



## Haleon Board Diversity & Inclusion Policy

### Purpose

The Board Diversity & Inclusion Policy ('the Policy') sets out the approach Haleon plc takes to diversity and inclusion on its Board and Committees. 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, the Board Committees, and the Company as a whole.

### Summary

At Haleon, we have built a diverse Board and recognise that the Board sets the tone for inclusion and diversity across the business. We recognise that diversity includes but is not limited to gender, age, ethnicity, disability, sexual orientation, skills, knowledge and experience, and professional, educational, and socio-economic background. 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 FTSE Women Leaders Review on gender diversity and the Parker Review on Board ethnic diversity. The Board currently has 54.5% female representation including female chairs of two of our Board Committees (the Remuneration Committee and the Environmental and Social Sustainability Committee). The Board met the Parker Review objective regarding ethnic minority representation on the Board and has also met the board diversity requirements within the Listing Rules. 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:

- 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;
- meeting the recommendations of the FTSE Women Leaders Review on gender diversity, with an aspiration to keep gender balance between 40-60%;
- meeting the Parker Review objective on Board ethnic minority representation;
- 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 Nominations & 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.