2021 GENDER PAY GAP REPORT

START >

Placing gender equality at the heart of recovery

Our brands are trusted in millions of living rooms, kitchens, utility rooms and bathrooms—and have been passed down from generation to generation. For more than 180 years, we have challenged convention, led innovation and helped to shape culture.

Whilst operating a business of this size and scale is a huge privilege, it comes with a huge responsibility; a responsibility to be both a force for good and a force for growth in the countries and communities that we operate in. As part of this commitment, we continue to make intentional choices in order to advance gender equality—both within our organisation, and in wider society. We believe that by creating an inclusive, gender-equal environment inside P&G—whilst advocating for gender equality beyond P&G—we are helping to shape a world within which everyone can contribute their full potential.

Our gender equality strategy forms part of our overarching Equality and Inclusion (E&I) strategy, which focuses on driving change by:

1. Amplifying the voices of **our employees** to create awareness and understanding, whilst implementing policies and practices that enable them to thrive
2. Harnessing the power of **our brands** to challenge convention, break down barriers and normalise taboos
3. Working alongside **our partners and in local communities** to deliver meaningful, long-lasting impact at scale

WE ARE UNIQUE AND WE ARE UNITED

Click here to view our 2021 gender pay gap data

Message from Management

February 2022

Over the last 12 months, the coronavirus pandemic has continued to provide the backdrop against which businesses have operated. This has proved immensely challenging for many of us, impacting both our personal and professional lives in new and unexpected ways.

When I look at our organisation, what I am most proud of is the way in which everyone has supported each other during the challenging times—enabled by the open and honest environment we have created within P&G, irrespective of whether we're together physically or virtually. Doing so means that our employees are empowered to share their experiences, to take ownership over when and how they work, and to partner with one another to ensure their continued success. This culture is something we're proud to have extended externally, harnessing the power of our brands to drive change, whilst working with partners to extend our reach throughout the communities that we operate in. Doing so has enabled us to continue our progress towards creating a more gender-equal world.

Despite this, we recognise that there is more to do. Meaningful change rarely happens overnight, but we are nevertheless committed to playing our part in making that happen. Whilst we cannot predict the future, nor do we truly understand the long-term, systemic impact the pandemic has had upon gender equality, what we do know is that by highlighting the vitally important role that we all have to play in driving change, we will be one step closer towards creating a more gender-equal world, for everyone.

TOM MOODY
Senior Vice President & General Manager, P&G Northern Europe

We are #UniqueAndUnited

At P&G, we passionately believe in the power of our differences, and actively seek to build an organisation that is reflective of the rich diversity of the people we serve. Driving this forward internally enables us to accelerate our progress externally, leveraging our size and scale to continue to be both a force for good and a force for growth in the countries and communities that we operate in.

To bring this to life, we have a multi-faceted and comprehensive E&I strategy, through which we are working to create a more equal world—both within our organisation, and in wider society. It is comprised of five sub-pillars, of which Gender Equality is one. The others are Racial Equality, Social Mobility, LGBTQ+ Inclusion and People with Disabilities.

Each sub-pillar of our E&I strategy is led by dedicated members of our senior leadership team, who take responsibility for driving our progress forward across the business.

