2013 Sustainability Report

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About This Publication

This is the 15th Sustainability Report for Procter and Gamble's worldwide operations. Data in this report covers the period from July 1, 2012, through June 30, 2013. Financial information is given in U.S. dollars. This report was prepared using the Global Reporting Initiative's (GRI) G3 Reporting Guidelines. The mission of the GRI is to promote international harmonization in the reporting of relevant and credible corporate economic, environmental, and social performance information to enhance responsible decision-making. The GRI has not verified the contents of this report, nor does it take a position on the reliability of information reported herein.

For further information about the GRI, please visit: **www.globalreporting.org**.

For the latest P&G news, in-depth information on P&G's brands, and for shareholder and career information, please visit: **www.pg.com**.

P&G SUSTAINABILITY PROGRAM

At P&G, we are focused on making every day better for people and the planet through how we innovate and how we act. This concept is embedded in the way we operate—ensuring our products are safe, paying competitive wages, complying with all laws, and treating all individuals with respect. We've also found we have an opportunity to leverage our size and scale to address the environmental and social issues that affect our business. The chart below outlines the core focus areas for our environmental and social efforts.

- Conservation of Resources
- Renewable Resources
- Worth from Waste

+

- Comforts of Home
- Health and Hygiene

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A.G. Lafley
Chairman of the Board, President and Chief Executive Officer

CEO Statement

P&G is a company of brands. We earn consumers' trust with the promise each of our brands makes to improve people's lives and product usage experiences that live up to those promises. Our success depends on our ability to understand the consumer—who is our boss. It is through deep understanding of consumers that we gain insights into what they need and want. Sustainability is an area where we have learned much. People have told us that they want sustainable products with no tradeoffs. They want products that don't ask them to pay more or expect less.

We've embraced this challenge. P&G brands help people throughout the world live more sustainably by continually improving product performance and benefits through innovation and by continually increasing the levels of conservation and resource efficiency of our products. For years, Tide Coldwater and Downy Single Rinse have been products that deliver outstanding product performance while also enabling consumers to conserve energy and water.

At a company level, P&G's environmental efforts are focused on conserving resources, using renewable resources, and finding innovative ways to recycle or reuse waste from our products and operations. Our long-term sustainability vision is demanding. Reaching our vision of 100% renewable energy and zero waste going to landfill is not going to happen overnight, but we have set short-term and intermediate goals to ensure we make steady progress, which we are doing. For example, more than 50 of our manufacturing sites around the world now send zero manufacturing waste to landfill; we've done this, in large part, by partnering with suppliers to recycle material or convert waste into energy. In addition to having a positive environmental impact, these efforts have created over $1 billion in value for P&G in sales and cost savings.

At a social sustainability level, P&G's efforts focus on sharing the comforts of home and improving health and hygiene for people in need. These are areas where P&G can offer unique value with our products, our expertise, and our partnerships. P&G's Children's Safe Drinking Water program is a cornerstone of these efforts. It leverages P&G's innovative technology to make dirty, dangerous water clean enough to drink in only thirty minutes. We recently celebrated six billion liters of water shared around the world, saving an estimated 33,000 lives.

Due to the ever-increasing importance of sustainability to P&G and to the people we serve, I have named Martin Riant, Group President of Global Baby, Feminine & Family Care, as executive sponsor of sustainability. He will ensure that the Company's senior executive leadership is fully engaged in delivering P&G's sustainability vision and goals.

Sustainability will continue to be an important component of P&G's ability to improve consumers' lives and to create value for shareholders.

A.G. Lafley
Chairman of the Board, President and Chief Executive Officer

FINDING THE WORTH IN WASTE

By changing the way we see waste—from something thrown away to something with value—we have achieved zero manufacturing waste to landfill at 50 P&G sites worldwide. At these sites, all manufacturing waste is recycled, repurposed or converted into energy. Waste from our Charmin plant in Mexico is now used to make roof tiles for the local community, while scraps from a U.S. Pampers site are converted into upholstery filling. In the U.K., waste from **Gillette** shaving foam is composted and used to grow grass for commercial use.

Over the past five years, our work to find worth in waste has created over $1 billion in value for the Company.

EXEMPLIFYING OUR VISION

This year, P&G opened our most sustainable site to date—the **Taicang Plant and Distribution Center** in Jiangsu, China. Taicang is the first P&G plant in the world to achieve LEED Gold certifications for administration buildings and Silver for manufacturing sites. Taicang was designed as a "factory inspired by a garden," so the plant models many aspects of our long-term environmental vision. The site runs on 100% renewable wind electricity, sends zero manufacturing waste to landfill, and is designed to use significantly less water than similar P&G Hair Care production lines in the region. Sustainability was not only part of the design, but has become part of the plant's overall operating culture.

Len Sauers

Vice President, Global Sustainability

Leadership Statement

When we announced our long-term environmental vision three years ago, we set goals for 2020 to ensure we were making measurable progress. Our results to date can be found on page 8. While we are proud of the progress we have achieved, we know there is still much work to be done.

Some of the highlights from the past year include:

- Our Huangpu, China plant partnered with a local utility supplier to install solar panels on the plant's rooftop. This installation will eliminate 600 metric tons of CO_2 emissions annually from the local community.
- We've continued the global expansion of Tide PODS, which is one of the most concentrated detergents in the market and reduces plastic use by 50% per consumer.
- Over 50 of our sites around the world now send zero manufacturing waste to landfill, including every single one of our sites in Germany.
- We have helped increase the number of washing machine loads washed in cold water from 38% to 50% since FY10/11.
- Our Gillette Venus packaging was redesigned for Venus & Olay to be recyclable and is manufactured using 26% less plastic.
- At our Oxnard, California site, we reduced water use by nearly 25%, resulting in a cost savings of over $900,000 on an annualized basis.
- Through our social programs, we have reached our goal of improving the lives of over 50 million people this year.

Many of the challenges that we face in advancing sustainability are impossible to achieve on our own. Much of this work will require us to partner with companies, governments, consumers, NGOs, and academia on common issues and work toward integrated solutions. We know that long-term, quality partnerships are critical—specifically in areas where it will take cross-industry effort to advance goals like 100% renewable energy and zero net deforestation.

Fortunately, many of the partnerships we've forged are already proving powerful. For example, earlier this year, we declared a commitment to work with our suppliers to convert 20% of our for-hire North American truck loads to natural gas, delivering cost savings and reducing greenhouse gas emissions by nearly 5,000 metric tons a year—equivalent to 1,000 passenger vehicles. In the area of renewable resources, we've partnered with industry leaders Coke, Ford, Nike and H.J. Heinz Company to make plastic polymers and fibers from plants.

We have helped increase the number of washing machine loads washing in cold water from 38% to 50% since FY10/11.

PARTNERSHIPS FOR EMPOWERMENT

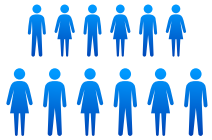
P&G hair care brands are partnering with charitable organizations to improve the everyday lives of people around the world. **WELLA Professionals** and **UNICEF** created Making Waves, which teaches life skills and hairdressing to vulnerable young people in emerging countries. Since 2010, more than 7,000 young people in Brazil and Romania have benefited from the program.

Pantene Beautiful Lengths is a program that uses hair donations to produce real hair wigs for women with cancer. Since 2006, the campaign has received more than 480,000 hair donations and partnered with the American Cancer Society to deliver more than 28,000 free wigs. In 2012, the program was expanded to Australia and New Zealand.

THE PACKAGE THAT HAS IT ALL

We've redesigned the Gillette Venus razor packaging for **Venus & Olay** to be both cost-effective and better for the environment. Made from plastic (PET), recycled plastic (rPET), and paperboard, it is recyclable and uses 26% less plastic in the manufacturing process. Packages are now packed more densely in distribution, generating significant cost savings and decreasing carbon emissions from transportation. This new package meets consumer needs, while cutting costs and helping us make progress toward our sustainability goals.

6 billion liters
of safe drinking water provided to keep children and their families healthy



3,000 employees
will volunteer this year to build homes in 12 countries

5,000 metric tons
of greenhouse gas will be avoided each year by converting for-hire trucks to natural gas

50 sites
around the world at zero manufacturing waste to landfill

Partnerships are also key to our work to make everyday life better for people around the world. Knowing that the frequency and intensity of natural disasters is increasing, we have partnered to improve the lives of millions of people through our disaster relief efforts. When a disaster strikes our communities, our employees and our brands are committed to meeting the needs of those affected by providing the products we know people have come to count on in the everyday moments of their lives. Whether it's sharing power for a flashlight and the comfort of clean clothes after a tornado or sharing life-saving clean drinking water after a typhoon, our brands help ensure families can focus on each other and on rebuilding their lives. Our partnership with the Red Cross enables us to respond quickly in areas where the need is greatest.

Partnerships are key to our work to make everyday life better for people around the world.

As part of our commitment to provide the comforts of home, we announced a partnership with Habitat for Humanity to fund the building, repair, and cleaning of homes for families around the world. We know that 100 million people around the world are homeless and 1.6 million more live in substandard housing, so P&G employees and brands are aiming to make a small but meaningful impact in the lives of some of these families in Singapore, the United States, Malaysia, South Africa, Poland, Costa Rica, and in many other countries. In fact, nearly 3,000 employees will volunteer their time to benefit families in 12 countries around the world this year.

All of these efforts mark significant progress through partnerships toward helping people live every day better—and more sustainably. We look forward to deepening our existing partnerships and forging new ones as we work toward our goals and the future of 7 billion people.

Len Sauers
Vice President, Global Sustainability

COMING TOGETHER IN TIMES OF DISASTER

Natural disasters are occurring more frequently and having a greater impact on our people, operations, and consumers, as well as the surrounding environment. When disaster strikes, P&G brands and employees join together to provide the everyday products people count on. Our brands help ensure that families can focus on rebuilding their lives with dignity.

Here are some of the events we responded to this year:

- **October 2012:** Hurricane Sandy was the most destructive hurricane of the 2012 Atlantic season, hitting the Northeastern United States. P&G responded with one of our longest deployments to date, sending the Duracell Rapid Responder, **Tide Loads of Hope**, and donating more than 20 truck loads of products like Charmin, Bounty, Mr. Clean, Dawn and Pampers.
- **October 2012:** To respond to the Assam floods in India, P&G donated products such as Whisper, Tide, Pantene, Head & Shoulders and Vicks through our partner, Save the Children.
- **November 2012:** A 7.4 earthquake shook Guatemala, causing major damage in several communities. P&G donated $180,000 in feminine, baby and family care products.
- **December 2012:** A typhoon hit Pablo, Philippines, affecting over 6.2 million people. Partnering with World Vision, P&G distributed 140,000 sachets of P&G Purifier of Water to make floodwaters clean enough to drink.

2020 Goals Progress

In 2010 we set ten-year goals within our Environmental and Social programs.
This chart reflects our progress toward those goals.

	Goal	Progress
ENVIRONMENTAL	Conservation of Resources	
	• Reduce energy use at P&G facilities and total CO_2 (Scope 1 and Scope 2) 20% per unit of production by 2020.*	• Since 2010, we have reduced our energy usage by 8% and our total CO_2 emissions (Scope 1 + 2) by 11% per unit of production.
	• 70% of all machine washing loads are washed in cold water.	• Since FY10/11, the percentage of global washing machine loads washed in cold water increased from 38% to 50%.
	• Reduce truck transportation kilometers by 20% per unit of production.	• Since 2010, we have reduced truck transportation kilometers by approximately 12% per unit of production.
	• Reduce packaging by 20% per consumer use.*	• Since 2010, we have reduced packaging by ~4.5% per consumer use.
	Renewable Resources	
	• Plants are powered by 30% renewable energy.	• Our use of renewable energy is ~7.5%. We continue to evaluate and expand our portfolio of energy sources.
	• Replace 25% of petroleum-based materials with sustainably sourced renewable materials.*	• We have successfully commercialized bioplastic in some shampoo bottles and are moving towards pilot scale operations for some other key material classes.
	• Confirm that all palm oil purchases have originated from responsible and sustainable sources by 2015.	• 13% of our total 2012/2013 annual consumption of palm oil, palm kernel oil, and derivatives was RSPO certified via a combination of Mass Balance and Book and Claim methodology.
	• Have 100% of the virgin wood fiber used in our tissue/towel and absorbent hygiene products be third-party certified by 2015.	• Approximately 97% of our virgin wood fiber was third-party certified.
	• Have 40% of the virgin wood fiber used in our tissue/towel products be FSC certified by 2015.	• Approximately 9% of our virgin wood fiber was FSC certified.
	• Have 100% of our paper packaging contain either recycled or third-party certified virgin content by 2020.	• We have trained our organization on our new policy expectations and started outreach with key suppliers. We will be refining data collection protocols for suppliers over the next year.
	Worth From Waste	
	• Conduct pilot studies in both the developed and developing world to understand how to eliminate landfilled/dumped solid waste.	• Several locations are being evaluated to be the pilot site of the Waste-2-Worth project in the Philippines.
	• Reduce manufacturing waste to landfill to less than 0.5% of input materials.	• Since 2010 we have reduced the manufacturing waste to 0.65% of input materials.
SOCIAL	Social Program Goals	
	• Improve the lives of 50 million people each year.	• P&G has exceeded this goal for 2012/13, with a focus on providing the comforts of home, and improving health and hygiene for people in need.
	• Save one life every hour by 2020.	• P&G Children's Safe Drinking Water program delivered over 1.2 billion liters of clean water this year, and is on track to meet our goal of "Saving One Life Every Hour" by 2020.

*Versus 2010 baseline.

P&G Profile

P&G serves approximately 4.8 billion people around the world with its brands. The Company has one of the strongest portfolios of trusted, quality, leadership brands, including Ace,® Always,® Ambi Pur,® Ariel,® Bounty,® Charmin,® Crest,® Dawn,® Downy,® Duracell,® Fairy,® Febreze,® Fusion,® Gain,® Gillette,® Head & Shoulders,® Iams,® Lenor,® Mach3,® Olay,® Oral-B,® Pampers,® Pantene,® Prestobarba,® SK-II,® Tide,® Vicks,® Wella,® and Whisper.® Our products are sold in more than 180 countries and territories primarily through mass merchandisers, grocery stores, membership club stores, drug stores, department stores, salons, and high frequency stores. We continue to expand our presence in other channels, including perfumeries, pharmacies, and e-commerce. We have on-the-ground operations in approximately 70 countries and have approximately 120,000 employees.

P&G is a publicly traded company. Its stock is listed and traded on the New York Stock Exchange and NYSE Euronext–Paris under the symbol "PG."

Please visit **www.pg.com** for the latest news and in-depth information about P&G and its brands.

Our Purpose, Values, and Principles

Taken together, our Purpose, Values and Principles are the foundation for P&G's unique culture. Throughout our history of over 175 years, our business has grown and changed while these elements have endured, and they will continue to be passed down to generations of P&G people to come.

Our Purpose unifies us in a common cause and growth strategy of improving more consumers' lives in small but meaningful ways each day. It inspires P&G people to make a positive contribution every day.

Our Values reflect the behaviors that shape the tone of how we work with each other and with our partners.

And *Our Principles* articulate P&G's unique approach to conducting work every day.

Our Purpose

We will provide branded products and services of superior quality and value that improve the lives of the world's consumers, now and for generations to come.

As a result, consumers will reward us with leadership sales, profit, and value creation, allowing our people, our shareholders, and the communities in which we live and work to prosper.

Our Values

P&G is its people and the values by which we live. We attract and recruit the finest people in the world. We build our organization from within, promoting and rewarding people without regard to any difference unrelated to performance. We act on the conviction that the men and women of Procter & Gamble will always be our most important asset.

Integrity

- We always try to do the right thing.
- We are honest and straightforward with each other.
- We operate within the letter and spirit of the law.
- We uphold the values and principles of P&G in every action and decision.
- We are data-based and intellectually honest in advocating proposals, including recognizing risks.

Leadership

- We are all leaders in our area of responsibility, with a deep commitment to deliver leadership results.
- We have a clear vision of where we are going.
- We focus our resources to achieve leadership objectives and strategies.
- We develop the capability to deliver our strategies and eliminate organizational barriers.

Ownership

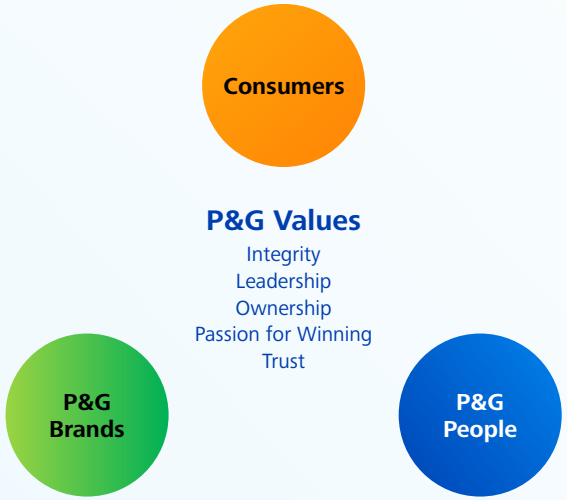
- We accept personal accountability to meet the business needs, improve our systems, and help others improve their effectiveness.
- We all act like owners, treating the Company's assets as our own and behaving with the Company's long-term success in mind.

Passion for Winning

- We are determined to be the best at doing what matters most.
- We have a healthy dissatisfaction with the status quo.
- We have a compelling desire to improve and to win in the marketplace.

