



## Haleon Board Diversity Policy

### Purpose

The Board Diversity Policy ('the Policy') sets out the approach Haleon plc takes to diversity on its Board. The Policy sits alongside Haleon plc's Code of Conduct which sets out Haleon's commitments to driving diversity, equity & inclusion and which applies to the Board and all Haleon employees.

### Summary

At Haleon, we have built a diverse Board with a diverse mix of gender, social and ethnic backgrounds, knowledge, personal attributes, skills and experience. We strive to reflect Haleon's aspirations in relation to its employees and its values and to position Haleon as a leader in these areas. This diversity provides a mix of perspectives which we believe contributes to effective Board dynamics.

The Board supports the recommendations of the Hampton-Alexander Review on gender diversity and the Parker Review on ethnic diversity. The Board currently has 45% female representation including female chairs of two of our Board Committees (the Audit and Risk Committee and the Remuneration Committee). The Board met the Parker Review objective regarding ethnic minority representation on the Board. The Board objectives in relation to gender and ethnicity are set out below, however, the Board recognises that periods of change in Board composition may result in temporary periods when these are not achieved.

All Board appointments are based on merit with each candidate assessed against objective criteria, with the prime objective to maintain and enhance the Board's overall effectiveness.

### Objectives

The Haleon Board's objectives include:

- meeting the recommendations of the Hampton-Alexander Review on gender diversity, with an aspiration to keep gender balance between 40-60%;
- meeting the Parker Review objective on ethnic minority representation;
- ensuring that the Board is reflective of Haleon as a truly international company;
- ensuring that the Board is comprised of a good balance of skills, experience, knowledge, perspective and varied backgrounds;
- only engaging search firms who are signed up to the Voluntary Code of Conduct for Executive Search firms; and
- reporting annually on the diversity of the executive pipeline as well as the diversity of the Haleon plc Board, including progress being made on reaching the Board's gender and ethnicity aspirations.

### Oversight

The Haleon Nomination and Governance Committee will monitor progress against these commitments as part of its oversight of the balance of skills, knowledge, experience and diversity on the Board and succession planning for appointments to the Board and the Haleon Executive Team.