

P&G FORESTRY GRIEVANCE PROCESS



We hold ourselves and those in our supply chain accountable for operating with trust and integrity. We are committed to creating an atmosphere that fosters open communication and supports those who share concerns of potential violations of the law or P&G policies.

SPEAKING UP

P&G is deeply committed to the ethical treatment of people, the responsible management of the world's natural resources, and our conscientious use of raw materials. Although we do not own or manage commercial farms, forests, or plantations, many of our products and packages are dependent on raw materials from these nature-based supply chains. Therefore, we recognize the key role we must play through our procurement and manufacturing practices to ensure the sustainability of the world's natural resources, the wildlife and ecosystems intrinsically connected to these resources, and the dignity of the people working within or adjacent to these places.

We encourage our suppliers, employees of suppliers working on P&G's business, and affected stakeholders to share concerns about violations of the law or P&G policies to the [Worldwide Business Conduct Helpline](#), which is staffed by an independent, credible third party 24 hours a day, seven days a week and includes, where permitted by local law, an anonymous way to share concerns. P&G is committed to reviewing all grievances with trained teams whenever and wherever needed. Proper investigation is essential to promoting a culture of integrity, reducing the likelihood of repeated incidents, and increasing willingness to proactively raise concerns. It is an important part of our commitment to ensure a sustainable supply chain for people and nature. Retaliation against anyone raising a concern in good faith is inconsistent with our Values of Integrity and Trust and simply will not be tolerated.

PHONE

+1-800-683-3738 (if you are located in the United States, Canada or Puerto Rico)

+01-704-544-7434
(in any other location)

MAIL

WBCM Helpline
P&GPMB, 3767,
13950 Ballantyne Corporate
Place Charlotte, NC 28277

WEBSITE

[Worldwide Business
Conduct Helpline](#)

GRIEVANCE RESPONSE PROCESS

We have a three-phase process – Receive + Evaluate, Investigate, and Remediate.

Phase I: Receive + Evaluate

We may receive grievances from a variety of stakeholders: NGOs, investors, suppliers, media, individuals or through our compliance monitoring program. We encourage submitting concerns of potential violations to our Worldwide Business Conduct Helpline, but you can also submit grievances by phone, mail or directly to a P&G employee. Each grievance is carefully evaluated to consider the factual basis for the alleged violation, including whether there are sufficient credible details to investigate, whether the grievance is in fact linked to P&G's supply chain, whether the concern duplicates an issue already under review, and whether the concern presents a suspected violation of the law or P&G policy. If sufficient details are not available in the submitted grievance, we will follow up with the complainant to seek out additional details.

Phase II: Investigate

Proper investigation is essential to promoting a culture of integrity, reducing the likelihood of repeated incidents, and increasing willingness to proactively raise concerns. It is an important part of our commitment to prevent and detect violations of the law or P&G policies. The steps of an investigation include, but are not limited to, gathering data, obtaining records/documents, and engagement with stakeholders (e.g., suppliers, civil society, experts, and/or affected stakeholders).

Phase III: Remediate

The findings of the investigation will be reviewed to develop a course of action to remediate the grievance. The course of action will be designed to remediate the issue and will be guided by factors including, but not limited to:

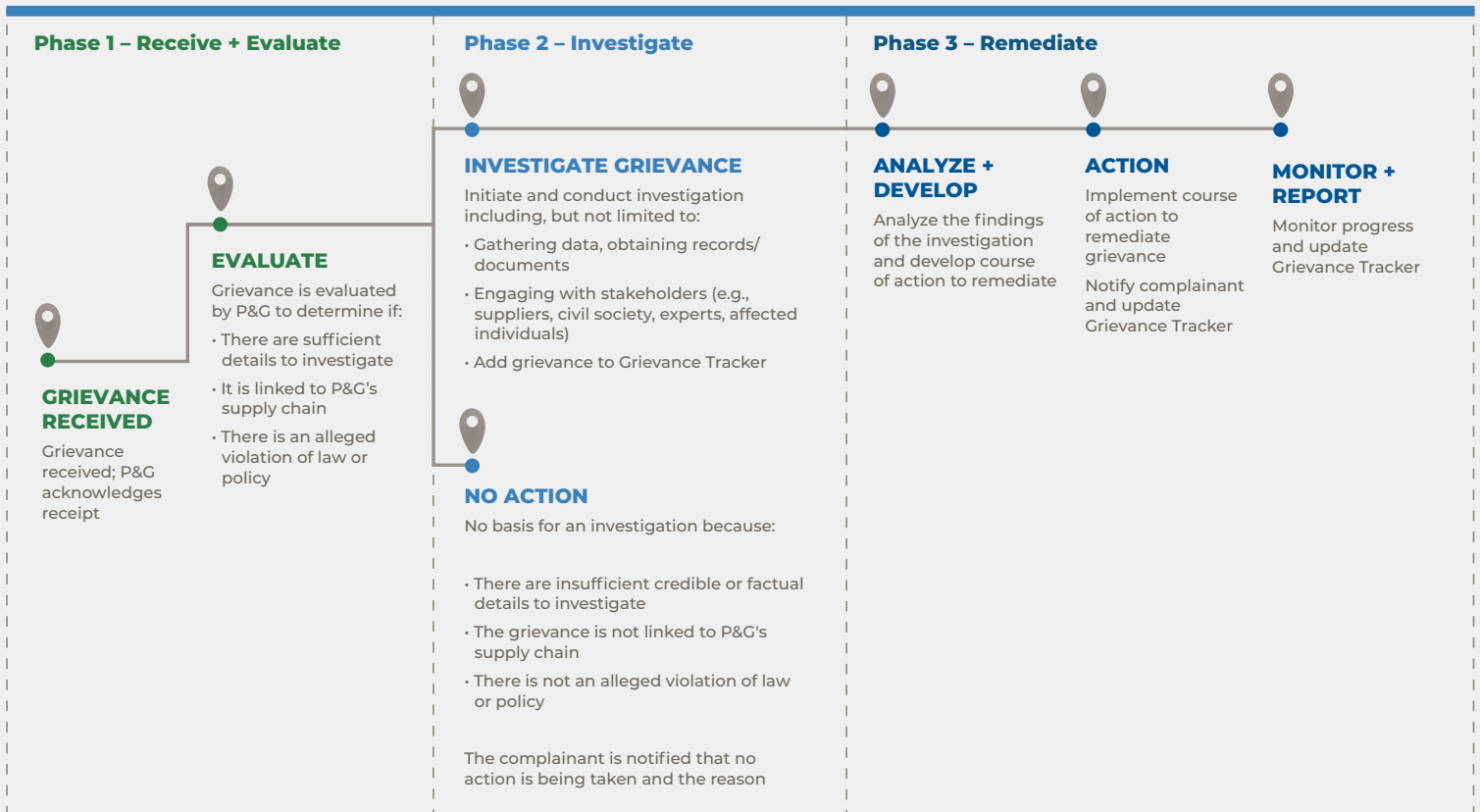
- Gravity of the impact to people or the environment
- Extent of the impact to workers or neighboring communities
- Irremediability or irreversibility of the impact
- Supplier's degree of influence as a casual, contributing, or linked factor
- Transparency and past record of any suppliers involved

Broad categories of potential action in substantiated cases generally include:

- **Engage:** Maintain or reduce purchases and continue to engage to resolve the grievance, such as development of supplier time-bound restoration or compensation plans, improvements to supplier's internal management systems, or involvement of external experts or programmatic interventions, as appropriate. "Engage" may also entail developing partners or ongoing programs at the site/community level.
- **Suspend:** Immediate halts to further development activities or temporary suspension of down-stream purchasing from the area or the supplier in question. P&G will continue limited engagement via third-party monitoring or assessments to determine if/when a suspended supplier is in accordance with policies and the law and has demonstrated action that would qualify for resumption of business.
- **Terminate:** Termination of agreements.

P&G will have regular and ongoing communication with relevant stakeholders about the actions. We will share actions via our Grievance Trackers shared at [P&G's ESG for Investors website](#) and directly with complainants. As required, we will maintain confidentiality of anonymous grievance submitters and proprietary information.

GRIEVANCE PROCESS FLOW CHART



Communication: ongoing cadence of communication with relevant stakeholders.