Trust

- We respect our P&G colleagues, customers, and consumers, and treat them as we want to be treated.
- We have confidence in each other's capabilities and intentions.
- We believe that people work best when there is a foundation of trust.



P&G Brands and P&G People are the foundation of P&G's success. P&G People bring the values to life as we focus on improving the lives of the world's consumers.

Our Principles

These are the Principles and supporting behaviors which flow from our Purpose and Values.

We Show Respect for All Individuals

- We believe that all individuals can and want to contribute to their fullest potential.
- We value differences.
- We inspire and enable people to achieve high expectations, standards and challenging goals.
- We are honest with people about their performance.

The Interests of The Company and The Individual Are Inseparable

- We believe that doing what is right for the business with integrity will lead to mutual success for both the Company and the individual. Our quest for mutual success ties us together.
- We encourage stock ownership and ownership behavior.

We Are Strategically Focused in Our Work

- We operate against clearly articulated and aligned objectives and strategies.
- We only do work and only ask for work that adds value to the business.
- We simplify, standardize and streamline our current work whenever possible.

Innovation Is The Cornerstone of Our Success

- We place great value on big, new consumer innovations.
- We challenge convention and reinvent the way we do business to better win in the marketplace.

> We incorporate Sustainability into our products, packaging, and operations.

We Are Externally Focused

- We develop superior understanding of consumers and their needs.
- We create and deliver products, packaging, and concepts that build winning brand equities.
- We develop close, mutually productive relationships with our customers and our suppliers.
- We are good corporate citizens.
- We incorporate sustainability into our products, packaging, and operations.

We Value Personal Mastery

- We believe it is the responsibility of all individuals to continually develop themselves and others.
- We encourage and expect outstanding technical mastery and executional excellence.

We Seek to Be The Best

- We strive to be the best in all areas of strategic importance to the Company.
- We benchmark our performance rigorously versus the very best internally and externally.
- We learn from both our successes and our failures.

Mutual Interdependency Is a Way of Life

- We work together with confidence and trust across business units, functions, categories, and geographies.
- We take pride in results from reapplying others' ideas.
- We build superior relationships with all the parties who contribute to fulfilling our Corporate Purpose, including our customers, suppliers, universities, and governments.

To learn more about our Purpose, Values and Principles, please go to: www.pg.com/en_US/company/purpose_people/pvp.shtml.

Leadership Brands

Brands with strong equities in the minds of consumers.

Brands that retailers want in their stores.

Brands that are platforms for innovation.

50

P&G's 50 Leadership Brands are some of the world's most well-known household names.

90%

These 50 brands represent more than 90% of P&G sales and profits.

25

25 of these 50 brands are our Billion-Dollar Brands, each generating more than $1 billion in annual sales.

P&G at a Glance

Financial Highlights (unaudited)

Amounts in millions, except per share amounts	2013	2012	2011	2010	2009
Net Sales	$84,167	$83,680	$81,104	$77,567	$75,295
Operating Income	14,481	13,292	15,495	15,732	15,188
Net Earnings attributable to Procter & Gamble	11,312	10,756	11,797	12,736	13,436
Net Earnings Margin from Continuing Operations	13.5%	11.1%	14.4%	14.0%	14.1%
Diluted Net Earnings per Common Share from Continuing Operations (1)	$ 3.86	$ 3.12	$ 3.85	$ 3.47	$ 3.35
Diluted Net Earnings per Common Share (1)	3.86	3.66	3.93	4.11	4.26
Dividends per Common Share	2.29	2.14	1.97	1.80	1.64

(1) Diluted net earnings per share are calculated on net earnings attributable to Procter & Gamble.

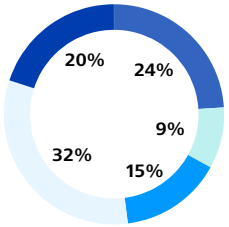
Reportable Segment	% of Net Sales*	% of Net Earnings*	GBUs (Categories)	Billion Dollar Brands
BEAUTY	24%	21%	Beauty Care (Antiperspirant and Deodorant, Cosmetics, Personal Cleansing, Skin Care); Hair Care and Color; Prestige (SK-II, Fragrances); Salon Professional	Head & Shoulders, Olay, Pantene, SK-II, Wella
GROOMING	9%	16%	Shave Care (Blades and Razors, Pre- and Post-Shave Products); Braun and Appliances	Fusion, Gillette, Mach3, Prestobarba
HEALTH CARE	15%	17%	Feminine Care (Feminine Care, Incontinence); Oral Care (Toothbrush, Toothpaste, Other Oral Care); Personal Health Care (Gastrointestinal, Rapid Diagnostics, Respiratory, Other Personal Health Care, Vitamins/Minerals/Supplements)	Always, Crest, Oral-B, Vicks
FABRIC CARE AND HOME CARE	32%	27%	Fabric Care (Bleach and Laundry Additives, Fabric Enhancers, Laundry Detergents); Home Care (Air Care, Dish Care, Surface Care); Personal Power (Batteries); Pet Care; Professional	Ace, Ariel, Dawn, Downy, Duracell, Febreze, Gain, Iams, Tide
BABY CARE AND FAMILY CARE	20%	19%	Baby Care (Baby Wipes, Diapers and Pants); Family Care (Paper Towels, Tissues, Toilet Paper)	Bounty, Charmin, Pampers

* Percent of net sales and net earnings from continuing operations for the year ended June 30, 2013 (excluding results held in Corporate).

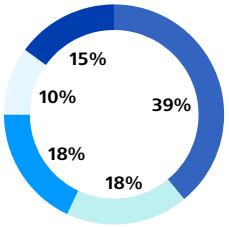
Effective July 1, 2013, the Company implemented a number of changes to our Global Business Unit (GBU) structure, which resulted in changes to our reportable segments. We organized our GBUs into four industry-based sectors, comprised of 1) Global Beauty, 2) Global Health and Grooming, 3) Global Fabric and Home Care, and 4) Global Baby, Feminine and Family Care. Under U.S. GAAP, the GBUs underlying these sectors will be aggregated into five reportable segments: 1) Beauty, 2) Grooming, 3) Health Care, 4) Fabric Care and Home Care, and 5) Baby, Feminine and Family Care. As a result of the organizational changes, Feminine Care transitioned from Health Care to Baby, Feminine and Family Care, and Pet Care transitioned from Fabric Care and Home Care to Health Care. Please refer to our Current Report on Form 8-K dated October 28, 2013 for a revised MD&A and consolidated financial statements and notes thereto for the years ended June 30, 2013, 2012 and 2011, to revise the segment disclosures for those periods to conform to the new sector organization structure (which became effective July 1, 2013, the start of the Company's 2014 fiscal year).

For more financial details, please see P&G's 2013 Annual Report available at: www.pg.com/en_US/investors/financial_reporting/annual_reports.shtml. As part of P&G's initiative to optimize resources to fit a growing global business and to accelerate innovation and growth, the Company operates its business as described under Organizational Structure on page 15. This organizational structure accounts for why P&G does not provide employee data, sales or profits by individual countries. Some countries may provide this data in reports other than this one.

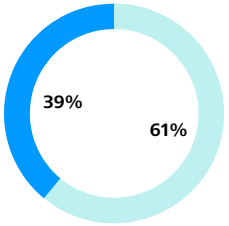
2013 Net Sales



By Business Segment (2)
- Beauty
- Grooming
- Health Care
- Fabric Care and Home Care
- Baby Care and Family Care



By Geographic Region
- North America
- Western Europe
- Asia
- Latin America
- Central and Eastern Europe, Middle East and Africa



By Market Maturity
- Developed
- Developing

(2) These results exclude net sales in Corporate.

Acquisitions

Acquisitions used $1.1 billion of cash in 2013 primarily for the acquisition of our partner's interest in a joint venture in Iberia. Acquisitions used $134 million of cash in 2012 primarily for the acquisition of New Chapter, a vitamins supplement business.

Proceeds from Asset Sales

Proceeds from asset sales contributed $584 million in cash in 2013 mainly due to the divestitures of our bleach business in Italy and the Braun household appliances business. Proceeds from asset sales contributed $2.9 billion to cash in 2012 mainly due to the sale of our snacks business.

Global Purchases

Early signs of economic recovery and business expansion grew external spend to $56 billion in 2012, up from the $54 billion we reported last year. This is spent with over 82,000 business partners worldwide, and offers a significant opportunity to drive sustainable supply in every region, and across multiple industries.

P&G has expanded the use of our External Business Partner Sustainability Scorecard across a broader range of partners, and it is now incorporated fully into the Company's External Business Partner performance management process.

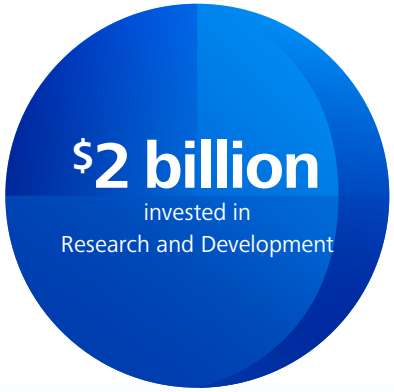
We are working with all of our critical and innovative suppliers and agencies to develop and commercialize bio-alternative materials for use in our products, to develop alternative energy solutions to fuel our plants, and to provide sustainable alternatives to packaging, transportation, storage, and operations. Our external business partners are fully committed to collaborate and innovate with Procter & Gamble to improve our products, supply chains, and operations in a sustainable way.

Economic Development

Innovation is a fundamental driver of P&G's growth. We invest about $2 billion a year in Research and Development. This level of investment is multiplied by our global network of external innovation partners, which leads to an effective investment in innovation that far exceeds the reported spending.

Our External Business Development group and the Connect + Develop organization manage thousands of active connections with other companies and institutions. These include a wide variety of deal structures, including licensing, sale, technology swap, joint ventures, and more. P&G's goal is to be the partner of choice in working with others to improve the lives of the world's consumers.

For more information, please visit: www.pgconnectdevelop.com.



Shareholder Information

As of June 30, 2013, there were approximately 2,375,000 common stock shareowners, including shareholders of record, participants in the P&G Shareholder Investment Program, participants in P&G stock ownership plans, and beneficial owners with accounts at banks and brokerage firms.

Contact

For more information:

Website:
www.pg.com/en_US/investors/index.shtml

By Phone:
Toll Free Number 1-800-742-6253
International Number 1-781-575-4399

By Mail:
Regular Mail Delivery:
Computershare, Inc.
PO Box 43078
Providence RI 02940

Overnight Mail Delivery:
Computershare, Inc.
250 Royall Street
Canton MA 02021

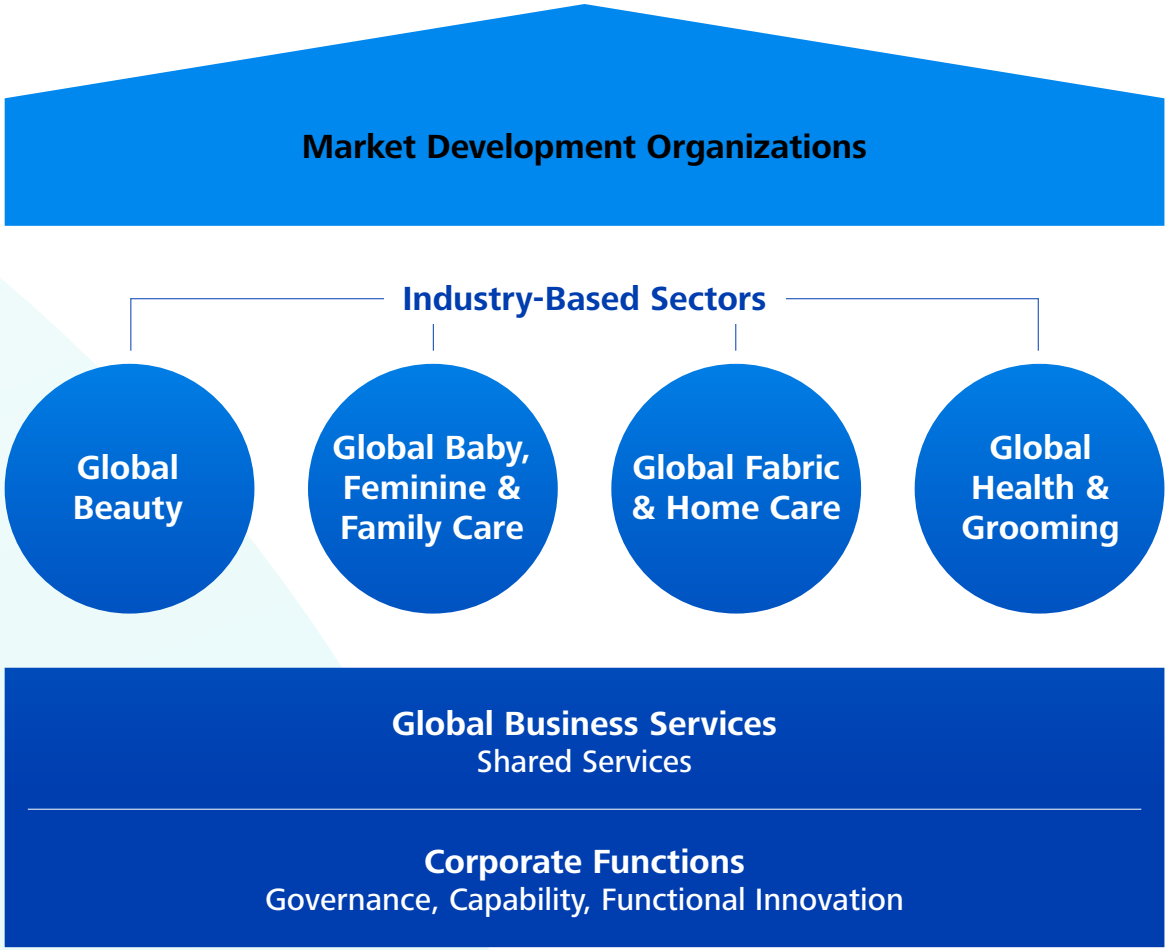
Email:
P&G@Computershare.com

In Person:
9am–4pm Eastern, Monday–Friday
(excluding P&G holidays)
The Procter & Gamble Company
General Offices–Central Building, 1st Floor
1 P&G Plaza
Cincinnati, OH 45202

Organizational Structure

We have made P&G's organization structure an important part of our capability to grow. It combines global scale benefits with a local focus to win with consumers and retail customers in each country where P&G products are sold. The diagram to the right reflects P&G's organizational structure, including our revised sector design, as of July 1, 2013.

To learn more about our Organizational Structure please go to: www.pg.com/en_US/company/global_structure_operations/corporate_structure.shtml.



Manufacturing and Outsourcing

P&G has over 130 manufacturing facilities in over 40 countries. These facilities handle the majority of P&G's production.

Our primary focus is delighting consumers. To ensure that our products remain affordable, our manufacturing facilities must provide the best possible value for the Company. We conduct regular reviews to ensure that our facilities are highly competitive, and this process includes benchmarking versus third-party manufacturers. When it makes sense for the business and it is the most competitive solution, we may decide to use contract manufacturers. For example, when entering a new market, introducing a new product, or accessing a technology or process we don't currently have, we may rely on contract manufacturing so we can determine production needs prior to investing in new capacity at a P&G facility.

> To ensure that our products remain affordable, our manufacturing facilities must provide the best possible value for the Company.

Sometimes we use contract manufacturers on a longer-term basis for reasons of cost-effectiveness. In these instances, we are usually manufacturing in the region and for the region, as almost all of our third-party manufacturers are regional. In addition, many of our products simply do not lend themselves to shipping long distances. The exception to this would be where unique manufacturing capability exists in one region and we are able to economically ship across regions.

The percentage of P&G production supplied by contract manufacturers varies according to the needs of the business and the ability of P&G facilities to compete and win production based on providing the best value. Currently, our plants do this extremely well and we rely on third-party manufacturers for only 10 to 15% of our total manufacturing volume.

