HALEON

Health Inclusivity and Sustainability Report **2025**

SENSODYNE parodontax Centrum Caltrate THERAFLU Voltaren Panadol ENO

Deliver better everyday health with humanity

Our Health Inclusivity and Sustainability strategy is driven by our purpose to deliver better everyday health with humanity.

By improving health inclusivity, reducing our environmental impact across our value chain, operating with enduring resilience and upholding robust ethical standards, we can help people live longer, healthy lives today and tomorrow.

+ See page 36 for more information on our reporting suite.

For more details on our Health Inclusivity and Sustainability strategy, visit our website by scanning the QR code.

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In conversation with our CEO

Brian McNamara,
Chief Executive Officer

What role do health inclusivity and sustainability play in your Win as One strategy?

In 2025, we launched our new Win as One strategy, which aims to raise our ambition and realise the full potential of Haleon.

Our purpose is to deliver better everyday health with humanity. This is the impact we want to create for our consumers around the world. To deliver our purpose, we have defined two ambitions: to reach one billion more consumers by 2030 and to generate industry-leading shareholder returns. Our Health Inclusivity and Sustainability strategy works in lockstep with Win as One and underpins our global ambitions.

Health inclusivity is central to our updated framework and where we believe we can deliver the biggest impact. By improving health inclusivity we can help millions of people take more control of their everyday health – improving health outcomes, reducing the burden on overstretched health systems and growing our business.

We are proud to be launching a new, ambitious goal to provide opportunities for over 300 million people a year to take more control of their everyday health by 2030.

This builds on our previous goal and strong performance by adding a focus on improving access to everyday health products. We will work to deliver the goal by:

- **Building health literacy** – equipping people with the information and resources they need to take more control of their health.
  + See page 10.
- **Increasing access to everyday health products** – making more affordable and accessible versions of our products available to more people.
  + See page 11.
- **Tackling bias and prejudice** – challenging negative stereotypes which hold people back from better everyday health.
  + See page 11.

Haleon's long-term success and delivery of our Win as One ambitions depends on the health of people, communities and the environment we operate in. Reducing our environmental footprint and providing solutions to help people manage the growing impact of environmental changes on their health is key. To grow our business and meet our key stakeholders' expectations we need to operate with enduring resilience for people and planet. This will help us to access the talent, skills and resources we need to grow our business today and tomorrow. It also protects Haleon from risks and potential supply chain disruption which can impact our ability to meet the needs of the people we serve.

+ For further information, our first **Double Materiality Assessment (DMA)** on page 5 confirms our strategic focus areas.

+ You can read more about our new **strategic framework** on page 3.

Can you share some of your key achievements from the year?

In 2025, we delivered strong progress against our commitments despite an uncertain external environment.

We significantly exceeded our health inclusivity goal to empower 50 million people a year to be more included in opportunities for better everyday health by the end of 2025, empowering over 74 million people in 2025. Our actions here drive business growth by increasing demand for our products. With our updated goal to 2030, we will also capture the positive impact from fulfilling that increased demand by making our products more accessible and affordable – testament to the core role that health inclusivity plays in our strategy.

We have also made good progress on our environmental goals – cutting our own carbon emissions and those along the value chain, with our net Scope 1 and 2 emissions reducing by 55%* from the 2020 baseline and source to sale Scope 3 emissions reducing by 13% from the 2022 baseline. However, continued progress depends on systemic shifts — particularly greener electricity grids and collective action to decarbonise energy used for heating and cooling.

We drove circularity forward, with 80%* of our packaging now recycle-ready and significant reductions in virgin plastic use, and are one of the first global consumer companies to achieve Alliance for Water Stewardship (AWS) certification across all our manufacturing sites.

What lies ahead for Haleon with regards to health inclusivity and sustainability?

Looking ahead, health inclusivity and sustainability will remain central to Haleon's strategy – shaping how we operate, innovate and grow. Our focus is clear: we are stepping up our actions and commitment to improve health inclusivity, while continuing to transform how we work to build enduring resilience across our value chain, reducing our environmental footprint and upholding robust ethical standards.

Over the next year, we will continue to develop and empower our own people and collaborate with suppliers, industries and communities across our value chain to drive change and develop the solutions needed to enable people to achieve better everyday health today and tomorrow.

Across our business, we will continue to embed sustainability considerations into decision-making, seeking to ensure our actions are transparent, science-led, and aligned with stakeholder expectations.

Together, these actions help us deliver our purpose, our Win as One strategy and ambitions.

Discover more...

+ Information on Haleon can be found on our website and on page 1 of our **2025 Annual Report and Form 20-F.**

+ Information on our Win as One strategy can be found on pages 6-8 of our **2025 Annual Report and Form 20-F.**

+ For information on our progress across our six categories, can be found on pages 9-14 of our **2025 Annual Report and Form 20-F.**

* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standards ISAE (UK) 3000 and ISAE3410.

Our Health Inclusivity and Sustainability strategy

Our strategic framework

We deliver better everyday health with humanity.

Haleon is a consumer company that is solely focused on better everyday health. Our people, brands, research, investment and innovation are all aimed at improving the everyday health of those we serve at all stages of their lives.

Yet, today too many people are held back from achieving better everyday health due to a lack of knowledge, access to affordable care, and bias and prejudice. Changes to the environment are also impacting people's health, making many everyday health conditions worse, with the most vulnerable impacted first and hardest.

That is why improving **health inclusivity** is central to our strategy and where we believe we can make the most impact. By building health literacy, increasing access to everyday health products, and tackling bias and prejudice, we can help millions of people take more control of their everyday health, helping to close the incidence-treatment gap and put health in more hands. Because we know when people have the knowledge, tools, and confidence to care for their health it strengthens families, communities, and entire health systems[1].

We also recognise that Haleon's long-term success is dependent on the health of people, the natural world and the shared resources we all rely on. That is why we are committed to reducing our environmental impact across our value chain and operating **with enduring resilience** so that we can help people to live longer, healthier lives today and tomorrow.

For health inclusivity

By 2030, we aim to provide opportunities for over 300 million people a year to take more control of their everyday health. We are making this happen by:

- **Building health literacy** - because knowledge and confidence change behaviour. While 80% of people want to take more care of their health, we know that only 20% feel confident they know how[2], so we are equipping consumers, Health Professionals and community health workers with the information and resources they need to take more control of their health.
- **Increasing access to everyday health products** - because everyday health should be within everyone's reach. We provide bespoke solutions in different markets, such as affordable products, new formats and pack sizes.
- **Tackling bias and prejudice** - because everyone deserves to be seen, heard, and treated fairly. We challenge negative stereotypes which hold people back from better everyday health.

With enduring resilience

We are transforming how we work to build resilience across our value chain, reduce our environmental footprint and provide solutions to help people manage the impact of environmental changes on their everyday health, enabling lasting value and meeting the expectations of our consumers, stakeholders and communities. We do this by:

- **Cutting carbon emissions** - because a healthy planet underpins human health. We are decarbonising our manufacturing sites and targeting net zero carbon emissions from source to sale by 2040[3]. Through the Haleon Sustainable Supply Chain Pledge, we are working with suppliers to drive decarbonisation across our value chain.
- **Making packaging more sustainable** - because increasing circularity reduces waste, protecting our environment and people's health. We aim to make all our packaging recyclable or reusable by 2030, where safety, quality and regulations permit, while reducing our use of virgin plastic by one-third vs our 2022 baseline. We have rolled out recycle-ready toothpaste tubes and are scaling up initiatives to reduce virgin plastic by replacing it with recycled or bio-based plastic.
- **Managing natural resources more responsibly** - because thriving natural ecosystems sustain our business and our health. We work to sustainably source the key ingredients in our products and focus on good water stewardship across our sites and on increasing waste circularity to ensure shared resources are managed equitably and responsibly.
- **Supporting our people and partners** - because resilience depends on people. To deliver our sustainability goals, we develop and empower our own people and collaborate with individuals, industries and communities across our value chain, from mint farmers to packaging experts, scientists and Health Professionals to develop the skills, capabilities and solutions needed to enable people to achieve better everyday health today and tomorrow.

Upholding robust ethical standards

All of this is anchored on **upholding robust ethical standards.** From operating responsibly, embedding robust quality and safety standards, to protecting human rights, these standards guide our actions and safeguard the trust that underpins our brands.

Together, these actions help us to deliver our **Win as One** strategy and our ambitions to reach one billion more consumers by 2030 - helping millions more people feel healthier and happier, and generating industry leading returns for our shareholders.

80%

of people want to take more care of their health but only 20% feel confident they know how[2].

100%

renewable electricity across our manufacturing sites*.

1. World Health Organization (WHO): Health Literacy fact sheet.
2. Vintura: The Health Economic Benefits of Self Care.
3. Aligned to guidance from The Climate Pledge and Race to Zero.

* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standards ISAE (UK) 3000 and ISAE3410.

2025 performance highlights

	Focus area	Our goals and metrics[1]	Our 2025 performance	Our 2024 performance	Progress vs goal
For health inclusivity	**Health inclusivity** See pages 8-11	We aim to empower millions of people a year to be more included in opportunities for better everyday health, empowering 50 million people a year by 2025[2].	**74m+ empowered**	**50m+ empowered**	**Exceeded**
For enduring resilience	**Cutting carbon emissions** See pages 13-15	We aim to reduce our net Scope 1 and 2 carbon emissions by 100% by 2030 vs a 2020 baseline.	**-55%***	**-50%**	**On track**
		We aim to reduce our Scope 3 carbon emissions from source to sale by 42% by 2030 vs a 2022 baseline.	**-13%**	**-9%[3]**	**On track**
	Making our packaging more sustainable See pages 16-18	We aim to reduce our use of virgin petroleum-based plastic by 10% by 2025[2] , and a third by 2030 vs a 2022 baseline.	**-9%***	**-1%**	**Achieved[4]**
		We aim to develop solutions for all product packaging to be recycle-ready by 2025[2], and recyclable or reusable by 2030, where safety, quality and regulations permit.	**80%***	**79%[5]**	**Achieved[6]**
	Managing natural resources responsibly See pages 19-21	We aim for all key agricultural, forest and marine-derived materials used in our ingredients and packaging to be sustainably sourced and deforestation free by 2030.	**90%**	**81%**	**On track**
		We aim to achieve TRUE (Total Resource Use and Efficiency) certification at all our manufacturing sites by 2030.	**11/24**	**5/24**	**On track**
		We aim to achieve Alliance for Water Stewardship (AWS) standard certification at all our manufacturing sites by 2025[2].	**24/24**	**12/24**	**Achieved**
	Supporting our people and partners See pages 22-24	We aim to achieve gender parity in leadership roles by 2030[7].	**46.3%**	**44.6%[7]**	**On track**

Maintained and improved performance on ESG ratings

See ESG Reporting Hub for more details

Corporate ESG Performance Prime — RATED BY ISS ESG

QUALITYSCORE — HIGHEST RANKED BY ISS STOXX

CDP Discloser 2025

MSCI ESG RATINGS AA — CCC B BB BBB A AA AAA

Morningstar Sustainalytics Industry ESG Leader 2026

Morningstar Sustainalytics Industry Low Carbon Leader 2025

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1. Further information on the reporting periods and reporting criteria for each goal can be found within the corresponding sections of this report and in our **2025 Health Inclusivity and Sustainability Basis of Reporting**, including reporting developments and improvements.
2. The end point for the goal delivery period is the end of the 2025 calendar year.
3. The 2024 Scope 3 result and 2022 baseline differ from the value (2024: -10%) in the 2024 Annual Report and Form 20-F due to methodology and data improvements, including updated emission factors and granular data for products made at third-party manufacturers. While the change in the Scope 3 result is not material, the change in split of emissions across the GHG protocol categories is material. The restated Scope 3 result better reflects the drivers of our footprint and where we are focusing our actions.
4. Reporting period for virgin-petroleum based plastic reduction is 1 July to 30 June. The 2025 performance of -9% represents the reduction achieved in this reporting period. Based on actual results as of 30 September 2025, we have surpassed the target of -10% by end of 2025 and have therefore achieved our 2025 interim goal.
5. The 2024 recycle-ready packaging result differs from the value of 74% disclosed in the 2024 Annual Report and Form 20-F due to packaging data improvements at internal sites and inclusion of granular data for products made at third-party manufacturers.
6. The stated performance is against the 2025 recycle-ready goal only. We have achieved our 2025 interim goal. Reporting period for recycle-ready packaging is 1 July (prior year) - 30 June (reporting year).
7. Gender parity is defined as between 48-52%. Since 2025, this metric does not include the US and Puerto Rico. The 2024 result has also been updated to exclude these, hence the 2024 result shown differs from the value of 45.2% disclosed in the 2024 Annual Report and Form 20-F and the 2024 Responsible Business Report. Percentage indicates the percentage of female permanent employees.

* KPMG LLP has issued independent limited assurance, using assurance standards ISAE (UK)3000 and ISAE (UK) 3410, over the selected data indicated. See page 48 for further information.

Double materiality assessment

Identifying material impacts, risks and opportunities
A Double Materiality Assessment (DMA) evaluates both how our business impacts society and the environment (impact materiality) and how ESG topics affect our business (financial materiality).

In preparation for potential future reporting by the Group/or our companies in accordance with the EU Corporate Sustainability Reporting Directive (CSRD), in 2024 we carried out our first Group-level DMA taking account of the CSRD and European Sustainability Reporting Standards (ESRSs), using draft guidance from the European Financial Reporting Advisory Group (EFRAG). In 2025, we revisited our DMA to incorporate nature-related insights from our LEAP (Locate, Evaluate, Assess and Prepare) assessment in line with the Taskforce for Nature-related Financial Disclosures (TNFD) framework and the latest external and internal developments, taking account of the CSRD and ESRSs that had been enacted prior to 2025. We continue to monitor legal developments and will update our approach, as and if required, to align with the latest laws and guidance.

+ Further information on our Climate and Nature-related Financial Disclosures can be found on pages 19-30 of our **2025 Annual Report and Form 20-F.**

Stakeholder engagement
Throughout the assessment, internal and external stakeholders provided insights to inform our identification and assessment of impacts, risks and opportunities (IROs). Internal stakeholders reviewed IROs for completeness and relevance, conducting detailed and - where relevant - quantitative reviews against assessment criteria.

Key external stakeholder groups included suppliers, customers, investors, communities, shareholders, consumers and end-users (including vulnerable consumers). Representatives from those groups or their proxies were interviewed to gather their perspectives.

In 2025, we revisited our DMA to incorporate nature-related insights from our LEAP (Locate, Evaluate, Assess and Prepare) assessment in line with the Taskforce for Nature-related Financial Disclosures (TNFD) framework and the latest external and internal developments, taking account of the CSRD and ESRSs that had been enacted prior to 2025.

Our double materiality assessment process

1. Understanding Haleon's business context to identify a long list of potentially material ESG topics

We reviewed ESG topics across our business model, considering the full scope of our activities, resources and value chain relationships. We then conducted a high-level mapping of our own operations and business model, while defining our upstream and downstream value chain. We also identified our key stakeholder groups by considering those most likely to be affected along our value chain, as well as those who rely on our sustainability statements to inform their decisions.

Using a top-down approach, we identified relevant ESG topics, starting with the broadest possible view of topics that could be material for our Company. This took into consideration ESRS topics and sub-topics, relevant internal analyses, peer materiality assessments, and Sustainability Accounting Standards Board (SASB) industry topics for key value chain sectors.

2. Identification of relevant impacts, risks and opportunities (IROs)

We assessed IROs related to each identified ESG topic. We considered both positive and negative, actual and potential, short-, medium- and long-term impacts across our business activities, value chain, relationships and geographies. ESG-related risks and opportunities were identified by linking our operations and value chain dependencies to key ESG risk drivers.

The short-, medium-, and long-term time horizons considered were defined according to our three-year business planning cycles and enterprise risk management time horizons. These are defined as follows:

- Short-term: 0–1 years
- Medium-term: 1–3 years
- Long-term: more than 3 years
- Continuous: Impact has an equal likelihood of materialising in the short-, medium-, and long-term time horizons

3. Assessment of impacts, risks and opportunities (IROs)

To determine materiality, we assessed each IRO using a methodology consistent with the requirements of the ESRSs and aligned to our Enterprise Risk Management (ERM) framework (see page 50 of our **2025 Annual Report and Form 20-F**). IROs were assessed at a gross level, without consideration of potential mitigation and/or management activities undertaken by Haleon. We will consider assessing IROs on a net basis in the future informed by latest guidance and best practice.

3.1. Impacts
We assessed the materiality of impacts based on severity and likelihood (for potential impacts only). Severity was determined by scale, scope and irremediability (for negative impacts only).

For potential negative human rights impacts, as required by the ESRSs, severity took precedence over likelihood.

3.2. Risks and opportunities
The financial materiality assessment evaluated the likelihood and magnitude of the financial effects of the sustainability-related risks and opportunities. The overall risk and opportunity scores were calculated by averaging likelihood and magnitude scores to arrive at the materiality score.

Key internal experts contributed to the relevant aspects of the IRO scoring based on their areas of expertise.

4. Determination and validation of materiality

With subject matter expert input, we scored IROs on a scale of 1 to 4 - with 4 representing critical impact. We set a materiality threshold of 3.5 for both our business impact on society (impact materiality) and for the impact of ESG topics on our business (financial materiality), based on the midpoint of our major and critical criteria. This threshold was validated by senior leaders across Risk, Finance, Sustainability, and the Environment & Social Sustainability (ESS) Board Committee. IROs exceeding this threshold were deemed material.

Double materiality assessment
continued

Our material topics

Taking account of the requirements of the CSRD and the ESRSs, the assessment resulted in IROs related to the material topics, as plotted on the double materiality matrix graphic. The outcomes of the DMA have been reviewed by the Environmental and Social Sustainability Committee. See page 7 for details on governance. The ESRS numbers associated with each material topic are indicated in parentheses (e.g. Energy and Emissions (E1)).

Interaction with our Health Inclusivity and Sustainability strategy

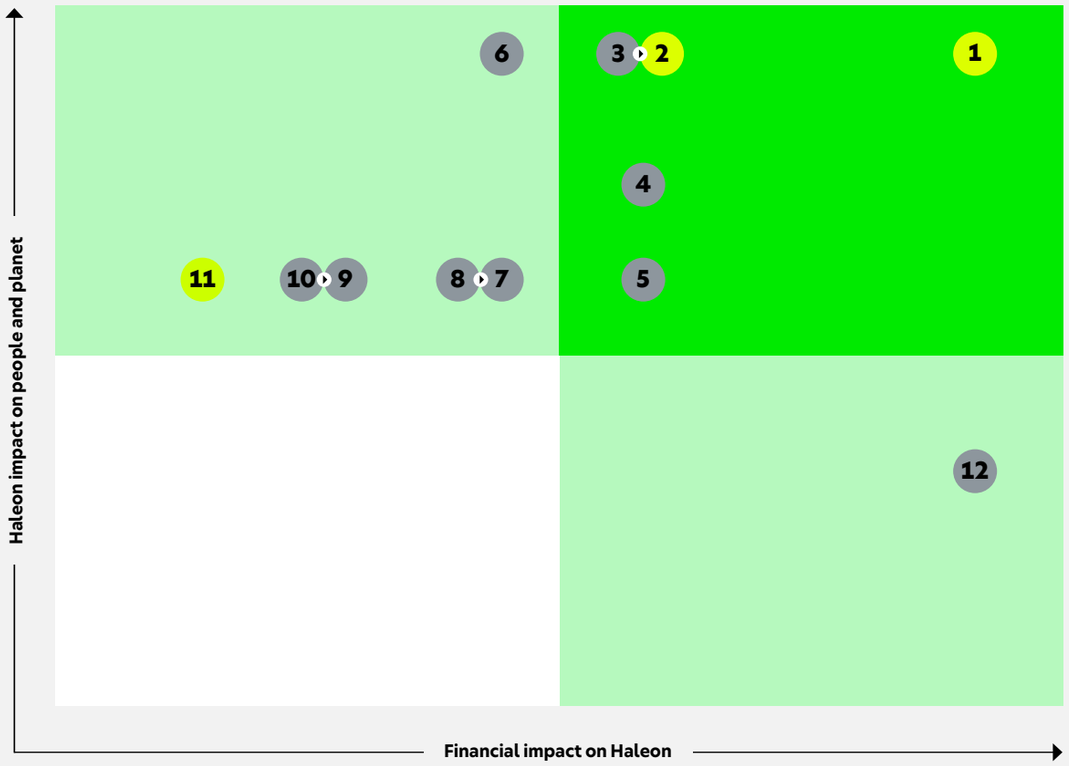
Material topics have been mapped to the pillars of our Health Inclusivity and Sustainability strategic framework and the enterprise scorecard used to performance manage the delivery of our goals, enabling alignment between our materiality assessment outcomes and our strategic priorities and actions.

Double materiality matrix:

Opportunity | Risk | Positive Impacts | Negative Impacts | Equal impact and financial materiality

Material topics

1	Health inclusivity	+
2	Energy and emissions (E1)	−
3	Water pollution (E2)	−
4	Product quality and safety of consumers (S4)	−
5	Workers in the value chain – Human rights (S2)	−
6	Biodiversity and ecosystems (E4)	−
7	Workers in the value chain – Health and safety (S2)	−
8	Own workforce – Health and safety (S1)	−
9	Packaging and circularity (E5)	−
10	Water use (E3)	−
11	Own workforce – Training and skills development (S1)	+
12	Business conduct – Corruption and bribery (G1)	−



Impact and Financial material | Impact or Financial material only | Not material

Responsible governance

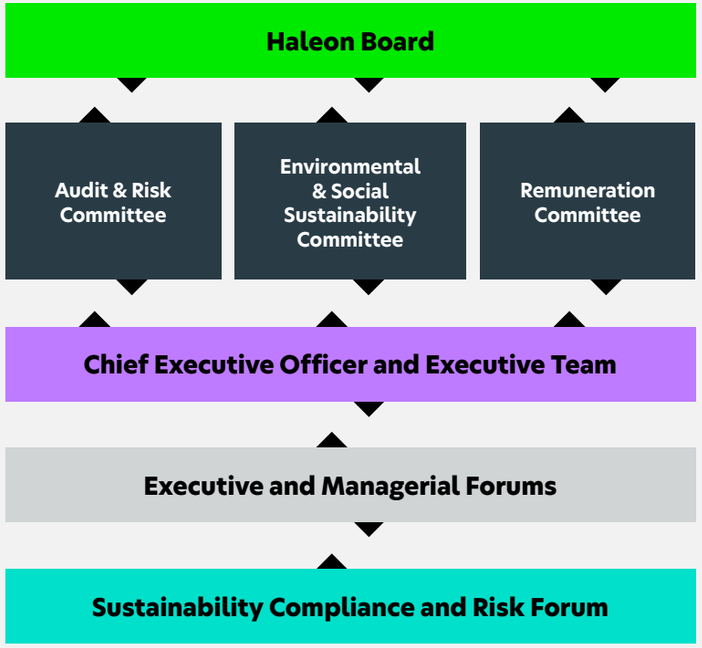
The Haleon Board has overall responsibility for the Group's Health Inclusivity and Sustainability strategy.

