

Gender Pay Gap Statement

Under **SECP Circular 10 of 2025**

As a leader in the healthcare sector, Haleon believes in fostering a workplace that values diversity, equity, and inclusion. As an equal opportunity employer, Haleon regularly conducts benchmarking and implements strategies to ensure fair and equitable compensation for all employees, regardless of gender.

Following is gender pay gap calculated for the year ended 2025:

- **Mean Gender Pay Gap: -10.50%**

[The mean pay of women is 10.5% higher than that of men]

- **Median Gender Pay Gap: -26.00%**

[The median pay of women is 26% higher than that of men]

Haleon's approach to promoting a fair and inclusive workplace includes:

- **Transparency:** Providing clear reports on pay practices and progress towards closing the gender pay gap.
- **Equal Opportunities:** Ensuring that career advancement opportunities are accessible to all employees based on merit, regardless of gender.
- **Fair Recognitions & Evaluations:** Utilizing unbiased performance review systems to assess employee contributions objectively.
- **Supportive Policies:** Implementing family-friendly policies, such as flexible working hours and parental leave, to support work-life balance.



(Signed by Chief Executive Officer on behalf of Board of Directors of the Company)

Date: 3 March 2026