

**For Health.  
With Humanity.**



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# Foreword.

**In 2023 we celebrated our first calendar year as a standalone company, 100% focused on consumer health, with a clear purpose to deliver better everyday health for humanity.**



**Brian McNamara**  
Chief Executive Officer



**Mairéad Nayager**  
Chief Human Resources Officer

Over the course of the year, we continued our efforts to embed a strong culture of Diversity, Equity and Inclusion (DEI) across the business. The creation of a diverse, inclusive and respectful workplace is a critical part of our Responsible Business strategy and is key to delivering our growth ambitions and corporate purpose.

Creating a positive environment in which our employees can thrive and progress their careers – irrespective of gender, ethnicity, sexuality, disability or age – is central to this ambition. Amongst our DEI goals, ensuring gender balance and improving the representation of women across all levels of our business is one of our biggest priorities.

This report details Haleon's performance on the 2023 gender pay gap for our UK operations. Our analysis shows that our median pay gap has narrowed to 5.5% in 2023, remaining below the current national average of 14.3%. Our mean gender pay gap for 2023 is 6.2%.

We are pleased to have made progress since the publication of our first-ever gender pay gap report in 2022, particularly increasing the overall number of women employed across our UK business. During 2023, we have advanced

## 5.5%

Haleon's Median  
Gender Pay Gap **2023**

## 6.2%

Haleon's Mean  
Gender Pay Gap **2023**

several new initiatives aimed at improving the health and wellbeing of women at Haleon and supporting their career development and aspirations.

While much progress has been made, we are committed to addressing the remaining gap and recognise that DEI is an area for continual improvement.

In this report, we detail the steps we are taking to advance the careers, prospects and health and wellbeing of our employees.

**Brian McNamara**

**Mairéad Nayager**

\* Source: Office for National Statistics, 2023



# About Haleon.

**We are a global leader in consumer health, with a purpose to deliver better everyday health with humanity.**

Our product portfolio spans five major categories – Oral Health, Pain Relief, Respiratory Health, Digestive Health and Other, and Vitamins, Minerals and Supplements (VMS). Our long-standing brands – such as Advil, Sensodyne, Panadol, Voltaren, Theraflu, Otrivin, Polident, paradontax and Centrum – are built on trusted science, innovation and deep human understanding.

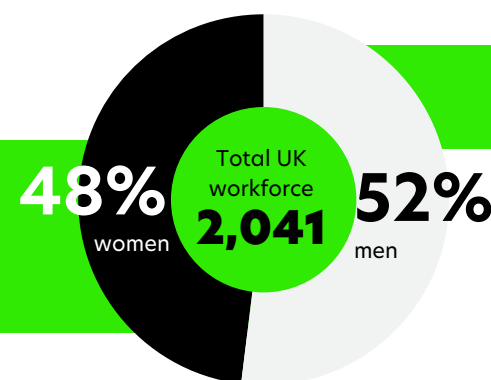


## Haleon in the UK.

Haleon's business in the UK comprises two main legal entities with a total of 2,041 employees. Women represent 48% of the scope for gender pay reporting in 2023.

Haleon's UK presence spans a number of sites, including:

- Our interim global headquarters in Weybridge, Surrey and neighbouring oral health R&D facilities.
- Our Central London office which houses teams from our GB&I Commercial Business and Corporate Functions.
- Our manufacturing facility in Maidenhead, which is a key Oral Health site, and produces our global power brands Sensodyne and paradontax, as well as Corsodyl and Aquafresh.





# Our Diversity, Equity and Inclusion (DEI) ambitions.

Our ambition across Haleon globally is to create an inclusive environment where all employees feel a sense of belonging, are valued and understood, are treated fairly and equally, and are supported to progress and thrive.

We embrace diverse backgrounds, experiences and perspectives and are committed to developing a workforce which reflects our consumers and communities across the globe.

## Championing Diversity, Equity and Inclusion

Haleon has set clear gender diversity goals at a global level, with our local business units playing a critical role in enabling us to achieve these ambitions.

### Our DEI goals:



**We are targeting gender parity in our leadership community globally by 2030.**



**Gender representation is included as one of the ESG measures for rewarding senior leaders under our Long-Term Incentive Plan.**



We are proud to be acknowledged in the FTSE Women Leaders Review 2023, as one of the top 10 performers for 'women in leadership' for the second consecutive year.

**By 2025, we aim to help 50 million people per year gain access to opportunities for better everyday health, irrespective of their age, physical and mental capabilities, gender, ethnicity or sexual orientation.**

### What DEI means at Haleon:

At Haleon, Diversity, Equity and Inclusion is both integral to and an enabler of our purpose to deliver better everyday health with humanity. We recognise that a global business like ours needs to represent diverse voices, views and experiences from all walks of life to better meet the needs of consumers around the world. Our DEI goals are also intrinsically linked with our commitment to health inclusivity.