P&G Plant Locations

As of June 30, 2013

COUNTRY	CITY	PLANT NAME
Argentina	Pilar	Pilar
Argentina	Villa Mercedes	Villa Mercedes
Belgium	Aarschot	Aarschot
Belgium	Mechelen	Mechelen
Brazil	São Paulo	Anchieta
Brazil	Louveira	Louveira
Brazil	Manaus	Manaus
Brazil	Rio De Janeiro	Rio
Canada	Belleville	Belleville
Canada	Brockville	Brockville
Chile	Santiago	Santiago
China	Beijing	Beijing
China	Chengdu	Chengdu
China	Dongguan	Dong Guan
China	Guangzhou	Huangpu
China	Minhang	Minhang
China	Shanghai	Shanghai
China	Taicang City	Taicang
China	Tianjin	Tianjin
China	Tianjin	Xiqing
Colombia	Medellín	Medellín
Czech Republic	Rakovnik	Rakona
Egypt	Cairo	Cairo

COUNTRY	CITY	PLANT NAME
France	Amiens	Amiens
France	Blois	Blois
France	Sarreguemines	Sarreguemines
Germany	Berlin	Berlin
Germany	Cologne	Cologne
Germany	Crailsheim	Crailsheim
Germany	Euskirchen	Euskirchen
Germany	Gross-Gerau	Gross-Gerau
Germany	Hünfeld	Huenfeld
Germany	Kronberg	Kronberg
Germany	Marktheidenfeld	Marktheidenfeld
Germany	Rothenkirchen	Rothenkirchen
Germany	Walldürn	Wallduern
Germany	Worms	Worms
Guatemala	Escuintla	Escuintla
Hungary	Csömör	Budapest
India	District Solan	Baddi
India	Baddi	Baddi B&R
India	Bhiwadi	Bhiwadi
India	Ponda	Goa
India	Bhopal	Mandideep
Ireland	Nenagh	Nenagh
Ireland	Newbridge	Newbridge

COUNTRY	CITY	PLANT NAME
Italy	Campochiaro	Campochiaro
Italy	Gattatico	Gattatico
Italy	Pescara	Pescara
Italy	Rome	Pomezia
Japan	Akashi	Akashi
Japan	Yasu	Shiga
Japan	Takasaki	Takasaki
Malaysia	Kuantan	Kuantan
Mexico	Naucalpan	Alce Blanco
Mexico	Apizaco	Apizaco
Mexico	Apaseo El Grande	Mariscala
Mexico	Irapuato	Milenio
Mexico	Naucalpan	Naucalli
Mexico	Naucalpan	Naucalpan
Mexico	Mexico City	Talisman
Mexico	Tepeji	Tepeji
Mexico	Mexico City	Vallejo
Morocco	Casablanca	Casablanca
Morocco	Mohammedia	Mohammedia
Netherlands	Coevorden	Coevorden
Nigeria	Ibadan	Ibadan
Pakistan	Karachi	Hub
Pakistan	Karachi	Port Qasim

COUNTRY	CITY	PLANT NAME
Peru	Lima	Materiales
Philippines	Cabuyao	Cabuyao
Poland	Aleksandrow Lodzki	Aleksandrow
Poland	Lodz	Lodz-LMC (Jozefow Street)
Poland	Lodz	Lodz-PLMC (Wodna Street)
Poland	Warsaw	Targowek
Portugal	Guifões	Porto
Puerto Rico	Cayey	Cayey
Romania	Timişoara	Timişoara
Romania	Urlați	Urlați
Russia Federation	Dzerzhinsk	Capella
Russia Federation	Novomoskovsk	Novomoskovsk
Russia Federation	St. Petersburg	St. Petersburg
Saudi Arabia	Dammam	Dammam
Saudi Arabia	Jeddah	Jeddah
Singapore	Singapore	Pioneer Perfume
South Africa	Johannesburg	Johannesburg
South Korea	Ch'onan	Ch'onan
Spain	Jijona	Jijona
Spain	Mataró	Mataró
Spain	Mequinenza	Mequinenza
Spain	Montornès del Vallès	Montornès
Spain	Santa Perpetua De Mogoda	Santiga Ambi-Pur

COUNTRY	CITY	PLANT NAME
Thailand	Bangkok	Bangkok
Turkey	Gebze	Gebze
Ukraine	Boryspil	Boryspil
Ukraine	Ordzhonikidze	Ordzhonikidze
United Arab Emirates	Dubai	Dubai
United Kingdom	London	London
United Kingdom	Manchester	Manchester
United Kingdom	Reading	Reading
United Kingdom	Whitley Bay	Seaton Delaval
United States	Albany	Albany
United States	Pineville	Alexandria
United States	Andover	Andover
United States	Auburn	Auburn
United States	Augusta	Augusta
United States	Aurora	Aurora
United States	Avenel	Avenel
United States	Boston	Boston
United States	Bear River City	Box Elder
United States	Jackson	Cape Girardeau
United States	Cincinnati	Cincinnati
United States	Cleveland	Cleveland
United States	Dover	Dover
United States	Fremont	Fremont

COUNTRY	CITY	PLANT NAME
United States	Green Bay	Green Bay
United States	Greensboro	Greensboro
United States	Henderson	Henderson
United States	Cockeysville	Hunt Valley
United States	Iowa City	Iowa City
United States	Iowa City	Iowa City (Oral Care)
United States	Kansas City	Kansas City F&HC
United States	LaGrange	LaGrange
United States	Lancaster	Lancaster
United States	Leipsic	Leipsic
United States	Lima	Lima
United States	Mehoopany	Mehoopany
United States	North Chicago	North Chicago
United States	Oxnard	Oxnard
United States	Russellville	Russellville
United States	Sacramento	Sacramento
United States	St. Louis	St. Louis
Venezuela	Barquisimeto	Barquisimeto
Venezuela	Guatire	Guatire
Vietnam	Tan Uyen District	Ben Cat
Vietnam	Binh Duong	Binh Duong

Governance

Everything we do is done with our commitment to "doing the right thing" in mind.

We believe that good governance practices contribute to better results for shareholders. Our objective is to maintain corporate governance principles, policies, and practices that support management and the Board of Directors accountability. These are in the best interest of the Company and our shareholders, and they are consistent with the Company's Purpose, Values and Principles.

To learn more about our Governance structure, policies, and procedures, please go to: www.pg.com/en_US/company/global_structure_operations/governance/index.shtml.

Management's Responsibility for Financial Reporting

At The Procter & Gamble Company, we take great pride in our long history of doing what's right. If you analyze what's made our Company successful over the years, you may focus on our brands, our marketing strategies, our organization design and our ability to innovate. But if you really want to get at what drives our Company's success, the place to look is our people. Our people are deeply committed to our Purpose, Values and Principles. It is this commitment to doing what's right that unites us.

This commitment to doing what's right is embodied in our financial reporting. High-quality financial reporting is our responsibility, one we execute with integrity, and within both the letter and spirit of the law. High-quality financial reporting is characterized by accuracy, objectivity and transparency. Management is responsible for maintaining an effective system of internal controls over financial reporting to deliver those characteristics in all material respects. The Board of Directors, through its Audit Committee, provides oversight. We have engaged Deloitte & Touche LLP to audit our Consolidated Financial Statements, on which they have issued an unqualified opinion.

To learn more about our commitment to providing timely, accurate and understandable information, please see our Annual Report available at: www.pg.com/en_US/investors/index.shtml.

Political Involvement

Guided by our Purpose, Values and Principles, P&G participates in the political process to help shape public policy and legislation. This engagement ensures that the interests of our employees, consumers and shareholders are fairly represented at all levels of government around the world. We are committed to being transparent about our political involvement globally.

You can read more about our efforts here: www.pg.com/en_US/company/global_structure_operations/governance/governance_political.shtml.

Principal Industry and Business Associations

P&G holds membership in many industry, business, and environmental associations whose activities are related to the Company's. These include the associations listed in the following link: Associations List.

Business Continuity

P&G's Global Business Continuity Program ensures that all critical sites and work processes evaluate their risk mitigation programs, exposure to catastrophic events at P&G sites and sites of our key suppliers and service providers that could significantly interrupt business operations, and the business impact of such events. Site and business unit leaders then develop contingency plans to minimize business interruption if a disabling event should occur. Crisis Management team structures are defined to manage business recovery using the predefined contingency plans. Tests are conducted annually to ensure that the contingency plans are sufficient and up-to-date.

Business Continuity Plans are audited regularly, and a report of the Business Continuity Program's status is made each January to the Audit Committee.

Product Safety

Our Commitment to Your Safety Begins with You

Since Procter & Gamble was founded over 175 years ago, ensuring the safety of people who use our products, and the safety of the world we all live in, has been at the heart of what we do. This commitment to safety is both our heritage and our future, so we have over 700 in-house experts devoted globally to human & environmental safety and regulatory compliance of all our products and ingredients.

Our safety standards for all of our products and ingredients are the same throughout the world. We ensure that our products are safe for their intended use before they go to market—complying with all laws and regulations where they are sold.

Constant Diligence

Our commitment to safety doesn't stop once our products go to market. We remain diligent in ensuring your safety by continually investigating new scientific information, and collaborating with external scientists and regulatory agencies on new safety methods. We also listen to the people who use our products to confirm they are performing as expected.

Being Safe, Feeling Safe, and Ingredient Choices

Safety is at the heart of everything we do—ensuring our products are safe for their intended use before they go to market. Simply put, that is being safe.

But feeling safe can be a different matter altogether. We also work to help you to feel safe by openly sharing information about ingredients where you may have questions or would like more details, including our updated product safety section on www.pg.com.

Ingredient Use Update

We would like to share two ingredient use updates that reflect previous decisions P&G made several years ago—to phase out the use of the phthalates (DEP) and triclosan in our products.

- While the only phthalate we use in our product formulations is safe (diethyl phthalate or DEP), we also know that there is the potential for people to confuse this ingredient with other phthalates that are banned from certain product types. We want people to feel safe about our products and not have any misperceptions about the product ingredients we use. So we decided to remove DEP from our formulated products and we recently reached a milestone: 70% of P&G products are currently phthalate-free and we are on track to have all our products phthalate-free by 2014.
- Triclosan is also known to be safe through numerous studies and regulatory reviews. However, there are ongoing discussions about how effective it is for reducing bacteria compared to regular soap. Since we have limited use of triclosan, our goal is to eliminate it from all our products by 2014.

For more information on these ingredients and P&G's approach for ingredient-related decisions, please visit the newly launched section of pg.com which also includes a new two-minute video designed to inform the public about the safety of our product ingredients: www.pg.com/en_US/sustainability/safety/ingredients/index.shtml.

For further details on the science and safety of specific P&G products, we encourage you to visit these websites:

Science in-the-Box: www.scienceinthebox.com.

P&G Beauty and Grooming: www.pgbeautygroomingscience.com.

Environmental Sustainability

P&G is the largest consumer packaged goods company in the world. Our size presents us with the responsibility to operate sustainably and use resources efficiently. It also offers us the opportunity to develop sustainable innovations that make every day better for the planet, and for the people we touch—whether that's our suppliers, retail partners, consumers, or employees.

In this section of the report, we provide an update on our efforts to advance progress on our environmental programs and goals. In the past, we have structured our updates to describe efforts related to Products and Operations. This year, we are refreshing how we communicate our efforts to better align with the core elements of our environmental vision. More specifically, we are structuring communications around three core focus areas:

Conservation of Resources

Using less energy, water and materials to manufacture our products and designing products that require fewer resources when they are used in the home.

Renewable Resources

Increasing the use of sustainably sourced, renewable materials and renewable energy in our products and operations.

Worth from Waste

Identifying ways to reduce manufacturing and consumer waste and ensure that all unused material has value through recycling, reuse, or conversion to energy

We feel this new structure better reflects where we are focusing our efforts and provides a stronger link back to the vision we established in 2010. The specific elements of our vision that align with these focus areas are listed below:

- Design and manufacture products that maximize the conservation of resources.

- Powering our plants with 100% renewable energy.
- Using 100% renewable or recycled materials in all products and packaging.

- Having zero consumer and manufacturing waste going to landfills.

While this structure is new, the core elements of P&G's environmental program and the information disclosed in this report are consistent with prior years—only now more closely aligned with our vision. We hope you agree and welcome your comments and feedback at: Sustainrep.im@pg.com.

To learn more about our commitment to operate sustainably please refer to our Environmental Quality Policy.

Conservation of Resources

Our work in conservation is simply about doing more with less. We are trying to reduce the amount of energy, water, and materials that go in the making and use of our products, while still delivering the high-quality product performance our consumers expect. In this section we report on our efforts for cold water washing, packaging reduction, energy and CO_2, truck transportation, and water.

Cold Water Washing

Getting consumers to wash their clothes in cold water represents a significant opportunity to reduce energy consumption and associated greenhouse gas emissions. This is why we have established a goal that by 2020, we want to have 70% of all machine wash loads use cold water.

Since FY10/11, our data indicates the percentage of global washing machine loads washed in cold water increased from 38% to 50%. We consider this outstanding progress and while other stakeholders clearly played a role in helping drive this result, we believe our intense consumer education efforts on cold water washing and our continuous focus on ensuring great product performance in cold water made a significant contribution to this increase.

The progress was mainly driven by an increase of cold water washing in Western Europe, where we launched strong communication programs. All versions of Ariel, our leading laundry detergent in Europe, now carry a "30˚C" icon to encourage consumers to wash in cold. We have also leveraged TV, Facebook, and other communication channels to reach over 50 million consumers with key messages on the benefits of cold water washing. We also continue to partner with washing machine manufacturers to place information about the benefits of cold water washing on new washing machines and to date have provided information for over 6 million new washing machines.

While our efforts last year focused heavily in Europe, we were also active in North America. For example, we partnered with the group "Net Impact" to reach students with a cold water washing education campaign. Students were the core audience because many are just creating their washing habits and it's much easier to establish a habit correctly from the start than to change a habit. With this partnership we reached more than 400,000 students.

In the coming fiscal year, we will maintain our communication efforts in Europe across many media channels including TV, on-pack, and working with AISE, a key trade association, on a major industry consumer education campaign called "I prefer 30˚C." We will also implement similar campaigns in North America. We will also maintain our focus on R&D efforts to further extend product performance in cold water. We know we cannot achieve this effort alone and plan to continue to look for partnership opportunities that will help us scale our efforts and achieve our goal.

50%

Since FY10/11, the percentage of global washing machine loads washed in cold water increased from 38% to 50%.

Packaging Reduction

Over the last few years we have made good progress on our packaging reduction goal. Since 2010 we have reduced our packaging approximately 4.5% per consumer use. This reduction can be attributed to a broad array of packaging projects across the many different categories. Product compactions, packaging light-weighting, use of new materials, and more efficient transport packaging are all different methods that we have used to deliver this reduction. Our recent launch of Tide PODS is just one example where we have transitioned consumers to a form with more efficient packaging.

While we are currently on track to meet our 20% reduction goal for 2020, the work will become more difficult as we achieve optimized packaging design on more and more of our items. Protecting the product is a critical function of packaging and reducing packaging to a point where you start to see increased product waste or damage is not good for the environment, our customers, our business, or our consumers. We will continue to look for gains in packaging efficiency and new product forms that will help us continue to optimize our packaging while continuing to delight the consumer. We believe our relentless focus on innovation will allow us to achieve our goal.

50%

Tide PODS is one of the most concentrated detergents in the market, and reduces plastic use by 50% per consumer.

Energy and CO_2

In 2010 we established a goal to reduce total energy use and total CO_2 emissions (Scope 1 and Scope 2) at P&G facilities by 20% per unit of production by 2020. Within P&G we have used a "zero loss mentality" to drive reliability and quality results in our operations. We have used this same "zero loss" approach to deliver conservation efforts across our facilities. Our energy teams have combined employee involvement, education, and technological advances to achieve more than a 3% reduction in energy usage this year on a per unit of production basis. Overall we have achieved an 8% reduction since 2010 and are on track to achieve our 2020 goal of 20% reduction. Total CO_2 has seen a similar 3% reduction in this year with an overall reduction of 11% since 2010.

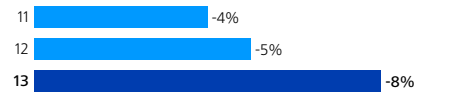
Energy efficient lighting in our Nenagh plant

Our Nenagh, Ireland plant continues to excel in conservation efforts. They have focused on installing energy efficient lighting, using ultrasonic detection to identify and repair compressed air leaks, and eliminating steam leaks to drive both energy and cost savings. Since 2010, the site reduced energy consumption by 12%, CO_2 emissions by 16%, disposed waste by 97%, and water consumption by 27%.

P&G Gillette's World Shaving Headquarters in Boston, Massachusetts, is home to one of the largest blades and razors manufacturing facility in the world. Over 60 conservation projects have been completed since 2010, saving over 27 million liters of water per year and enough electricity to power over 1,700 average U.S. homes for a year. To help achieve breakthrough results, the site has created innovative sustainability partnerships with the local electricity provider, universities, and the City of Boston. Their outstanding progress has been recognized with 7 external sustainability awards, including the U.S. Environmental Protection Agency Merit Award (2012), and has been recognized within P&G for achieving zero manufacturing waste to landfill in FY12/13.

To learn more about our efforts on climate change please see www.pg.com/en_US/sustainability/policies_practices/climate.shtml.

Reduction in Energy Consumption
(Percent reduction versus FY09/10, per unit of production)



Energy Consumption by GBU
(Millions of gigajoules)

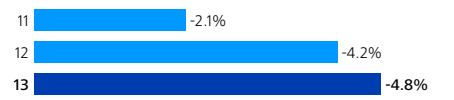
Total Greenhouse Gas Charts

Total Greenhouse Gas Emissions
(Percent reduction versus FY09/10, per unit of production)

Total Greenhouse Gas Emissions by GBU
(Millions of metric tons)

Scope 1 Greenhouse Gas Charts

Scope 1 Greenhouse Gas Emissions*
(Percent reduction versus FY09/10, per unit of production)



Scope 1 Greenhouse Gas Emissions*
(Millions of metric tons)

* CO_2 from fuel combustion sources.

Scope 2 Greenhouse Gas Charts

Scope 2 Greenhouse Gas Emissions
(Percent reduction versus FY09/10, per unit of production)

Scope 2 Greenhouse Gas Emissions
(Millions of metric tons)

- Technical Centers
- Health Care
- Grooming
- Fabric and Home Care
- Distribution Centers
- Beauty
- Baby Care and Family Care

Truck Transportation

Our 2020 goal for transportation is to reduce truck transportation kilometers by 20% per unit of production versus our 2010 baseline. Since 2010, we have reduced truck transportation kilometers by approximately 12%. This was driven by a combination of converting loads to intermodal (taking kilometers off the road to reduce pollution), and focusing on increasing vehicle fill efficiency, (allowing us to increase the number of units shipped per kilometer). We have continued to optimize our distribution networks, which has brought significant efficiency gains and cost savings. We have plans in place for each region that will help us achieve our truck transportation goal by 2020. The plans include continuing to optimize transportation modes and routes as well as increasing overall operational excellence.