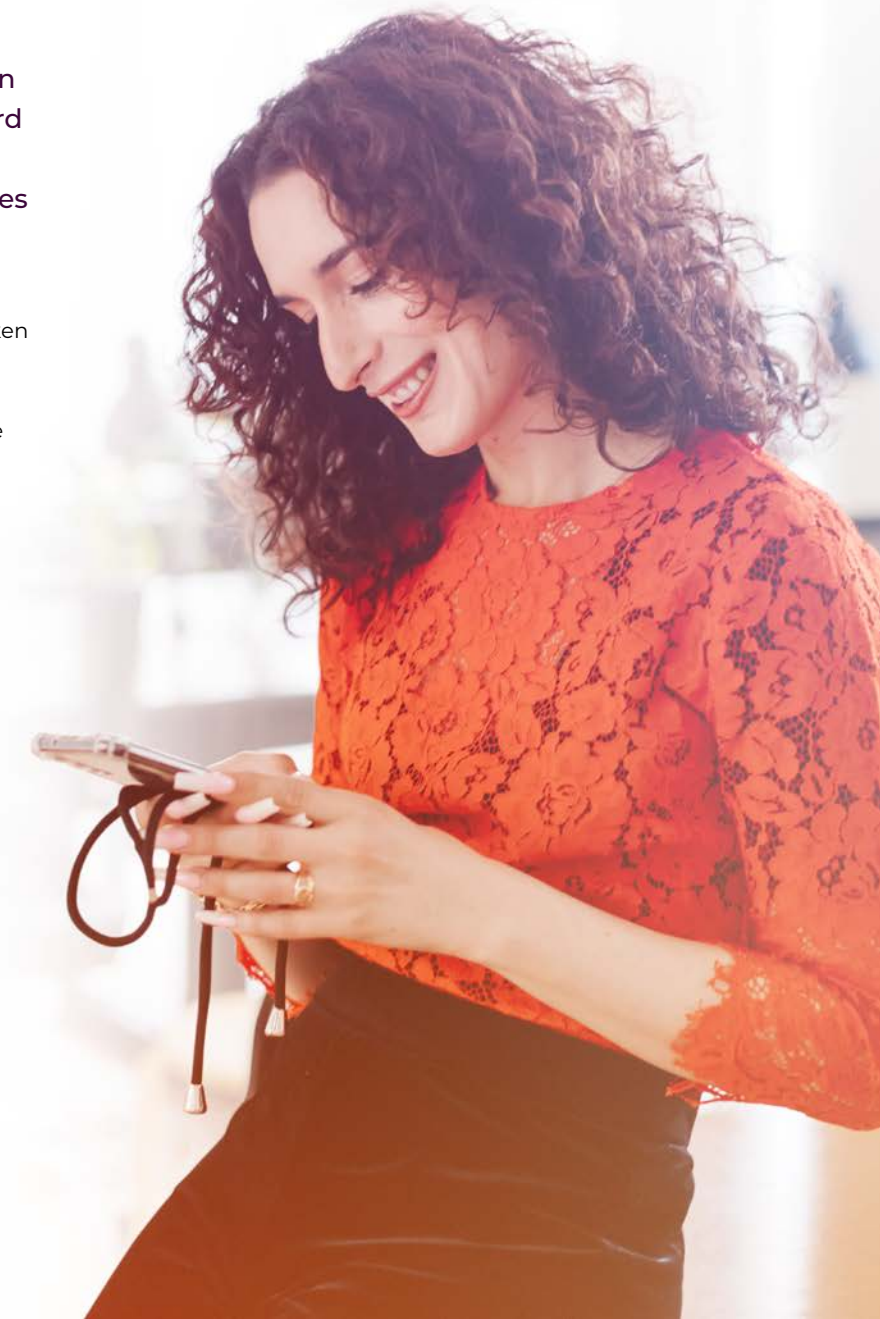
At P&G, we recognise that it is no longer enough to think of gender equality in a silo, and have undertaken a number of initiatives over the last 12 months to accelerate our progress across all five pillars of our E&I strategy. By working in a holistic way, we believe that we are continuing to create an organisation, and a world, within which everyone is valued for being their full, authentic selves.

Click to find out more about our gender equality strategy in each of our focus areas:

EMPLOYEES

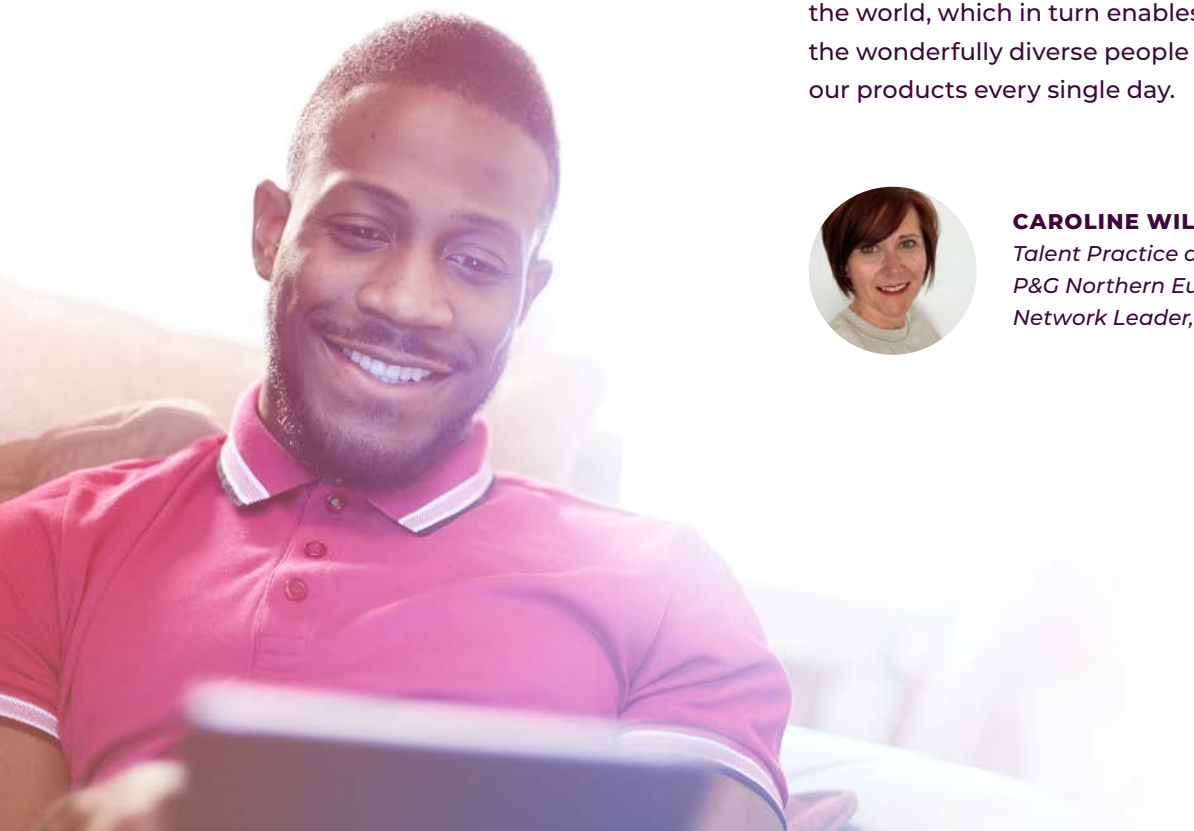
BRANDS

PARTNERS & COMMUNITIES



Celebrating E&I Month

At P&G, we believe in prioritising E&I every single day—but also think it is important to dedicate specific moments in time to focus on our efforts more acutely. To that end, in March 2021 we held our annual E&I Month celebration. This included a series of internal events hosted via our brand-new virtual event platform, personal reflections from our Lead Team Sponsors, inspiring external speakers and specially created bitesize content to ensure that all employees—whether working from home (and ordinarily based in one of our offices) or working from our innovation centres, manufacturing sites or distribution centres—could get involved and open their hearts and minds to new perspectives.



"I've worked at P&G for almost 30 years and, as you can imagine, I've seen a huge number of changes in that time. Today, our E&I efforts are rooted in the belief that everyone should feel able and empowered to be their full selves at work. And we actively undertake activities that allow, accept and acknowledge this core principle. The more you understand about a person, the more you realise that the things you know about them don't define them—so E&I must be truly embedded into every aspect of our business. Each of these different traits gives every individual their unique take on the world, which in turn enables us to better serve the wonderfully diverse people who purchase our products every single day."

CAROLINE WILLS
Talent Practice and E&I Leader, P&G Northern Europe and E&I Network Leader, P&G Europe

Last summer, we launched a new campaign, Breaking Down Barriers, partnering with three inspiring female athletes.

#BreakingDownBarriers during the Olympic Games Tokyo 2020

We leverage our external partnerships in a way which enables us to drive forward our E&I strategy in wider society. Last summer, we launched a new campaign, Breaking Down Barriers, to coincide with the Olympic Games Tokyo 2020. As part of the campaign, we partnered with three inspiring female athletes, all of whom were united in our belief that nothing should stop you from playing any sport you want to try—regardless of gender, race, background or culture. The campaign was supported by consumer research which found that more than half (54%) of UK adults wanted to try a sport but never did, and that a third (34%) of UK adults believe someone's background and culture affects whether they will be a successful athlete or not.[1] Through powerful storytelling, we used our combined voices to challenge these misconceptions and empower everyone to try something new.