In March 2023, the Board established the Environmental & Social Sustainability Committee, chaired by an Independent Non-Executive Director, Marie-Anne Aymerich. The role of the Committee is to provide effective governance over Haleon's progress against our health inclusivity and sustainability priorities. The Committee also oversees the embedding of robust ethical standards in our operations and value chain, to confirm that Haleon is operating responsibly in line with current ESG regulatory and reporting requirements, while preparing to meet evolving requirements.

+ See our **Environmental & Social Sustainability Committee terms of reference** and pages 74-75 of our **2025 Annual Report and Form 20-F**.

+ See our **2025 Annual Report and Form 20-F** for more details on risk management, governance, and board committees (pages 50-57 and 64-77). For ESG-linked executive compensation, see pages 78-103.

Responsible governance:



Audit & Risk Committee
The Audit & Risk Committee oversees Haleon's principal risks, including our principal risk related to ESG, which covers climate change and nature (see pages 70-73 of the **2025 Annual Report and Form 20-F)**.

Remuneration Committee
The Remuneration Committee supports our Health Inclusivity and Sustainability strategy by aligning Haleon's Performance Share Plan via the ESG qualifier. Executive remuneration is tied to specific ESG KPIs (see pages 78-103 of the **2025 Annual Report and Form 20-F**).

Chief Executive Officer and the Executive Team
The Chief Executive Officer and the Executive Team are responsible for the delivery of our Health Inclusivity and Sustainability strategy and performance managing delivery against our externally committed goals. To support this, our performance share plan includes an ESG qualifier. They are supported by various governance forums, including for the management of risks and opportunities as described on page 64 of the **2025 Annual Report and Form 20-F**.

The Executive Team Risk Forum (Risk Forum) oversees the management of principal risks, including that the ESG principal risk is managed effectively (see pages 50-52 of the **2025 Annual Report and Form 20-F**).

In May 2025, the Risk Forum reviewed the ESG principal risk, which is owned by the Chief Corporate Affairs Officer and monitored via Haleon's risk management framework (see page 50 of the **2025 Annual Report and Form 20-F**).

Compliance and Risk Forums (CRF)
The CRFs are conducted by our functional teams, categories, and business units, to embed risk management in day-to-day business operations. Details about the Sustainability CRF can be found on pages 19-20 of the **2025 Annual Report and Form 20-F**.

01.

For health inclusivity

When people are empowered to take better care of their everyday health it shapes how they feel and their quality of life - today, and into the future.

Better everyday health helps to prevent more serious illness, eases pressure on overstretched health systems and enables people to live longer, healthier lives.

In this section:

Building health literacy	+ page 10
Increasing access to everyday health products	+ page 11
Tackling bias and prejudice	+ page 11

Further information
The reporting criteria for selected data points can be found on pages 36-37 of this report and in our **2025 Health Inclusivity and Sustainability Basis of Reporting**.

When Haleon was first created as a standalone company we set the following goal:

Our goal	2025 performance	2024 performance
We aim to empower millions of people a year to be more included in opportunities for better everyday health, empowering 50 million people a year by 2025[1].	**74m+**	50m+

Overview
As a consumer company with a purpose to deliver better everyday health with humanity, we are committed to improving health inclusivity. We recognise that today too many people are held back from better everyday health due to a lack of knowledge, access to affordable care, and bias and prejudice. We also recognise that changes to the environment are impacting people's everyday health, making many everyday health conditions worse. Everyone is affected but the most vulnerable are hit first and hardest. That's why improving health inclusivity is central to our strategy and where we believe we can make the most impact.

Health inclusivity has been identified as a material topic in our DMA (positive impact and financial opportunity), reflecting its critical importance to our business and stakeholders (see pages 5-6).

Progress in 2025

In our 2025 reporting period[1], we empowered more than 74 million people to be more included in opportunities for better everyday health, surpassing the goal we set in 2022. These include over 52 million* people via the Haleon Health Partner Portal. Details on progress and key initiatives are presented for each health inclusivity pillar at pages 10-11. In 2025, we donated over £15 million[2] to causes that address barriers to health inclusivity. We also invested in research and actions to improve health inclusivity for our business and our stakeholders.

We are pleased to announce a new goal to 2030 which underlines our commitment to improving health inclusivity:

By 2030, we aim to provide opportunities for more than 300 million people a year to take more control of their everyday health.

We will do this by:
- **Building health literacy** - because knowledge and confidence changes behaviour. We are equipping people with the information and resources they need to take more control of their health.
- **Increasing access to everyday health products** - because everyday health should be within everyone's reach. We are making more affordable and accessible versions of our products available to more people.
- **Tackling bias and prejudice** - because everyone deserves to be seen, heard, and treated fairly. We are challenging negative stereotypes which hold people back from better everyday health.

Our new goal builds on the progress already made and increases our ambition. As with our previous goal it measures the impact of our actions to improve health literacy which is key to closing the incidence-treatment gap. We do this by building people's knowledge and confidence directly and by equipping Health Professionals with tools and resources to help them provide trusted, easy-to-follow advice.

We also continue to measure the impact of our actions to tackle bias and prejudice - overcoming limiting beliefs which get in the way of people's ability to achieve better everyday health - from ageism to pain bias.

Our new goal goes further by including the impact of our actions to increase access to everyday health products - putting essential, accessible versions of our products within price and arm's reach of millions more people. We know that affordability and accessibility are key barriers to everyday health and are committed to addressing this through our updated health inclusivity goal and strategic focus on getting health in more hands.

Discover more...

Policy positions
- **Health inclusivity and self-care policy position**
- **Improving global oral health policy position**
- **Meaningful access to vitamin and mineral supplements policy position**
- **The role of pharmacists in self-care policy position**
- **The value of self-care policy position**

1. Reporting period is 1 December (prior year) to 30 November (reporting year).
2. Includes cash and in-kind product donations. Reporting period = calendar year.

* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standard ISAE (UK) 3000.

For health inclusivity continued

Spotlight

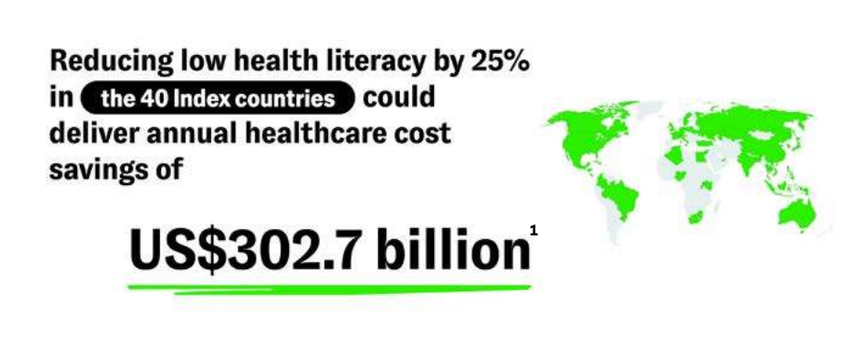
Health Inclusivity Index

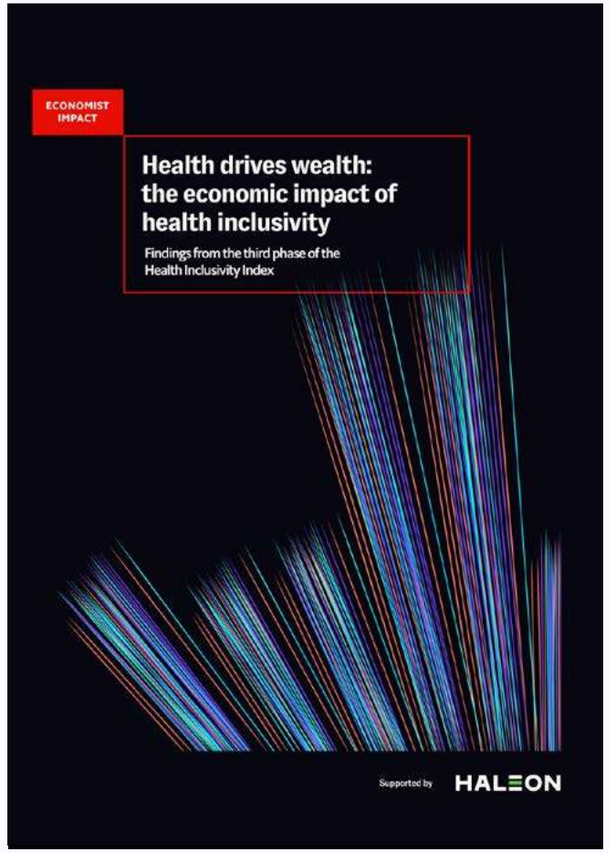
Since 2022, we have supported Economist Impact in creating the Health Inclusivity Index. Phase 1 assessed how countries' health policies and systems enable inclusivity, while Phase 2 assessed the extent to which countries are putting inclusive health policy into action through a survey of over 40,000 people across 40 countries. In May 2025, Phase 3 of the Index launched, examining the health and economic benefits of improving health inclusivity across seven everyday health conditions and four underserved groups. These include people with low health literacy, people with low incomes, women, and people aged 50+. The study found that reducing low health literacy by 25% across the 40 countries could deliver significant annual healthcare savings[1].

The results show that closing health inclusivity gaps improves health outcomes, saves cost and boosts productivity. Our global and regional teams are using Phase 3 outputs to engage policymakers and healthcare providers and inform more inclusive policies and practices across the seven health conditions and four underserved groups studied.

$358bn

lifetime[2] tooth decay savings through better education and access to preventative care when targeting low-income groups[1].





Key dependencies

We work to increase health inclusivity through our brands, through extensive engagement with Health Professionals and partnerships with organisations like UNICEF, Smile Train and Economist Impact. Driving sustained impact also depends on enabling policies and practices to support health inclusivity.

Looking **forward**

To reach our new goal where **we aim to provide opportunities for over 300 million people a year to take more control of their everyday health by 2030,** we will scale up existing activities that build health literacy and tackle bias and prejudice. For example, in 2026, we plan to expand our "Ageism Off. Life On." campaign to new markets and reach more Health Professionals through expert initiatives via the Haleon Health Partner Portal. We are also launching our Better Everyday Health Community Project, with founding partner Care International UK, to deliver community programmes which focus on building health literacy, tackling bias and prejudice and improving access to everyday health products and services.

A large proportion of our 300 million target will be delivered by increasing access to everyday health products. We will make our products more accessible and adapted to fit into the different realities of people's daily lives. We will also expand distribution so that our products are within both price and arm's reach of millions more people.

We aim to provide opportunities for over 300 million people a year to take more control of their everyday health by 2030.

40,000

people were surveyed in Phase 2 of the Health Inclusivity Index to understand their lived experience of health inclusivity.

See more on the Economist Impact's **Health Inclusivity Index page**.

1. Source: Economist Impact (2025).
2. Between the age of 12 and 65 years.

Building health literacy

Health literacy is a key determinant of health. In the US, for example, health literacy is a stronger predictor of an individual's health status than income, employment status, education level or racial and ethnic group[1]. It is also a critical global issue, with the World Health Organization (WHO) highlighting significant disparities across populations – even in high-income countries[1].

We are committed to building health literacy, because informed choices lead to healthier lives for individuals, their families, and their communities. Through various programmes across the world, we support Health Professionals and individuals to find, understand, evaluate and use clear, relevant health information.

We support Health Professionals to better understand and manage their patients' pain. The Haleon Pain Index is a global study which reveals how pain affects people differently – across regions, ages, and genders. It highlights the emotional, physical, and social impacts of pain and aims to raise awareness and inform better pain management strategies worldwide. Through our Haleon Health Partner (HHP) online portal we provide Health Professionals with tools and resources to support more confident, and improved, patient care.

Spotlight

Haleon Health Partner portal

Haleon Health Partner (HPP) online portal plays a key role in our work to build health literacy and improve health inclusivity. The portal provides Health Professionals with trusted, evidence based training, tools, advice and resources to help them build everyday health knowledge and confidence across the diverse communities they serve.

The portal is not just a trusted source of resources and tools for Health Professionals, it is an important enabler of more inclusive everyday health. In 2025 we continued to invest in broadening and deepening the content and reach of the portal – adding new resources and engaging more Health Professionals through the portal. During 2025, enhanced portal content included deeper condition-specific education materials, new support tools tailored to pharmacists, dentists and doctors, and expanded training materials on important inclusivity topics, including new content addressing pain bias. One of the year's most important additions was the integration of The Haleon Pain Management Institute (PMI) resources.

These materials, shaped by new human understanding and insights are designed to help Health Professionals recognise and address disparities in access to pain treatment and differences in patients' knowledge, understanding and confidence in describing and managing their pain. This specialist pain content is designed to support Health Professionals to overcome barriers to effective pain treatment, including pain bias, building on the success of our long-standing #ListentoPain programme.

In 2025, HHP continued to support Health Professionals in providing trusted advice through webinars, downloadable tools and resources. Over 170,000[2] Health Professionals around the world engaged with the portal in the year, empowering over 52 million* people in 2025[2] to be more included in opportunities for better everyday health.

52m+*

individuals empowered by Health Professionals engaged via Haleon Health Partner online portal in 2025[2].

The Haleon Health Partner portal includes specialist pain content designed to support Health Professionals to overcome barriers to effective pain treatment, including pain bias.

170,000

Health Professionals engaged with the Haleon Health Partner online portal in 2025[2].

1. Source: WHO (2025).
2. Reporting period is 1 December (prior year) to 30 November (reporting year).

* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standard ISAE (UK) 3000.

Increasing access to everyday health products

Challenges in accessing everyday health products and affordable care are significant barriers to health inclusivity, particularly among rural, hard-to-reach and lower-income communities. We are committed to making everyday health products more affordable and available, so that they are within price and arm's reach of millions more people by:

- Developing affordable product solutions that meet the needs of lower-income consumers.
- Expanding our reach in key markets such as India, China, Southeast Asia, the Middle East, Africa, and Latin America.
- Launching products in accessible formats and at price points which help people to look after their health while managing their household budget, including through single-serve and low-cost packs. For example, the more accessible version of our Sensodyne toothpaste in India, where we offer a smaller pack size priced at 20 rupees, to make it much more accessible to lower-income consumers, many of whom are daily-wage earners. By offering this more accessible version and extending distribution, we have more than doubled our reach in small towns and villages across India.

Product donations
Across many markets we also address lack of access to everyday health products by working with non-governmental organisations (NGOs), such as Direct Relief, International Health Partners and Good 360. Together, we donate essential products to communities where affordability and accessibility remain a challenge. For example, in 2025, we provided over 1.4 million units of product to 32 countries and supported 8 disasters with Direct Relief.

Spotlight

Project Amplify

In India, fewer than one in four people visit a dentist each year, leaving millions without the preventive care they need to maintain lifelong oral health. This gap is even wider within underserved communities, where access to dental services is often limited.

We believe everyone deserves access to quality dental care which supports their oral health and personal confidence.

Project Amplify was created to turn this belief into tangible action. Working in collaboration with dental colleges and dedicated Health Professionals across India, Project Amplify expands access to essential oral health services. Through these partnerships, we have supported free dental check-ups across more than 800 clinics nationwide, helping ensure individuals receive not only check ups but also practical, personalised advice to manage daily hygiene habits.

To reach people beyond clinic walls, we introduced a QR-based code, to facilitate at-home oral health checks. Placed throughout dental colleges, this simple digital tool allowed individuals to assess their oral health using their mobile phones, broadening engagement and removing barriers to care.

Since 2023, Project Amplify has empowered more than 600,000 people to improve their oral health through accessible, community-centred support. Engagement continues to grow, rising by 48% from 2024 to 2025 and reaching 330,000 individuals in 2025 alone[1].

We are empowering individuals to improve their everyday health through accessible and attentive health services.

Tackling bias and prejudice

Bias and prejudice are major barriers to health inclusivity. These issues are not confined to a single country; they are global, systemic, and deeply entrenched within both our health systems and individual beliefs. They have a significant impact on access to care, health outcomes, and mental wellbeing. We are committed to helping address this barrier by engaging directly with consumers, helping them recognise and overcome limiting beliefs.
We also provide training and resources to Health Professionals to help them offer culturally relevant, inclusive advice to the people they serve. Through our research and advocacy, we promote inclusive health policies and practices to help create an enabling environment for improved health inclusivity.

We are committed to engage directly with consumers and provide training and resources to Health Professionals.

Spotlight

Ageism Off. Life On.

Ageism is universal and too often, it is self-directed when people internalise negative attitudes about ageing. We believe that growing older should be something to embrace, not fear. We want to empower people, no matter their age, to improve their everyday health through better self-care. Research shows that having a negative outlook on ageing can reduce healthy life expectancy by as much as 7.5 years[2]. To address this, we launched an awareness campaign in Hungary specifically aimed at older adults.

The goal was to challenge and change negative perceptions of ageing, by sparking a more positive attitude towards growing older and inspiring individuals to lead more active and fulfilling lives as they age. To support this campaign, we created a suite of online information, tools, and resources designed to help people aged 55 and over maintain their health and wellbeing. In 2025[1], the campaign empowered over 400,000 older adults in Hungary, with many reporting they felt better informed and motivated to take action.

600,000+
people empowered to improve self-care of their oral health by Project Amplify since 2023.

400,000+
older adults in Hungary have been empowered through our Ageism Off. Life On. campaign in 2025[1].

1. Reporting period is 1 December (prior year) to 30 November (reporting year).
2. Source: WHO (2016).

02.

With enduring resilience

We work with respect for people, nature and the shared resources we all rely on.

To meet everyday health needs today - and those of future generations - we strive to operate with enduring resilience. We recognise that Haleon's long-term success depends on the health of people, the natural world and shared resources we all rely on. That is why we focus on operating with enduring resilience by cutting carbon emissions, making our packaging more sustainable, managing natural resources more responsibly, and supporting our people and partners.

In this section:

Cutting carbon emissions + page 13

Making our packaging more sustainable + page 16

Managing natural resources responsibly + page 19

Supporting our people and partners + page 22

Further information
The reporting criteria for selected data points, as well as information on reporting developments and improvements, can be found within the corresponding sections of this report and in our **2025 Health Inclusivity and Sustainability Basis of Reporting.**

Our goals and metrics	2025[1] performance	2024[1] performance
We aim to reduce our net Scope 1 and 2 carbon emissions by 100% by 2030 vs a 2020 baseline.	**-55%***	-50%
We aim to reduce our Scope 3 carbon emissions from source to sale by 42% by 2030 vs a 2022 baseline.	**-13%**	-9%[2]
We aim to reduce our use of virgin petroleum-based plastic by 10% by 2025[3], and a third by 2030, vs a 2022 baseline.	**-9%***	-1%
We aim to develop solutions for all product packaging to be recycle-ready by 2025, where safety, quality and regulations permit[3]. This is the first step towards making all packaging recyclable or reusable by 2030, where safety, quality and regulations permit.	**80%[4]***	79%[4,5]
We aim for all key agricultural, forest and marine-derived materials used in our ingredients and packaging to be sustainably sourced and deforestation-free by 2030.	**90%**	81%
We aim to achieve TRUE certification at all our manufacturing sites by 2030.	**11/24**	5/24
We aim to achieve AWS standard certification at all our manufacturing sites by 2025[3].	**24/24**	12/24
We aim to achieve gender parity in leadership roles by 2030[6].	**46.3%**	44.6%

Disclosures

- 2025 TCFD-TNFD disclosures: **2025 Annual Report and Form 20-F,** pages 19-30.
- **Climate Action Transition Plan.**
- 2025 Streamlined Energy and Carbon Reporting: **2025 Annual Report and Form 20-F**, pages 177-178.
- **2025 ESG Databook.**

1. Successful reductions shown as negative figures. The reporting periods for Scope 1 and 2 emissions (market-based) are 1 December (prior year) to 30 November (reporting year). The reporting periods for Scope 3 emissions, plastic, packaging and sustainable sourcing are 1 July (prior year) to 30 June (reporting year). The annual reporting periods for TRUE (Total Resource Use and Efficiency) certification, AWS certification and the baseline comparison years are calendar year.
2. The 2024 Scope 3 result and 2022 baseline differ from the value (2024: -10%) in the 2024 Annual Report and Form 20-F and 2024 Responsible Business Report due to methodology and data improvements, including updated emission factors and granular data for products made at third-party manufacturers. While the change in the Scope 3 result is not material, the change in split of emissions across the GHG protocol categories is material. The restated Scope 3 result better reflects the drivers of our footprint and where we are focusing our actions.
3. The end point for the goal delivery period is the end of the 2025 calendar year.
4. The stated performance is against the 2025 goal only.
5. The 2024 result differs from the value of 74% disclosed in the 2024 Annual Report and Form 20-F and 2024 Responsible Business Report due to packaging data improvements at internal sites and inclusion of granular data for products made at third-party manufacturers.
6. Gender parity is defined as between 48-52%. Since 2025, this metric does not include the US and Puerto Rico. The 2024 result has also been updated to exclude these, hence the 2024 result shown differs from the value of 45.2% disclosed in the 2024 Annual Report and Form 20-F and the 2024 Responsible Business Report. Percentage indicates the percentage of female permanent employees only.

* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standards ISAE (UK) 3000 and ISAE3410.

Discover more...

Policies and policy positions

- **Environmental Sustainability Policy**
- **Supplier Code of Conduct**
- **Climate action policy position**
- **Pharmaceuticals in the environment policy position**
- **Sustainable and deforestation-free sourcing of materials policy position**
- **Sustainable packaging policy position**
- **The importance of resilient global supply chains policy position**
- **Trusted ingredients, sustainably-sourced policy position**
- **Waste: circularity and reduction policy position**
- **Water stewardship policy position**
- **Sustainability Guidance for Suppliers Document**

Cutting carbon emissions

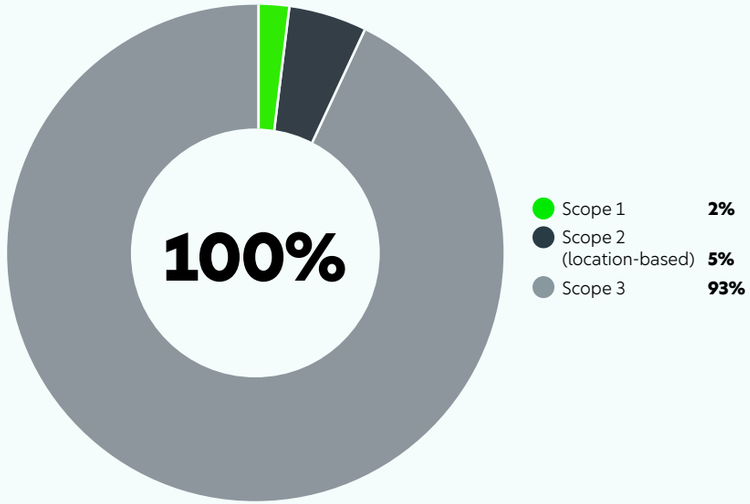
Reducing carbon emissions to address climate change is urgent and material for our business, as reflected in the results of our double materiality assessment. Decarbonisation benefits both the planet and human health.