In addition to optimizing our networks, over the next two years P&G will begin working with our transportation carriers to convert up to 20% of our North America truck loads to natural gas vehicles. The first stage is already under way, targeting 7% of P&G's for-hire transportation network. This initial 7% will represent over 5 million diesel gallon equivalents being converted to natural gas per year, reducing overall CO_2 and particulate emissions.

"P&G is investing in carriers with a commitment to natural gas vehicles to help boost the emerging natural gas industry, while continuing to seek more sustainable options for our supply chain and operations."

Yannis Skoufalos, *P&G Global Product Supply Officer*

Over the next two years P&G will begin working with our transportation carriers to convert up to 20% of our North America truck loads to natural gas vehicles.

Water

P&G is committed to Sustainable Water Management and has established an internal Water Council. The Water Council created our Water Policy and works with our business units on the following strategic focus areas:

1. Help our consumers use less water when using our products:

Downy Single Rinse is a great example of a water saving product that can make a significant difference in water-scarce areas. This innovative product provides the same rinsing performance in one rinse versus the traditional three rinse process, thereby saving water. In addition to the impact on water use, in regions where women and children need to walk for hours to fetch the household water, this product also gives back a significant amount of time to women and children and reduces the effort involved in doing the laundry.

2. Sustainable water management in our operations:

Water reduction targets are set for each of our business units. These targets engage all employees and encourage them to look for opportunities for water savings in their day-to-day work. Our "benchmarking and reapplication" program assures that good ideas and successes are traveling across the globe and that our new sites are built with the best available water efficiency technologies. Our engineers are working with suppliers around the globe to investigate breakthrough water recycling technologies. Sometimes, we've found that efforts as simple as employee education can significantly reduce our water consumption. For example, our Fabric Care production plant in Cairo has reduced usage by 29% since 2010, conserving over 22 million gallons of water per year. The plant focused on education and total employee involvement in everyday water conservation including innovative technical solutions to reduce their incoming water pressure from 6bar to 3bar on key chillers and building water systems to reduce overuse.

We are also cooperating on a joint project between the EU Commission and the European Chemical Industry to develop innovative technologies for plant effluent water treatment so more water can be recycled and re-used. This project, E4Water (Economically and Ecologically Efficient Water Management in the European Chemical Industry), is done in close collaboration with research institutes such as TNO, VITO, UCM and Campden BRI.

Pressure regulators installed in Cairo to reduce water flow and consumption.

In order to focus our sustainable water management efforts where it matters most, we are developing an innovative and comprehensive Water Risk Assessment process that will be applied to our existing sites and will be used during due diligence for new sites. This new process is being developed with the help of expert guidance and cooperation from our partners at World Wildlife Fund (WWF) and World Resources Institute (WRI).

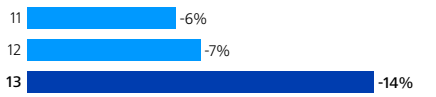
In partnership with WWF, we are also piloting water stewardship beyond the walls of our sites. We started with a small pilot project at a wetland in the Lake Tai basin (China) in 2011. The project included wetland restoration activities to remove invasive species, rebuild wetland systems and re-introduce native species. There was a clear improvement in water quality at the project site thanks to the wetland restoration efforts. We continue to explore other water stewardship opportunities with WWF in important watersheds where we have operations.

3. Stakeholder engagement:

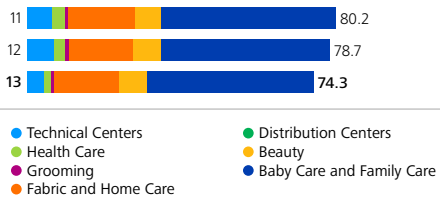
Besides our global partnership with WWF, with whom we have engaged on water risk assessment and stewardship, and our WRI Aqueduct Alliance membership, we cooperate on the E4Water project with several stakeholders: EU Commission, CEFIC, TNO, VITO and Campden BRI.

In addition to the actions outlined above, our P&G Children Safe Drinking Water Program is one of our major social responsibility programs. You can read more about that effort here in our Social Responsibility Section on page 40.

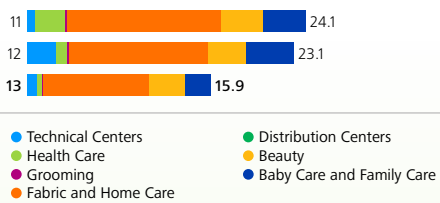
Water Consumption
(Percent reduction versus 2010, per unit of production)



Water Consumption by GBU
(Millions of cubic meters)



Wastewater COD* Disposed by GBU
(Thousands of metric tons)



* Chemical oxygen demand.

To learn more about our Water Policy please see this link: www.pg.com/en_US/sustainability/policies_practices/water.shtml.

Renewable Resources

A key component of making our business sustainable is ensuring that we have the right materials and energy to continue our operations in the long term. This is why we focus on renewable resources—because they can be sustainably replenished over time. As we increase our sourcing of renewable materials, we are also focused on ensuring they are sourced sustainably.

Our long-term vision for renewable resources includes:

- Powering our plants with 100% renewable energy.
- Using 100% sustainably sourced renewable or recycled materials in all products and packaging.

In this section, we report on our efforts on renewable energy and renewable materials, including sustainable forestry, wood pulp, palm oil, and paper packaging.

Renewable Energy

To ensure we are making progress towards our long term goal of powering our plants with 100% renewable energy, we set a 2020 goal to obtain 30% of our energy from renewable sources. Today we are making progress towards meeting that goal with approximately 7.5% of our energy being supplied from renewable sources. Our global energy team is building strong partnerships with leading companies and university experts in an effort to prioritize technologies and projects that are both economically and environmentally sustainable. While the recent drop in natural gas prices has impacted the economic feasibility of some projects, we anticipate having a diverse mix of renewable energy sources, both on-site and off-site, across all aspects of our operations.

Two recent projects that are helping us achieve these results are Huangpu Solar and Taicang Wind.

Huangpu Solar

Our Huangpu plant in China partnered with a local utility supplier to install solar panels on the plant's rooftop. This is the first P&G manufacturing plant in Asia to host solar photovoltaic panels. Electricity from the installation will eliminate 600 metric tons of CO_2 emissions annually from the local community.

Taicang Wind

In December 2012, P&G inaugurated our most sustainable plant to date globally, the P&G Taicang Plant and Distribution Center in Jiangsu province, China. With a strong focus towards designing in sustainability, this plant has been able to achieve several firsts within P&G.

- It is the first site within P&G, to use 100% renewable electricity from wind. The site uses 6 million kWh or the equivalent of 5,400 households in urban China. This helps eliminate over 5,000 metric tons of CO_2 per year.
- It is the first P&G plant in the world to achieve both LEED Gold certifications for administration buildings and Silver for manufacturing buildings.
- It is the first P&G site to meet our zero manufacturing waste to landfill definition in China.

> "Taicang is the result of an intentional sustainability focus from the project onset. We have partnered with international experts on sustainable design who have helped us implement aspects of our environmental vision within a single plant. The process of constructing the plant resulted in several breakthroughs for the company, and generated P&G's most sustainable manufacturing plant to date."
> Stefano Zenezini, *VP Beauty Sector and Global Supply Chain Sustainability*

Our Taicang Plant and Distribution Center in China is the first site within P&G to use 100% renewable electricity from wind.

Renewable Materials

P&G has a goal to replace 25% of our petroleum-derived raw materials with sustainably sourced renewable materials. Since announcing this goal, we have conducted a detailed analysis of our petroleum-derived raw materials and identified the material classes that best deliver our goal. For most of these materials, we've established a clear development pipeline, and we are now moving toward pilot scale production of several key materials.

We have already successfully incorporated plant-based plastic in select shampoo bottles, but we anticipate the bulk of our new renewable material replacements will be commercialized between 2015 and 2020. This is consistent with our original expectations and reflects the time it takes to develop and evaluate new materials, test them at pilot scale, and ensure they represent technically, environmentally, and economically viable solutions. We will continue to report our progress via our sustainability report.

Sustainable Forestry

As a member of the Consumer Goods Forum, P&G joined other member companies in a pledge to mobilize resources within their respective businesses to help achieve Zero Net Deforestation by 2020. To act on this commitment, P&G has developed goals for wood pulp, palm oil, and paper packaging:

- By 2015, 100% of the virgin wood fiber used in our tissue/towel and absorbent hygiene products will be third-party certified; 40% of the virgin wood fiber used in our tissue/towel products will be Forest Stewardship Council (FSC) certified.
- By 2015, 100% of palm oil purchases will be confirmed to originate from responsible and sustainable sources.
- By 2020, 100% of our paper packaging will contain either recycled or third-party certified virgin content.

The following sections provide additional information on these efforts.

Wood Pulp

P&G purchases wood pulp for tissue and absorbent hygiene products. Though we do not own or manage forests, we have a responsibility through our procurement practices to ensure sustainability of the world's forest resources.

P&G requires pulp suppliers to certify their forest operations, or fiber procurement activities, for sustainable forest management. To meet these requirements we recognize the following third-party certification systems:

- Forest Stewardship Council (FSC)
- Sustainable Forestry Initiative (SFI)
- Programme for the Endorsement of Forest Certification (PEFC)
- Brazilian National Forestry Certification Scheme (CERFLOR)
- Canada's National Standard for Sustainable Forest Management (CSA-SFM)

We give preference to pulp from Forest Stewardship Council (FSC) certified forests when it is available and meets product performance requirements and competitive market conditions. We have set a target of 40% FSC certified virgin fiber for our tissue-towel products by 2015. We will also utilize FSC-controlled wood as part of a stepwise approach to progressively increase the amount of pulp from FSC-certified sources. Our Family Care sites also require that all pulp come from sources that have undergone an FSC Controlled Wood Risk Assessment.

Pulp Sources

In FY12/13, P&G bought ~1.7 million air dried metric tons of pulp for use in our tissue/towel, diaper, and feminine hygiene products. The pulp was sourced from the following regions:

Source Region/Country	FY12/13
Latin America	33%
Canada	29%
United States	38%
Total	**100%**

The third-party programs used as a percent of total supply are:

Third-Party Program	% of Total
Forest Stewardship Council (FSC)	9%
Sustainable Forestry Initiative (SFI)	52%
Program for the Endorsement of Forest Certification (PEFC, includes CSA & CERFLOR)	36%
FSC Controlled Wood	3%
Total	**100%**

For more information on FSC Controlled Wood Assessments and their role in sustainable forestry, visit: www.fsc.org.

Our policy on Wood Pulp Procurement can be found at the following link: www.pg.com/en_US/sustainability/policies_practices/woodpulp.shtml.

Palm Oil

P&G is committed to the sustainable sourcing of palm oil. By 2015, we intend to only purchase and use palm oil that we can confirm to have originated from responsible and sustainable sources. We will seek to accomplish this goal through the following key steps:

- **Supplier and Partner Coaching**—We will continue to share and reinforce our expectations related to sustainability, and encourage and reward sustainable behavior on behalf of our partners and suppliers. We will continue to partner with both known suppliers with whom we have long-standing relationships and trust, as well as with emerging suppliers who embrace and support our corporate sustainability principles and expectations. We encourage suppliers to adopt the Principles and Criteria of the Roundtable on Sustainable Palm Oil (RSPO) for sustainable palm production.
- **Stakeholder Partnerships**—We will expand and strengthen relationships with trade associations, government agencies, non-governmental organizations (NGO's), and other critical external stakeholders to help influence positive changes and incremental sustainability improvements in the palm oil supply chain and industry. P&G is a member of the RSPO, a sustainable palm oil coalition. We will partner with third-party organizations to help confirm and validate our palm oil sourcing and use strategies. P&G is working with WWF on palm oil sourcing as part of our partnership's efforts focused on sustainable sourcing of materials for P&G products and packaging.
- **Industry Influence**—We will continue to support industry efforts to eliminate irresponsible and/or illegal deforestation of land for use in the planting and harvesting of palm plantations, as well as efforts to help ensure the appropriate selection and designation of land for such uses.

Results

Thirteen percent of our total 2012/2013 annual consumption of palm oil, palm kernel oil, and derivatives was RSPO certified via a combination of Mass Balance and Book and Claim methodology. Our sites at Kuantan, Malaysia, achieved RSPO supply chain certification in 2011 and the vast majority of the supply chain is on our planned glide path to be RSPO certified, thus we feel we are on track to meet our 2015 commitment.

To learn more about RSPO, please go to: www.rspo.org.

Palm tree fruits

Paper Packaging

P&G continually strives to optimize the design of our packaging to use the minimum amount and type of material that will ensure adequate protection, delivery, and safe use of our products. Our paper-based packaging is derived from wood fiber and, as a result, we have a responsibility through our procurement practices to ensure the wood fiber in our packaging has been responsibly sourced.

Therefore, for our paper-based packaging, we will:

- Identify source reduction opportunities to decrease material usage.
- Use recycled paper when it offers the best option to meet performance requirements and competitive market conditions.
- Avoid packaging derived from unwanted sources of wood and work collaboratively with suppliers of virgin paper to progressively increase the percentage from certified sources. We give preference to FSC-certified materials and post-consumer recycled content when they are available and meet product performance requirements and competitive market conditions.
- Expect our suppliers to be in compliance with all applicable laws.

Last year we established a new goal of having 100% of paper packaging be either recycled or third-party certified virgin content by 2020. The third-party certifications recognized for this goal include Forest Stewardship Council (FSC), Sustainable Forestry Initiative (SFI), Programme for the Endorsement of Forest Certification (PEFC), Brazilian National Forestry Certification Scheme (CERFLOR) and Canada's National Standard for Sustainable Forest Management (CSA-SFM). Over the last year we have trained our internal organization on our new expectations and have started outreach to key suppliers. We have also leveraged our existing Supplier Environmental Scorecard to collect preliminary baseline data from a subset of our current supply base and will be working over the course of the next year to refine our data collection protocol and expand the scope of coverage.

Given the complexity of the packaging supply chain, we do not anticipate this being an easy journey, but we will continue reporting our progress in future sustainability reports.

Worth from Waste

We believe that all materials have value, even if they have traditionally been defined as waste and disposed as trash. At the end of life, whether that's after a product has been used, or after a material has gone through our manufacturing process, we believe there is a way to create worth from what's left—through reuse, recycling, composting, or converting to energy. The content in this section includes our work to reduce our manufacturing waste, and to pilot ways we can find worth in consumer waste.

Manufacturing Waste

We continue to make excellent progress towards our manufacturing waste reduction goals. Our 2020 goal is to ensure manufacturing waste to landfill is less than 0.5% of input materials. In FY12/13, we reduced manufacturing waste to 0.65% of input materials, meaning 99.35% of all input materials were beneficially used in products or via recycling, reuse, or energy conversion of waste materials. Additionally, over 50 of our sites have achieved zero manufacturing waste to landfill. These results have been delivered primarily by a strong partnership between our Global Asset Recovery & Purchases team (GARP), our manufacturing plants, our distribution centers, and our recycling vendors, who all continue to find new, innovative and cost-effective solutions for our manufacturing waste.

Some recent examples include:

- In Mexico, paper sludge from a Charmin toilet tissue plant is turned into low-cost roof tiles used to build homes in the local community.
- At a U.S. Pampers site, scrap from the wipe manufacturing process is converted to upholstery filling.
- And, in the U.K., waste created in the production of Gillette shaving foam is composted, then used to grow turf for commercial uses.

As a result of efforts like these, P&G has saved more than $1 billion over the last five years from our waste efforts.

"P&G is a global leader in sustainability, and the company's zero manufacturing waste initiative is setting a standard for others to follow," said Steve Owens, former Assistant Administrator of the United States Environmental Protection Agency and member of P&G'S Sustainability and Technical Expert Advisory Panel. "P&G's efforts are helping protect the environment, conserve precious natural resources, and make our planet cleaner and healthier for our children, families, and future generations."

To learn more about our definition of zero manufacturing waste to landfill—please go to: www.pg.com/en_US/downloads/sustainability/reports/ZeroManufacturingWaste.pdf.

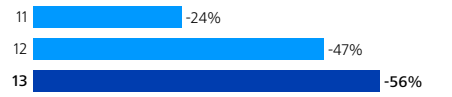
Learn about these and other innovative reuse stories in the short video *Worth from Waste*: www.youtube.com/watch?v=GPLqLBT5q8c.

> **"P&G is a global leader in sustainability, and the company's zero manufacturing waste initiative is setting a standard for others to follow."**
>
> Steve Owens, *former Assistant Administrator of the United States Environmental Protection Agency and member of P&G'S Sustainability and Technical Expert Advisory Panel*

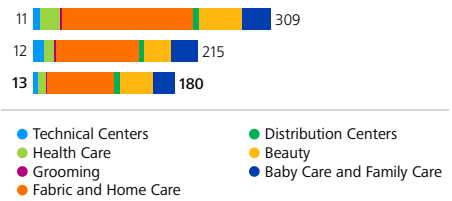
Consumer Waste

We continue to evaluate consumer waste reduction pilot opportunities in both the developed and developing regions. One of our key pilot programs is our Waste to Worth project in the Philippines. Waste to Worth is an effort focused on developing an integrated, profitable, and replicable waste management business model that extracts value from waste. We have recommended a facility owner/operator (SURE Global W2Wi) who is in the process of signing an agreement with the lead Philippine city. Given strong support from the national government, the National Solid Waste Management Commission and the Asian Development Bank, we have received inquiries from other communities interested in serving as future "Waste to Worth" pilots and have initiated discussions with them as well. We will continue to report our progress on these efforts via our sustainability report.