In striving to meet our goal, we are starting with improving the experiences of our employees, with this report focusing on some of the initiatives which are underway to support our female employees' health and wellbeing, while advancing their career prospects. We have also fully activated four global Employee Resource Groups (ERGs) focused on gender, ethnicity, LGBTQ+ and disability. These communities help us build our inclusive culture and are instrumental in providing different perspectives.





# About our reporting.

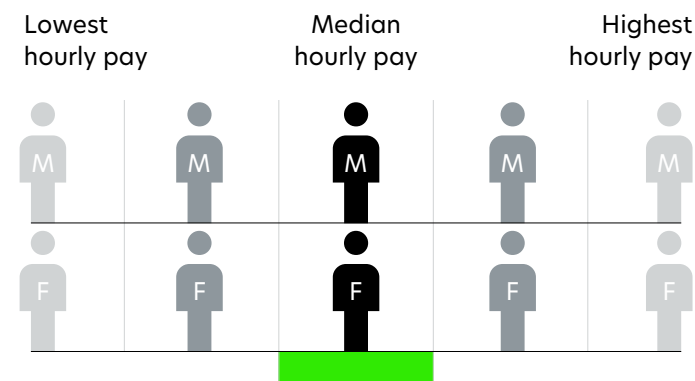
## About the gender pay gap.

The gender pay gap measures the difference between the average pay of all males in the workforce and the average pay of all females in the workforce, regardless of the nature or level of the role. It's a group comparison that highlights any differences in the distribution of males and females across the workforce. A positive percentage difference shows that men are being paid more, while a negative percentage difference shows that women are being paid more. The gender pay gap measure is not the same as equal pay. Equal pay means giving the same pay to men and women whose roles are the same or broadly similar, with any differences in pay based on factors other than gender, such as skills and experience. Haleon is fully committed to equitable and fair pay.

## How we measure the gender pay gap.

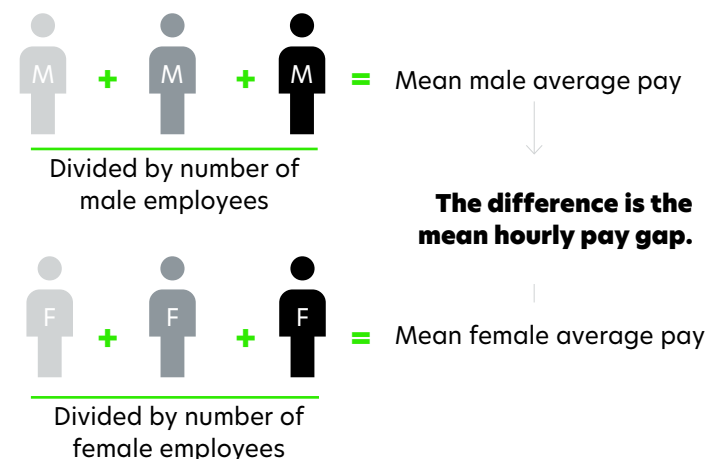
To comply with legislation, we measure both the median and mean gender pay gap. The median excludes the impact of the highest earners at the top of the scale while the mean reflects the entire pay range across our organisation in the UK. Both of these measures help us to better understand the key factors driving any imbalance in remuneration between men and women. We also provide information on the percentage of male and female employees receiving bonus and measure the median and mean bonus gap. In addition, we include quartile pay bands, in line with the local legislation requirements. Within this report, to provide a holistic view of our gender pay gap results, we are voluntarily providing figures for the whole of Haleon's UK business, as well as figures for the two legal entities which we are legally required to disclose: (i) Haleon UK Trading Limited (ii) Haleon UK Services Limited. The data within this report uses a snapshot date of 05 April, 2023.

### The median pay gap.



**The difference is the median hourly pay gap.**

### The mean pay gap.



# Our results.

Combined figures for Haleon UK (consisting of Haleon UK Trading Limited and Haleon UK Services Limited)

Pay gap		Bonus gap		% of employees in each pay quartile		Number of employees*
Median hourly	Mean hourly	Median bonus gap	Mean bonus gap			<div><div></div><div>Total 2041</div><div></div></div> <div>Male 1057</div> <div>Female 984</div>
5.5%	6.2%	15.8%	14.9%			
% of employees receiving bonuses						
		<div><div>M</div><div>97.4%</div></div>	<div><div>F</div><div>96.9%</div></div>			
				Upper (top 25% pay)	<div><div>56%</div><div></div><div>44%</div></div>	
				Upper middle	<div><div>54%</div><div></div><div>46%</div></div>	
				Lower middle	<div><div>46%</div><div></div><div>54%</div></div>	
				Lower (bottom 25% pay)	<div><div>54%</div><div></div><div>46%</div></div>	