As a health-focused business, we are working to lower our environmental impact by targeting Greenhouse Gas (GHG) reductions across our operations and supply chain. Our climate strategy reduces risks, explores opportunities, and educates both consumers and Health Professionals on climate-related health issues.

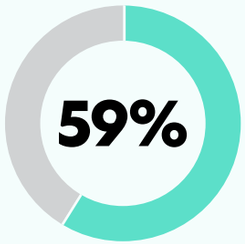
Our total carbon footprint
We aim to reduce our net Scope 1 and 2 carbon emissions by 100% by 2030 vs a 2020 baseline, underpinned by 95% absolute reduction. We also aim to reduce our Scope 3 carbon emissions from source to sale by 42% by 2030 vs a 2022 baseline and achieve net zero carbon emissions from source to sale by 2040 aligned to guidance from The Climate Pledge and Race to Zero[1]. While our Scope 3 reduction target covers "source to sale", our total carbon footprint reporting (as set out below and in graphics on this page) includes use-phase and end-of-life emissions as well. Further information on the reporting criteria for our goals can be found in the **2025 Health Inclusivity and Sustainability Basis of Reporting**.

Our 2025 total carbon footprint[2]
In 2025, our total estimated carbon footprint across all Scopes was 2,645 kt CO_2e.

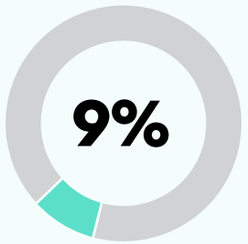
Our 2025 total carbon footprint across Scopes 1, 2 and 3[2]



Sites achieving ≥95% Scope 1 and 2 emission reduction
Dungarvan (Ireland) is one of our six sites that have reduced their absolute Scope 1 and 2 market-based carbon emissions by at least 95% vs our 2020 baseline in the 2025 reporting year[3].
The other sites are Panama Juan Diaz, (Panama), Pulogadung, (Indonesia), Jacarepaguá (Brazil), St Louis (USA) and Nairobi (Kenya).

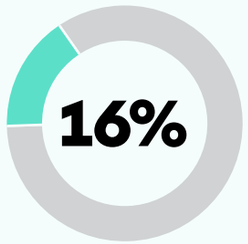


Purchased goods and services
Raw materials, packaging and services that we buy from suppliers

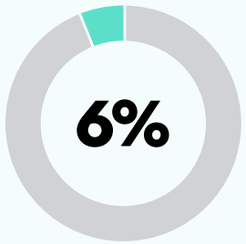


Our operations
Fuel and energy used in our factories, labs and offices (includes Scopes 1 and 2 plus Scope 3 Category 3)

Logistics
Delivery of our products to warehouses and retailers across the globe



Consumer use and disposal
Use of our products in home and disposal of packaging after use



Other activities
Business travel and employee commutes, capital goods, leased assets, investments, and waste in our operations

Discover more...

- Read more in our **Climate Action Transition Plan.**
- Further information on the reporting criteria for our carbon emissions goals can be read in our **2025 Health Inclusivity and Sustainability Basis of Reporting.**

1. Our Scope 3 and net zero targets span carbon emission categories from source to sale (excluding GHG protocol categories 6, 7, 10-15). They cover mandatory Scope 3 upstream and downstream emissions but exclude indirect consumer use-phase emissions, such as emissions associated with water used with our products.
2. 2025 Scope 1 and 2 (location-based) carbon emissions reporting period = 1 December 2024 to 30 November 2025. 2025 Scope 3 carbon emissions reporting period = 1 July 2024 to 30 June 2025.
3. Excludes emissions from refrigerants and company vehicle mileage. 2025 Scope 1 and 2 (market-based) carbon emissions reporting period = 1 December 2024 to 30 November 2025.

Cutting carbon emissions continued

Scope 1 and 2 emissions

Our goal[1]
We aim to reduce our net Scope 1 and 2 carbon emissions by 100% by 2030 vs a 2020 baseline, underpinned by a 95% absolute reduction target.

-55%* 2025 performance

-50% 2024 performance

Overview
Through our Scope 1 and 2 carbon emissions reduction programme, we are aiming for a 95% absolute reduction in carbon emissions from sites under our operational control by 2030, compared to our 2020 emissions.

Our approach
Our Scope 1 and 2 emissions reduction strategy is focused on three areas:
- Continuing to reduce our energy demand through energy efficiency programmes.
- Switching to renewable energy sources for our electricity, through installation of renewable energy sources on or near our sites, or by procuring Renewable Energy Certificates (RECs).
- Decarbonising heating and cooling systems at our sites by electrifying equipment, switching to renewable fuels and addressing remaining hard-to-abate emissions such as escaped refrigerant gases through the use of high-quality carbon offsets.

To reduce our Scope 1 carbon emissions, we are transitioning to renewable energy sources. We have developed a roadmap and investment plan with an aim to complete this shift across all Haleon owned and operated sites by 2030.

Scope 1 & 2 emissions: Progress in 2025

In 2025[1], we achieved a 55%* net reduction in our Scope 1 and 2 carbon emissions vs 2020 and we have maintained 100% renewable electricity in our operations since 2022.

We have made progress against the three areas of our emissions reduction strategy:

- We have reduced our energy consumption by 7% vs 2024. This has been achieved through investments in more efficient equipment and through running continuous improvement projects at our sites.
- We have entered into a Virtual Power Purchase Agreement for our European mainland sites that increases renewable electricity production in Europe and reduces our reliance on the purchase of RECs. This agreement was made in collaboration with other major manufacturers in conjunction with our sponsorship of the Energize programme, which is managed by Schneider Electric Advisory.
- Decarbonising our heat production by electrifying our heat, switching fuels, and abating the remaining emissions through additional and high-quality carbon offsets. There are multiple examples of where this has been achieved in 2025:
  - Our sites in Kuala Lumpur, Malaysia and Nairobi, Kenya installed electric steam generators to replace fossil fuelled boilers.
  - Both our sites in Suzhou, China, added electric heat pumps to supply hot water.
  - In our Cape Town, South Africa site, we are switching to a biomass boiler to supply high temperature hot water.
  - In Aprilia, Italy, we have installed two large heat pumps that replaced a natural gas boiler.

In 2025, we reduced the use of carbon offsets from 14% in 2024 to 11% of our total Scope 1 and 2 location-based carbon emissions[1]. We aim to cut this to no more than 5% by 2030 in accordance with our SBTi-aligned target.

Scope 3 emissions

Our goal[2,3]
Reduce our Scope 3 carbon emissions from source to sale by 42% by 2030 vs 2022.

-13% 2025 performance

-9%[4] 2024 performance

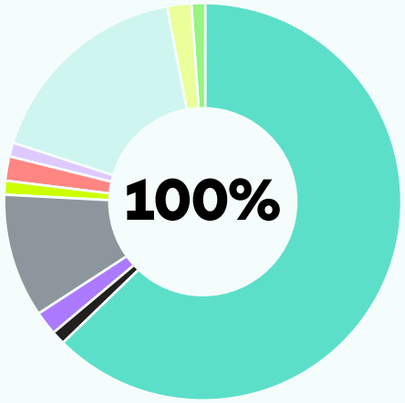
Overview
The main contributors to our source-to-sale Scope 3 carbon emissions are active pharmaceutical ingredients (APIs), other raw materials, packaging materials, and the various services involved in the production, transportation, marketing and sale of our finished goods. Purchased goods and services made up 63% of our total source to sale carbon emissions footprint and 59% of our total (all Scopes) emissions footprint in our 2025 reporting period.

Our approach
We have a detailed view of the key drivers of our carbon emissions across the sourcing, making and delivery of these materials. Having identified the key drivers of our emissions at a granular level, we are now working with our suppliers to prioritise cost-effective solutions to reduce emissions from these sources. As our business continues to grow, it is vital that we keep focusing on reducing our carbon footprint. To achieve this, we are implementing targeted reduction strategies focused on the largest contributors to our carbon footprint, supporting our aim to decouple business growth from emissions growth.

Total Scope 3 carbon emissions[3]

	2025	2024[4]
Total Scope 3 carbon emissions across the value chain	**2.5 million tonnes CO_2e**	2.5 million tonnes CO_2e
Scope 3 carbon emissions source to sale[2,3]	**1.9 million tonnes CO_2e**	2.0 million tonnes CO_2e

Haleon's total 2025 Scope 3 footprint by reporting category[3]



Category 1 - Purchased goods and services	**63%**
Category 2 - Capital goods	**1%**
Category 3 - Fuel and energy-related activities	**2%**
Category 4 - Upstream transportation and distribution	**10%**
Category 6 - Business travel	**1%**
Category 7 - Employee commuting	**2%**
Category 8 - Upstream leased assets	**1%**
Category 11 - Use of sold products	**17%**
Category 12 - End-of-life treatment of sold products	**2%**
Categories 5, 9 and 15 - Waste generated in operations, downstream transportation and distribution, investments	**1%**

1. Reporting period = 1 December (prior year) - 30 November (reporting year). 2020 baseline year = calendar year. Scope 1 & 2 emissions performance shown reflects market-based emissions.
2. Our estimated Scope 3 source to sale carbon emissions target spans all carbon emission categories from source to sale (excluding GHG protocol categories 6, 7, 10-15). It covers mandatory Scope 3 upstream and downstream emissions. It excludes indirect consumer use-phase emissions, such as emissions associated with water used with our products.
3. Reporting period = 1 July (prior year) to 30 June (reporting year). 2022 baseline year = calendar year.
4. The 2024 Scope 3 result and 2022 baseline differ from the value (2024: -10%) in the 2024 Annual Report and Form 20-F and 2024 Responsible Business Report due to methodology and data improvements, including updated emission factors and granular data for products made at third-party manufacturers. While the change in the Scope 3 result is not material, the change in split of emissions across the GHG protocol categories is material. The restated Scope 3 result better reflects the drivers of our footprint and where we are focusing our actions.

* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standard ISAE (UK) 3000 and ISAE3410.

Cutting carbon emissions continued

Our Scope 3 emissions reduction approach consists of three strategic levers:

- **Optimise:** Short-/medium-term measures to decarbonise our value chain, leveraging the co-benefits of environmental initiatives such as optimising packaging and replacing virgin plastics with recycled alternatives. This includes collaborating with our suppliers and their suppliers to support the transition to renewable energy throughout the supply chain.
- **Re-engineer:** Medium-term activities aimed at reducing or substituting carbon-intensive raw materials and packaging with low carbon alternatives.
- **Re-invent:** Long-term initiatives focused on redesigning product formats and formulations to substantially decrease their emission footprints while enhancing functionality.

Based on our pipeline of initiatives, we believe that collaborating with our direct and upstream suppliers to switch to renewable energy, optimising our current activities and leveraging the co-benefits of wider environmental initiatives – such as reducing our use of virgin plastic and sourcing raw materials sustainably – will drive delivery of our 2030 Scope 3 carbon reduction goal. Achieving our net zero 2040 target will require this and sustained efforts to reduce or substitute carbon-intensive raw materials and packaging with low carbon alternatives and the redesign of product formats and formulations to substantially reduce their footprint.

Scope 3 emissions: **Progress in 2025**

In our 2025 reporting period, we achieved a 13% reduction in our Scope 3 carbon emissions (source to sale) vs our 2022 baseline[1,2]. The key areas contributing to this were:

- **Category 1** Purchased goods and services: 10% reduction vs 2022.
- **Category 4** Upstream transportation and distribution: 31% reduction vs 2022, primarily due to a reduction in the use of air freight.

Carbon pricing as a lever for supply chain decarbonisation

Embedding carbon pricing into sourcing decisions has been a key lever in driving upstream decarbonisation of our Scope 3 emissions with suppliers. By applying a carbon price to supplier bids, we recognise suppliers efforts to decarbonise in our sourcing decisions. Over £1 billion of our annual supplier spend has now been evaluated against our carbon pricing mechanic – incentivising lower carbon options across our supply base. Through its use, we have catalysed the creation of more than 213 supplier-specific product carbon footprints (PCFs), increasing primary data to cover nearly a quarter of our Scope 3 source-to-sale emissions. Beyond measurement, carbon pricing is strengthening capability and awareness across both internal teams and suppliers, embedding carbon considerations alongside cost and quality in day-to-day decision-making. It has accelerated the uptake of critical decarbonisation levers, including suppliers investing in energy efficiency improvements, switching to renewable electricity and replacing fossil fuel powered heating and cooling systems with heat pumps powered by renewables. The application of carbon pricing to supplier bids is shaping commercial decisions around supplier selection, how much we source from different suppliers – rewarding suppliers with lower carbon emissions and shifting more of our volume and spend to these suppliers.

Enhancing data quality and emission factor accuracy

Throughout 2025, we continued to strengthen the quality and completeness of our data. A key focus has been on refining the scope and detail of information gathered, particularly by incorporating more granular data from our third-party manufacturers. This approach has enabled us to gain a clearer and more precise view of our sourcing activities.

In collaboration with external experts, we have successfully upgraded the emission factors associated with many of the materials we procure. This process involved a thorough analysis of supply sources, transportation routes, processing methods, and countries of origin for incoming materials. Additionally, we have utilised the supplier-provided product carbon footprints to further enhance the specificity of our data.

Whilst we have more to do to continue improving our Scope 3 data, we have significantly improved the accuracy and specificity of our emission factors. This increased transparency is instrumental in targeting our decarbonisation efforts to address the biggest drivers of our footprint, identifying the lowest cost levers to reduce our Scope 3 carbon footprint. Data improvements also support robust measurement and reporting of our carbon footprint across the value chain.

These enhancements in the quality of our data and the accuracy of our emission factors have led to a notable shift in the distribution by category of our emissions across the value chain. Specifically, compared with the 2022 baseline published in our 2024 Responsible Business Report, there has been a 6% increase in the contribution from Purchased Goods and Services, while emissions from Transport and Distribution contribute 5% less. In the interest of transparency and to accurately represent these developments, we have chosen to restate our 2022 baseline. This enables us to clearly communicate the impact of improved data quality and provides more information on the key drivers of our emissions, putting our focus areas to deliver emissions reduction into context. These changes do not impact overall results previously published, which remain unchanged.

Scope 1, 2 and 3 emissions: **Key dependencies**

Achieving our Scope 1 and 2 emission reduction goal requires significant capital investment and access to technologies within appropriate lead times. Careful planning is also key to implementing decarbonisation in a phased approach, alongside wider supply chain transformation and business priorities. To date, these requirements have been balanced effectively through careful planning and cost management, resulting in steady annual progress.

Another key dependency is the relative pricing and availability of renewables compared to fossil fuel solutions. In response to recent changes to the relative price of gas vs renewable electricity in the US we have adopted a phased investment approach and a more diversified decarbonisation – incorporating the use of renewable gas and biofuels into our roadmap to optimise costs.

To accomplish our Scope 3 objectives, several external dependencies must be addressed. These include the transition of national electricity grids to greener sources, our suppliers' commitment to adopt renewable electricity and to decarbonise their heat processes and, subsequently, our suppliers encouraging their own supply chains to pursue decarbonisation.

Looking **forward**

In 2026, we plan to continue to invest in the electrification of heat, maintain our use of renewable electricity and progressively reduce our use of carbon offsets.

Ongoing collaboration with our upstream suppliers is key to driving continued reduction in our Scope 3 source-to-sale emissions and to improving the granularity of our data, with an ongoing shift to supplier specific product carbon footprint data. More granular data is helping us to target our actions more precisely against the most efficient decarbonisation levers, sharpening our costed, risk-adjusted Scope 3 emissions reduction pipeline to 2030.

Going forward, given purchased goods and services are the biggest driver of our Scope 3 footprint, we will continue to focus with our suppliers on the most cost effective levers to decarbonise these upstream emissions.

> £1bn

of our annual spend has now been evaluated against our internal carbon pricing mechanism, systematically incentivising lower-carbon choices across our supply base.

1. Our estimated Scope 3 source to sale carbon emissions target spans all carbon emission categories from source to sale (excluding GHG protocol categories 6, 7, 10-15). It covers mandatory Scope 3 upstream and downstream emissions. It excludes indirect consumer use-phase emissions, such as emissions associated with water used with our products.
2. Reporting period = 1 July (prior year) to 30 June (reporting year). 2022 baseline year = calendar year.

Making our packaging more sustainable

Packaging plays a vital role in the safe delivery of our products to consumers and customers. Our double materiality assessment identified the use of non-renewable and non-circular packaging materials as material for our business.

Overview
We are careful to choose the most appropriate packaging formats and materials that deliver inclusive, safe and effective consumer health products. That means selecting packaging that will uphold product integrity for its full shelf life, while meeting quality, safety and regulatory requirements and making our products child-safe and senior-friendly.

Across our product packaging, we are working to minimise waste and associated pollution by shifting toward a more circular model while reducing our reliance on non-renewable sources. We are taking action to address this by choosing smarter materials, designing our packaging to fit into established recycling streams, and working with partners to drive global and local initiatives to improve the recyclability of consumer health packaging. We recognise that large-scale industry transformation is required to enable the circular approach needed to meet our goals, so we are pushing for broader changes, including: robust waste infrastructure in local markets to collect, sort, and recycle consumer health packaging after use cost-effectively; increased availability and affordability of recycled plastic resin that meets the quality, safety and regulatory standards for our products; and an enabling regulatory environment that supports the use of recycled plastic and alternative materials (e.g. cellulose/paper-based packaging).

Recycle-ready packaging

Our goal[1]
We aim to develop solutions for all product packaging to be recycle-ready by 2025, as part of our goal to make all packaging recyclable or reusable by 2030, where safety, quality, and regulations permit.

80%* Recycle-ready packaging 2025 performance

79%[2] Recycle-ready packaging 2024 performance

Our approach
Making our packaging recycle-ready is a critical step towards achieving recyclability, where a packaging format is not only technically recyclable, but can be effectively collected, sorted and recycled at scale in at least one region.

To increase recycling rates, we work with wider industry collaboration initiatives to improve the recyclability of consumer health packaging. Paper packaging accounts for about half of our total packaging footprint, with nearly all paper now recycle-ready and widely recycled. For our plastic packaging, our primary focus is on our two biggest formats - tubes and bottles - which account for the largest share of our plastic packaging with nearly all tubes and bottles now recycle-ready.

Our recycle-ready approach for these formats is shaped by best practice industry guidelines, such as the Recyclass, Association of Plastics Recyclers (APR) and the Circular Economy for Flexible Packaging (CEFLEX) guidelines alongside the Consumer Goods Forum's Golden Design Rules.

To make our packaging recycle-ready, we focus on:
- Selecting materials that are compatible with existing and emerging recycling streams.
- Removing problematic plastics, such as PVC.
- Transitioning from composite packaging (e.g. aluminium and plastic barrier layer tubes) to mono-material packs (e.g. mono material HDPE toothpaste tubes).

Industry collaboration
We are working with partners to drive global and local initiatives to collect, sort and reprocess healthcare packaging. These collaborations are designed to help close the gap between healthcare packaging being designed for recycling and it getting collected, sorted and recycled in practice and at scale - to help accelerate progress towards a circular economy for healthcare packaging.

We have been working with the Circularity in Primary Pharmaceutical Packaging Accelerator (CiPPPA) on blister pack recycling, as well as with WRAP and Stina on tubes recycling. We are active members of the Consumer Goods Forum Plastic Waste Coalition of Action, and have been collaborating with the Ellen MacArthur Foundation and The Sustainability Consortium on the recycling of small packaging formats.

We are working with partners to drive global and local initiatives to collect, sort and reprocess healthcare packaging. These collaborations are designed to help close the gap between healthcare packaging being designed for recycling and it getting collected, sorted and recycled in practice and at scale.

Recycle-ready packaging: **Progress in 2025**

We have met our 2025 goal to develop solutions for all product packaging to be recycle-ready where safety, quality and regulations permit, reaching 80%[1*] across our product portfolio in this reporting period. This aligns with our previously disclosed expectation that we could make c.80-85% of our packaging recycle-ready by the end of 2025, with the remainder not yet able to be recycle-ready due to safety, quality or regulatory constraints. Our performance has been driven by the global roll out of recycle-ready toothpaste tubes, which is almost complete. Most of our bottles, including mouthwash bottles, are also now recycle-ready. For some product formats, there is not yet a recycle-ready solution that meets the safety, quality and/or regulatory requirements needed for healthcare packaging. For example, there is currently no commercially viable recycle-ready solution for our Theraflu sachets, as they rely on high-barrier materials critical to maintaining the safety and efficacy of the product's shelf life.

1. Reporting periods = 1 July (prior year) – 30 June (reporting year). The end point for the 2025 goal is the end of the 2025 calendar year. The scope includes all packaging and some devices, including toothbrushes. The reported results do not exclude packaging where there is not a recycle-ready solution that meets stringent safety, quality and regulatory requirements for healthcare packaging.
2. The 2024 recycle-ready packaging result differs from the value of 74% disclosed in the 2024 Annual Report and Form 20-F and 2024 Responsible Business Report due to packaging data improvements at internal sites and inclusion of granular data for products made at third-party manufacturers.

* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standard ISAE (UK) 3000.

Making our packaging more sustainable continued

Spotlight

Toothpaste tubes from recycle-ready to recycled-in-practice and at scale in the UK

Until recently, toothpaste tubes, regardless of their composition, were not accepted into established recycling streams. But through collaboration with the UK-based NGO Waste and Resources Action Programme (WRAP) and other key stakeholders, Haleon has helped accelerate the transition to recycle-ready formats. Since the end of 2023, toothpaste tubes have been designated as recyclable by WRAP and, following an OPRL review of kerbside collections and available end markets, mono-polymer toothpaste tubes have been able to carry a 'Recycle' label.

We worked with WRAP to:
- Demonstrate the recyclability and economic value of toothpaste tubes.
- Educate consumers on proper disposal of toothpaste tubes during UK Recycling Week.

WRAP's expertise and collaborative approach have helped Haleon to transform packaging once destined for landfill or incineration into materials which are part of a circular economy.

Over 70 local authorities in England now accept toothpaste tubes into kerbside recycling[1]. The numbers continue to grow as we work with WRAP to encourage councils to include toothpaste tubes into kerbside recycling collections and encourage consumers to recycle their tubes along with other plastic packaging.

70+

local authorities in England now accept toothpaste tubes into kerbside recycling[1].

We continue to work with WRAP to encourage councils to include toothpaste tubes into kerbside recycling collections.

Recycle-ready packaging:
Key dependencies

Continued progress on sustainable packaging depends on the availability of technical solutions which are both more sustainable and which meet the robust quality, safety and regulatory requirements for healthcare products throughout their shelf life.

Our impact is dependent on waste-management infrastructure. Increasing recycling rates requires sustained consumer engagement to support correct disposal behaviours, such as through initiatives like UK Recycling Week. This must be paired with effective recycling systems to enable recycle-ready packaging to be collected, sorted and reprocessed at scale.

