



Board Inclusion Policy

Purpose

The Board Inclusion Policy ('the Policy') sets out the approach Haleon plc takes to inclusion on its Board and Committees. The Policy sits alongside Haleon plc's Code of Conduct which sets out Haleon's commitments to driving inclusion which applies to the Board, the Board Committees, and the Company as a whole.

Summary

At Haleon, we recognise that the Board sets the tone for inclusion across the business. We strive to reflect Haleon's aspirations in relation to its employees, its values and to position Haleon as a leader in these areas.

The Board objectives in relation to inclusion are set out below. 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;
- only engaging search firms who are signed up to the Voluntary Code of Conduct for Executive Search firms; and
- reporting annually on the gender representation of the executive pipeline and the Haleon plc Board.

Oversight

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

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