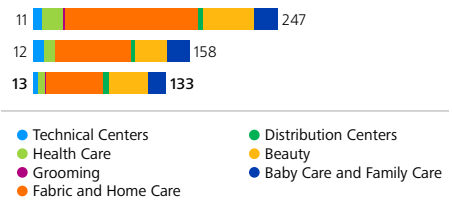
Waste Disposed
(Percent reduction versus 2010, per unit of production)



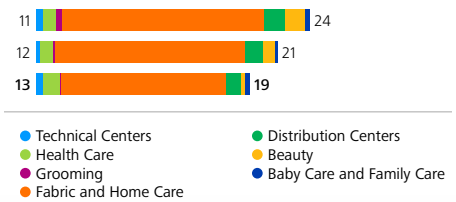
Disposed Waste by GBU
(Thousands of metric tons)



Non-Hazardous Waste by GBU
(Thousands of metric tons)



Hazardous Waste by GBU
(Thousands of metric tons)



Resource and Waste Summary Table

The table below reports environmental statistics for Manufacturing Operations in the Global Business Units, Technical Centers and Distribution Centers.

	Totals (absolute units x 1,000)			2013 Global Business Unit Detail[1] (absolute units x 1,000)						
	2013	**2012**	**2011**	**Baby Care and Family Care**	**Beauty**	**Distribution Centers**	**Fabric and Home Care**	**Grooming**	**Health Care**	**Technical Centers**
Production (metric tons)										
Product Shipped[2]	**26,570**	25,618	26,021	4,145	2,120	0	18,762	777	766	0
Raw Materials from Recycled Sources[3]	**592**	*618*	*594*							
Waste (metric tons)										
Generated Waste	**949**	*981*	*1,013*	289	144	28	344	30	98	16
Percent Recycled/Reused Waste	**81%**	*78%*	69%	91%	35%	7%	90%	10%	31%	3%
Disposed Waste (metric tons)										
Waste Disposed	**180**	*215*	*309*	28	43	7	85	1	10	7
Solid Waste—Non-Hazardous	**133**	*158*	*247*	18	39	6	57	1	7	5
Solid Waste—Hazardous	**19**	*21*	*24*	0	0	1	14	0	2	2
Effluents (excluding water)[4]	**16**	*23*	*24*	2	3	0	9	0	1	1
Air Emissions[5]	**12**	13	15	7	1	0	4	0	0	0
Other										
Energy Consumption (gigajoules)	**72,307**	*72,790*	*74,385*	42,249	4,183	607	17,340	2,475	2,878	2,575
Direct Greenhouse Gas Emissions (metric tons)[6]	**2,767**	*2,817*	*3,080*	1,915	123	18	534	63	44	71
Total Greenhouse Gas Emissions (metric tons)[7]	**5,738**	*5,808*	*6,188*	3,124	436	56	1,401	232	252	237
Water Consumption (cubic meters)	**74,320**	*78,741*	*80,190*	43,145	7,232	0	16,892	839	1,798	4,413
SARA Releases (metric tons)[8]	**2.49**	*2.23*	2.57	0.003	0.032	0.000	2.453	0.000	0.002	0.000

Numbers listed in italics have been updated since the 2012 report was issued. Updates were generally minor corrections based on updated totals. For reference, the data that was originally reported in 2012 can be accessed via our 2012 sustainability report which is available at www.pg.com/sustainability.

1 metric ton = 1,000 kg = 2,205 lbs.

(1) Beauty includes Hair Care and Personal Beauty Care. Grooming includes Blades and Razors, and Devices. Health Care includes Personal Health Care, Feminine Care and Oral Care. Fabric Care and Home Care includes Fabric Care, Home Care, Batteries, Snacks and Pet Care. Baby Care and Family Care includes Baby Care and Family Care. Technical Centers includes each of the technical and research centers that support the business units. Distribution Centers includes facilities that distribute finished product. Numbers do not include production from contract manufacturing operations.

(2) Estimated from shipment figures.

(3) Data is tracked at a corporate level.

(4) Wastewater chemical oxygen demand (COD).

(5) Air emissions include particulates, SO_2, NO_X, CO, and VOC.

(6) Greenhouse gas emissions resulting from fuel combustion sources.

(7) Greenhouse gases resulting from fuel combustion sources and purchased energy.

(8) Releases defined in the U.S. Superfund Amendments and Reauthorization Act (SARA) by the U.S. Environmental Protection Agency.

Social Responsibility

Doing the right thing is the foundation of P&G's Purpose, Values, and Principles. It is naturally woven into the way we work every day—paying competitive wages, working consistently with our retailers and suppliers, preventing conflicts of interest, ensuring consumer privacy, and maintaining financial stewardship. This approach to business is at the heart of all we do at P&G.

Doing the right thing also includes investing in the communities in which we live, work, and serve. At its core, P&G Social Responsibility efforts aim to improve lives, which has been the Company's intention for more than 175 years.

In this section we provide perspective on our Social Responsibility Programming, as well as our policies and practices.

SOCIAL RESPONSIBILITY PROGRAMS

Consistent with P&G's strengths, we focus our work on providing the comforts of home and improving health and hygiene for people around the world. Through this work, we are leveraging the company's core competencies to address critical social needs, such as those outlined in the United Nations Millennium Goals focused on housing and sanitation as well as child and maternal health.

Our two focus areas for our social responsibility programming are:

Comforts of Home

P&G is providing everyday essentials that help create the experience of home for families who can't afford them or who have been displaced.

Health and Hygiene

P&G is supporting hygiene education and everyday healthy behavior changes that prevent illness and improve confidence.

By focusing where we can uniquely add value, P&G can make a bigger impact on the communities in which we live and work, around the world. Our social responsibility programs come to life through partnerships with organizations who have the expertise and capability to help implement these initiatives.

2020 Goal Update

In 2012/13, P&G social programs benefited more than 60 million people in need around the world, exceeding our annual goal of 50 million. P&G is committed to using our unique capabilities to improve life. Just this year, P&G supported people in need around the world by providing 20,000 personal care kits for disaster victims, and provided the 6 billionth liter of clean drinking water through the P&G Children's Safe Drinking Water program.

Social Responsibility Program Locations

Asia

- Australia
- Bangladesh
- Cambodia
- China
- East Timor
- Hong Kong
- India
- Indonesia
- Japan
- Laos
- Maldives
- Malaysia
- Myanmar
- Nepal
- New Zealand
- North Korea
- Papua New Guinea
- Philippines
- Singapore
- South Korea
- Sri Lanka
- Taiwan
- Thailand
- Vietnam

Central and Eastern Europe, Middle East and Africa

- Afghanistan
- Angola
- Algeria
- Azerbaijan
- Botswana
- Bulgaria
- Burkina Faso
- Cameroon
- Chad
- Côte d'Ivoire
- Croatia
- Czech Republic
- Democratic Republic of the Congo
- Djibouti
- Egypt
- Estonia
- Ethiopia
- Gabon
- Georgia
- Ghana
- Guinea-Bissau
- Hungary
- Iceland
- Iran
- Iraq
- Israel
- Jordan
- Kazakhstan
- Kenya
- Kyrgyzstan
- Latvia
- Lebanon
- Liberia
- Lithuania
- Madagascar
- Malawi
- Mali
- Mauritania
- Mongolia
- Morocco
- Mozambique
- Namibia
- Niger
- Nigeria
- Pakistan
- Poland
- Romania
- Russia
- Rwanda
- Saudi Arabia
- Senegal
- Sierra Leone
- Slovenia
- Slovakia
- Somalia
- South Africa
- South Sudan
- Syria
- Tajikistan
- Tanzania
- Turkey
- Turkmenistan
- Uganda
- Ukraine
- Uzbekistan
- Zambia
- Zimbabwe

Latin America

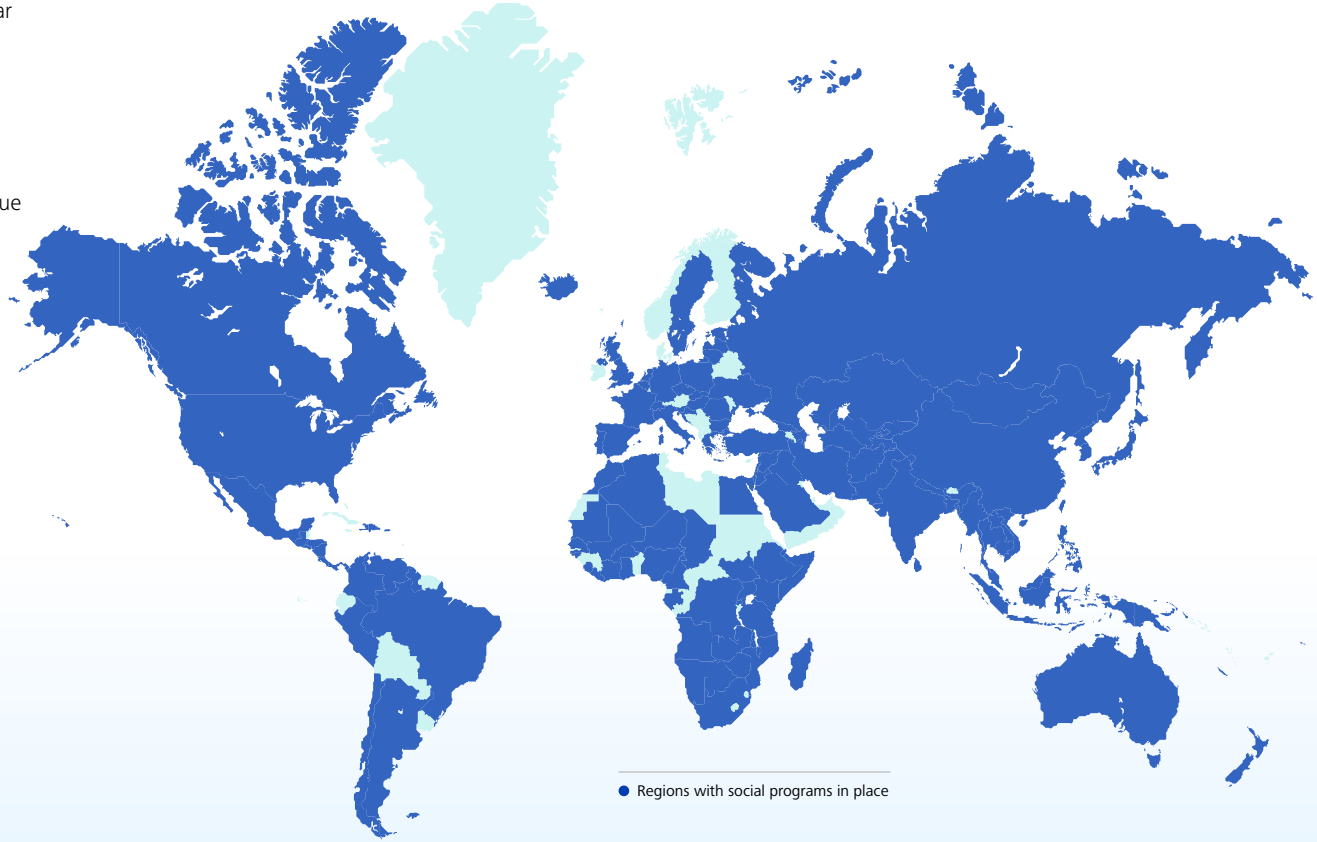
- Argentina
- Brazil
- Chile
- Colombia
- Costa Rica
- Dominican Republic
- El Salvador
- Guatemala
- Guyana
- Haiti
- Honduras
- Mexico
- Nicaragua
- Panama
- Peru
- St. Lucia
- Venezuela

North America

- Canada
- Puerto Rico
- United States

Western Europe

- Belgium
- France
- Germany
- Greece
- Italy
- Netherlands
- Portugal
- Spain
- Sweden
- Switzerland
- United Kingdom



Comforts of Home

The following programs represent some of P&G's efforts within the focus area Comforts of Home.

Disaster Relief

P&G's commitment to support victims after widespread disasters is a natural expression of our Purpose to improve lives. When a disaster strikes, our response is anchored in product donations. Collectively, our brands can meet many of the most basic needs people have when they're displaced and have lost access to everyday essentials to help them experience the comforts of home. This past year, P&G responded to disasters in India, Guatemala, United States, Canada, Germany, Austria and the Philippines.

Habitat for Humanity International

P&G partners with Habitat for Humanity in their efforts to provide decent, safe, and affordable places to live for families in need by sponsoring home builds around the world in over 12 countries. Over 3,000 employees have committed to help build and clean homes, and P&G is providing product donations to first-time homeowners.

SOS Children's Villages

SOS Children's Villages is the world's largest charity dedicated to orphaned and abandoned children—raising children without homes in villages in 133 countries. P&G support helps SOS children have the benefit of a stable, loving family environment that includes health and hygiene education and the necessities of life and home.

Downy Touch of Comfort

In the United States, Downy has partnered with Quilts for Kids to help create and deliver homemade quilts to comfort hospitalized children. These quilts help to provide a comfort of home to children who may be spending their first night away from home in a hospital where they are typically restricted from bringing their favorite stuffed animal or other non-machine washable items from home. Since the program's inception, Downy has provided over 20,000 quilts to hospitalized children.

Collectively, our brands can meet many of the most basic needs people have when they're displaced and have lost access to everyday essentials to help them experience the comforts of home.

Health and Hygiene

The following programs represent some of P&G's efforts within the focus area of Health and Hygiene.

P&G Children's Safe Drinking Water Program

The P&G Children's Safe Drinking Water program (CSDW) is helping the nearly one billion people in the developing world who do not have access to clean drinking water. Through P&G Purifier of Water packets, potentially deadly water is turned into clean, drinkable water. Each packet treats 10 liters of dirty water, and they are portable, so they can be used anywhere in the world, including areas affected by natural disaster. P&G is committed to making a difference through this program as we strive to save one life every hour by 2020.

Pampers UNICEF Vaccination Program

Since 2006, Pampers' funding has helped to protect 100 million women and their babies against maternal and neonatal tetanus—a preventable disease that claims the lives of 58,000 babies within their first month of life. The Pampers-UNICEF partnership has already helped eliminate MNT in ten countries. Pampers is committed to support UNICEF in their efforts to eliminate MNT from the face of the earth.

Wella Making Waves

Partnering with UNICEF, WELLA Professionals offers vulnerable young people in emerging countries a more beautiful outlook through life skills training and hairdressing education. Since the launch of WELLA-UNICEF Making Waves in 2010, the project has helped more than 7,000 vulnerable young people realize their potential and make a sustainable living in Brazil and Romania.

Pantene Beautiful Lengths

Beautiful Lengths, a partnership between Pantene and The American Cancer Society, allows Pantene to help women grow and donate long, strong, beautiful hair and provide the funds to turn this hair into free, real-hair wigs for women with cancer. Since 2006, the campaign has received more than 480,000 hair donations from generous men, women and children. More than 28,000 real-hair wigs have been provided to female cancer patients for free in the U.S. and Canada, giving them confidence to face everyday challenges during the fight of their lives.

CSDW Goal Update

We have delivered over 1.2 billion liters of clean water this year, and we are on track to meet our goal to "Save One Life Every Hour" which requires that we deliver 2 billion liters every year by 2020. Highlights from the past year include opening of the new P&G Purifier of Water packet manufacturing site in Singapore in November 2012, reaching the 6 billionth liter milestone and announcing a Global Development Alliance partnership with USAID for a Healthier Myanmar in May 2013.

P&G employees helped migrant children in China learn daily handwashing behaviors.

SOCIAL RESPONSIBILITY POLICIES AND PRACTICES

Responsible business practices are embedded within P&G's culture, beginning with our Purposes, Values, and Principles. We believe the interests of the company and the individual are inseparable. We recognize the important responsibility we have to operate ethically, in accordance with the law, and with respect for all individuals. The following pages share our approach to responsible operations within the area of social responsibility.

Policies and Practices

- Human Rights
- Human Resources
- Diversity
- Global Medical
- Worldwide Health, Safety, and Environment Systems
- Compliance with Laws and Regulations
- Notices of Violation (NOVs)
- SARA 313 Releases
- Stakeholder Engagement
- Advertising and Promoting to Consumers Appropriately
- Eliminating Research Involving Animals
- Sustainability Guidelines for Supplier Relations
- Supplier Diversity
- Personal Information Privacy

Human Rights

During the last year, P&G has continued its involvement in a number of human rights and other related social responsibility initiatives:

1. Continued to monitor the work of the UN Working Group on Business and Human Rights, including discussions with Mr. Puvan Selvanathan, the current Chair of the Working Group.
2. Member of the UN Global Corporate Community of Practice that is developing due diligence best practices.
3. Hosted and discussed best practices associated with International Labor and Human Rights conducted by the Human Resource Policy Association (HRPA). Thirty-five participants from eight companies (including P&G) attended.
4. Participated in the annual Human Rights seminar sponsored by The Coca-Cola Company. This year's focus was on implementing respect for human rights.
5. Continued leading the Human Rights Work Stream effort within AIM-Progress to build the capability of members to conduct human rights due diligence of their supply chains focusing on assessing actual and potential human rights impacts.

Respect for human rights is implemented through our policies, practices, and due diligence systems (e.g., employee rights; employee benefits; health, safety, and environment; water; health services; HIV/AIDS; product safety; worldwide business conduct manual; Sustainability guidelines for Suppliers' Relations; and our Comforts of Home and Everyday Health & Confidence programs).