Looking **forward**

Given latest developments in packaging regulation and updated guidance from the Ellen MacArthur Foundation, which published its 2030 Plastic Agenda for Business in November 2025, we will be revisiting our recyclable packaging goal in 2026 to align with the latest guidance. As we do this, we will continue to drive forward our actions to reduce our use of virgin plastic, make our packaging recycle-ready and work with partners to drive global and local initiatives to collect, sort and reprocess healthcare packaging in practice and at scale.

1. Source: Recycle Now (2025).

Making our packaging more sustainable continued

Virgin plastic reduction

Our goal[1]
We aim to reduce our use of virgin petroleum-based plastic by 10% by 2025, and a third by 2030 vs a 2022 baseline.

-9%* 2025 performance

-1% 2024 performance

Our approach
We are doing this by using less plastic, increasing the use of alternative packaging materials, and using recycled and bio-based plastic in our packaging.

Delivering a significant reduction requires a combination of:
- **Optimising our packaging to reduce the absolute amount of material we use through more compact design** – for example, reducing headspace, and right-sizing our packaging.
- **Substituting virgin plastic with alternative resins** – for example, recycled plastic and bio-resin, as alternative feedstocks to virgin petroleum-based plastic.
- **Innovating to develop new packaging formats** – for example, new-to-industry technologies and materials, and new product formats, packaging solutions, and/or delivery models such as reuse and refill.

Virgin plastic reduction: **Progress in 2025**

In 2025, our estimated virgin plastic petroleum-based plastic reduction was -9% for the 30 June reporting period compared to our 2022 baseline, and we have met our goal to reduce virgin plastic by 10% by the end of the 2025 calendar year[2]. We continued to scale up current, and launch new, initiatives to replace virgin plastic with recycled and alternative forms of plastic, focusing on Haleon's most utilised packaging formats. This included the expanded roll out of Centrum and mouthwash bottles made with recycled plastic, and the launch of toothpaste tube caps made with bioplastic in many markets across the globe in 2025.

To support our aims, we continue to develop and scale up alternatives to virgin petroleum-based plastic and use these for consumer health packaging applications, such as including bio-based plastic in Otrivin pumps.

Virgin plastic reduction: **Key dependencies**

Reliable access to recycled plastic resin and bio-based alternatives is critical. These materials must meet stringent quality, safety, and regulatory standards required by our product portfolio. This dependency underpins the ability to substitute virgin plastics while maintaining product integrity and robust quality and safety standards. Our continued reduction of virgin plastic also depends on the availability of high quality alternatives including mechanically and chemically recycled plastic, bioplastic and alternatives to plastic and on these being accepted by regulators for use in healthcare packaging.

Collaboration across the industry plays a pivotal role in reducing virgin plastic use. Partnerships involving consortia, NGOs, and value chain stakeholders – such as the Ellen MacArthur Foundation (EMF) and the Consumer Goods Forum Plastic Waste Coalition – are focused on improving recyclability and advocating for systemic changes in recycling infrastructure. These efforts help secure a steady supply of recycled materials for new packaging and accelerate the transition away from virgin plastics.

Spotlight

The journey to more sustainable mouthwash packaging

The sustainability of our mouthwash bottles has come a long way since 2021. Our portfolio was a mix of historic bottle designs, made from virgin plastics, often not recyclable due to colour, label and adhesive choices. Today, the majority of our mouthwash bottles[3] in Europe are recycle-ready and made using recycled and bio-based plastics.

To get to this point we are consolidating our mouthwash bottles to a single, light-weight design[4], cutting plastic use by about 16%. Redesigning our labels and adhesives has made the finished packaging recycle-ready, and we have replaced virgin plastic with a mixture of mechanically recycled PET and bio-based polypropylene. The amount of non-virgin plastic content will continue to increase progressively until we reach up to 100%[3], while validating product stability and quality at every stage.

We are consolidating our bottles to a single, light-weight design[4], cutting plastic use by about

16%

Discover more...

+ Further information on the reporting criteria for our packaging goals can be read in our **2025 Health Inclusivity and Sustainability Basis of Reporting.**

1. Reporting period = 1 July (prior year) to 30 June (reporting year). 2022 baseline year = calendar year. Scope of our estimated packaging footprint includes product packaging and some devices, including toothbrushes. The end point for the 2025 goal is the end of the 2025 calendar year.
2. Based on actual results as of 30 September 2025, we have surpassed the target of -10% by end of 2025 and have therefore achieved our 2025 interim goal.
3. Based on a mixture of mass balance bio-based and mechanically recycled plastic.
4. Excluding medicinal mouthwash.

* KPMG LLP has issued independent limited assurance over the selected data indicated using assurance standard ISAE (UK) 3000.

Managing natural resources responsibly

Sourcing trusted ingredients sustainably

Our goal[1]
We aim for all key agricultural, forest and marine-derived materials used in our ingredients and packaging to be sustainably sourced and deforestation-free by 2030[2].

90%
2025 performance

81%
2024 performance

Overview
We recognise that our business has impacts and dependencies on nature across our value chain. The 2025 TNFD LEAP assessment informed our DMA, which highlighted that sustainable sourcing is a topic material to our business and relevant for our stakeholders. This is particularly the case for biodiversity loss from land use change due to sourcing of key ingredients and the sourcing of water intensive commodities.

+ For more information see our **TCFD-TNFD disclosures** on pages 19-30 of the **2025 Annual Report and Form 20-F**.

Our approach
We aim to source the key ingredients we use in our products sustainably and deforestation free. That means helping to protect the environment, biodiversity, and ecosystems they come from, while supporting the communities who farm and harvest them. Our focus is on our key agricultural, forestry and marine-derived materials by weight. In our 2025 reporting period, these key materials accounted for approximately 76% of the total weight of all naturally derived materials we use in our products and packaging (including the key materials we include in scope of our goal), as a proportion of all globally managed spend[2]. We are continuously improving our sustainable sourcing policies and improving the traceability and transparency of key material supply chains. By prioritising sustainable sourcing, we aim to mitigate the environmental and social impact of the materials we procure, help secure the long-term availability of these materials and support the livelihoods of the farmers and communities who produce them.

Wherever possible we use global certification programmes to help ensure our materials are sourced responsibly. For palm oil derivatives, we use Roundtable on Sustainable Palm Oil Mass-Balance (RSPO MB) and International Sustainability and Carbon Certification (ISCC). For paper packaging, we rely on Forest Stewardship Council (FSC) and Programme for the Endorsement of Forest Certification (PEFC). Where we cannot yet certify palm oil volumes under RSPO MB we buy RSPO-certified credits to support sustainable smallholder production but exclude these volumes from our sustainably sourced palm oil percentage.

For key materials which do not yet have a globally recognised certification scheme, we work with independent experts to set sustainable sourcing standards tailored to each material. Of the seven major commodities linked to deforestation, we use palm, soy, and paper in relatively small volumes compared to global production volumes. We take our responsibility to address our impacts seriously. That is why we track performance in these areas and focus on sustainably sourcing these key commodities.

Sourcing trusted ingredients sustainably:
Progress in 2025

Ingredient	2025[1,2]	2024[1,2]
Palm oil derivatives	**94%**	92%
Soy derivatives	**100%**	100%
Paper-based packaging	**82%**	80%
Corn and wheat derivatives	**98%**	79%
Mint	**92%**	91%
Carrageenan	**71%**	53%

Certified Palm Oil Volumes - 2025 Performance[1,3,4]		
Total tonnage 16,718 mt	RSPO mass balance[5]	94%
	RSPO IS (independent smallholder) credit	6%

Our progress towards our 2030 sustainable sourcing goal increased to 90% this reporting year, primarily driven by an increase in certified deforestation-free paper, as well as an increase in sustainably-sourced corn and wheat derivatives, enabled by improved supplier data and evidence.

We completed the second year of our Healthy Mint Supply Chain programme in India. See the spotlight to the right for details.

Spotlight

Healthy Mint Supply Chain programme

The Healthy Mint Supply Chain programme, developed and managed in collaboration with our flavour suppliers, in Uttar Pradesh in North India has enrolled over 10,000 farmers across the state, since the launch of the programme in 2023. Larger gains in yields have been reported by farmers adopting improved planting techniques, using new, more resilient mint varieties and trialling new technologies, including the use of drones to better control and reduce the use of fertilisers. New solar technologies have also been introduced in irrigation and mint distillation with the aim of reducing costs, water use and supporting clean energy adoption among mint farmers.

Through the formation and strengthening of local self-help groups, women in mint growing communities are learning skills to boost their household income and financial security by taking part in training for green micro-enterprises, as well as gaining access to finance and government schemes.

10,000+
farmers have enrolled in the Healthy Mint Supply Chain programme in Uttar Pradesh, North India since 2023.

Discover more...

+ Further information on the reporting criteria for our sustainable sourcing goals can be read in our **2025 Health Inclusivity and Sustainability Basis of Reporting.**

1. Reporting period = 1 July (prior year) to 30 June (reporting year).
2. Scope includes Haleon's globally managed spend on key materials that are agricultural, forest, or marine-derived. Globally managed spend covers the majority of our internal spend and expands across some of our third-party manufacturing network.
3. Purchased as palm oil or kernel oil-based derivatives and fractions.
4. Relates to percentages of materials bought with Haleon's globally managed spend only.
5. RSPO mass balance volumes are included in our definition of sustainably sourced palm oil derivatives.

Managing natural resources responsibly continued

Sourcing trusted ingredients sustainably:
Key dependencies

Achieving our 2030 sustainable sourcing goal depends on several factors. Traceability and visibility of supply chains is critical to verify origins and prevent forest loss, requiring close collaboration with suppliers and participation in initiatives like RSPO and Action for Sustainable Derivatives. Robust certification schemes for palm oil, paper and soy, alongside standards such as FSC and PEFC, are essential to demonstrate compliance. Farmer engagement programmes, including the Healthy Mint Supply Chain programme, help improve practices and resilience at source. We also rely on collective action with stakeholders and compliance by suppliers with new regulations such as the EU Deforestation Regulation. Finally, strong data transparency and governance across our value chain will enable progress tracking and prepare us for future nature-related reporting. These dependencies are key to delivering our 2030 ambition.

Sourcing trusted ingredients sustainably:
Looking **forward**

The 2025 results reflect our current definition of deforestation free (see our **2025 Health Inclusivity and Sustainability Basis of Reporting**). We will continue to monitor external developments and update our definitions in line with evolving regulation and industry standards. We are working closely with our suppliers and third-party manufacturers to prepare for future regulation. In preparation for the *EU Deforestation Regulation*, we are engaging with suppliers to assess their readiness and plans for compliance. We are also preparing for potential future nature-related reporting requirements by strengthening transparency and accountability across our value chain.

Integrating waste circularity

Our goal
We aim to achieve TRUE certification[1] at all our manufacturing sites[2] by 2030.

11/24 sites
2025 performance

5/24 sites
2024 performance

Overview
Waste is generated at nearly every stage of the value chain, including product manufacturing. It is important that we operate with responsible waste management programmes in place to protect the local environment where we operate as well as to comply with local regulations and permit requirements.

Our approach
We are introducing measures at our sites to increase circularity through the TRUE (Total Resource Use and Efficiency) certification system[1]. In support of diverting waste from landfill, TRUE aims to improve how materials flow through our operations, keeping materials at their highest value for as long as possible. It does this by identifying opportunities for waste segregation, reduction, or circularity. The TRUE certification system's requirements involve conducting third-party physical waste audits, stakeholder engagement, and training programmes, as well as proper handling and prevention of hazardous waste. All these actions are underpinned by self-audits and robust waste data reporting, utilising our internal reporting systems to capture, verify and analyse data for continual improvement.

Spotlight

The Suzhou WSJ site initiative

As part of work to achieve TRUE Certification, our manufacturing sites are identifying innovative ways to repurpose waste materials.

Our Suzhou WSJ site is a great example. In 2025, the site generated c.118 tonnes of soft-gel capsule waste which would previously have been disposed of through incineration. However, the site is now transforming this waste into a valuable resource for a neighbouring industry, converting the soft-gel capsule waste into an adhesive precursor used in the glue production process, replacing the current petroleum derived material.

This new waste management strategy not only saves cost by reducing the need for waste disposal services, it also generates additional income for the site through the sale of the soft-gel waste.

Integrating waste circularity:
Progress in 2025

We have continued making improvements in waste circularity, monitoring our progress against manufacturing sites' waste circularity targets. In 2025, we achieved TRUE certification at six additional manufacturing sites, bringing the total number of certified sites to 11 of our 24 in-scope manufacturing sites[2].

Integrating water stewardship

Our goal
We aim to achieve AWS standard certification at all our manufacturing sites[2] by 2025[3].

24/24 sites
2025 performance

12/24 sites
2024 performance

Overview
Access to safe water is a human right – and essential for everyday health and wellbeing. People need safe water to drink, brush their teeth and help swallow medicines. Given the importance of water for health, it is no surprise that water was identified as a material topic by our DMA. Our operations use local water resources shared with the communities where we operate. That is why adopting good water stewardship practices is so important for our business.

Our approach
We have implemented the Alliance for Water Stewardship (AWS) Standard[4] across our manufacturing sites, engaging with local stakeholders, identifying opportunities, and developing water stewardship plans to address shared water challenges. As signatories to the UN Global Compact's CEO Water Mandate, we are also helping to mobilise business leaders on water, sanitation and the UN Sustainable Development Goals. We are aiming to achieve water neutrality at all sites situated in water stressed basins[5] by 2030. Our Cape Town site achieved water neutrality in 2023 by reducing its municipal water use significantly and by partnering with WWF South Africa to support vital water replenishment efforts in the Western Cape – removing invasive, non-native plant species which were extracting too much water, and replacing these with native species. We will start reporting more on our progress against this goal next year.

1. For more details on TRUE certification please see true.gbci.org.
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. 24 of our 25 sites are included in our water and waste goals. Maidenhead is excluded as it ceased manufacturing operations this year.
3. The end point for the goal is the end of the calendar year.
4. For more details on the AWS Standard, please see www.a4ws.org/certification/.
5. Determined using publicly available tools to identify water risk, such as the WRI Aqueduct Tool, site-specific reviews of local water risk using local data, and materiality of the risk to the business.

Managing natural resources responsibly continued

Managing water quality and pollution
Managing water quality is also critical and we are working to monitor and address water pollution impacts and risks from activities across our value chain. We have a long standing and robust programme in place to manage the wastewater generated by our manufacturing sites. We are now working on improving existing wastewater treatment operations and installing advanced treatment technologies for any residual API removal. Example technologies include ozone treatment. Additionally, we have strengthened our wastewater management standards for third parties, regularly auditing key suppliers and manufacturers against Pharmaceutical Supply Chain Initiative (PSCI) standards and conducting ad hoc assessments to help ensure compliance with our requirements for wastewater. To manage downstream impacts from consumer use, we innovate to reduce environmental risks with new product developments, such as transdermal patches that minimise wash-off, and advocate for well-designed wastewater extended producer responsibility schemes which reinvest revenues collected into upgrading wastewater treatment.

We innovate to reduce environmental risks with new product developments, such as transdermal patches that minimise wash-off, and advocate for well-designed wastewater extended producer responsibility schemes to improve treatment.

Integrating water stewardship:
Progress in 2025

In 2025, we achieved our goal of AWS core certification across all our 24 manufacturing sites[1] in scope of the goal. Going forward, we will continue to monitor and track compliance to maintain this certification.

Water stewardship is about collaboration – enabling water users to work together towards common goals for sustainable water management and shared water security. For us, it means looking beyond our own operations to understand the wider water context. We take a long-term view to protect business continuity and help ensure that supply chains are resilient to climate-related impacts.

Working with cross-industry partners, we are taking collective action to implement water, sanitation and hygiene (WASH) projects in local communities. In Kenya we are working with the Upper Tana Nairobi Water Fund to improve water quality, increase access to water and improve farmer livelihoods. We are an active member of the UN Global Compact's Water Resilience Coalition, an industry-driven, initiative of the UN Global Compact CEO Water Mandate to address the global water crisis.

Spotlight

Water efficiency

We have implemented water reuse at our Oak Hill site in the United States. The project aims to eliminate the use of potable water for vacuum pump systems by reusing treated Non-Potable Water (NPW) from the site's wastewater system.

This initiative saves approximately 2.8 million US gallons (10,599m^3) of water per year and delivers $315,000 in annual cost savings through a fully automated system that transfers and treats NPW to provide it where and when it is needed.

The benefits include improved water efficiency on site, with a reduction of around 10% site water consumption and it has improved the site's resilience by removing reliance on external water tankers.

2.8 million

US gallons (10,599m^3) of water saved per year through this initiative.

$315,000

annual cost savings from improved water efficiency.

10%

reduction of site water consumption.

Integrating waste circularity and water stewardship:
Key dependencies

Our commitment to water stewardship and waste circularity relies on strong governance, oversight and capability building across our sites. To increase waste circularity, we depend on local infrastructure being available and having sufficient capacity to recycle waste. Effective water stewardship depends on strong collaboration to address the root causes of shared water challenges. This requires expert support and effective convening of multiple basin users, as happened at our Cape Town site which became water neutral in 2023, with expert support from WWF. Achieving our goal for all sites in water stressed basins to be water neutral by 2030 will depend on strong collaboration across water users in those river basins.

Integrating waste circularity and water stewardship:
Looking **forward**

To continue to integrate water stewardship, we will focus on sites in areas of high-water stress, aiming to support projects which address shared water challenges. We will continually improve our water stewardship performance across the manufacturing network, as required by the Alliance for Water Stewardship Global Standard. To support our Nairobi site in achieving water neutrality by 2030, we are partnering with the Upper Tana Nairobi Water Fund (UTNWF) to support farmers in adopting sustainable land management practices. This will address root causes of water stress by improving soil health and increasing water retention.

To enhance waste circularity at our sites, we will continue to perform physical waste audits and use data analysis to help sites working towards their TRUE certification to develop innovative solutions to reuse waste.

1. 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. 24 of our 25 sites are included in our goal. Maidenhead is excluded as it ceased manufacturing operations this year.

Supporting our people and partners

Overview
To deliver our sustainability commitments we develop and empower our own people and collaborate with individuals, industries and communities across our value chain, from mint farmers to packaging experts, scientists and Health Professionals, to develop the skills, capabilities and solutions needed to enable people to achieve better everyday health today and tomorrow.

Supporting our people

Our goal
We aim to achieve gender parity in leadership roles by 2030[1].

46.3%
2025 performance

44.6%
2024 performance

The DMA highlighted that attracting, developing and retaining inclusive talent is a material topic for Haleon and it is critical to deliver our ambitions aligned to our Win as One strategy.

We believe a multi-faceted and dynamic workforce brings diversity of thought that helps us better understand our consumers. We aim to achieve gender parity in our leadership roles by 2030[1]. Gender representation is included as one of the ESG measures for rewarding senior leaders under our Performance Share Plan until 2026.

We continue to evolve our approach to developing and attracting talent to unlock the potential of our people and foster a culture that gives us a competitive advantage.

We are accredited by the UK Living Wage Foundation and conduct Fair Pay Reviews periodically in the UK and US to help ensure employees are paid fairly for the work they do. We report annually on our gender pay gap where legally required, with certain reports published on our website.

Supporting our people
Progress in 2025

In 2025[1], we increased female representation in leadership roles to 46.3%. We continued our commitment to inclusion and belonging and our strategy focused on three key pillars:

1. **Employee belonging** – creating a work environment that is inclusive and accessible.
2. **Workforce representation** – attract, recruit, promote and retain the best talent that reflects the communities and consumers that we serve.
3. **Societal change** – leverage our expertise to enable health inclusivity through our business relationships, brands and research.

In 2025, we updated and streamlined our interview guides and recruitment processes to align with our Win as One strategy, while continuing to invest highly in learning across the organisation. We also advanced initiatives aimed at broadening access to career pathways and expanding our future talent pipeline. One example is our partnership with Code First Girls in Poland, which is creating new routes into technology roles for women, with our first cohort expected to join the business in 2026. Together, these initiatives seek to ensure that we attract, develop and retain industry-leading talent, a critical enabler of our Win as One Strategy.

In 2025, 11,295 employees engaged with our diverse range of tools and initiatives designed to support holistic health and wellbeing. These included our energy and resilience programme myWellbeing, mental health training for managers through Leading on Mental Health, mindfulness sessions to support stress management, EAP engagement and various health and wellbeing workshops and forums. For World Mental Health Day, we ran a series of events to help reduce stigma around mental health, including a panel discussion on intergenerational mental health.

Our EHS and wellbeing performance is regularly reviewed and refined to drive continuous improvement, introducing key strategies and initiatives as needed to strengthen our culture and outcomes.

+ For details on our employee leave entitlements, including our global caregiver and parental leave policies, see our **Inclusion & Belonging**.
+ For details on our performance appraisals and feedback processes, see our **Performance at Haleon.**
+ For more information on our culture and people, including on attracting and developing talent, see our **2025 Annual Report and Form 20-F** at page 35-39.

Supporting partners to unlock opportunities

Our business is built on collaboration – with thousands of individuals, industries and communities around the world. From mint farmers and raw materials suppliers, to retailers, scientists and Health Professionals, we are supporting people across our value chain. Together, we are building resilience so that people, the planet and our business can thrive – not just today, but for generations to come.

Our supply chain is central to our business strategy and long-term success. We partner with suppliers who uphold high environmental, social, and ethical standards, fostering resilient and sustainable relationships that support our commercial goals and sustainability ambitions. We expect all third parties we work with to operate responsibly and comply with applicable national laws and international conventions. This includes the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the UN Universal Declaration of Human Rights, and the 10 Principles of the UN Global Compact. To help suppliers meet these expectations, we share guidance, provide training, promote transparency, and encourage continuous improvement. This collaborative approach strengthens our supply ecosystem and fosters alignment with our values.

To deliver impact at scale, we partner across our value chain to address shared challenges. Examples include partnering with the Government and our retail partner, AS Watson, in China to support healthy ageing. Our bone health programme helps older adults strengthen bone density and mitigate the risk of osteoporosis. With AS Watson, we have also created a dedicated older adults' zone in store, providing tailored advice on how to stay healthy as you get older.

Our approach

Suppliers
Governance and Risk Oversight
Haleon businesses take a proactive approach to managing risk across the supply chain. Our Third-Party Risk Management (TPRM) framework helps us identify and assess environmental, social, and ethical risks. New suppliers undergo desktop assessments, while existing suppliers are periodically re-evaluated. This assessment covers a wide spectrum of risks, including ESG factors, as well as bribery, cyber security, and data privacy. It also considers country-specific, sector-specific, and commodity-specific risks linked to the supplier and the goods or services they provide to Haleon.