Haleon UK Trading Limited

Pay gap		Bonus gap	% of employees in each pay quartile	Number of employees*
Median hourly <b>4.5%</b>	Mean hourly <b>4.4%</b>	Median bonus gap <b>12.9%</b>	Mean bonus gap <b>11.8%</b>	
		% of employees receiving bonuses M <b>98.8%</b>   <b>98.5%</b> F		
			Upper (top 25% pay) 57% M 43% F	<div>Total 1330</div> <div>Male 689</div> <div>Female 641</div>
			Upper middle 51% M 49% F	
			Lower middle 47% M 53% F	
			Lower (bottom 25% pay) 55% M 45% F	

## Haleon UK Services Limited

Pay gap		Bonus gap		% of employees in each pay quartile	Number of employees*
Median hourly	Mean hourly	Median bonus gap	Mean bonus gap		
6.7%	8.4%	16.6%	17.6%		
		% of employees receiving bonuses			
		M 93.7%   94.7% F			
				Upper (top 25% pay)	
				Upper middle	
				Lower middle	
				Lower (bottom 25% pay)	
					Total 706 Male 364 Female 342

\* The overall UK number includes additional relevant UK employees from two other legal entities.





# Understanding our gender pay gap.

We have made positive progress this year, particularly in supporting women's career and pay progression and ensuring our hiring practices remain equitable across the business.

Our analysis shows our remaining gender pay gap is driven by a greater proportion of men working in more senior roles than women, which we will continue to monitor and address.

The same factors account for the bonus gap, which is also driven by the fact that a higher proportion of women work part-time hours compared with men.

We are proud of the progress we have made but acknowledge a gender gap remains. We are committed to further improving our performance on the gender pay and bonus gap for employees across our legal entities in the UK.

This report outlines the initiatives which are expected to accelerate women's careers and prospects at Haleon over time.



\* Source: Office for National Statistics, 2023



# Our gender pay gap action plan.

## Progressive Policies

During 2023, to complement the Global Parental Leave and Global Caregivers Leave policies introduced the previous year, we launched our new Menopause Statement. This sets out the ways in which we will support colleagues who are experiencing menopausal and perimenopausal symptoms - including adjustments to working arrangements and the workplace environment.

## Learning and Development

We have advanced several new DEI and learning and development programmes as part of our efforts to accelerate women's career prospects, these include:

- Our people management development programme, which develops DEI capabilities including how we address unconscious bias.
- Our diverse talent programme, designed to accelerate leadership potential and career progression.
- Our Women in Leadership Apprenticeship Courses, an on-the-job experience and learning programme available to women who form part of our leadership community in the UK.

We also remain committed to strengthening our UK STEM partnerships and promoting STEM for women and girls in our communities.

## Global Caregivers Leave

In 2023, our UK employees adopted our Global Caregivers Leave policy, including Vicky, a primary caregiver for her mum who shared:

**"It's tough balancing a full-time job, a family and caring responsibilities. Haleon's Global Caregivers Leave policy meant I was able to spend valuable time with my mum, including visiting her grandchildren and great grandchildren together. My mum and I made new memories and revisited old ones on our trip which I will cherish for years to come. Just knowing we have this benefit available means so much to me, thank you".**

**Vicky Edmonds**  
Social Impact Director







# Our gender pay gap action plan.

## Building our Communities

### Global Employee Resource Groups (ERGs)

During 2023, we fully activated our four Global ERGs – employee-led community networks focused on gender, ethnicity, LGBTQ+ and disability. Collectively, they delivered a number of flagship and local events to raise awareness of key DEI topics and encourage open conversations and allyship amongst our employees.

Our Women@Haleon (W@H) ERG, including its UK Chapter, has made steady progress in fostering inclusion and driving engagement on women's careers and interests at Haleon during 2023.

**"Throughout 2023, W@H concentrated its efforts on empowering women to achieve their full potential.**

**Key accomplishments include the organisation of inspirational International Women's Day events; global broadcasts complemented by local initiatives promoting equity; events focused on women's health; as well as the establishment of mentoring programs and networking opportunities.**

**In 2023, W@H expanded its reach to 10 fully formed country chapters, including our UK chapter, who all experienced growth in members across the year. W@H has successfully cultivated a community of employees dedicated to fostering an inclusive and diverse culture, with a resolute commitment to advancing this agenda in the future."**

**Anna Gawronska-Leder**

Product Adoption Manager and Co-Lead,  
Women@Haleon Global ERG



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## Declaration

I confirm that the data and information presented  
in this report are accurate and meet the  
requirements of the UK Equality Act 2010  
(Gender Pay Gap Information) Regulations 2017.



## Oriane Lacaze

Director, Haleon UK Trading Limited; Haleon  
UK Services Limited



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