators and metrics to track the implementation of our initiatives and their results.

1. This KPI reflects completion rates for all employees assigned to complete the human rights training.

Communicating our impacts

Haleon communicates its work on human rights in several ways:

- Legally mandated reports such as this statement.
- Summary information on page 39 in our **2025 Annual Report and Form 20-F**.
- Information on pages 32 and 33 in our **2025 Health Inclusivity and Sustainability Report**.
- Information on our website in our wider 'Our Impact' pages and in our ESG Reporting Hub found [here](#).

Right to information

The Norwegian Transparency Act 2022 entitles third parties to request information from Haleon Norway AS (Haleon Norway) concerning how it addresses actual and potential adverse impacts on fundamental human rights and decent working conditions that Haleon Norway has either caused or contributed to, or that are directly linked with Haleon Norway's operations or products via its supply chain or business partners.

To support these written requests, we have set up a dedicated email address: human.rights@haleon.com.

Annex.

Further details of specific Haleon businesses

Haleon in Norway (For the purposes of the Norwegian Transparency Act)	Haleon in Canada (For the purposes of the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2022)	Haleon in Australia (For the purposes of the Australian Modern Slavery Act 2018 Cth)
<p>Haleon's activity in Norway is operated by Haleon Norway and is focused on sales and distribution of our products. Haleon Norway has a network of suppliers, distributors and customers across Norway to enable its products to be available in pharmacies, mass market stores and online retailers throughout the country. Haleon Norway offers a range of products for various health needs to consumers in Norway, including pain relief (Panodil, Voltarol), cough and cold (Otrivin), digestive health (Idoform, Pursennid), oral health care (Sensodyne, paradontax, Corega, Biotene), and skin care (Zovirax). The products sold by Haleon Norway are manufactured by Haleon's own global network of manufacturing factories, as well as by some third-party manufacturing organisations (CMOs). During 2025, 96 different product stock keeping units were sold by Haleon Norway, and these were manufactured by Haleon factories based in Switzerland, Italy, Slovakia and Ireland, and 10 CMOs based in Belgium, Germany, Italy, Spain, Greece, France (3), United Kingdom and Poland. Haleon Norway also uses one logistics supplier, headquartered in Denmark.</p>	<p>Haleon's activity in Canada is operated by Haleon Canada ULC/Haleon Canada SRI (Haleon Canada) and PF Consumer Healthcare Canada ULC/PF Soins De Santé SRI (PF Consumer Healthcare.) Haleon Canada's activity is focused on sales and distribution of our products and it has a network of suppliers, distributors and customers across Canada to enable its products to be available in pharmacies, supermarkets and online retailers throughout the country. In addition to the above, PF Consumer Healthcare owns a manufacturing facility located in Saint Laurent, Quebec, which manufactures Haleon products for local Canadian sales/consumption, as well as for export to the United States and internationally. Haleon Canada offers a range of products for various health needs, including pain relief (Advil, Voltaren), cough and cold (Advil cold products, Otrivin), digestive health (Tums), wellness (Centrum) and oral health care (Sensodyne, Polident). The products sold by Haleon Canada are manufactured by Haleon's own global network of manufacturing factories, as well as by some CMOs. 446 different product stock keeping units were sold by Haleon Canada during 2025, and these were manufactured by ten Haleon factories based in Canada, US, Slovakia, Italy, Switzerland, South Africa and Ireland, and 23 CMOs based in Canada, US, France, India, Germany and United Kingdom. Haleon Canada also used one logistics supplier, headquartered in Vaughan, Ontario.</p>	<p>This Statement was prepared in consultation with a wide range of functions and regions within Haleon, including Haleon Australia, which was consulted in the development of this statement prior to publication. It was approved by the Haleon Australia Directors on 1 May 2026. Haleon's activity in Australia is operated by Haleon Australia Pty Ltd and is focused on sales and distribution of our products. It has a network of suppliers, distributors and customers across Australia to ensure its products are available in pharmacies, supermarkets and online retailers throughout the country. Haleon Australia offers a range of products for various health needs to consumers in Australia, including pain relief (Panadol, Advil and Voltaren), oral health care (Sensodyne) and wellness (Centrum). The products sold by Haleon Australia are manufactured by Haleon's own global network of manufacturing factories (10), as well as by some CMOs which are local (4) and internationally based (30). Haleon Australia uses one logistics supplier, based in Sydney.</p>

HALEON

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