For suppliers identified as high-risk – particularly in regard to ESG concerns – Haleon businesses conduct enhanced due diligence using industry-recognised tools such as Sedex's ethical supply chain platform, Sedex Members Ethical Trade Audits (SMETA) and audits in line with the Pharmaceutical Supply Chain Initiative (PSCI) Principles. These supplier audits cover topics including labour standards, health and safety, environmental practices, and business ethics, and provide transparency, help verify compliance, and promote safe, fair, and ethical working conditions. When an audit identifies that a supplier has not met our standards, they are required to develop a corrective action plan that addresses the identified issue and its root causes.

40,000+
places taken up across 19 sessions at the Growing at Haleon Week.

360°
feedback – from those more senior and more junior – is encouraged for all employees for a rounded picture of performance.

1. Data reported as at 31 December each year, on the basis of an average as at the end of each quarter. Gender parity is defined as between 48-52%. Since 2025, this metric does not include the US and Puerto Rico. The 2024 result has also been updated to exclude these, hence the 2024 result shown differs from the value of 45.2% disclosed in the 2024 Annual Report and Form 20-F and the 2024 Responsible Business Report. Percentage indicates the percentage of female permanent employees. See page 41 of our Annual Report and Form 20-F for details of the ESG qualifier on gender representation.

Supporting our people and partners
continued

Supplier standards and policy framework
We seek to help safeguard human rights and protect the environment across our value chain, with a clear ambition to achieve net zero carbon emissions from source to sale by 2040, aligned to guidance from The Climate Pledge and Race to Zero. Our commitment to responsible sourcing is anchored in Haleon's Supplier Code of Conduct (Supplier Code), which sets minimum standards expected of all suppliers. It reinforces our values concerning ethical conduct, environmental stewardship, and social responsibility across the supply chain. Available in nine languages, the Supplier Code expects suppliers to apply its principles to their supply chains as well as their own operations.

We include our Supplier Code in our supplier contracts. Where our TPRM assessments identify elevated risks, we may introduce additional contractual clauses to strengthen compliance and address specific concerns. An e-learning module on Buying Goods and Services, including the Supplier Code of Conduct, is available to all employees.

Achieving our environmental and social objectives relies on partnering with suppliers that share our values and demonstrate a commitment to continuous improvement. To support our objectives, we developed our Sustainability Guidance for Suppliers Document, outlining our expectations across critical areas of our sustainable supply chain programme – such as decarbonisation, human rights, water stewardship, and sustainable sourcing – and suggesting practical measures suppliers can adopt to align with our sustainability goals. Central to this is Haleon's Sustainable Supply Chain Pledge, through which we ask suppliers to demonstrate their commitment to climate action by disclosing Scope 1, 2, and 3 emissions, transition Haleon operations to 100% renewable electricity from 2025 onwards, collaborating on a net-zero framework, and setting science-based targets aligned with the SBTi. Delivering on this pledge signals suppliers' future readiness, and we reflect this in supplier selection through our carbon pricing programme (see page 15 for more detail).

For suppliers identified as high-risk – particularly in regard to ESG concerns – Haleon conducts enhanced due diligence.

We host supplier engagement and knowledge-sharing sessions to build capability and foster innovation that will support us in delivering circular, low-carbon, sustainable outcomes at scale. This helps suppliers align with our standards and contribute to building a resilient, future-ready supply chain. It also provides clear next steps for suppliers and showcases examples of Haleon's initiatives in these areas to lead by example. As part of our proactive engagement, we work closely with high-risk suppliers to align them with our Supplier Code and Human Rights Policy – reinforcing our commitment to ethical and sustainable sourcing, and working with them to uphold robust ethical standards across our value chain.

Other partners
We partner with industry peers, retailers, health professionals and charitable organisations to break down barriers to better everyday health. These collaborations combine resources, expertise, and reach to deliver impactful programmes at both local and global levels. By working with trusted partners, we empower communities and make health more inclusive and sustainable.

Communities worldwide face ongoing barriers to better everyday health, including limited health literacy, lack of access to appropriate care, and bias and prejudice. We know from the Health Inclusivity Index findings what a positive difference support at a community level can make. We focus on delivering impact at community level through local and global partnerships with charitable organisations. This support includes monetary donations, product donations and staff time through employee volunteering.

In many countries, retailers also play a vital role in advancing environmental and social initiatives at a community level. Their reach, relationships, and everyday presence make them uniquely positioned to improve lives in their communities and drive meaningful change across retail operational eco-systems. That is why we believe in collaborating with retail partners – to address shared environmental challenges and to work together on shared everyday health priorities – combining our expertise and reach to deliver better everyday health at scale. Our approach has led to successful customer partnerships across our business.

+ For an example of industry collaboration, please see '**Progress in 2025**' on page 24 and our section on **Making packaging more sustainable** on pages 16-18.

Supporting partners to unlock opportunities:
Progress in 2025

Building a sustainable supply chain
In 2025, we launched a new Supplier Hub, to strengthen engagement and promote responsible business practices. The Hub directs users to our Supplier Portal and Sustainability Guidance for Suppliers Document, which provide onboarding resources and tools to help suppliers meet our environmental and human rights standards and expectations.

We recognise that active engagement with our suppliers is essential for us reaching our sustainability commitments. Building upon the foundations laid down by our Sustainable Supply Chain Pledge and the introduction of our carbon pricing strategy in 2024, we have strengthened our collaboration with suppliers throughout 2025 to drive sustainability improvements, with a focus on decarbonising our value chain.

Spotlight

ASD x Kaleka Mosaik

Since 2022, we have proudly supported the Mosaik Initiative as part of our membership of Action on Sustainable Derivatives (ASD), a collaborative initiative addressing palm oil sustainability. Mosaik aims to restore palm oil growing landscapes sustainably and drive economic growth in two of the largest palm producing districts in Central Kalimantan, Indonesia.

So far, the project has supported 1,068 smallholders, with 724 farmers achieving certification under the Roundtable on Sustainable Palm Oil (RSPO). Beyond these efforts, the project is helping rural communities adopt sustainable livelihoods, for example through the development of a market for agroforestry products (e.g. banana flour, palm sugar, aquaculture, and coffee). A community-based forest restoration programme has also made strong progress, with 287.5 hectares of land restored to date, moving steadily toward a target of 490 hectares.

1,068
smallholders, with **724** farmers achieving certification under the Roundtable on Sustainable Palm Oil (RSPO).

287.5 hectares
of land restored to date, with a target of **490** hectares.

Discover more...

+ Read more on how we are supporting partners in our **Sustainability Guidance for Suppliers Document.**

Supporting our people and partners continued

Supporting partners to unlock opportunities: **Progress in 2025** continued

In March, we organised the 2025 Haleon Supplier Sustainability Forum, with over 320 representatives from suppliers attending. This event provided a platform for shared learning and dialogue on sustainability challenges and opportunities across our supply network. To support supplier capability further, we have delivered a series of targeted training modules. These sessions have addressed key topics including energy management, renewable electricity, decarbonising industrial heat processes, and cascading decarbonisation efforts through additional tiers of the supply chain. Through these initiatives, we aim to equip our suppliers with the motivation, knowledge and tools necessary to reduce emissions and integrate sustainability more deeply into their operations. We deliver much of our training with support from Schneider Electric and Johnson Controls, who also support our suppliers procure renewable electricity and decarbonise heat.

Working with NGOs, retailers and other partners
We work closely with trusted partners like Smile Train, Direct Relief and UNICEF to deliver impactful community programmes. In 2025, we continued to support The British Red Cross's Disaster Relief Alliance, which provides vital aid in the immediate aftermath of an emergency and invests in preparedness programmes to build community resilience. We are also supporting UNICEF with two initiatives: a three-year project supporting mint growing communities in Uttar Pradesh, India, to improve sanitation and access to safe drinking water, and, through a two-year grant for Mothers Matter focusing on the Punjab Province, we are supporting UNICEF's work in Pakistan on improving maternal health in underserved communities. We build monitoring and evaluation frameworks that measure both the depth and breadth of our impact at least once a year.

We continue to collaborate with retailers. For example, in the UK, we continue to partner with Tesco and the NGO In Kind Direct to tackle hygiene poverty. We donate one oral health product for every two products sold during promotional periods to provide families who are struggling to afford hygiene products with access to essential oral health products.

In the US, we continue to collaborate with Walmart and Remote Area Medical to tackle the issue of "dental deserts" – providing access to essential dental care services for people living in areas which suffer from a shortage of dental Health Professionals. We support the provision of free dental care through mobile clinics and vans. In 2025, the programme enabled over 900 patients to access much needed dental care.

In China and Singapore, we partner with AS Watson to engage older adults in understanding the health issues linked to ageing (see page 22 for more detail).

We continue to expand our collaboration with Health Professionals through the Haleon Health Partner portal, providing accessible, up-to-date information, training, and resources on key everyday health conditions. This helps Health Professionals build their product knowledge and better support their patients. The portal has grown from 32 markets in 2024 to 39 markets in 2025, equipping more Health Professionals worldwide with tools, training and resources to help them provide trusted everyday health advice to the millions of patients they serve.

+ For more information on the Haleon Health Partner online portal and its role in our work to build health literacy and improve health inclusivity, please see the spotlight on page 10.

Key dependencies

Supporting our people
Our ability to attract, support and develop inclusive talent hinges on culture and capability-building. This includes fostering everyday behaviours and empowering our people to innovate, collaborate and reach their full potential.

Supporting partners to unlock opportunities
Across our supply chain, we rely on suppliers to align with our values and expectations on upholding robust ethical standards, and embed these further down our supply chain. Close collaboration with suppliers is also vital to reaching our sustainability goals and ambitions, helping to build long term supply chain resilience. We also rely on NGOs, retailers and Health Professionals for the local insight, reach and technical expertise needed to deliver effective community programmes, advance health literacy and increase access to everyday health. Retailers play a critical role in shaping consumer understanding and ensuring our products are accessible to the people who need them.

We continue to expand our collaboration with Health Professionals through the Haleon Health Partner portal, providing accessible, up-to-date information, training, and resources on key everyday health conditions.

Looking **forward**

Supporting our people
We will continue to strengthen our people's capabilities and the culture that underpins our Win as One strategy. Building on the strong progress made in 2025, we will go further by refining how we attract, develop and support talent, advancing inclusion and belonging, and expanding learning opportunities and representation.

Supporting partners to unlock opportunities
In 2026, we seek to deepen engagement and capability-building across our value chain. This includes extending the reach of our community programmes and widening supplier access to our established support and education initiatives. Through the Energize programme, we will continue to scale support for virtual Power Purchase Agreements (vPPAs), RECs and supplier education. In parallel, we will continue to support supplier certification on key materials aligned with our sustainable sourcing strategy and expand technical guidance to address micropollutants in wastewater.

In addition to scaling up our existing programmes, we will launch several new initiatives in 2026. These include deploying biodiesel insetting on priority logistics routes and initiating a regenerative agriculture programme that supports improved farming practices and strengthens the resilience of our agricultural supply chains. We also plan to introduce an initiative enabling indirect suppliers to access renewable electricity by sourcing RECs on their behalf, helping to drive emissions reductions deeper within our supply chain.

320+
supplier representatives attended the 2025 Haleon Supplier Sustainability Forum in March 2025.

39
markets worldwide now have access to the Haleon Health Partner portal.

900+
patients reached through our collaboration with Walmart and Remote Area Medical in the US in 2025.

03.

Upholding robust ethical standards

Our health inclusivity and sustainability strategy is anchored on upholding robust ethical standards. From embedding quality and safety principles and protecting human rights, to maintaining strong environmental and social standards. These principles guide our actions and safeguard the trust that underpins our brands. Trust built through rigorous science and a commitment to integrity across our value chain.

Our DMA confirmed that product quality and safety, health and safety of our workforce and workers in the value chain, human rights and corruption and bribery are material topics for our business.

In this section:

Product quality and safety + page 26
Health and safety + page 29
Respecting human rights + page 32
Business ethics + page 34

Measures	2025 performance	2024 performance
Product quality:		
Health authority inspections completed at our manufacturing sites	**102**	106[1]
% satisfactory health authority inspections of our manufacturing sites	**100%**	100%
Health and safety:		
Fatalities - Employees	**0***	0
Fatalities - Contractors	**0***	0
Lost Time Reportable Injury and Illness Rate (LTRIIR) (per 100,000 hours worked) - Employees and external workers	**0.13***	0.11[2]
Reportable Injury and Illness Rate (RIIR) (per 100,000 hours worked) - Employees and external workers	**0.14***	0.13

Disclosures

- **Tax Strategy Report 2025**
- **Human Rights Statements**
- **Gender Pay Gap Reports**
- **2025 ESG Databook**

1. The number of authority inspections in 2024 is different to what was reported in the 2024 Responsible Business Report (119) due to a change in measurement methodology. Inspections that are closed in the year are included. Pharmacovigilance inspections are excluded.
2. In 2024, one additional lost-time reportable event was reported late following an internal investigation and therefore was not included in the 2024 Reports (2024 LTRIIR: 0.10).

* KPMG LLP has issued independent limited assurance, using assurance standard ISAE (UK)3000, over the selected data indicated, which has been extracted from Haleon's 2025 Annual Report and Form 20-F. See page 48 for further information.

Discover more...

Codes, policies and policy positions

- **Code of Conduct**
- **Code of Promotion**
- **Code of Scientific Engagement**
- **Supplier Code of Conduct**
- **Prevention of Bribery, Corruption and Other Financial Crimes Policy**
- **Environment, Health, Safety, and Wellbeing Policy**
- **Human Rights Policy**
- **Product Quality & Safety Policy**
- **Responsible Marketing Policy**
- **Emerging Technologies Policy Position**
- **Our Approach to Clinical Trials Policy Position**
- **Political Advocacy Policy Position**
- **Product and Ingredient Safety Policy Position**
- **Trusted Ingredients, Sustainably Sourced Policy Position**
- **Use of Animals in Research Policy Position**
- **The Importance of Resilient Global Supply Chains Policy Position**

Product quality and safety

To deliver better everyday health with humanity, we must embed quality and safety principles in everything we do.

Overview
We believe that health begins with trust. That is why every product we create is backed by science, shaped by consumer insight, and held to high standards of safety and quality. We deliver products that meet people's needs, wherever they are, whenever they need them, through agile, responsive systems that prioritise compliance and performance.

Our robust quality frameworks, aligned with Good Manufacturing, Distribution, and Pharmacovigilance Practices, help ensure every product is developed and manufactured under stringent controls and in compliance with local and international regulations.

Our approach
Our management approach to product quality and safety is anchored in measurable performance and robust oversight.

The Haleon Safety Board is chaired by the Chief Medical Officer and includes the Chief R&D Officer, an EU Qualified Person responsible for Pharmacovigilance (QPPV), and senior Haleon physicians and scientists. Its primary objective is the benefit-risk evaluation of Haleon products and key ingredients. The Haleon Safety Board meets at least quarterly and provides updates to the Executive Team and Board committees as appropriate.

We operate a global Quality System that integrates governance, product development, and training, enabling consistency and accountability across every site and business unit.

The Haleon Executive Team Quality Council meets once a year to align corporate objectives with the company's quality performances, so that decisions inform our strategy. Updates from this council are escalated to the Board as needed, reinforcing transparency and leadership accountability.

Each site and local operating company hosts a Quality Council that tracks key performance indicators (KPIs), monitors compliance metrics, and drives continuous improvement. These councils report into the Global Quality Council, which is chaired by the Head of Quality and sponsored by the Chief Supply Chain Officer. The Council meets biannually to review operational risk profiles, endorse strategic quality plans, and evaluate progress against improvement targets.

This structured, metrics-led governance model enables us to continuously improve product safety and quality while maintaining regulatory compliance.

We deliver products that meet people's needs, wherever they are, whenever they need them, through agile, responsive systems that prioritise compliance and performance.

The Haleon Quality System:

Quality is more than just a system, it is a shared responsibility. From the first step of product development to the final handoff to consumers, the Haleon Quality System guides us with clarity and purpose. It sets the standards that shape how we work and helps ensure those standards are upheld across every site or legal entity.

Foundations

Quality system | Incident management | Product safety | Regulatory management

Lifecycle Stages

Research, design and development
Study programmes | Product development

Product and process knowledge

Outsourced activities
Outsourced activities management

Manufacturing
Facilities and equipment system | Material system | Laboratory control system | Production system | Packaging and labelling system

Distribution and supply
Storage and distribution system

Network management

Product development
Our scientists tailor products to local needs, guided by rigorous research and testing to uphold quality, safety, and consumer trust. Development includes stability and in use testing, sensory and consumer tests, and clinical studies. We conduct independent audits to confirm compliance with internal and external regulatory requirements in clinical development activities.

Through our Trusted Ingredients programme, cross-functional experts provide insight on active pharmaceutical and dietary ingredients, excipients, and packaging materials. Emerging risks, including potential negative sentiment from consumers towards the ingredients, are evaluated and appropriate remediation plans put in place to mitigate them.

We have extensive procedures in place to manage the environmental and human health risk associated with the inclusion of ingredients in our products. Before any new product launch, we conduct an independent evidence-based review of each ingredient's safety. The decision to select an ingredient is then aligned with the Haleon Safety Board's benefit-risk analysis.

Our scientists continuously monitor the ever-evolving evidence around ingredients and packaging materials. We collaborate with industry peers, regulators, and healthcare providers to assess the safety and benefits of the ingredients we use.

Manufacturing
All raw materials, ingredients, active pharmaceutical ingredients, and packaging components are rigorously assessed by Haleon and its suppliers before being used in manufacturing. Product quality control testing is primarily conducted in-house by Haleon's internal manufacturing network, while third-party manufacturers perform testing as part of their contracted services.

Product quality and safety continued

Within our internal network, GxP-trained auditors carry out audit programmes to verify compliance with GxP legislation, including:
- Good Manufacturing Practices (GMP)
- Good Distribution Practices (GDP)
- Good Pharmacovigilance Practices (GVP)
- Good Clinical Practice (GCP)
- Good Laboratory Practice (GLP)

These audits verify that quality systems are in place and effectively managing the production (GMP), testing (GLP and GCP), and distribution (GDP) of materials and products, as well as monitoring the safety of authorised medicinal products and detecting any change to their risk-benefit balance (GVP).

To uphold our high standards of product quality and safety, all third-party manufacturers, component and ingredients suppliers, and logistics service providers are required to enter into formal agreements, defining the quality expectations, safety requirements, and responsibilities of each party.

Where needed, targeted improvement plans and corrective and preventive actions (CAPAs) are implemented to drive continued compliance and performance. This structured approach helps safeguard our supply chain integrity and reinforces Haleon's commitment to delivering trusted products to consumers worldwide.

All our facilities, legal entities, and third-party manufacturers are subject to inspections by independent external bodies, including national health authorities and the International Organization for Standardization (ISO). These inspections assess compliance with applicable regulations and standards, and confirm our performance through relevant certifications and licences.

Regulatory oversight includes as a minimum:
- US FDA (Food and Drug Administration)
- UK MHRA (Medicines and Healthcare products Regulatory Agency)
- EMA (European Medicines Agency)
- ISO certifications
  - ISO 13485 for medical devices
  - ISO 22716:2007 for cosmetics
  - ISO 9001:2015 for Quality Management Systems

In-market controls and recall management
Each manufactured batch is released by qualified quality professionals who confirm compliance with market-specific requirements. The Haleon Quality System helps ensure that raw materials, packaging components, and finished products continue to meet specifications throughout their shelf-life.

Our Quality and Consumer Safety teams continuously monitor product quality and safety profiles by collecting and evaluating data from internal and external sources. This intelligence enables proactive risk detection and informs targeted action plans to address emerging quality and safety risks.

Material Safety Data Sheets are provided to help our customers meet right-to-know requirements, safely handle our products, and dispose of them properly. The Global Consumer Relations support team provides a dedicated channel on the Haleon Help Centre for consumers and Health Professionals to submit enquiries, share feedback, or raise concerns regarding our products. Our Consumer Safety team continually monitors reports about our products from consumers and Health Professionals, as well as published sources, related to product safety. These concerns and experiences guide proactive improvements in our product quality standards.

Additionally, our Quality and Consumer Safety teams maintain clear crisis response standards, including business continuity plans. For Quality, this covers defined roles and procedures for product recalls. Each manufacturing site and local entity is required to test recall processes periodically to confirm effectiveness and drive continuous improvement.

Anti-counterfeiting and product protection
As part of Group Security, our Anti-Counterfeit Team safeguards our consumers, intellectual property, and brand reputation. The team coordinates global, regional and market anti-counterfeit strategies to identify and disrupt counterfeit supply from manufacturing source to point of sale. The team engages in a variety of preventative, reactive and proactive activities. Most of our products have serialisation and expiry dates which assist with counterfeit authentication. Further measures include proactive investigations and enforcement leading to seizures of counterfeit products and criminal, civil and administrative prosecutions, online monitoring to identify and remove counterfeit product listings, and training of law enforcement and customs agencies to identify and detain counterfeit products at country borders. These efforts reduce reputational and financial risk, enhance consumer trust, and support our long-term business performance.

Continuous improvement
Our Quality and Consumer Safety organisations drive continuous improvement, actively monitoring new scientific data, regulatory changes, and consumer feedback to help ensure our processes and standards evolve in line with applicable laws and regulations. This insight-driven approach keeps our benefit-risk assessments up to date and helps safeguard compliance with our rigorous quality standards.

We also participate in industry associations, including the Association of the European Self-Care Industry (AESGP), the International Society for Pharmaceutical Engineering (ISPE) and the Global Self-Care Federation (GSCF), to gain insights that strengthen our internal operating environment and enhance product quality and safety.

Spotlight

Driven by quality. Fuelled by consumer insight.

When some consumers told us their denture adhesive was not strong enough, we listened. Through a survey with those who reached out to Haleon, we learned more about how they use and store the product and discovered that many concerns came from people new to the Polident brand. These insights are now helping us provide clearer guidance and better support, so that every consumer can feel confident, comfortable, and secure when using our products.

For this case, based on the insights, mitigation plans can be put in place such as long-term reformulation and campaigns, for example through educational materials designed to address commonly asked questions from consumers. These assets are shared with agents to support consumer queries on product usage as part of the phased market rollout, helping with consumer concerns and understanding and supporting the overall consumer brand sentiment. These initiatives help consumers use the product effectively to address their everyday health needs.

Beyond helping us better support consumers, these findings also protect the business. By investigating the issue, we understood that 50% of the Polident complaints on "my adhesive does not hold well" came from new users of the category who had not used denture adhesives before. We are putting in place actions to provide more information on how to use the product to support users and taking wider corrective actions to protect and grow our business.

Product quality and safety continued

Training and education
At Haleon, product quality and safety are everyone's responsibility. Every employee plays a role in upholding the standards that protect our consumers and reinforce trust in our brands. Our Code of Conduct training, which is mandatory for all existing employees and third-party temporary workers, covers policies on quality and collecting information (such as human safety information, e.g. adverse event reports) from users of our products and Health Professionals.

Employees engaged in product quality or product safety activities are trained against relevant GxP standards, while those selecting product ingredients learn our approach to managing ingredient risks.

We expect all relevant third parties to maintain up to date knowledge of industry best practices and have robust GxP training standards. Each year, we deliver targeted training and improvement plans for targeted third parties that focus on critical topics such as contamination control, data integrity, and process capability.