Last year we used the UN Guiding Principles to develop a human rights policy statement. The intent of this policy is to demonstrate our respect for human rights as expressed in the International Bill of Human Rights (i.e. Universal Declaration of Human Rights and the International Covenants on Economic, Social and Cultural Rights and Civil & Political Rights.) We continue to vet this draft policy internally as well as externally with several companies and a human resource trade association. We are in the final stages of review and expect to finalize the policy during FY13/14.

Human Resources

Human Resources ensures that P&G has the employees, organizational design, and work culture to deliver business productivity and to continually improve consumer, employee, and shareholder value. They provide recruiting, training, development, diversity, benefits, and compensation coordination for the Company.

It is the Company's intent to develop all employees to their full potential. To achieve this goal, the following support systems are in place:

- Career discussions, performance appraisals, assignment plans, transfer and promotion plans.
- Informal network support groups.
- Mentoring to provide informal support and guidance, in addition to coaching and training provided by each employee's direct manager.

Employee Privacy

Procter & Gamble is committed to maintaining the principles of integrity and trust with respect to our employees' privacy. We will only collect personal information about our employees where it is necessary to carry out legitimate business objectives and to provide employee services. Access to employee data will be limited to only those that have a legitimate business need or to fulfill a legal requirement.

Harassment Policy

P&G is committed to providing a harassment-free work environment. This is the right thing to do not only from a social perspective but also from a business perspective. It enables our diverse workforce to contribute to their highest potential. We will not tolerate harassment of anyone by anyone—including employees, suppliers, customers, contractors, and agencies. Every employee is expected to be proactive in ensuring that the work environment is free from harassment of any kind. Managers of others are responsible for setting clear expectations for acceptable behavior in the workplace.

Wages

P&G supports paying employees a competitive wage, as benchmarked against other leading companies. Consistent with our principle of valuing personal contribution and mastery, we provide employees the opportunity to develop their skills and capabilities to enhance their ability to succeed in their career, consistent with the needs of the business.

Benefits

P&G is a recognized leader in employee benefits. The Company's benefits have been developed to help protect the financial security of employees. These benefits include comprehensive coverage for health care, vacation and holiday time, and other work/family balance benefits, including flextime, child care leave, and less-than full-time schedules.

Diversity & Inclusion

Diversity & Inclusion has always been a part of our DNA and all we do. It is part of our Purpose, Values and Principles and critical to business growth. And as we continue on our journey, we have become more deliberate with our diversity efforts to ensure that inclusion is a key focus area. And we want to be recognized as a Global Leader for Diversity and Inclusion.

As a Company, our business model is built on and driven by consumers. Consumers are at the heart of everything we do. We cannot create brands and products to improve the lives of the worlds' consumers unless we understand and value the diversity of those we serve and those we work with.

To do so, we have a mission to ensure Everyone Valued, Everyone Included, Everyone Performing at Their Peak.™

We strive to develop a workforce that reflects the markets and consumers we serve and to fully value and leverage their experiences, insights and talents. And we are respectful of all employees regardless of race, gender, color, religion, national origin, age, sexual orientation, gender identity and expression, disability, or any other non-job related personal characteristic.

Diverse Talent Throughout

P&G is a build-from-within Company. Just as our consumers are global and diverse, so are our employees. By design, we ensure that leadership has broad, global perspectives. We recruit top talent from diverse backgrounds and cultures around the world. Our employees need to reflect the diverse markets and consumers we serve. P&G employees represent more than 140 nationalities worldwide, and we have the most globally diverse and experienced leadership team in the Company's history.

Trusting, Open, and Inclusive Culture

At the core of our strategy, we want to foster a culture of inclusion so that everyone is valued, included, and performing at their peak. To support our diverse and global workforce, we have seven corporate affinity groups. P&G's affinity groups offer an internal forum for employees to connect and build a strong sense of community as well have the opportunity to be in service to the Company to deliver better business results. Affinity groups also aim to ensure we attract, develop, and maintain a diverse workforce.

Structurally, each group is sponsored by a senior leader in the Company and regularly meets with executive leadership on key areas and opportunities. Additionally, there are also numerous grassroots employee resource groups throughout the Company, representing a large variety of diverse interests throughout our entire employee population.

P&G's affinity groups began in the early 1960s and have continually evolved, formalizing in the 1990s, and continuing on a journey to help P&G further foster a culture of high inclusivity.

We want to foster a culture of inclusion so that everyone is valued, included, and performing at their peak.

Embedded in Our Culture for Lasting Change

Diversity & Inclusion capabilities aim to foster and grow an open and inclusive culture through a blended learning approach (classroom, webinars, assessment tools, and employee interest groups). Topics include flexibility, cultural competency, affinity (People with Disabilities, Gender and Lesbian/Gay/Bisexual/Transgender), generations, and understanding differences in working and thinking styles. Understanding differences enables employees to build collaborative diverse relationships to successfully drive business growth.

Foundational Diversity & Inclusion capability focuses on key concepts such as micro-inequities, unconscious bias, benefits in leveraging diversity, and intent versus impact on others. By understanding these types of differences, it enables our employees to be in touch and build collaborative diverse relationships so that we can all successfully grow our business together.

Diversity Metrics

P&G continues to focus on diversity as a global strategy and expects its workforce to become increasingly diverse, enabling us to serve more of the world's consumers. Global data on enrollment by gender is shown in the following table:

Global Enrollment	2013	2012	2011
% Female			
Management	43.6	43.0	42.3
All Other Employees [1]	39.0	37.1	37.2

The percentages of minority and female employees in the United States are shown in the following table:

U.S. Enrollment	2013	2012	2011
% Minorities			
Management	24.0	23.9	23.7
Non Management [1]	18.0	18.1	18.7
% Female			
Management	42.0	41.7	41.4
Non Management [1]	36.0	38.3	37.8

(1) Administrative, Technical, and Plant Technicians

External Recognition

Working Mother

- NAFE Top 10 Companies for Executive Women (2013—Top 10)
- Top 10 Companies for Multicultural Females (2013—Top 10)
- Top 10 Companies for Working Mothers (2013—Top 10)

DiversityInc

- Top Companies for Diversity (2013 #7)
- Top 10 Companies for People with Disabilities (2013 #2)
- Top 10 Companies for Latinos (2013 #2)
- Top 10 Companies for Asian Americans (2013 #2)
- Top 10 Companies for Recruitment and Retention (2013 #5)
- Top 10 Companies for Executive Women (2012 #5)
- Top 10 Companies for Cultural Competence (2012 #3)

Fortune

- 2013 Most Powerful Women (Melanie Healey #11; Deborah Henretta #17, MaryLynn Ferguson McHugh #29)

Nikkei Woman's Best Place to Work

- P&G Japan #2 (2012)

Human Rights Campaign

- Rated "90" on Corporate Equality Index
- 2011 Greater Cincinnati Corporate Equality Award

Disability Matters

- 2012 Disability Matters Workforce Award (second consecutive year)
- 2012 Disability Matters Disability Champion Award —Miguel Garcia

ABILITY Magazine

- 2010 Best Practices Award

Women Corporate Directors

- 2011 Visionary Award for Leadership in Governance —Bob McDonald

Women's Business Enterprise Hall of Fame

- Corporate Advocate Category —2011 Inductee

DiversityBusiness.com

- Top 50 Organizations for Multicultural Business Opportunities (2012)

Women Engineers Magazine

- Top 50 List

Global Medical

We touch and improve the lives of our employees with focused delivery of our five Global Medical Priorities.

The P&G Medical vision "Healthy People, Healthy Business" reflects the importance of the wellness, productivity and innovativeness of employees. Our global Employee Health and Wellness Policy insures that we deliver:

- the same corporate health and wellness standards at all P&G locations consistently around the world, assuring that sites provide employees with the appropriate level of occupational health assurance programs and services;
- comprehensive and effective emergency care for our employees, onsite contractors and visitors at all our facilities;
- compliance with related laws and regulations and share this expectation with all of our business partners;
- a culture of health and actively involve employees in protecting and promoting their own health and wellness by providing high quality health services and programs such as Vibrant Living;
- WorkLife Solutions and Employee Assistance Programs (EAP) to support employees and their families.

During the past year, Global Medical delivered in times of regional crisis, assisting our employees and local health providers with medical guidance, supplies, and support.

Our programs are making a difference. Our P&G Health Services/Vibrant Living Health Centers sites worldwide had over 364,000 visits by employees in the past fiscal year. Over the last 3 years, we have seen an annual increase in employee visits to our Health Centers sites

Health Care Visits

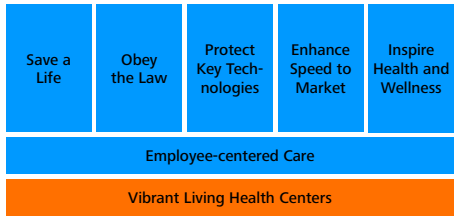
Employees who utilized Health Services or on-site Health Programs reported better personal well-being scores of 10 percentage points or higher compared to those not using these services and programs as measured by the 2013 P&G Employee Survey. Also, employees who utilized WorkLife Solutions and Employee Assistance Programs had personal well-being scores of 14 percentage points higher than those who did not use these services.

Since P&G is a principles-driven company, the following Global Medical Priorities drive all of our health systems worldwide:

1. Save a Life (Protect Our People)
2. Obey the Law (Protect Company Reputation)
3. Protect Key Technologies (Protect Brand Integrity)
4. Enhance Speed to Market (Support Emerging Technologies and New Business Development)
5. Inspire Health and Wellness (Vibrant Living, Travel Medicine Support, Global WorkLife Solutions and EAP Programs

We ensure consistent global delivery of high quality health systems via our Health Systems Key Elements (HSKE) site audit process. HSKE defines the corporate governance, country legal & clinical governance standards & requirements for our health systems worldwide. This year we renewed and updated all standard operating procedures and added standards and requirements to build strong customer focus into our services. Also, we developed and deployed comprehensive global training and guidance manuals.

GLOBAL MEDICAL SYSTEMS



P&G Medical
Healthy People • Healthy Business

P&G Vibrant Living

In 2013, we continued the global rollout of the P&G Vibrant Living initiative with the intent to bring all Health & Wellness programs together to better serve our employees and their families. Our vision is to become the Healthiest, Most Engaged People in the World. P&G's Vibrant Living strategy reflects these three focus areas:

Culture of Health—through emphasis on nutrition, fitness, easy access to our health information, and an environment that encourages healthy choices and personal management of health risks.

Health Education and Training—through programs like Corporate Athlete and WorkLife Solutions/EAP Programs.

Employee Engaged Health Care—provides greater understanding of local health care resources and enables informed individual health choices.

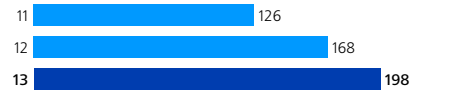
Highlights of our progress include:

Vibrant Living branded programs have been rolled out to 198 P&G sites in 47 countries (see map for Vibrant Living program countries).

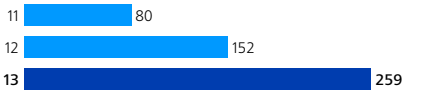
Over 259 Vibrant Living Health Coaches (nurse and physicians) and Champions have been trained and qualified across all five regions (Asia, CEEMEA, Latin America, North America, and Western Europe).

The Vibrant Living Site Certification Program was developed and deployed globally to ensure that our Culture of Health goals are met. Thirty-three sites have now attained Vibrant Living Certification, and many more applications are currently under review

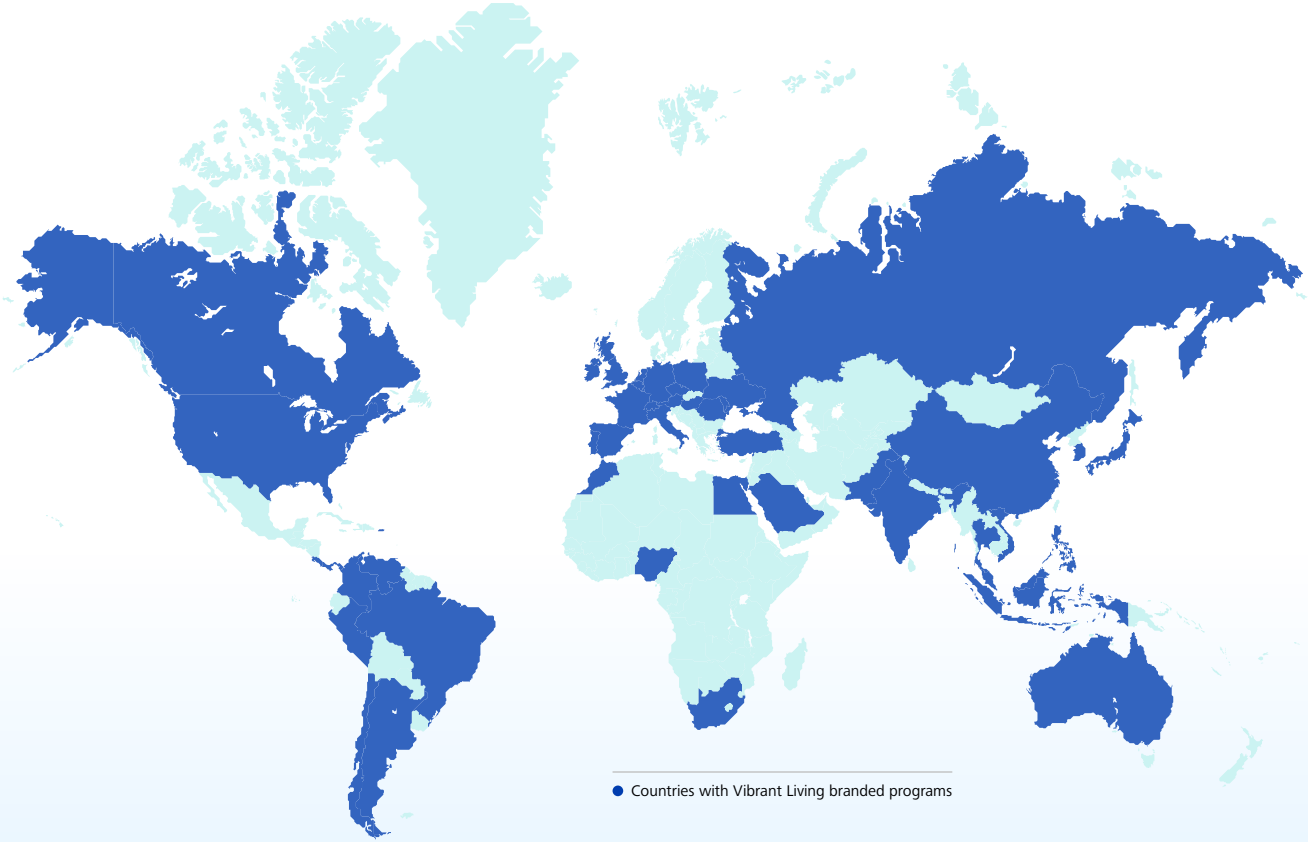
Sites with Vibrant Living Branded Programs



Vibrant Living Health Coaches and Champions



Vibrant Living Program Countries



Worldwide Health, Safety, and Environment Systems

Health and Safety Policy

P&G is committed to having safe and healthy operations around the world. The goals are to protect the lives and health of its employees and the communities surrounding its operations, as well as to protect its assets, ensure business continuity, and engender public trust.

To accomplish this, P&G will:

- Operate facilities safely and ensure that processes are safe and healthy for our employees and residents of the surrounding communities. We will accomplish this by following uniform corporate safety-standards around the world. Safe operations have been a longstanding part of Company culture, reflecting the belief that our employees are our most important asset.
- Construct our facilities so as not to compromise on the safety and health features designed into them.
- Monitor progress toward our objective of preventing injuries, illnesses, and incidents. We will continually assess and improve our safety and health technologies and programs.
- Have every employee understand and be responsible for incorporating safe behavior in daily business activities. Every employee is trained to work in a safe and healthy manner.
- Have operating standards, practices, systems, and resources in place to implement this policy.

Worldwide Health, Safety & Environment Organization

Health, Safety & Environment (HS&E) is a global community of resources responsible for ensuring that all sites worldwide—including Innovation Centers, Distribution Centers, acquisitions, and established plants—are operated safely and legally; that process hazards are minimized or eliminated; that health risks are identified and managed or eliminated; and that waste from sites is reduced as much as possible. Several thousand employees spend all or a portion of their time on HS&E management. This year, 1,776 full-time equivalents were involved in HS&E activities. This is down 4% from 1,783 FTEs last year and reflects the reorganization of P&G HS&E systems into a more focused support structure.

HS&E total costs for existing sites, which includes costs for personnel, operations, and contractor expenses for HS&E activities in 2012–2013, were $161.9 million, which is up 12% versus last year's $146.7 million. Efforts to reduce the amount of waste disposed have increased our overall quantity of recycling, and revenue generated from these recycling activities was $59 million, up 6.5% from last year.

There are three major components to a site's HS&E organization: Environmental, Technical Safety, and Industrial Hygiene & Safety leaders; Fire Protection Systems leaders; and an overall HS&E leader. The HS&E site organization also closely partners with the site Health Service, or Medical leader. P&G uses a phased, detailed Risk Assessment process to evaluate the safety of processes and initiatives being introduced at its own manufacturing operations as well as at contractor manufacturing operations. The Risk Assessment process is designed to enable high-speed innovation.