World Quality Week serves to advance our Think Differently mindset, challenging traditional approaches to quality management, embracing new ways of thinking and emphasising innovation and continuous improvement. We aim to go beyond mere compliance to deliver superior performance through robust quality management. Held in November, the week features curated activities, expert-led discussions, and knowledge exchanges that demonstrate how quality principles can drive transformation and operational excellence.

Product quality and safety: **Progress in 2025**

102

health authority inspections conducted on our manufacturing sites and local operating countries. 100% of which were satisfactory.

114

GMP audits of our third-party manufacturers and distribution network conducted against the requirements of our quality standards.

480

audits of our third-party raw material and packaging suppliers conducted against the requirements of our quality standards.

8

pharmacovigilance inspections carried out and results received with a 100% success rate.

Leveraging digital solutions and data
As part of our ongoing commitment to proactive, inclusive and unified quality and safety risk management through better use of data and technology, we continue to expand the use of our Veeva compliance system. We are strengthening key existing modules such as QMS Vault to manage processes including deviations, change controls, CAPAs and continuous improvement initiatives. At the same time, we are enhancing Safety Vault, an integrated safety system that enables efficient end-to-end processing of safety data and supports a risk-proportionate approach to all safety processes.

Product quality and safety: **Key dependencies**

Our commitment to product quality and safety relies on robust governance through the Haleon Safety Board, a global Quality System aligned with GxP standards, and proactive risk management. Critical enablers include recall readiness, anti-counterfeiting measures, and comprehensive employee training. Digital innovation and standardised metrics underpin continuous improvement and help ensure compliance across all operations.

Looking **forward**

We remain committed to fostering innovation and harnessing advanced technologies to strengthen our operations. By expanding our digital capabilities and integrating advanced analytics and artificial intelligence, we are driving greater efficiency and smarter decision-making. In parallel, we will continue embedding the Think Differently initiative across the organisation, reinforcing a culture of quality management practices that go beyond compliance to consistently achieve high standards in everything we do.

Our Quality and Consumer Safety organisations drive continuous improvement of our processes and standards.

Health and safety

Nothing is more human than keeping one another safe, healthy, and well. We aim to make sure everyone who works for or on behalf of Haleon returns home healthy, safe, and well.

Overview
Health and safety remain fundamental to our operations. In 2025, we continued to advance our Environment, Health, Safety (EHS) and Wellbeing performance by focusing on a zero-harm culture and continuous improvement mindset.

A robust EHS and Wellbeing strategy is not only a legal requirement, it is critical to Haleon's long-term success. Our approach goes beyond legal compliance to actively support employee wellbeing, mitigate operational risks, and strengthen our reputation as a responsible, sustainable business.

Health and safety:
Progress in 2025

In 2025, we continued to build on our 2024 achievements, setting ambitious goals and embedding a culture of care, vigilance, and innovation throughout our organisation. We set a stretch target of <0.15 for our Reportable Injury and Illness Rate (RIIR), a reduction of greater than 6% on the previous year's target.

	2025	2024
Haleon employee and Haleon supervised:		
Reportable injury and illness rate per 100,000 hours worked	**0.14***	0.13
Lost time reportable injury and illness rate per 100,000 hours worked	**0.13***	0.11[1]
Contractor[2]:		
Reportable injury and illness rate per 100,000 hours worked	**0.05***	0.19
Lost time reportable injury and illness rate per 100,000 hours worked	**0.05***	0.10

Consistent with 2024, there were no fatalities* for employees, third-party temporary workers, or contractors in 2025. We had 17* potential Serious Incidents or Fatalities (pSIF) in 2025 vs 26 in 2024. In 2025, we also had two* serious but non-life-threatening incidents.

We continue to see a reduction in the number of potential serious incidents, including those related to electrical safety, workplace transport and process safety. We strive to prevent serious incidents by rigorously building EHS and Engineering High Hazard Systems mastery, managing and assessing our sites against high hazard risk areas. To further strengthen our controls, we have been implementing dedicated subject matter experts and programmes to mitigate risks across our six high-severity risks, further supporting our prevention of serious incidents.

Although the contractor RIIR and LTRIIR rates have significantly reduced, the number of pSIFs related to contractor and construction safety has increased in 2025. To address this, we are continuing to strengthen our global and local safety culture by integrating behavioural safety into daily management, enhancing leadership visibility, and providing targeted training for employees and contractors. New global standards for Working at Height and Contractor Management are being implemented, with focused cultural interventions at higher-risk sites. These actions, supported by rigorous root cause analysis and continuous learning, mean that safety remains our priority across all operations.

Seeing Risk programme
Seeing Risk was a new strategic programme for 2025, aimed at enhancing risk perception and proactive hazard identification across all levels of the organisation. Collaborating with an external game developer, Seeing Risk uses computer-generated imagery to make a memorable experience for those that undertake the training. The programme's objectives are to:
- Train employees to better recognise both obvious and hidden hazards.
- Use real-world scenarios and digital tools to improve risk visualisation.
- Encourage reporting and discussion of near-misses and potential risks.
- Support a learning culture where everyone is responsible for identifying and managing risk.

Investigations - Root cause analysis
In 2025, we worked with leading industry experts to review and redesign our EHS incident investigation process to improve root cause analysis, gain deeper learnings and prevent reccurrences. We had three clear objectives:
- **Uncovering meaningful root causes -** Going beyond surface fixes, like simply rewriting procedures or retraining to uncover systemic causes and drive meaningful change.
- **Strengthening investigation capability -** Making the tools and techniques more powerful, simpler and easier to use, supported by bite-sized, just-in-time training.
- **Reinforcing the role of investigations in prioritising safety** - Reframing investigations as an essential learning and sharing opportunity to keep our people safe.

A new SIF and pSIF investigation process went live in December 2025, raising the bar on how we investigate serious incidents and learn from them.

In 2025, we also commenced the launch of 'Safe Start', a behavioural safety initiative at manufacturing sites, designed to strengthen personal accountability, and this will continue into 2026.

Our approach

1. **Daily:** Team level reviews of safety and follow-up actions across our own manufacturing sites.
2. **Weekly:** Global/Regional incident review meetings provide a regular forum to assess trends and share learnings.
3. **Monthly:** Site-level EHS councils meet to address local risks.
4. **Quarterly:** Global and Regional Quality & Supply Chain (QSC), and Research & Development (R&D) councils convene to address and escalate significant risks.

Safety remains our priority across all operations.

1. In 2024, one additional lost-time reportable event was reported late following an internal investigation and therefore was not included in the 2024 Annual Report and Form 20-F (2024 LTRIIR: 0.10) but is now included.
2. We define contractors for EHS purposes as people who are directly supervised and paid by another person or business but perform services at our sites.

* KPMG LLP has issued independent limited assurance, using assurance standard ISAE(UK) 3000, over the selected data indicated. See page 48 for further information.

Health and safety continued

Risks with broader corporate implications are reviewed with the Haleon Executive Team at least twice a year, with items escalated more frequently as needed. Dedicated health and safety experts manage risks across our manufacturing, R&D, and commercial units, helping ensure issues are prioritised and escalated for visibility, support and oversight at all levels.

We maintain a robust process to monitor compliance with our EHS and Wellbeing Policy and global standards, which are aligned with international standards and regulations. The policy and standards cover every aspect of our EHS management system, including governance, leadership expectations, risk assessments, self-inspection, monitoring, change management, training, and incident investigations. The policy is endorsed by our CEO on behalf of the Board. It defines our commitment, requirements, and responsibilities to the environment, and the health, safety, and wellbeing of all employees, third-party temporary workers, contractors, and visitors at our sites. The policy is reviewed every two years.

The Haleon Production System (HAPS) standardises safety governance through a tiered framework, embedding consistent practices across the organisation. Safety performance is reviewed daily in morning meetings, providing systematic oversight of safety practices.

Having completed self-assessments against our global EHS and engineering standards at our manufacturing sites in 2024, we identified opportunities for improvement and prioritised CAPAs that would enhance performance during 2025. Our R&D facilities completed their self-assessment in Q2, 2025.

Our EHS and Engineering Standards Assessment team audits environmental, health, and safety performance across all operations and facilities every three years, to help make sure we remain in alignment with our management system and standards. They also track the progress and successful closure of improvement actions and risk reduction efforts. Our Enterprise Risk and Assurance team complements this with targeted, risk-based safety and sustainability audits, providing independent oversight and reinforcing the resilience of our systems.

We aim for zero Serious Incidents or Fatalities (SIF) while continuously working to lower our RIIR. As part of this journey, we record and pSIF events to identify control failures and risk amplifiers, which helps us strengthen safeguards and prevent future occurrences.

We promptly investigate all work-related injuries, illnesses, diseases and incidents. Potential and actual SIFs are reported within 24 hours, with root-cause investigations completed in seven days. Global CAPAs are shared across the business, tracked weekly through to completion, and used to strengthen our systems and proactively prevent future SIFs.

We aim for zero Serious Incidents or Fatalities (SIF) while continuously working to lower our Reportable Injury and Illness Rate (RIIR).

Our strategy
Our strategy focuses on three key pillars, each supported by annual targets and objectives.

1. **People first:**
Building our EHS and engineering capability through an enhanced Training Academy and peer-to-peer coaching, empowering everyone to act safely and support others.

2. **Operational excellence:**
Managing high-severity risks effectively and maintaining environmental compliance, with a continued emphasis on preventing SIFs. This includes strengthening our root cause analysis of incidents by collaborating across internal functions to conduct deeper, more consistent investigations.

3. **Build for Tomorrow:**
Accelerating the digitalisation of EHS applications, leveraging artificial intelligence for richer insights into EHS data, and developing interactive digital training to improve high-hazard risk identification.

Training
In 2025, we placed strong emphasis on strengthening the capabilities of our EHS and engineering professionals, who collaborate closely on EHS compliance and our safety programmes. We provide task-specific and risk-based health and safety training for our employees and third-party temporary workers, focusing on hazard identification and risk reduction in the workplace.

We also intensified our focus on building our network of high severity risk SMEs across all our manufacturing sites and R&D facilities. We have dedicated SMEs working at each site to reduce our risk profile.

When engaging contractors, we undertake a thorough selection process, including a pre-screening of EHS performance and risks.

Contractors
We maintain a global standard for contractor management that prioritises safety and compliance from the outset. When engaging contractors, we undertake a detailed selection process, including a pre-screening of EHS performance and risks. Health and safety requirements are embedded in our contractual agreements, including for products, services, and third-party supply contracts. Every contractor working at Haleon sites receives induction training and clear guidance on safe work practices. All work activities are carried out under a "safe system of work", including permit to work, method statements, and risk assessments, to uphold safety throughout. We actively monitor and report contractor safety performance, driving continuous improvement and reinforcing our culture of care and accountability.

Health and safety continued

Emergency Response
Our Emergency Response Standard sets clear expectations and requirements for managing emergencies, including external events such as natural disasters and off-site incidents. It enables every Haleon site to be prepared to respond effectively and restore safe, controlled conditions swiftly. Each site maintains a risk-based emergency response plan, which is tested through regular exercises and systematically reviewed to drive continuous improvement in preparedness.

12 Life Saving Rules
We continue to reinforce our 12 Life Saving Rules o employees, third-party temporary workers, and contractors through multiple channels. These rules address Haleon's most significant EHS risks aligned to industry standards and best practices. They set out the essential actions for hazard awareness, prevention, and mitigation, while serving as a vital reminder of the behaviours and controls needed to protect us all during work activities.

Our 12 Life Saving Rules set out the essential actions for hazard awareness, prevention and mitigation.

Spotlight

'Pause' and 'Peer-to-Peer Meaningful Conversations' programmes

In 2025, we continued to embed our 'Pause' programme across the organisation, promoting situational awareness and safe decision-making through four steps: Pause, Think, Assess, Control. The programme complements formal risk assessments and supports our 12 Life Saving Rules and Leading with Care philosophy of zero harm.

Building on the success of the 'Pause' programme, in 2025 we broadened the concept to include 'Peer-to-Peer Meaningful Conversations'. This approach encourages managers and colleagues to support each other in recognising and managing risks in real time, with the aim of:
- Strengthening our safety culture by making risk awareness and intervention a shared responsibility.
- Reducing the likelihood of serious incidents and fatalities by addressing risks before they escalate.
- Building confidence and capability in all employees to act safely and support each other.
- Driving continuous improvement in EHS performance, supporting our ambition for zero harm.

We continued to embed our 'Pause' programme across the organisation, promoting situational awareness and safe decision-making through four steps: Pause, Think, Assess, Control.

Health and safety:
Key dependencies

Our commitment to health and safety relies on a robust management system which includes having risk assessments in place, trained people, inspections, management monitoring, governance, change management, investigation process and written standards and proactive risk management. Critical enablers are our people and contractors working at our facilities, all of whom are responsible for their own safety and the safety of their colleagues. Digital innovation and standardised metrics underpin continuous improvement and help ensure compliance and adherence to our standards across all operations.

Looking **forward**

In 2026, we will continue with our EHS and Engineering strategy, focusing on our three pillars:
- **People First:** we will continue the focus on building EHS and engineering capability across the network including our high severity risk subject matter experts. We will deploy our 'Safe Start,' behavioural safety programme at all our manufacturing sites. We will also strengthen and embed our 'Pause', 'Peer to Peer Meaningful Conversation' and 'Seeing Risk' programmes.
- **Operational Excellence:** we aim to uphold our zero-harm culture by continuing to focus on the prevention of SIFs. We will continue to learn from internal incidents and benchmark externally, embedding these learnings across the organisation, to enable effective management of our high severity risks and maintain environmental compliance. We will collaborate with other internal functions and external partners for a consistent and in-depth approach to investigations with simplification and common approaches to undertake root cause analysis to get deeper learnings.
- **Build for Tomorrow:** we will continue to digitalise our EHS applications and use artificial intelligence tools to give greater insight into our EHS data and to develop interactive digital technology to train operational staff on high hazard risk identification.

Respecting human rights

We are committed to respecting and promoting human rights wherever we conduct business.

Overview
Respecting and promoting human rights is integral to our business. We recognise that these rights are universal and fundamental, and we seek to embed them across our global value chain – from our own operations to our suppliers and business partners. Our approach is guided by internationally recognised standards, including the Universal Declaration of Human Rights, the International Bill of Rights and the International Labour Organization's core labour standards. We also align with the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

Salient human rights issues
The Group's salient human rights issue areas, developed with external experts, highlight the most severe potential impacts across our operations and value chain.

Our six salient human rights issues are:
- 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.

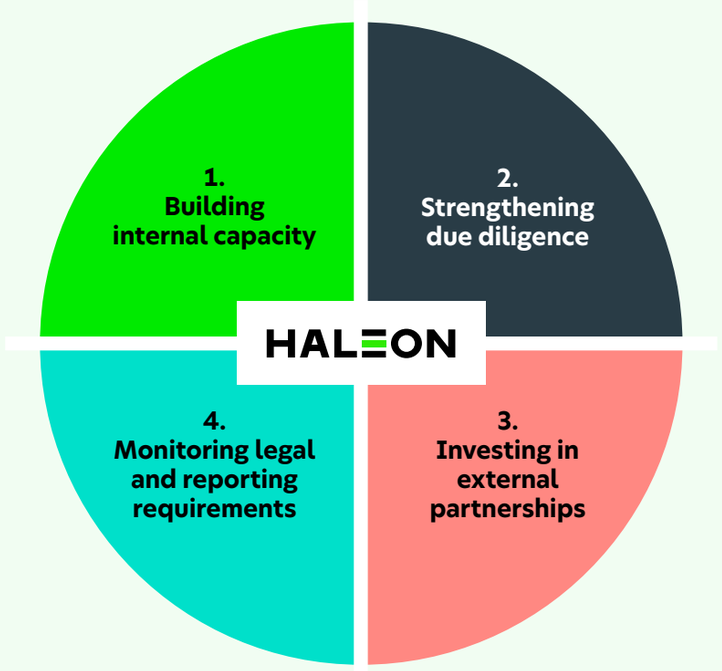
Our approach
Our Human Rights Policy sets the commitment of Haleon businesses to respecting and promoting human rights and decent working conditions. It defines clear expectations for our own operations and those of our suppliers and business partners. This is reinforced by our Supplier Code of Conduct, which outlines the environmental, social and ethical standards we call for from suppliers providing products and services to Haleon. In 2025, we launched our Sustainability Guidance for Suppliers document, which sets out in more detail the expectations we have of our suppliers, and suggests actions that can be taken to align with our sustainability commitments, including our human rights requirements.

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 by our companies against these actions. Additional oversight is provided by the Environmental & Social Sustainability Committee, a Board subcommittee.

In parallel, our cross-functional Human Rights Working Group met three times throughout 2025. The group brings together representatives from a variety of functions, including Human Resources, Legal, Procurement, Quality, Supply Chain, Sustainability, and Environment, Health and Safety. Its role is to promote Haleon's human rights actions and share knowledge across the companies in the Group, with implementation of human rights practice and compliance then happening at the local level within Haleon.

We also collaborate with industry groups and expert organisations to strengthen our human rights approach. Haleon is a member of the UN Global Compact, the Pharmaceutical Supply Chain Initiative (PSCI) Human Rights Working Group, AIM-Progress, the Consumer Goods Forum Human Rights Coalition, and Business for Social Responsibility (BSR). In 2025, we also joined Unseen UK to further our efforts in tackling modern slavery.

We have four strategic focus areas which guide our approach to managing human rights:



Respecting human rights:
Progress in 2025

In 2025, through our Human Rights Working Group, we established dedicated workstreams for each salient human rights issue and developed individual action plans for each. These plans include our objectives, timelines and measurable indicators. Progress will be monitored, and we will report on performance against key targets to provide accountability and transparency.

Respecting and promoting human rights is integral to our business. We recognise that these rights are universal and fundamental, and we seek to embed them across our global value chain.

For our latest **Human Rights Statement**, see our dedicated webpage.

Respecting human rights continued

Own operations human rights assessment
Protecting the human rights of our workforce remains a priority, even though our own operations are typically lower risk compared to those within our supply chain. We conduct SMETA audits at our manufacturing sites. In 2025, four sites were audited, with best practices noted in employee benefits, incentives, and recognition beyond legal requirements. One improvement area was third-party supplier engagement on labour practices; and corrective action plans are in place. Looking ahead, we plan to expand our audit and engagement programme to more sites.

Child labour mitigation and remediation
We conduct targeted due diligence in areas where there is an elevated risk of child labour. If a case of child labour is identified within Haleon's supply chain, we aim to respond swiftly and responsibly in partnership with a recognised child rights organisation.

In 2025, we developed a Child Labour Remediation Guidance document to help suppliers to provide industry standard approaches if child labour were to occur within their value chain. This will be rolled out in 2026.

We are working with our mint suppliers through the 'Healthy Mint Supply Chain' programme (see page 19 for more on this programme) to strengthen the focus on children's rights within their initiatives, to help reduce the risk of child labour. In 2025, we set up a Child Rights Action Hub in India. The hub aims to promote practices that protect and support children and families in mint-producing communities.

Supply chain engagement and collaboration
In 2025, Haleon continued its ongoing supplier engagement on human rights, hosting a global virtual workshop session for select suppliers and third-party manufacturers. Participants were selected using a risk-based approach, focusing on higher-risk commodities such as active pharmaceutical ingredients. The session included external experts alongside our Procurement and Human Rights teams, and brought together 13 key supplier companies. The workshop highlighted the importance of human rights to Haleon, outlined our values, and provided a deep dive into our Human Rights Policy and Supplier Code of Conduct. A key feature was an interactive case study, exploring practical steps to identify and prevent risks such as excessive working hours and child labour in supply chains.

As members of Action for Sustainable Derivatives (ASD), we are supporting the next phase of the Respect in Palm programme – an initiative to prevent gender-based violence and promote gender-equitable attitudes in Indonesian palm oil concessions. Following the pilot's conclusion in 2024, ASD is preparing Phase 2 for launch in 2026, working with a major supplier and a new implementation partner to engage workers, supervisors, and management in building safer, more equitable workplaces.

In 2025, Haleon continued its ongoing supplier engagement on human rights, hosting a global virtual workshop session for select suppliers and third-party manufacturers.

Training and capacity building
Our employee onboarding programme includes an overview of human rights topics. New joiners receive our Human Rights Policy, access to training, and other relevant resources as part of their induction.

Our human rights e-learning module, available in 16 languages, is accessible to all employees, helping colleagues understand how their roles support Haleon's human rights requirements. In 2025, it was assigned to everyone in our Quality Supply Chain function and 88% of assigned participants completed the training.

In 2025, we also introduced Child Labour Prevention and Remediation Training, delivered in partnership with external experts, targeting Human Resources, Procurement, Investigations, Security and Legal.

Looking **forward**

We will continue to strengthen our internal teams' human rights capabilities through targeted training for specific departments and manufacturing sites. We are developing a child labour e-learning module for rollout in 2026. This course will help colleagues across the business understand what constitutes child labour, its impact on both children and our business and what actions to take if warning sites are identified. We will also offer additional training to internal teams on human rights risks for third party workers on our sites in high risk sectors, such as cleaning and security. We will also deepen our engagement with suppliers to align them with our human rights standards and support them in implementing robust practices across their operations.

Key dependencies

Delivering our human rights strategy and goals depends on a management system that seeks to embed human rights due diligence across our value chain in alignment with international standards. This includes policies and processes that set out our requirements and expectations, governance structures that support informed cross-functional decision making, and capability-building activities that strengthen awareness and accountability across internal teams, suppliers, and business partners. Regular monitoring and measurement of effectiveness allows us to identify gaps, support continuous improvement, and implement remediation where required.

Collaboration with suppliers, expert organisations, and industry partners is also a critical dependency. Through knowledge sharing of good practices, participation in collective initiatives such as Aim-Progress and the PSCI, and access to specialist expertise, we aim to strengthen our approach and maintain alignment with evolving human rights expectations across the value chain. We are also reliant on close collaboration with suppliers and with collective organisations such as ASD to enable timely remediation and assistance if and when human rights impacts are identified, particularly when human rights issues are identified further down our supply chain and when Haleon needs to collaborate with peers in order to effect change.

88%
completion rate of our human rights e-learning module in the Quality Supply Chain function.

Business ethics

What we do matters. So does how we do it. Consumers trust our brands and depend on our products every day. That trust is earned, and protected, through our commitment to strong business ethics.

Overview
We hold ourselves to robust ethical standards. That means making decisions with integrity, acting with care, and seeking to safeguard those who depend on us – our consumers, our customers, our company and each other.

To uphold these principles, we maintain a robust framework to identify and mitigate ethical risks across our operations. The Audit and Risk Committee (ARC) oversees ethics and compliance matters, including Speak Up trends and major investigations, providing Board-level accountability. The dedicated Investigation Steering Committee, with senior leadership from Legal, Finance, HR, Audit & Risk, Compliance, and Security, reviews significant investigations and emerging risk trends quarterly. We also conducted a risk assessment specifically addressing the new UK Failure to Prevent Fraud offence, which confirmed strong controls and highlighted areas for continual improvement. Actions will be tracked via the annual Fraud Prevention Plan. We regularly review compliance with our ethical standards and all internal audits include a review of fraud risk, providing continuous vigilance and improvement in ethical practices.