P&G has verified that the HS&E program at all its manufacturing facilities meets the intent of the environmental management standard ISO 14001. In 2006, we extended verification to the Global Health and Safety Management standard OSHAS 18001. This verification was conducted by Environmental Resources Management (ERM), a highly respected international consulting firm in the field of environment, health, safety, and sustainability.

Industrial Health and Safety

The health and safety of P&G employees are paramount in the principles of the Company:

- Nothing we do is worth getting hurt
- Safety can be managed
- Every illness and injury could and should have been prevented
- Safety and health are everyone's responsibility

The Company tracks and reports two metrics for worker safety: total incident rate (TIR) and total lost workday case rate (LWDC). TIR includes all cases that result in loss of consciousness, lost workdays, restriction of work or motion, medical transfer to another job, or medical treatment beyond first aid. LWDC includes all cases that involve days away from work or days of restricted activity beyond the day of injury or onset of illness. The TIR target for sites is to be below 0.5 cases per year, per 100 employees. To achieve such rates, programs to address employee safety, such as safe behaviors, ergonomics, and confined space entry have been implemented. No target has been set for LWDC. Instead, incidents that potentially could lead to lost workdays are managed. The following data is based on criteria established by P&G for use at all sites including acquisitions, plants, and technical centers. This year's TIR was lower versus last year, at 0.34 versus 0.36 incidents per 100 employees, while the lost workday rate was flat at 0.19 versus 0.19 cases per 100 employees one year ago. Both are lower than industry averages.

Total Incident Rate
(Injury and illness per 100 employees)

Total Lost Workday Case Rate
(Lost and restricted workday cases per 100 employees)

P&G has over 30 manufacturing plants and technical centers celebrating over 3 million safe work hours without a lost workday injury. The charts below highlight some of our top facilities from ranked by number of safe work hours.

Audit Programs

P&G's HS&E audit programs are designed to ensure compliance with national, state, and local regulatory requirements as well as corporate standards and procedures. Audit findings are reported promptly to the business management teams, who must address and correct all issues in a timely manner. P&G's audit programs apply to all plants, innovation centers, and distribution centers, worldwide. The fundamental philosophy is to use standards worldwide, implemented by trained professionals at facilities and audited each year using a consistent, comprehensive approach. The metrics used are consistent with that philosophy. Audits measure performance against a mandatory set of standards and standard operating procedures. The target performance is 8.0 or better on a 10-point scale. The percentage of sites audited this year was 99%.

Sites Conducting Annual Audits
(Percentage)

Top 5 sites with highest safe working hours

Manufacturing Sites

Site	Safe Hours*	GBU	Region
Boston	11,600,000	Grooming	NA
Ibadan	10,000,000	Fabric and Home Care	CEEMEA
Jeddah MPC	7,700,000	Baby Care	CEEMEA
Auburn	6,900,000	Feminine Care	NA
Rakona	6,800,000	Fabric and Home Care	CEEMEA

Technical Centers

Site	Safe Hours*	GBU	Region
Kobe Innovation Center	19,500,000	Technical Centers	Asia
Sharon Woods Technical Center	14,600,000	Technical Centers	NA
Brussels Innovation Center	8,900,000	Technical Centers	WE
Beijing Technical Center	8,600,000	Technical Centers	Asia
Costa Rica Office	6,800,000	Offices	LA

*Rounded down to the nearest 100,000

HS&E Audit Scores

P&G HS&E resources have been working through a rigorous calibration exercise across all geographies to ensure an appropriate calibration and focus on potential high-risk areas. This calibration exercise is helping to ensure we are holding ourselves to the highest standards and has resulted in a decrease in the number of sites achieving scores of 8.0 or higher. In addition, we also included a number of recent acquisition sites this year. As is typical with many acquisitions, it takes time for them to reach an HS&E audit score > 8.0 and several sites are still short of that target. Both of these factors contributed to the decrease in the percentage of sites with HS&E audit scores > 8.0 since 2011. However, since last year we have increased the percentage of sites that have audit scores > 8.0 and have plans in place drive additional progress over FY13/14.

Sites with HS&E Audit Scores > 8.0
(Percentage)

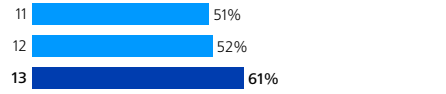
Fire Protection

P&G operates its fire protection program on the basic principle that each facility is unique and should have a program designed to meet its specific requirements. Working with the Insurance Division, HS&E has developed a checklist-based assessment process that evaluates the fire protection equipment, maintenance and inspection, and emergency response capability of a site versus the appropriate level of fire protection required at that site. Each plant, innovation center, and major distribution center is assessed annually. The target performance is 8.0 or better on a 10-point scale.

Fire Protection Audit Scores

The fire protection assessment program was changed significantly in 2011 even though we had a historically low number of fire losses and no regulatory issues. The new audit process was designed to be much clearer and calibrated relative to our internal fire protection standards. These process changes resulted in a more rigorous and globally calibrated approach to conducting these assessments. This 2011 process change decreased the number of sites with scores > 8.0. However, since that intervention we have been making steady progress and this year, 61% of sites had Fire Protection audit scores over 8.0. Sites will continue to work against action plans to improve scores over the course of the next year.

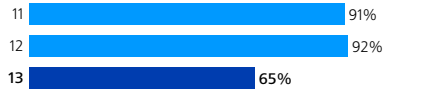
Sites with Fire Protection Audit Scores > 8.0
(Percentage)



Site HS&E Leadership Training

A key indicator of HS&E systems capability is the percentage of sites with trained and qualified leaders. Leadership candidates train on-site for an extended period after attending a week-long seminar where their knowledge and ability to handle specific situations are assessed. For full qualification, the candidates must complete a qualification project at their own plant. Similar to our HS&E audit scores, we have seen a recent decrease in the number of qualified leaders due to acquisitions and normal attrition. Short term gaps are covered via corporate resources while we accelerate training plans. Currently 65% of sites worldwide have HS&E leaders qualified by Corporate/GBU staffs, and 76% have qualified fire-protection leaders. This training and qualification program applies to all sites, including Technical Centers and acquisitions.

Sites with HS&E Qualified Leaders
(Percentage)



Sites with Fire Protection Qualified Leaders
(Percentage)

Compliance with Laws and Regulations

There are numerous health, safety, and environmental requirements worldwide. Plants are subject to safety rules and emission limits with operating requirements that may be embodied in sources such as statutes, regulations, laws, and permits. It is P&G's intent to comply with both the letter and the spirit of statutes, regulations, laws, and permit requirements. Identified compliance issues are treated seriously, and all noncompliance matters are resolved as expeditiously as possible.

Notices of Violation

In 2013, we saw an increase in total penalties. This was primarily due to a single penalty received for a third-party vendor improperly handling our waste products. The fine is still under review, but is included in the summary numbers below. Using the learnings from this incident, we have put additional focus on evaluating how third-parties are handling our waste materials.

	2013	2012	2011
Number	**43**	34	36
Fines	**$709,061**	$93,760	$53,259

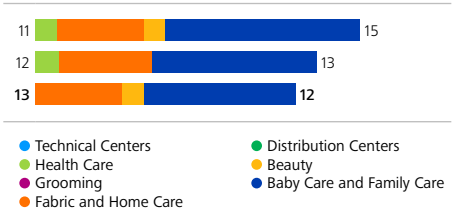
A breakdown of Notices of Violations (NOVs) is provided below:

	Number of NOVs	Fines
Water-Based	10	$26,100
Air-Based	6	$7,748
Solid Waste-Based	4	$608,400
Paperwork	2	$365
Transportation-Based	4	$13,027
Other	1	$0
Worker Safety	16	$53,421
Total	**43**	**$709,061**

Air Emissions

Each site monitors total suspended particulates, volatile organic compounds (VOCs), carbon monoxide (CO), nitrogen oxides (NO_x), and sulfur oxides (SO_x). Overall, the total air emissions decreased versus last year to 12 thousand metric tons.

Air Waste by GBU
(Thousand of metric tons)



SARA 313 Releases
(United States only)

U.S. P&G plants report annually on the release of toxic chemicals to the air, water, and land. These releases are defined in the U.S. Superfund Amendments and Reauthorization Act (SARA) by the U.S. Environmental Protection Agency. The purpose of this documentation (referred to as section 313) is to report publicly the releases and transfers of hazardous chemicals as defined by the agency.

SARA 313 U.S.
(Total metric tons released or transferred)

*The 11/12 data previously reported in the 2012 Sustainability Report has been updated to reflect actuals.

Stakeholder Engagement

P&G works hard to be a good corporate neighbor and to improve lives in the communities where we live and work.

Communities

Each P&G production facility has site-specific activities to build constructive relationships with local authorities, industry associations, residential and business neighbors, action groups, thought leaders, and news media. Depending on the cultures and interests of individual communities, this can range from regular official meetings, during which new information is shared or questions are answered, to more informal meetings. These could include, for example, a reception for immediate neighbors, where information about the past year and plans for the new year are discussed. P&G ensures continuity in community interaction by meeting regularly with local authorities to update them on plant news. In the neighborhoods of many P&G operations, the Company cooperates with and sponsors local events, so the whole area benefits from the presence of a P&G site.

P&G recognizes the importance of improving the quality of life in our local communities, and we support local initiatives and encourage employee involvement. The most valuable community support we provide usually involves not only writing a check but also taking advantage of the intellectual capabilities and energy of P&G people. We look for areas where we can make a significant, long-term, systemic difference. This leads us to focus on disaster response and health and hygiene. It also allows us to build alliances with strategic partners to achieve a better result than we could alone. We look to our people in the area to work with their local communities and government officials to learn where we can make the biggest difference.

Authorities: Local—Regional—Global

P&G communicates with local, regional, and global authorities directly, both as an individual company and through industry associations. P&G scientists and legal experts review existing and proposed regulations that are relevant to the Company and work with authorities to ensure that policies take the needs and experience of business into account. This is done via meetings with the authorities and comments on their position papers and industry position papers. Activities like these can be very important to ensure that the Company's needs are understood and considered when decisions are being made that can influence P&G's business.

NGOs: Local—Regional—Global

P&G frequently enters into dialogue with nongovernmental organizations (NGOs) to understand their concerns and cares. In order to work constructively with stakeholders, it is essential to have their confidence and be seen as a reliable and open discussion partner. By building an open relationship, we can approach our NGO partners when issues arise. There is a wide range of NGOs that vary by area of interest (environmental, consumer, animal welfare, etc.), by attitude (from extreme to moderate), and by their geographic links (from local to global). Depending on their characteristics, a number of NGOs can be seen as the vocal spokespeople for the general public. Consumer organizations exist in many countries. These organizations contact companies to compare products and voice comments they receive from their members. P&G continuously provides consumer organizations with information on new initiatives and cooperates with them in answering consumer questions.

Consumers

At P&G, we are committed to providing products and services that can help improve the lives of our consumers, all over the world. In developing and marketing our products we adopt a "Consumer is Boss" approach, to ensure that we delight consumers by launching only new products and product improvements that genuinely meet their needs. Before establishing a project for a new product or product improvement, P&G researchers strive to understand consumer needs, in detail, in order to identify those needs that are not fully met today.

Once a product is launched, our commitment to our consumers does not stop there. For P&G, every individual consumer's experience in choosing, buying or using one of our products can provide vital insights to help us further improve our products and services. So we actively encourage consumers to contact our Global Consumer Relations team. We want to hear about our consumers' experiences with our products—both good and bad.

Last year we heard from over eight million consumers who wanted to ask us something about our products or our Company. We proactively offer "traditional" contact channels—phone, letter, e-mail—to consumers, but we are also very aware that consumers' lives are changing (we are consumers too!). Over the last two years we have invested extensively to enable our consumers to engage with us through social media, in addition to our established Carelines. Many of the people in our Global Consumer Relations team are now responsible for establishing online communities in which consumers can ask questions about our Company and our products. This has been a huge success, and has actually enabled us to interact with even more of P&G's consumers in the last fiscal year—which ultimately provided more insights for our Product Development and Marketing teams to help further improve our products and services.

We are also innovating in how we ensure that these important insights from our consumers get to our business teams. Consumers who take the time to contact a company for advice or ask for help to resolve a problem provide valuable insights into our products, which can really help us to improve our brands. So we need to make sure that our consumer's voice is heard in P&G. We do this by using a range of different tools and technologies that provide our business teams with key learnings from consumer comments. In Global Consumer Relations, we recognize that the world is changing and we are investing in innovative technology to better serve our consumers. We feel very privileged that consumers care enough about our products to contact us.

Advertising and Promoting to Consumers Appropriately

The Company does not permit its advertising or promotions for its products to be false or misleading. P&G's Worldwide Business Conduct Standards for Responsible Sales and Marketing Practice states:

We are expected to compete vigorously and effectively, but never unlawfully. For this reason, we are truthful in all of our sales and marketing. We must make only truthful statements about our Company and its products and services. All marketing claims must be substantiated and live up to their promises.

For additional information, please see P&G's Worldwide Business Conduct Manual available via: www.pg.com/en_US/downloads/company/governance/Policy_Worldwide_Business_Conduct_Manual.pdf.

Eliminating Research Involving Animals

P&G strongly believes that ending animal testing is a benefit for all—consumers, animal welfare advocates, and industry. Our goal is to stop animal testing completely. We are fully committed and passionate about our goal and believe the only way to stop animal testing is to develop alternatives. Alternatives help us to innovate more ethically and tend to be cheaper and more effective means to assess ingredient safety. We are proud of the work that we have led in finding alternatives. We have developed more than 50 non-animal testing methods and invested more than $330 million in research and development in finding these alternatives. We've also published our results so that others can benefit from our research. This practice has helped eliminate the need for testing and has reduced significantly the need for others in the industry to use animals in research. Today, we complete more than 99% of all safety evaluations without testing on animals. The remaining tiny percentage comes from studies required by law or because of legally obligated safety requirements where no alternatives are available yet.

We are passionate about continuing our progress in alternatives to research involving animals, so that animal testing can be eliminated. Highlights of our progress include:

- We are a widely respected leader in developing alternatives to animal testing.
- We actively share our discoveries so that others can benefit from our progress; our work has appeared in more than 1,000 scientific publications.
- Our focus on developing non-animal test methods has led to even more predictive approaches using human cell lines, genomics, and the latest in computer modeling and informatics.
- We collaborate with universities, scientists from other companies, governments, and scientifically engaged animal welfare groups to develop and promote acceptance of alternative test methods and to change regulations that still require testing with animals.

For details of our policy and practices, please go to: www.pg.com/en_US/sustainability/policies_practices/animal_welfare.shtml.

Or visit: www.pgbeautygroomingscience.com/animal-testing-alternatives.php.

Sustainability Guidelines for External Business Partners

The foundation of our Sustainability Guidelines for External Business Partners is our Statement of Purpose, Values and Principles. We operate within the spirit and letter of the law and maintain high ethical standards wherever we conduct business. We will actively seek business relationships with external partners who share our values and promote the application of these high standards among those with whom they do business.

The Sustainability Guidelines for External Business Partners (EBP) can be downloaded at: www.pgsupplier.com/en/pg-values/sustainability.shtml.

Summary of Our Guidelines

1. We expect our external partners to comply with all applicable laws of their country, including laws relating to employment, discrimination, environment, and health and safety. Partners who knowingly violate laws or have repeated problems conforming to them will not receive our business.
2. Commercial bribery is illegal and subject to criminal penalties in many countries, including the United States. Any personal payment or bribe to individuals employed by P&G's customers or suppliers/agencies—or receipt of a bribe or personal payment by P&G employees—is strictly prohibited. Even in locations where such activity may not, technically speaking, be illegal, it is absolutely prohibited by Company policy.
3. P&G supports universal human rights, particularly those of our employees, the communities within which we operate, and the parties with whom we do business. In our business award decisions, we will continue to place substantial value upon incumbent and potential partners who consistently respect basic human rights.
4. P&G utilizes fair employment practices, striving to provide a safe, healthy, and productive work environment for its employees. The Company respects employees' right to freedom of association, third-party consultation, and collective bargaining where allowed by law. The Company expects our external business partners to uphold the same standards. Specifically:

- We will not conduct business with companies employing child, prison, indentured, or bonded labor, or using corporal punishment or other forms of mental and physical coercion as a form of discipline.
- We expect business partners to conduct their business without unacceptable worker treatment such as harassment, discrimination, physical or mental punishment, or other forms of abuse.
- At a minimum, we expect our external business partners to comply with all applicable wage and hour laws, and rules and regulations, including minimum wage, overtime, and maximum hours.
- We expect business partners to provide a safe work environment, to prevent accidents and injury, and to minimize exposure to health risks.
- We seek to do business with partners who share our concerns for and commitment to preserving the environment. At a minimum, suppliers, agencies and distributors must meet all current applicable environmental rules, regulations, and laws in their countries.

We communicate these guidelines to our external business partners via our website and reinforce our expectations in our contracts. This makes compliance with the guidelines a condition of business and therefore makes noncompliance grounds for disqualification for all new and ongoing supply agreements.

During the last year, we began a review of the external business partner auditing system and determined there were several areas for improvement. Our EBP Guidelines were developed during the early 2000s and have had only minor modifications since then. However, there is an increased emphasis on human rights due diligence and growing concerns regarding issues of employment eligibility, contract/temporary labor, etc. Thus we established a team to conduct a total renewal of our guidelines and the end-to-end auditing process. For example, we recognized there are risk management tools (e.g., Maplecroft human rights maps) that will enable us to refine the process in selecting partners for third-party auditing. Finally, we identified that we need to improve our process to ensure that external partners were correcting noncompliance in a timely basis. As a result of the renewal process, we reduced the number of partners that were audited to those that were part of a third-party business agreement. We expect the new guidelines and auditing process to be re-launched during the next fiscal year.