Our approach
Code of Conduct
Our Code of Conduct (Code), approved by the Board, details the 19 ethical principles that underpin our standards and shape our culture. Available in 19 languages, it includes a decision tree, to aid ethical decision-making and provide guidance on how and when to seek advice. In 2025, we updated the Code to align it with our Win as One strategy, and added a new section entitled "Leadership Expectations" to explicitly set out how we expect people managers to lead the organisation. Our Code applies to all employees, third-party temporary workers and contractors, regardless of role or seniority.

+ Suppliers, distributors, agents, consultants, and contractors are expected to meet the standards set out in our **Supplier Code**, which also addresses many of the key topics covered in our Code, see page 23 for more detail.

Anti-bribery and Corruption (ABAC)
We do not tolerate financial crime in any form. Our Policy on the Prevention of Bribery, Corruption and Other Financial Crimes sets global principles, standards, and requirements for our company. It applies to everyone working for, or on behalf of, Haleon — including employees, temporary staff, contractors, agents, consultants, and third parties — regardless of their role, location, or level. Our Policy was updated in 2025 to reflect the UK's new Economic Crime and Corporate Transparency Act 2023, and in particular, the introduction of the new failure to prevent fraud offence.

Data privacy
Haleon is committed to complying with data protection laws in the markets in which it operates. We only process personal data when we have a lawful basis to do so and we provide tailored notices to inform individuals how their data is processed. Our Privacy team, led by the Chief Privacy Officer, manages the Global Privacy Governance Framework, which includes our overarching Data Protection policy, training, assessments, notices and Data Subject Rights (DSR) management. Our DSR processes support all rights including access, rectification, erasure, restriction, portability, objection, and rights related to automated decision-making. In applicable jurisdictions, Haleon appoints a Data Protection Officer to fulfil all relevant legal duties.

We assess data privacy risks across all activities that involve processing personal data and we perform Data Protection Impact Assessments for high-risk activities. These processes are also integrated into our third-party vendor risk management onboarding. In addition, we conduct due diligence on all third-parties who process personal data on Haleon's behalf to check whether they meet our privacy and security standards.

In the event of a data breach, Haleon complies with all legal requirements for notification and incident response, including timely communication to regulators and affected individuals, as appropriate. Concerns can be raised and escalated via our Speak Up platform. Breaches by employees may result in disciplinary actions, reinforcing our commitment to accountability and compliance.

Together with the other areas of compliance, privacy-related metrics are reviewed regularly and reported to the ARC twice per year. Our internal audits may include checks on data privacy where applicable.

Discrimination and harassment
We have zero-tolerance for any form of unwelcome, unreasonable, or offensive behaviour. Harassment, including sexual harassment and bullying are strictly prohibited. Concerns can be raised via Haleon's Speak Up channel and are assessed via the escalation process outlined on the next page. Where issues are substantiated, appropriate corrective or disciplinary action is taken.

We are committed to equal employment opportunities. Hiring decisions are based solely on qualifications, skills, experience, and potential – without regard to race, religion or belief, gender identity, sex, sexual orientation, age, ethnicity, disability, or any other protected characteristic under applicable laws in the countries in which we operate. We continuously review our processes to strengthen inclusive recruitment and employment practices.

Trade unions and collective bargaining agreements
We are committed to providing a collaborative work environment with direct communication between management and employees. Where employees have chosen to organise within an appropriate recognised framework, Haleon will engage their representatives. As of 31 December 2025, over 32% of Haleon's employees were represented by an independent trade union or were covered by a collective bargaining agreement.

Responsible AI
We recognise the importance that responsible AI practices play in business innovation and transformation, enabling Haleon to trust and use AI with confidence. Our responsible AI Policy and Standards, endorsed by our Chief Digital & Technology Officer, dictate how AI must be designed, developed, deployed, maintained and used at Haleon.

Our six responsible AI Principles:
— Human Accountability and Human Agency.
— Transparency and Explainability.
— Fairness, Inclusion and Mitigating Bias.
— Privacy and Respect.
— Security, Reliability and Safety.
— Trusted Science.

These Principles reflect our values and industry best practice. We train our employees both in Responsible AI and practical use of AI to promote good outcomes for our consumers, partners, customers and employees. As our AI maturity evolves we are also strengthening our approach to vendor risk management to maintain trust and accountability.

Discover more...

+ More information regarding **Political Advocacy** can be found on our website.
+ See our latest **Tax Strategy Report.**

Business ethics continued

Responsible marketing

Honest and transparent responsible marketing practices, such as providing clear and accurate descriptions of our products and services, are essential to building and maintaining trust with consumers, customers and Health Professionals.

Promotional materials and claims are reviewed by a cross-functional team – including Commercial, Medical, Regulatory, R&D, and Legal advisers – using a structured risk assessment framework. Content must be substantiated with verifiable evidentiary support and approved within the Content Approval Platform before use. Controls are embedded in our promotional asset management system to help ensure only fully approved claims and materials appear in advertising and marketing campaigns, reinforcing our commitment to responsible, transparent, and compliant communication to customers.

The Principles in our **Responsible Marketing Policy** set global minimum standards for all commercial communications and marketing activities across all channels, guided by our purpose, Code of Conduct, core values, and behaviours. Shared with our marketing teams and agency partners, the Principles apply to all marketing communications, branding, public relations, as well as advertising developed by agency partners on behalf of Haleon and its brands and services. Training on the process is mandatory for all employees within our marketing teams, as well as brand managers and employees that deal with promotional materials. Training is monitored on a regular basis, supporting consistent understanding and application of the policy across our organisation.

Speak Up

Step up and **Speak up.**

Employees and members of the public can access and raise any concerns via several Speak Up channels.

Web Portal:
https://haleon.caseiq.app/portal

Telephone
+44 800 026 1960 (UK)
+1 833 737 1358 (US)

Telephone numbers for additional countries are available via the web portal.

We encourage anyone, whether working for Haleon or not, to speak up regarding alleged misconduct, possible breaches of our Code or other Company policies or procedures, or suspected violations of laws and regulations at Haleon or in our supply chain.

All reported concerns are handled according to our investigatory principles:

- **Humanity:** Involved parties are treated with respect and dignity, and investigations are conducted as expeditiously as possible.
- **Confidentiality:** All concerns are treated confidentially. Reporters may remain anonymous, and details are shared only on a need-to-know basis to protect the integrity and independence of investigations.
- **Proportionality:** The extent of the investigation is proportionate to the allegation.
- **Non-retaliation:** We operate a zero-tolerance policy towards behaviour perceived as retaliation or harassment of whistleblowers raising concerns in good faith.

Our Group Security team oversees our whistleblowing programme. Speak Up channels, operated by an independent third party, are monitored daily. New cases are triaged promptly, with Forensics and other teams engaged as needed to advise on specific concerns. Having oversight of the Incident Classification Group, the Investigations Steering Committee completes a quarterly review of investigative trends, covering allegation type, severity/risk, market variance and improvement opportunities.

In 2025, 915 new cases[1] were logged, including Speak Up reports[2]. This includes matters which did not require any further investigation. The highest number related to employee relations. Of cases closed[3] in 2025, 212 were substantiated[4], leading to disciplinary measures or targeted interventions where applicable. Investigations are conducted proportionately and promptly, with an average global duration of 52 days in 2025. Following appropriate investigations, 766 cases were closed[3] during the year.

Training

All existing employees and third-party temporary workers must complete mandatory annual e-learning on the Code and Compliance Essentials. For 2025, we refreshed the Code training, using insights from Speak Up cases, including a knowledge test, to confirm that everyone understands Haleon's ethical standards. This year the Compliance Essentials training was extended beyond ABAC to include Privacy, Sanctions and Competition Law. It is also part of onboarding for new starters. Completion rates, including confirmation of understanding the Code and compliance areas, are reported to the Executive Team and the ARC. In 2025, the completion rate for both the Code and compliance trainings was over 97%. In addition, all employees and third-party temporary workers are expected to complete our Respectful Workplace training. This focuses on preventing discrimination, harassment and retaliation and reinforces our commitment to a safe, inclusive working environment.

Business ethics:
Key dependencies

Our commitment to business ethics is built on the robust application of the three lines of defence risk framework, where first line management is responsible for identifying and managing risk, with the oversight and support of second line functions. Internal audit then provide a third line of defence by providing independent and objective assurance over the adequacy and effectiveness of risk management, controls and governance processes. Critical enablers are, therefore, our continuing commitment to doing business the right way, tone from the top, clear written standards, effective training, monitoring of control and process implementation, robust consequence management and a commitment to continuous improvement.

Looking **forward**

The Code and our compliance policies are reviewed and updated periodically, to reflect any relevant legislative changes in the markets where we operate. In line with global regulatory expectations and best practice, a key focus in 2026 will be on using data and insights on the effectiveness of our global compliance programme, to drive continual improvement and better inform targeted interventions, to enhance our processes or controls. In 2026, we will also establish a Case Management Unit to strengthen investigative governance, enhance data-led insights, and proactively identify and manage risk. This will be supported by focused efficiency improvements, capability building, technology development, and strengthened strategic business partnering. Work will also be done to embed the various changes made during 2025, including the new chapter on leadership expectations, detailed in the updated Code.

52

days on average to investigate and close cases logged via our Speak Up channel.

>97%

completion rate for the Code of Conduct and Compliance Essentials training in 2025.

1. We report the number of concerns raised at a case level. Each case may contain several concerns.
2. Speak up channels include cases raised via the official Speak Up channels, as well as cases raised by different channels including to a line manager, local management or the HR team.
3. The number of cases closed includes those which may have been opened in a prior year, but which were closed in the reporting year.
4. Substantiated = where a concern within a case has been confirmed.

Appendices

In this section:

Our approach to reporting + page 36
Glossary + page 38
GRI + page 39
SASB + page 46
Independent limited assurance + page 48
Disclaimer + page 49

Our approach to reporting

Our Health Inclusivity and Sustainability Report details our health inclusivity and sustainability performance for the year up to and including 31 December 2025. Reporting periods may vary from the calendar year. A footnote indicates where this applies. Where we list our goals throughout the report, the end point for the goal delivery period is the end of the target year referenced.

Independent assurance and reporting criteria
KPMG LLP provided independent limited assurance, using assurance standards ISAE (UK) 3000 and ISAE 3410, over selected ESG data points included in our 2025 ESG reporting. Data points marked with an asterisk (*) form part of Haleon's 2025 assurance engagement. **KPMG LLP's Limited Assurance Report** and our reporting criteria (**2025 Haleon Health Inclusivity and Sustainability Basis of Reporting**) for the selected ESG data points are available on our **ESG reporting hub.**

Frameworks and disclosures
We use external frameworks, standards and disclosure platforms to structure our health inclusivity and sustainability reporting, focusing on those of relevance to our stakeholders. These include the Global Reporting Initiative (GRI) Universal Standards, Sustainability Accounting Standards Board (SASB) Household and Personal Care Products standard, which can be found in these appendices. Reporting against these frameworks also supports Haleon's preparedness for future reporting requirements.

Our ESG reporting suite
Additional information regarding our Health Inclusivity and Sustainability strategy and performance can be found via the following table.

Our reporting suite		Framework
+	Annual Report and Form 20-F	+ TCFD & TNFD on pages 19-30 + SECR on pages 177-178
+	Health Inclusivity and Sustainability Report	+ GRI on pages 39-44 + SASB on pages 46-47
+	Gender pay gap reports	
+	Climate Action Transition Plan	
+	Human Rights Statement	
+	ESG Databook	
+	Health Inclusivity and Sustainability Basis of Reporting	
+	Our Impact webpages	
+	Our codes, policies and standards	
+	Our policy positions	

Contact us
Please address any questions regarding our ESG reporting suite and stated information to:
Haleon Sustainability Team, Haleon plc, Building 5, First Floor, The Heights, Weybridge, Surrey, KT13 0NY.

Or contact us here:
ESG@haleon.com

Our approach to reporting continued

Health inclusivity measurement approach and framework

All initiatives are assessed by internal and external subject matter experts before being reported externally to check they meet all criteria for inclusion in our social impact goal. See the social impact measurement framework diagram below for more information. In our results, we address double counting when it is probable that a person is empowered by the same Health Professional who has likely engaged with multiple activities (within or between initiatives). We do not apply a discount to the small number of cases where the same person could have been empowered by different types of Health Professionals or by directly engaging in different initiatives, as people have different self-care needs which are addressed through engaging with different types of Health Professionals and initiatives.

Our goal

We aim to empower millions of people a year to be more included in opportunities for better everyday health, empowering 50 million people a year by 2025.

What we measure

The number of people empowered by a Haleon health inclusivity initiative that aims to improve their self-care in the reporting period. To count towards our goal, the below requirements must be met:

- The initiative addresses a significant social issue that prevents some people being included in better everyday health.
- The initiative meets our threshold level of engagement, for example: an expert completing a training or attending a webinar, or a consumer completing an informative self test.
- There is evidence of number of unique individuals who have engaged with the initiative.

UN Global Compact and Sustainable Development Goals (SDGs)

We participate in the UN Global Compact and support its Ten Principles on human rights, labour, environment and anti-corruption. Our reporting details our efforts to implement these principles. We support the SDGs and their 2030 targets to promote a more sustainable future. Through our business model and Health Inclusivity and Sustainability strategy, we believe we can make the biggest impact on five SDGs:

UN SDG Goal	Targets	Haleon activity
Goal 3 Good health and well-being	3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.	As a consumer company that is solely focused on better everyday health, we can contribute significantly to SDG 3. Our global reach with healthcare products and focus on health inclusivity aim to provide as many people as possible with the opportunity to take more control of their everyday health. + Read more on pages 8–11 of this report.
Goal 10 Reduced inequalities	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.	In our 2025 reporting period, we empowered more than 74 million people to be more included in opportunities for better everyday health, surpassing the goal we set in 2022. By 2030, we aim to provide opportunities for more than 300 million people a year to take more control of their everyday health. We will do this by: – Building health literacy - we are equipping people with the information and resources they need to take more control of their health. – Increasing access to everyday health products - we are making more affordable and accessible versions of our products available to more people. – Tackling bias and prejudice - we are challenging negative stereotypes which hold people back from better everyday health. + Read more on pages 8-11 of this report. + Read about our actions on inclusion and belonging on page 22 of this report and on pages 36-37 of our **2025 Annual Report and Form 20-F**.
Goal 12 Responsible consumption and production	12.2 By 2030, achieve the sustainable management and efficient use of natural resources. 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	We are taking action to improve resource efficiency and minimise waste across our value chain. All our manufacturing sites have implemented the AWS standard, and we are rolling out TRUE waste certification across our manufacturing network. We are continuing to work towards our sustainable sourcing goal. We continue to progress the transition of our product packaging to more circular models to minimise waste and pollution by making our packaging recycle-ready and ultimately recyclable, and by reducing virgin petroleum-based plastic use. + Read more on pages 16-21 of this report and on pages 15-30 of our **2025 Annual Report and Form 20-F.**
Goal 13 Climate action	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries. 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	We are taking action to reduce our carbon footprint, with targets set for 2030 and 2040. + Read more on pages 13-15 of this report and on pages 15-30 of our **2025 Annual Report and Form 20-F.**
Goal 17 Partnership for the goals	17.G Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.	We recognise partnership and collaboration with industry and key stakeholders are imperative to achieving our health inclusivity and sustainability ambitions. Examples are included throughout this report.

Glossary

APIs	Active Pharmaceutical Ingredients.
CAPAs	Corrective and Preventive Actions.
Contractors	A person that provides goods or services to Haleon but works for, is directly supervised by, and is paid by a separate person or business. For EHS purposes, 'Contractors' means Contractors who work on our sites only.
CSRD	Corporate Sustainability Reporting Directive. This is a European Union sustainability reporting legislation.
DMA	Double Materiality Assessment.
EHS	Environment, health and safety.
ESRS	European Sustainability Reporting Standards. These are the standards that EU businesses must report against as part of the disclosure requirements of the CSRD.
Employee/ Workforce	Persons on permanent or fixed-term contracts, who are directly employed by Haleon plc or its subsidiaries (does not include third-party temporary workers or contractors).
Empowered	For a person to be empowered they require agency (capability to act or to choose what action to take - e.g. skills, knowledge, understanding) and/or resources (the means to act - e.g. tools, products) to be more included in opportunities for better everyday health.
ESG	Environmental, social, and governance.
GHGs	Greenhouse gases. The gases in the atmosphere that raise the surface temperature of the Earth.
GxP	'Good Practice' quality guidelines and regulations, with the 'x' acting as a placeholder for specific fields like Manufacturing (GMP), Laboratory (GLP), or Clinical (GCP).
Haleon/Company	The group of companies ultimately owned by Haleon plc.
Health inclusivity	The process of removing the personal, social, cultural, and political barriers that prevent individuals and communities from experiencing good physical, mental and social health, and a life fully realised.
Health Professional(s)	Pharmacy, dental, respiratory, and dermatology wellness professionals and related teams.
Leadership roles	Employees within our compensation grades 0-5. These roles include members of the Executive Team, their direct reports (excluding administration support), heads of department and upper management.
NGO	A non-governmental organisation.
Non-virgin petroleum-based plastic / non-virgin plastic	Plastic which has been either (i) recovered from plastic waste converted back into plastic (either through mechanical or advanced/chemical recycling), or (ii) made from a bio-sourced or other novel non-virgin petroleum feedstock(s).
Opportunities for better everyday health	The circumstances for people to take proactive steps to maintain and improve their health and quality of life through the products they use as well as the behaviours, habits, and lifestyle they maintain to treat and manage self-limiting conditions, as well as to prevent ill health with or without the support of a healthcare provider.
Recycle-ready	Product packaging and devices that are made of materials that are proven to be compatible with existing or emerging recycling infrastructure. In line with the CDP definition of 'technical recyclability', this does not take into account whether the collection, sorting, and recycling of the packaging or device happens in practice, at scale, and with reasonable economics.
Scope 1 emissions	GHG emissions from sources that are owned or controlled by the reporting entity, for example, emissions from combustion in owned or controlled boilers for heating.
Scope 2 emissions	GHG emissions from the generation of electricity purchased and consumed by the reporting entity.
Scope 3 emissions	GHG emissions resulting from activities or assets not owned or controlled by the reporting entity, but that the entity indirectly affects by virtue of its value chain.
Self-care	The ability of individuals, families, and communities to promote health, prevent disease, maintain health, and cope with illness and disability with or without the support of a health worker.
Source to sale	Scope 1, 2 and 3 emissions from the point of the original source of the raw materials used to make and package a product through processing and manufacturing to the transportation of products to the customer. It excludes emissions of the retail customer as well as from consumption or disposal of the products by the consumer.
Sustainably sourced	For the key material supply chains in scope of our sustainable sourcing goal, we define 'sustainably sourced' as materials which have either (i) been certified by recognised global certification programmes where these are available, or (ii) where recognised programmes are not available, meet clear standards and processes for sustainable sourcing based on the specific issues and opportunities for each material, which have been agreed in advance with independent experts.
Third-party temporary workers	A person who is working on a non-permanent, but often exclusive, basis for Haleon. Often supervised by Haleon but is paid by a third party.
TCFD	Task Force on Climate-related Financial Disclosures.
TNFD	Taskforce on Nature-related Financial Disclosures.
Value chain	The full life cycle of a product or process, including material sourcing, production, transportation, consumption and disposal/recycling processes.
Virgin petroleum - based plastic/ virgin plastic	Plastic that is made from petrochemical feedstock such as natural gas or crude oil that has come from a fossilised source and/or embedded in geological formations and has never been used or processed before.
Water neutral	Water neutral means that reasonable actions have been taken to reduce the existing water footprint of a site. We then aim to balance our impacts on water use, water quality and access within a water catchment by replenishing water in a way that addresses local shared water challenges (including quality, quantity and WASH).

GRI index

Our 2025 health inclusivity and sustainability reporting has been prepared with reference to the GRI Universal Standards. The table below provides an overview of the relevant GRI Standards to Haleon and where to find information regarding them in this report or other Haleon reports and disclosures. By presenting this mapping, we aim to improve transparency and streamline stakeholders' access to pertinent information.

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	'Notes of the Consolidated Financial Statements' 2025 Annual Report and Form 20-F pages 127-168. 'Where we operate' section of our website.
	2-2 Entities included in the organization's sustainability reporting	2025 Annual Report and Form 20-F. 2025 Health Inclusivity and Sustainability Basis of Reporting available on our website.
	2-3 Reporting period, frequency and contact point	'Our approach to reporting' pages 36-37. 'Notes of the Consolidated Financial Statements' 2025 Annual Report and Form 20-F pages 127-168.
	2-4 Restatements of information	Restatements of information are disclosed, where relevant, for specific data points on pages 4, 12, 15, 25 and 29. 2025 Annual Report and Form 20-F page 15. Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>. The nature of each restatement, rationale and corrected values are provided in detail for the following data points: 'Scope 3 baseline and emissions performance clarifications' pages 4, 12, 15. '2024 performance against the recycle-ready goal' pages 4, 12. '2024 health authority inspections' page 25. '2024 Lost Time Reportable Injury and Illness Rate (LTRIIR)' page 29.
	2-5 External assurance	'Audit & Risk Committee report' 2025 Annual Report and Form 20-F pages 70-73. 'Our approach to reporting' pages 36-37. 'Independent limited assurance' page 48.
	2-6 Activities, value chain and other business relationships	'Supporting partners to unlock opportunities' pages 22-24. 'Our business model' 2025 Annual Report and Form 20-F page 4. 'Our strategy' 2025 Annual Report and Form 20-F pages 6-7.
	2-7 Employees	Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
	2-9 Governance structure and composition	'Corporate governance' 2025 Annual Report and Form 20-F pages 60-104. 'Responsible governance' page 7.
	2-10 Nomination and selection of the highest governance body	'Nominations & governance committee report' 2025 Annual Report and Form 20-F pages 76-77.
	2-11 Chair of the highest governance body	'Our Board of Directors 2025 Annual Report and Form 20-F pages 60-61.
	2-12 Role of the highest governance body in overseeing the management of impacts	'Corporate governance' 2025 Annual Report and Form 20-F pages 60-104. 'Responsible governance' page 7.
	2-13 Delegation of responsibility for managing impacts	'Corporate governance' 2025 Annual Report and Form 20-F pages 60-104. 'Responsible governance' page 7.

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021 continued	2-14 Role of the highest governance body in sustainability reporting	'Responsible governance' page 7.
	2-15 Conflicts of interest	Conflicts on interest policy available on our website under codes, policies and standards <www.haleon.com/content/dam/haleon/corporate/documents/who-we-are/governance/Haleon-Conflicts-of-interest.pdf.downloadasset.pdf>.
	2-16 Communication of critical concerns	'Section 172 and stakeholder engagement' 2025 Annual Report and Form 20-F pages 31-34. 'Environmental & Social Sustainability Committee Report' 2025 Annual Report and Form 20-F pages 74-75. 'Product quality and safety' page 27. 'Business ethics' pages 34-35.
	2-17 Collective knowledge of the highest governance body	'Corporate governance' 2025 Annual Report and Form 20-F pages 60-104.
	2-18 Evaluation of the performance of the highest governance body	'Board activities' 2025 Annual Report and Form 20-F pages 65-68.
	2-19 Remuneration policies	'Director's remuneration report' 2025 Annual Report and Form 20-F pages 78-103.
	2-20 Process to determine remuneration	'Director's remuneration report' 2025 Annual Report and Form 20-F pages 78-103.
	2-21 Annual total compensation ratio	'Director's remuneration report' 2025 Annual Report and Form 20-F pages 78-103.
	2-22 Statement on sustainable development strategy	'Q&A with Brian McNamara, CEO' page 2. 'Haleon's Health Inclusivity and Sustainability strategy' page 3.
	2-23 Policy commitments	'Codes, policies and standards' available on our website <www.haleon.com/who-we-are/Governance/codes-policies-and-standards>. 'Our policy positions' available on our website <www.haleon.com/who-we-are/our-policy-positions>.
	2-24 Embedding policy commitments	Strategic sections: 'Responsible governance' page 7. 'For health inclusivity' pages 8-11. 'With enduring resilience' pages 12-24. 'Upholding robust ethical standards' pages 25-35. 'Business ethics' pages 34-35. 'Supporting our people and partners' pages 22-23. 'Human rights' pages 32-33. 'Business Ethics - Speak up & investigation processes' pages 34-35. 'Product Quality & Safety - CAPA, recall, incident management' pages 26-28. 'Health & Safety - SIF investigations, corrective actions' pages 29-31.
	2-25 Processes to remediate negative impacts	'Business ethics' pages 34-35. 'Human rights' section of our website <www.haleon.com/our-impact/human-rights>.
	2-26 Mechanisms for seeking advice and raising concerns	'Business ethics' pages 34-35.
	2-28 Membership associations	Our spend on political advocacy available on our website <www.haleon.com/who-we-are/our-policy-positions#accordion-43234a8d7e-item-961fc3af33>. Policy Advocacy Document available on our website <www.haleon.com/content/dam/haleon/corporate/documents/who-we-are/positions/political-advocacy-july-2024.pdf.downloadasset.pdf>.
	2-29 Approach to stakeholder engagement	'Double materiality assessment' pages 5-6. 'Section 172 and stakeholder engagement' 2025 Annual Report and Form 20-F pages 31-34.

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021 continued	2-30 Collective bargaining agreements	'Business ethics' pages 34-35. Human rights policy available on our website <www.haleon.com/content/dam/haleon/corporate/documents/our-impact/human-rights/Human-rights-policy.pdf>.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	'Double materiality assessment' pages 5-6.
	3-2 List of material topics	'Double materiality assessment' pages 5-6.
	3-3 Management of material topics	Strategic sections: 'For health inclusivity' pages 8-11. 'With enduring resilience' pages 12-24. 'Upholding robust ethical standards' pages 25-35.
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	'Our policy positions' section of our website <www.haleon.com/who-we-are/our-policy-positions> 'With enduring resilience' page 12. 'Climate and Nature-related Financial Disclosures' 2025 Annual Report and Form 20-F pages 19-30.
	101-2 Management of biodiversity impacts	'Managing natural resources responsibly' pages 19-21. 'Climate and Nature-related Financial Disclosures' 2025 Annual Report and Form 20-F pages 19-30.
	101-4 Identification of biodiversity impacts	'Climate and Nature-related Financial Disclosures' 2025 Annual Report and Form 20-F pages 19-30.
	101-5 Locations with biodiversity impacts	'Climate and Nature-related Financial Disclosures' 2025 Annual Report and Form 20-F pages 19-30.
	101-6 Direct drivers of biodiversity loss	'Climate and Nature-related Financial Disclosures' 2025 Annual Report and Form 20-F pages 19-30.
	101-8 Ecosystem services	'Climate and Nature-related Financial Disclosures' 2025 Annual Report and Form 20-F pages 19-30.

GRI STANDARD	DISCLOSURE	LOCATION
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	'Climate and Nature-related Financial Disclosures' 2025 Annual Report and Form 20-F pages 19-30. Climate Action Transition plan available on our website <www.haleon.com/content/dam/haleon/corporate/documents/our-impact/2025/Climate-Action-Transition-Plan.pdf>.
	102-2 Climate change adaptation plan	'Climate and Nature-related Financial Disclosures' 2025 Annual Report and Form 20-F pages 19-30. Climate Action Transition plan available on our website <www.haleon.com/content/dam/haleon/corporate/documents/our-impact/2025/Climate-Action-Transition-Plan.pdf>.
	102-3 Just transition	Climate Action Transition plan available on our website <www.haleon.com/content/dam/haleon/corporate/documents/our-impact/2025/Climate-Action-Transition-Plan.pdf>.
	102-4 GHG emissions reduction targets and progress	'Cutting carbon emissions' pages 13-15. 'Climate and Nature-related Financial Disclosures' 2025 Annual Report and Form 20-F pages 19-30.
	102-5 Scope 1 GHG emissions	'Cutting carbon emissions' pages 13-15. Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
	102-6 Scope 2 GHG emissions	'Cutting carbon emissions' pages 13-15. Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
	102-7 Scope 3 GHG emissions	'Cutting carbon emissions' pages 13-15. Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
	102-8 GHG emissions intensity	Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
	102-10 Carbon credits	Climate Action Transition plan available on our website <www.haleon.com/content/dam/haleon/corporate/documents/our-impact/2025/Climate-Action-Transition-Plan.pdf>. 2025 Haleon Carbon Offsets Report available on our website <www.haleon.com/content/dam/haleon/corporate/documents/our-impact/2025/2025-Haleon-Carbon-Offsets-Report.pdf>.
GRI 103: Energy 2025	103-1 Energy policies and commitments	Environmental Sustainability policy available on our website <www.haleon.com/content/dam/haleon/da/corporate/documents/who-we-are/governance/codes,-policies---standards/environmental-policy-september-2023.pdf.downloadasset.pdf>.
	103-2 Energy consumption and self-generation within the organization	Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
	103-3 Upstream and downstream energy consumption	Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
	103-4 Energy intensity	Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
	103-5 Reduction in energy consumption	Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	'Consolidated financial statements' 2025 Annual Report and Form 20-F pages 121-168. Oxford Economics reports – The economic contribution of Haleon available on our website <www.haleon.com/who-we-are/our-policy-positions>.
	201-2 Financial implications and other risks and opportunities due to climate change	'Climate and Nature-related Financial Disclosures' 2025 Annual Report and Form 20-F pages 19-30. 'Consolidated financial statements' 2025 Annual Report and Form 20-F pages 121-168.

GRI STANDARD	DISCLOSURE	LOCATION
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	'For health inclusivity' pages 8-11. 'Supporting our people and partners' pages 22-24. 'Integrating water stewardship' pages 20-21.
	203-2 Significant indirect economic impacts	'For health inclusivity' pages 8-11. 'Cutting carbon emissions' pages 13-15. 'Respecting human rights' pages 32-33.
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	'Business ethics' pages 34-35. Prevention of Bribery, Corruption and Other Financial Crimes available on our website <www.haleon.com/content/dam/haleon/corporate/documents/who-we-are/governance/code-of-conduct-2025/haleon-abac-policy.pdf.downloadasset.pdf>.
GRI 207: Tax 2019	207-1 Approach to tax	2025 Tax Strategy available on our website under Codes, Policies and Standards <www.haleon.com/who-we-are/Governance/codes-policies-and-standards>.
	207-2 Tax governance, control, and risk management	2025 Tax Strategy available on our website under Codes, Policies and Standards <www.haleon.com/who-we-are/Governance/codes-policies-and-standards>.
	207-3 Stakeholder engagement and management of concerns related to tax	2025 Tax Strategy available on our website under Codes, Policies and Standards <www.haleon.com/who-we-are/Governance/codes-policies-and-standards>.
	207-4 Country-by-country reporting	Tax disclosure differs from the sustainability reporting period. EU public country by country report available on our website <www.haleon.com/who-we-are/Governance/codes-policies-and-standards#accordion-bd91f01f95-item-e245486c2e>.
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	'Integrating water stewardship' pages 20-21.
	303-2 Management of water discharge-related impacts	'Integrating water stewardship' pages 20-21.
	303-3 Water withdrawal	Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	'Making our packaging more sustainable' pages 16-18. 'Integrating water stewardship' pages 20-21. Pharmaceuticals in the environment policy position available on our website <www.haleon.com/who-we-are/our-policy-positions>.
	306-2 Management of significant waste-related impacts	'Making our packaging more sustainable' pages 16-18. 'Integrating water stewardship' pages 20-21. Pharmaceuticals in the environment policy position available on our website <www.haleon.com/who-we-are/our-policy-positions>.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
	401-3 Parental leave	'Supporting our people and partners' pages 22-24. 'Haleon Inclusion and Belonging' section of our website <www.haleon.com/our-impact/inclusionandbelonging>.

GRI STANDARD	DISCLOSURE	LOCATION
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	'Health and safety' pages 29-31. Environment, Health, Safety and Wellbeing Policy available on our website under Codes, Policies and Standards <www.haleon.com/who-we-are/Governance/codes-policies-and-standards>.
	403-2 Hazard identification, risk assessment, and incident investigation	'Health and safety' pages 29-31. Environment, Health, Safety and Wellbeing Policy available on our website under Codes, Policies and Standards <www.haleon.com/who-we-are/Governance/codes-policies-and-standards>.
	403-3 Occupational health services	'Health and safety' pages 29-31. 'Supporting our people and partners' page 22-24. Environment, Health, Safety and Wellbeing Policy available on our website under Codes, Policies and Standards <www.haleon.com/who-we-are/Governance/codes-policies-and-standards>.
	403-4 Worker participation, consultation, and communication on occupational health and safety	'Health and safety' pages 29-31. Environment, Health, Safety and Wellbeing Policy available on our website under Codes, Policies and Standards <www.haleon.com/who-we-are/Governance/codes-policies-and-standards>.
	403-5 Worker training on occupational health and safety	'Health and safety' pages 29-31. Environment, Health, Safety and Wellbeing Policy available on our website under Codes, Policies and Standards <www.haleon.com/who-we-are/Governance/codes-policies-and-standards>.
	403-6 Promotion of worker health	'Health and safety' pages 29-31. 'Our culture and people' 2025 Annual Report and Form 20-F pages 35-39. 'Supporting our people and partners' page 22-24. Environment, Health, Safety and Wellbeing Policy available on our website under Codes, Policies and Standards <www.haleon.com/who-we-are/Governance/codes-policies-and-standards>.
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	'Health and safety' pages 29-31. Environment, Health, Safety and Wellbeing Policy available on our website under Codes, Policies and Standards <www.haleon.com/who-we-are/Governance/codes-policies-and-standards>.
	403-8 Workers covered by an occupational health and safety management system	'Health and safety' pages 29-31. Environment, Health, Safety and Wellbeing Policy available on our website under Codes, Policies and Standards <www.haleon.com/who-we-are/Governance/codes-policies-and-standards>.
	403-9 Work-related injuries	'Health and safety' pages 29-31. Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
	403-10 Work-related ill health	'Health and safety' pages 29-31. Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
	404-2 Programs for upgrading employee skills and transition assistance programs	'Supporting our people and partners' pages 22-24.
	404-3 Percentage of employees receiving regular performance and career development reviews	'Our culture and people' 2025 Annual Report and Form 20-F pages 35-39.

GRI STANDARD	DISCLOSURE	LOCATION
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	'Corporate governance' 2025 Annual Report and Form 20-F pages 60-104. Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
	405-2 Ratio of basic salary and remuneration of women to men	'Gender pay gap' section of our website <www.haleon.com/our-impact/gender-pay-gap>.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	'Respecting human rights' pages 32-33. 'Human rights' section of our website <www.haleon.com/our-impact/human-rights>.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	'Respecting human rights' pages 32-33. 'Human rights' section of our website <www.haleon.com/our-impact/human-rights>.
GRI 415: Public Policy 2016	415-1 Political contributions	Our spend on political advocacy policy position available on our website under our policy positions <www.haleon.com/who-we-are/our-policy-positions>.
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	'Product quality and safety' pages 26-28.

SASB index

This table provides an overview of the SASB (Sustainability Accounting Standards Board) Household and Personal Care Products Standard and indicates the specific locations within the report and other Haleon documents where readers can find corresponding information. By presenting this mapping, we aim to improve transparency and streamline stakeholders' access to pertinent information.

Table 1: Sustainability disclosure topics & metrics

Topic	Metric	Category	Unit of measure	Code	Reference or response
Water management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic metres (m^3), Percentage (%)	CG-HP-140a.1	Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>. CDP Water 2025 response available upon request.
	Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and analysis	N/A	CG-HP-140a.2	'Integrating water stewardship' pages 20-21.
Product environmental, health, and safety performance	Revenue from products that contain REACH substances of very high concern (SVHC)	Quantitative	Presentation currency	CG-HP-250a.1	Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>. In 2025, no products contained REACH substances of very high concern (SVHC) therefore there was no associated revenue.
	Revenue from products that contain substances on the California DTSC Candidate Chemicals List	Quantitative	Presentation currency	CG-HP-250a.2	We do not currently have a mechanism in place to report against this metric. We do, however, have a number of policies, standards and processes in place (detailed in this report) regarding substances used within our products. Our sustainability impact assessment tool is used to provide guidance and raise awareness on specific ingredients early in the new product development process.
	Discussion of process to identify and manage emerging materials and chemicals of concern	Discussion and analysis	N/A	CG-HP-250a.3	'Upholding robust ethical standards' page 25. 'Product quality and product safety' pages 26-28.
	Revenue from products designed with green chemistry principles	Quantitative	Presentation currency	CG-HP-250a.4	We do not currently have a mechanism in place to report against this metric. We do however have a number of policies, standards and processes in place (detailed in this report) which support a number of the green chemistry principles. Our sustainability impact assessment tool, a simplified Life Cycle Analysis tool, enables our R&D scientists to quickly and easily evaluate innovations to understand if their environmental impact is the same, better, or worse than previous products. Only projects scoring 'same' or 'better' should be approved unless there is a rationale for an exception.

SASB continued

Topic	Metric	Category	Unit of measure	Code	Reference or response
Packaging Lifecycle management	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	Quantitative	Metric tonnes (t), Percentage (%)	CG-HP-410a.1	'Making our packaging more sustainable' pages 16-18. Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.
	Discussion of strategies to reduce the environmental impact of packaging throughout its life cycle	Discussion and analysis	N/A	CG-HP-410a.2	Our sustainability impact assessment tool (as outlined on page 46) enables our R&D scientists to understand the environmental impact of packaging throughout its life cycle. 'Making our packaging more sustainable' pages 16-18. Climate Action Transition plan available on our website <www.haleon.com/content/dam/haleon/corporate/documents/our-impact/2025/Climate-Action-Transition-Plan.pdf>.
Environmental and social impacts of palm oil supply chain	Amount of palm oil sourced, percentage certified through the Roundtable on Sustainable Palm Oil (RSPO) supply chains as (a) Identity Preserved, (b) Segregated, (c) Mass Balance or (d) Book & Claim	Quantitative	Metric tonnes (t), Percentage (%)	CG-HP-430a.1	'Sourcing trusted ingredients sustainably' pages 19-20. Haleon 2025 ESG Databook available on our website <www.haleon.com/our-impact/esg-reporting-hub>.

Table 2: Activity metrics

Activity metric	Category	Unit of measure	Code	Reference or response
Units of products sold, total weight of products sold	Quantitative	Number, metric tonnes (t)	CG-HP-000.A	Data not disclosed due to commercial sensitivity. Revenue is provided as a measure of business scale. 2025 Annual Report and Form 20-F available on our website <www.haleon.com/content/dam/haleon/corporate/documents/investors/oar-2025/Annual-Report-and-Form-20-F-2025.pdf>.
Number of manufacturing facilities	Quantitative	Number	CG-HP-000.B	Haleon has 25 manufacturing sites[1].

1. 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. Maidenhead is included in the above figure however it ceased manufacturing operations towards the end of 2025.

Independent limited assurance

KPMG LLP has provided independent limited assurance, over the selected ESG data points listed below, under ISAE (UK) 3000 and ISAE 3410. The selected ESG data points in this Appendix should be read together with the **2025 Haleon Health Inclusivity and Sustainability Basis of Reporting** and (**KPMG LLP's Limited Assurance Report**) which are both available on our **ESG Reporting Hub.**

KPI	Units	Reporting period	Value
Greenhouse gas emissions and energy			
Total Scope 1 GHG emissions - Global	thousands of tonnes of CO_2e	1 Dec 2024 to 30 Nov 2025	57
Total Scope 2 GHG emissions (location-based) - Global	thousands of tonnes of CO_2e	1 Dec 2024 to 30 Nov 2025	125
Total Scope 2 GHG emissions (market-based) - Global	thousands of tonnes of CO_2e	1 Dec 2024 to 30 Nov 2025	6
Total Scope 1 & 2 GHG emissions (location-based) - Global	thousands of tonnes of CO_2e	1 Dec 2024 to 30 Nov 2025	182
Total Scope 1 & 2 GHG emissions (market-based) - Global	thousands of tonnes of CO_2e	1 Dec 2024 to 30 Nov 2025	63
Total emissions offset - Global	thousands of tonnes of CO_2e	1 Dec 2024 to 30 Nov 2025	20
Total net Scope 1 & 2 GHG emissions (market-based) - Global	thousands of tonnes of CO_2e	1 Dec 2024 to 30 Nov 2025	43
Total energy consumed in our operations - Global	GWh	1 Dec 2024 to 30 Nov 2025	668
Total renewable energy consumed - Global	GWh	1 Dec 2024 to 30 Nov 2025	365
Total renewable electricity consumed - Global	GWh	1 Dec 2024 to 30 Nov 2025	328
GHG Emissions intensity (location-based) - Global	tonnes of CO_2e per million £ revenue	1 Dec 2024 to 30 Nov 2025	16
% Renewable electricity	%	1 Dec 2024 to 30 Nov 2025	100
% Renewable energy	%	1 Dec 2024 to 30 Nov 2025	55
Reduction in total net Scope 1 & 2 GHG emissions (market-based) - Global vs the 2020 baseline	%	1 Dec 2024 to 30 Nov 2025	-55%
Plastics and packaging			
Recycle-ready packaging	%	1 July 2024 to 30 June 2025	80
Virgin plastic - reduction against 2022 baseline	% change against baseline	1 July 2024 to 30 June 2025	-9%
Health & Inclusivity			
Health inclusivity - Theraflu	Number of people empowered	1 Dec 2024 to 30 Nov 2025	10 million +
Health inclusivity - HPP	Number of people empowered	1 Dec 2024 to 30 Nov 2025	52 million +
Health & Safety			
Fatalities	Number of employees	1 Jan 2025 to 31 Dec 2025	0
Fatalities	Number of contractors	1 Jan 2025 to 31 Dec 2025	0
Reportable injury and illness rate(Employees + External Workforce)	Rate per 100,000 hours worked	1 Jan 2025 to 31 Dec 2025	0.14
Lost time reportable injury and illness rate (Employees + External Workforce)	Rate per 100,000 hours worked	1 Jan 2025 to 31 Dec 2025	0.13
Reportable injury and illness rate (Contractors)	Rate per 100,000 hours worked	1 Jan 2025 to 31 Dec 2025	0.05
Lost time reportable injury and illness rate (Contractors)	Rate per 100,000 hours worked	1 Jan 2025 to 31 Dec 2025	0.05
Potential Serious Incident or Fatality (pSIF)	Number of events	1 Jan 2025 to 31 Dec 2025	17
Serious Incident or Fatality (SIF)	Number of events	1 Jan 2025 to 31 Dec 2025	2
Gender representation[1]			
Women in Leadership Grades 0-5	%	1 Jan 2025 to 31 Dec 2025	46.8%

1 The assured value is included in the 'Director's remuneration report' in our 2025 Annual Report and Form 20-F, pages 78-103. The values included in this report exclude the US and Puerto Rico.

Disclaimer

Looking forward statements

This Health Inclusivity and Sustainability Report contains certain statements that are, or may be deemed to be, 'forward-looking statements' (including for purposes of the safe harbor provisions for forward-looking statements contained in Section 27A of the US Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934). Forward-looking statements give Haleon's current expectations and projections about future events, including strategic initiatives and future performance, and so Haleon's actual results and performance may differ materially from what is expressed or implied by such forward-looking statements.

Forward-looking statements sometimes use words such as 'expects', 'anticipates', 'believes', 'targets', 'plans', 'intends', 'aims', 'projects', 'indicates', 'may', 'might', 'will', 'should', 'potential', 'could', 'looks', 'ambition', 'seeks', 'commitment', 'goal' and words of similar meaning (or the negative thereof). All statements, other than statements of historical facts, included in this Report are forward-looking statements.

Such forward-looking statements include, but are not limited to: statements relating to future actions and delivery on strategic initiatives; statements relating to Haleon's commitments, targets, goals and Health Inclusivity and Sustainability strategy of delivering better everyday health with humanity for health inclusivity, with enduring resilience, whilst upholding robust ethical standards. In particular, statements relating to commitments, targets, goals and actions intended to include more people in opportunities for better everyday health, to reduce carbon emissions, to make our packaging more sustainable, to source our trusted ingredients sustainably, to integrate water stewardship and waste circularity into our operations and to uphold our standards.

Any forward-looking statements made by or on behalf of Haleon speak only as of the date they are made and are based upon the knowledge and information available to Haleon on the date of this Health Inclusivity and Sustainability Report.

These forward-looking statements and views may be based on a number of assumptions and, by their nature, involve known and unknown risks, uncertainties and other factors because they relate to events and depend on circumstances that may or may not occur in the future and/or are beyond Haleon's control or precise estimate. Such risks, uncertainties and other factors that could cause Haleon's actual results, performance or achievements to differ materially from those in the forward-looking statements include, but are not limited to, those discussed under 'Risk Factors' in our 2025 Annual Report and Form 20-F. Forward-looking statements should, therefore, be construed in light of such risk factors and undue reliance should not be placed on forward-looking statements. Subject to our obligations under English and US law in relation to disclosure and ongoing information (including under the Market Abuse Regulations, the UK Listing Rules and the Disclosure and Transparency Rules of the Financial Conduct Authority ('FCA')), we undertake no obligation to update publicly or revise any forward-looking statements, whether as a result of new information, future events or otherwise. You should, however, consult any additional disclosures that Haleon may make in any documents which it publishes and/or files with the SEC and take note of these disclosures, wherever you are located.

No statement in this document is or is intended to be a profit forecast or profit estimate.

This document does not form part of Haleon's 2025 Annual Report and Form 20-F.

HALEON

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