Supplier Diversity

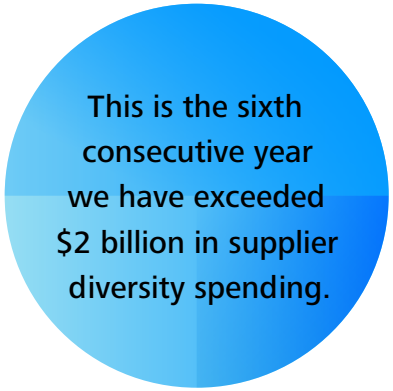
Supplier Diversity is a business strategy for P&G that we have focused on since the mid-1970s. When we invest with diverse suppliers, we not only strengthen our innovation and go-to-market capabilities, but we also touch and improve the lives of the women and men who work in these companies—and through them, their families and the communities in which they live and work. This is an important way we fulfill P&G's Purpose.

P&G makes a significant and ongoing investment in supplier diversity, spending more than $2 billion with minority- and women-owned suppliers in 2012–2013. This is the sixth consecutive year we have exceeded $2 billion in supplier diversity spending. P&G is one of just 18 corporations on the Billion Dollar Roundtable, an exclusive group of companies that invest a billion dollars a year or more with minority- and women-owned agencies, suppliers or external businesses.

Personal Information Privacy

Advances in computer technology have made it possible for detailed information to be compiled and shared more easily and cheaply than ever around the globe. That can be good news for society as a whole and for individual consumers.

At the same time, as personal information becomes more accessible, each of us—companies, associations, government agencies, consumers—must take precautions against misuse of that information. Several countries already have laws protecting consumers from misuse of their personal information, and many others are following suit.



P&G places high priority on safeguarding people's personal information. Even in countries without privacy legislation, we still adhere to our privacy policy. We want to have the trust of consumers and all others who do business with us, including employees, shareholders, retail customers, and recruitment candidates.

P&G's robust privacy program is managed by a Global Privacy Council. Our first objective is to protect an individual's personally identifiable information as if it were our own. All outside companies handling data on our behalf are required to abide by our privacy principles.

Externally, P&G has been a strong advocate of work within the industry to protect the privacy of consumers. For example, P&G has been a leader in the effort to make privacy notices more consumer-friendly and has made our online marketing statement available in 42 languages.

For more information on P&G's global privacy principles, please visit the following: www.pg.com/en_US/company/privacy/.

P&G adheres to U.S./European Union Safe Harbor principles and participates in the Better Business Bureau's EU Safe Harbor Program. For more information, visit: www.bbb.org/us/european-union-dispute-resolution/.

In the United States, P&G is an active participant in the Better Business Bureau's Accredited Business Program. For more information, visit: www.bbb.org/online/consumer/cks.aspx?ID=292000103.

Third-party companies can access our privacy and security guidelines on: www.pgsupplier.com.

Policies & Management Systems

Reporting Boundaries

Our sustainability report provides HS&E data for 136 manufacturing sites and 26 distribution centers, 20 R&D facilities, and 8 of our largest offices, over which we have operational control. (One newly acquired manufacturing site was not included this year.) Human Resources data covers all P&G facilities, unless otherwise stated. Financial data covers The Procter & Gamble Company and its controlled subsidiaries.

Policies

While P&G competes hard to achieve leadership and business success, the Company is concerned not only with results but also with how those results are achieved. We will never condone or tolerate efforts or activities to achieve results through illegal or unethical dealings, anywhere in the world.

Management Systems

P&G's Management Systems ensure that the Company's policies are implemented in a consistent manner throughout the world. These Management Systems align with the Company's policies and promote a regular flow of information that helps the Company better manage its progress on elements of sustainable development.

Performance

P&G measures operational performance in order to drive continuous improvement. A company-wide system of measuring performance has been developed. This approach enables the Company to report data on a wide range of operational categories. Our actions are not just profit-driven but also progress-driven, to ensure a better quality of life for everybody, now and for generations to come. Our extensive consumer research related to our brands also helps us identify ways we can best address sustainability.

Acquisitions

Acquisitions have been included in the metrics presented herein. Acquisitions differ in performance expectations in that we allow a six-year glide path to meet the HS&E audit performance score of 8.0 out of a ten-point scale. A midpoint expectation of 6.5 is expected to be achieved within three years. Typically, acquisitions exceed those expectations.

Process for Data Collection

P&G's data collection systems have been in place for many years. They are designed to be simple enough so that the people closest to the work can use the tools, regardless of their location. This simplicity enables the Company to collect data and update systems annually at a relatively low cost. Each business unit is responsible for the accuracy and consistency of its data.

All data is reported on a global basis. In order to achieve consistency and to ensure a common understanding throughout the organization, employees are trained in how to report and document data. Data is presented in metric units and published in English, with local translation performed where necessary. To ensure the standard collection of data, the Company established the following processes:

Key terms are defined.

- The data to be collected are identified.
- Flow sheets are agreed upon regarding who collects data and on what systems.
- Technically sound methods are used by facilities to estimate data and validate year-to-year results.
- Personnel are trained on the work process, as appropriate.

Updated Historical Data

Over the course of the last year, we have continued to put additional focus on ensuring we have a robust data process in place. As a result of our efforts to ensure data quality, we have updated some of the historical data in our Resource and Waste Summary Table on page 35. The updates were generally minor corrections and updated data was indicated via italicized text. For reference, the data that was originally reported in 2012 is available via our 2012 Sustainability Report which is available for download.

In addition to updating data historical data in our resource and waste summary table, we have also updated the FY09/10 baseline data that we use to calculate the operational footprint reductions since FY09/10. The revised baseline data and the data that was originally reported are summarized in the table below. The graphs and data in this year's report that reference percent reduction since 2010 were calculated using the updated baseline numbers.

Updated FY09/10 Baseline Data
(absolute units * 1000)

	Updated FY09/10 Baseline	Previously Reported FY09/10 Baseline
Waste Disposed (metric tons)	382	363
Energy Consumption (gigajoules)	72,396	71,842
Direct Greenhouse Gas Emissions (metric tons)	2,911	2,795
Total Greenhouse Gas Emissions (metric tons)	5,970	6,200
Water Consumption (cubic meters)	79,530	89,914

GRI Index

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2. ORGANIZATIONAL PROFILE		
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2.3	Operational structure of the organization.	15–19
2.4	Location of organization's headquarters. *The Procter & Gamble Company* *Shareholder Services Department* *P.O. Box 5572* *Cincinnati, OH 45201-5572*	14
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report. *Also see Global Locations www.pg.com/en_US/contact_us/index.shtml*	9, 17–19
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GRI Indicator	Description	Page(s)
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3.3	Reporting cycle (annual, biennial, etc.).	Annual
3.4	Contact point for questions regarding the report or its contents.	*sustainrep.im@pg.com*
Report Scope and Boundary		
3.5	Process for defining report content.	2, 6–8
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3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	35, 55
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3.10	Explanation of the effect of any re-statements of information provided in earlier reports.	55
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	14, 55
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3.13	Policy and current practice with regard to seeking external assurance for the report.	2

GRI Indicator	Description	Page(s)
4. GOVERNANCE, COMMITMENTS AND ENGAGEMENT		
Governance		
4.1	Governance structure of the organization.	20
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	5
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members. State how the organization defines 'independent' and 'non-executive.' *Also see Proxy Statement www.pg.com/en_US/downloads/investors/annual_reports/2013/2013_AnnualReport_proxy.pdf*	20
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body. *Also see www.pg.com/en_US/investors/investor_contacts.shtml*	14
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance. *www.pg.com/en_US/downloads/company/governance/Corporate_Governance_Guidelines.pdf* *Proxy Statement www.pg.com/en_US/downloads/investors/annual_reports/2013/2013_AnnualReport_proxy.pdf*	20
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided. *Also see www.pg.com/en_US/downloads/company/governance/Corporate_Governance_Guidelines.pdf*	20
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics. *Also see www.pg.com/en_US/downloads/company/governance/Corporate_Governance_Guidelines.pdf*	20
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	5–8, 10–11, 23–54

GRI Indicator	Description	Page(s)
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance. *Also see www.pg.com/en_US/downloads/company/governance/Governance_and_Public_Responsibility_Committee_Charter.pdf*	20
4.10	Processes for evaluating the highest governance body's own performance. *Also see www.pg.com/en_US/downloads/company/governance/Corporate_Governance_Guidelines.pdf*	20
Commitments to External Initiatives		
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	22
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	31, 47, 54
4.13	Memberships in associations.	21
Stakeholder Engagement		
4.14	List of stakeholder groups engaged by the organization.	21, 51
4.15	Basis for identification and selection of stakeholders with whom to engage.	51
4.16	Approaches to stakeholder engagement.	29, 32, 51
4.17	Key topics and concerns that have been raised through stakeholder engagement.	6–7, 22, 25, 27, 28, 29, 31, 32, 34, 39, 40, 42, 51–54

GRI Indicator	Description	Page(s)
5. ECONOMIC PERFORMANCE INDICATORS		
Economic Performance		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments. (Core)	13
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change. (Core)	25, 27–30, 37–40
EC3	Coverage of the organization's defined benefit plan obligations. (Core) *Also see financial report www.pg.com/investors/annualreports.jhtml*	42
EC4	Significant financial assistance received from government. (Core) *See financial report www.pg.com/investors/annualreports.jhtml*	N/A
Market Presence		
EC5	Range of ratios of standard entry-level wage compared to local minimum wage at significant locations of operation. (Additional)	42
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation. (Core)	16, 54
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation. (Core)	43–44
Indirect Economic Impacts		
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement. (Core)	36–40
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts. (Additional) *See financial report www.pg.com/investors/annualreports.jhtml*	36–40

GRI Indicator	Description	Page(s)
6. ENVIRONMENTAL		
Materials		
EN1	Materials used by weight or volume. (Core)	35
EN2	Percentage of materials used that are recycled input materials. (Core)	8, 33, 34
Energy		
EN3	Direct energy consumption by primary energy source. (Core)	8, 27, 35
EN4	Indirect energy consumption by primary source. (Core)	8, 27, 35
EN5	Energy saved due to conservation and efficiency improvements. (Additional)	8, 27
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives. (Additional)	8, 25
EN7	Initiatives to reduce indirect energy consumption and reductions achieved. (Additional)	8, 25, 27, 28, 30, 35
Water		
EN8	Total water withdrawal by source. (Core)	29, 35
EN9	Water sources significantly affected by withdrawal of water. (Additional)	N/A
EN10	Percentage and total volume of water recycled and reused. (Additional)	N/A
Biodiversity		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. (Core)	N/A
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas. (Core)	31–32
EN13	Habitats protected or restored. (Additional)	29
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity. (Additional) *Also see www.pg.com/productsafety/downloads/Environmental_Quality_Policy.pdf*	24, 31–32
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations by level of extinction risk. (Additional)	N/A
Emissions, Effluents and Waste		
EN16	Total direct and indirect greenhouse gas emissions by weight. (Core)	8, 27, 35
EN17	Other relevant indirect greenhouse gas emissions by weight. (Core)	8, 27, 35
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved. (Additional)	8, 25, 27–28, 30–35
EN19	Emissions of ozone-depleting substances by weight. (Core)	35, 50
EN20	NO_x, SO_x, and other significant air emissions by type and weight. (Core)	35, 50
EN21	Total water discharge by quality and destination. (Core)	29, 35
EN22	Total weight of waste by type and disposal method. (Core)	8, 34–35
EN23	Total number and volume of significant spills. (Core)	50
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally. (Additional)	34–35
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff. (Additional)	N/A
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation. (Core)	5–8, 23–35
EN27	Percentage of products sold and their packaging materials that are reclaimed by category. (Core)	8, 34–35
EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations. (Core)	50
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce. (Additional)	8, 28
EN30	Total environmental protection expenditures and investments by type. (Additional)	47

GRI Indicator	Description	Page(s)
7. LABOR PRACTICES AND DECENT WORK		
Employment		
LA1	Total workforce by employment type, employment contract, and region. (Core)	9, 44
LA2	Total number and rate of employee turnover by age group, gender, and region. (Core) *Note: We do not track this information globally*	N/A
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations. (Additional)	N/A
Labor/Management Relations		
LA4	Percentage of employees covered by collective bargaining agreements. (Core) *Also see www.pg.com/en_US/downloads/company/governance/PG_Values_Policies.pdf*	N/A
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements. (Core) *Note: We abide by local legislation and our PVPs.*	N/A
Occupational Health and Safety		
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. (Additional)	47–49
LA7	Rates of injury, occupational diseases, lost day's, absenteeism and total number of work-related fatalities, by region. (Core)	48
LA8	Education, training, counseling, prevention and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases. (Core)	45–46
LA9	Health and safety topics covered in formal agreements with trade unions. (Additional) *Also see www.pg.com/en_US/downloads/company/governance/PG_Values_Policies.pdf*	47–49
Training and Education		
LA10	Average hours of training per year per employee-by-employee category. (Core)	46, 49
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. (Additional)	42, 46
LA12	Percentage of employees receiving regular performance and career development reviews. (Additional)	42
Diversity and Equal Opportunity		
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity. (Core) *Also see Proxy Statement www.pg.com/en_US/downloads/investors/annual_reports/2013/2013_AnnualReport_proxy.pdf*	44
LA14	Ratio of basic salary of men to women by employee category. (Core)	42
8. HUMAN RIGHTS		
Investment and Procurement Practices		
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that underwent human rights screening. (Core)	42, 53
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken. (Core)	42, 53
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained. (Additional) *Also see Proxy Statement www.pg.com/en_US/downloads/company/governance/Policy_Worldwide_Business_Conduct_Manual.pdf*	N/A
Non-discrimination		
HR4	Total number of incidents of discrimination and actions taken. (Core) *Also see www.pg.com/en_US/company/purpose_people/diversity_inclusion.shtml*	42–43

GRI Indicator	Description	Page(s)
Freedom of Association and Collective Bargaining		
HR5	Operations identified in which the right to exercise freedom of association or collective bargaining may be at significant risk, and actions taken to support these rights. (Core) *Also see www.pg.com/en_US/downloads/company/governance/PG_Values_Policies.pdf*	53
Child Labor		
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor. (Core) *Also see www.pg.com/en_US/downloads/company/governance/PG_Values_Policies.pdf*	53
Forced and Compulsory Labor		
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor. (Core) *Also see www.pg.com/en_US/downloads/company/governance/PG_Values_Policies.pdf*	53
Security Practices		
HR8	Percentage of security personnel trained in the organization's polices or procedures concerning aspects of human rights that are relevant to operations. (Additional)	N/A
Indigenous Rights		
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken. (Additional)	N/A

GRI Indicator	Description	Page(s)
9. SOCIETY		
Community		
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting. (Core)	50–51
Corruption		
SO2	Percentage and total number of business units analyzed for risks related to corruption. (Core) *Also see Worldwide Business Conduct Manual www.pg.com/en_US/downloads/company/governance/Policy_Worldwide_Business_Conduct_Manual.pdf Governance structure, policies, and procedures www.pg.com/en_US/company/global_structure_operations/governance/index.shtml*	20
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures. (Core) *Also see Worldwide Business Conduct Manual www.pg.com/en_US/downloads/company/governance/Policy_Worldwide_Business_Conduct_Manual.pdf Governance structure, policies, and procedures www.pg.com/en_US/company/global_structure_operations/governance/index.shtml*	20
SO4	Actions taken in response to incidents of corruption. (Core) *Also see Worldwide Business Conduct Manual www.pg.com/en_US/downloads/company/governance/Policy_Worldwide_Business_Conduct_Manual.pdf Governance structure, policies, and procedures www.pg.com/en_US/company/global_structure_operations/governance/index.shtml*	20

GRI Indicator	Description	Page(s)
Public Policy		
SO5	Public policy positions and participation in public policy development and lobbying. (Core) *Also see Worldwide Business Conduct Manual* *www.pg.com/en_US/downloads/company/governance/Policy_Worldwide_Business_Conduct_Manual.pdf* *Governance structure, policies, and procedures* *www.pg.com/en_US/company/global_structure_operations/governance/index.shtml*	20–21
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country. (Additional) *Governance structure, policies, and procedures* *www.pg.com/en_US/company/global_structure_operations/governance/index.shtml*	20–21
Anti-Competitive Behavior		
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes. (Additional)	N/A
Compliance		
SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations. (Core)	50
10. PRODUCT RESPONSIBILITY		
Consumer Health and Safety		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures. (Core)	22
PR2	Total number of incidents of noncompliance with regulations and voluntary codes concerning health and safety impacts of products and services, by type of outcomes. (Additional)	N/A

GRI Indicator	Description	Page(s)
Product and Service Labeling		
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements. (Core)	22
PR4	Total number of incidents of noncompliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes. (Additional)	N/A
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction. (Additional)	51
Marketing Communications		
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship. (Core)	52
PR7	Total number of incidents of noncompliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes. (Additional)	N/A
Customer Privacy		
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. (Additional)	N/A
Compliance		
PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services. (Core) *Note: We do not track this information Globally*	N/A

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Contact:

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