1 Research conducted by Markettiers from 14.06.2021 to 16.06.2021. Markettiers surveyed 2,006 UK adults.

Accelerating our progress for our employees

At P&G, we continue to cultivate an inclusive, gender-equal environment inside our organisation, whilst advocating for a gender-equal world outside of it. Over the last 12 months, we have driven this forward in three broad areas—through our **policies** which enable employees to work in a way which best suits their needs; in our approach to attracting, recruiting, retaining and developing the brightest and the best **talent**; and by prioritising **employee storytelling** both internally and externally, ensuring that everyone within our organisation continues to learn from one another. We believe that by working in this way, we have created an environment within which everyone can contribute their full potential, every single day.

Industry-leading policies that balance personal and professional lives

There have been numerous reports which have focused on the disproportionately negative impact of the coronavirus pandemic on women in the workplace. Research conducted by PwC, published in March 2021, confirmed that COVID-19 has exacerbated the unequal burden of unpaid care and domestic work shouldered by women, with women spending 7.7 more hours per week on childcare than men. That equates to almost 31.5 hours per week—almost an extra full-time job.[2]

At P&G, we believe that in order to advance equality—both within our organisation, and in wider society—employees must be empowered to take control of their professional lives in a way which is aligned to their personal needs. We recognise that enabling new parents to take time out to bond with their children is of paramount importance, and as such offer all employees industry-leading maternity and paternity benefits alongside carefully planned return to work programmes. As part of this, fathers are able to take up to eight weeks of fully paid paternity leave within the first 18 months of their child being born or adopted—an approach which we have found has a positive impact on both fathers and mothers, enabling them to return to work more easily, increasing female employment rates and reducing the potential for earning gaps.

"My son was born in September, at which point I took the statutory two weeks' paternity leave, in addition to two weeks' annual leave, which gave me a really decent amount of time to bond with him in those early days. Having the flexibility to take a longer amount of time when my son is a bit older will mean so much to my family. I plan to take another six weeks' paid leave in the summer, which will enable my wife to go back to work and means we can have a little more time with our son before he goes into nursery. I'm really thankful for the policies we have in place at P&G—everyone is empowered to take advantage of them in a way which best suits their individual needs, which means we're all able to make the decisions that are right for both us as individuals, and our families."

SID SHARMA
Territory Manager, Oral-B Professional Oral Health UK & Ireland, P&G Northern Europe

2 PwC, Women in Work 2021: The impact of COVID-19 on women in work, March 2021. https://www.pwc.co.uk/economic-services/WIWI/women-in-work-2021-executive-summary.pdf

The prolonged impact of the coronavirus pandemic means that the last 12 months have been unpredictable, irrespective of individual circumstance. However, what has remained consistent is the need for everyone within our organisation to remain flexible, working in a way which best meets their needs and the nature of work to be done. We believe that a personalised approach to flexibility is good for our employees whilst meeting the needs of the business.

This belief has inspired our Flex@work ethos. We intentionally refer to Flex@work as an ethos because empowering employees to work flexibly is something we have always viewed as a business strategy, as opposed to a straightforward policy. It's available to everyone, irrespective of circumstance, and encompasses a number of flexible working options.

Attracting, recruiting, retaining and developing the leaders of tomorrow

At P&G, our people are at the absolute heart of everything that we do. They enable us to create, innovate, market and sell our much-loved products to millions of people across the country. But to continue to deliver for them, we must ensure our workforce is reflective of the rich diversity of the people we serve. We have adopted a holistic strategy to ensure we are attracting, recruiting, retaining and developing the brightest and the best female talent.

We are always on the look-out for talented people to take up roles across our organisation. And whilst the coronavirus pandemic has proved hugely challenging for individuals and businesses alike, we have found that the changes we have made to our recruitment processes as a result of pandemic-related restrictions have enabled us to reach a far more diverse range of candidates. By pivoting to virtual recruitment, we've been able to look beyond traditional campus recruitment in order to reach students from a far wider range of universities. We have also been able to provide better access to senior leaders, as recruitment events can be scheduled into their diaries without the need for travel. This has helped us to showcase the breadth of diversity, knowledge and experience within our organisation, whilst providing a more realistic insight into the day-to-day. To further bolster this approach, we work with a number of external partners—including Bright Network, The Black Women's Project and Your Future, Your Ambition—to help expand our reach.

"My own route into P&G was slightly different to many of those within the business. Before I joined, I was a teacher at a school in south London, and that really broadened my horizons in terms of my understanding and experience of working with individuals from different backgrounds. This inspired my passion to get involved in recruitment at P&G. I saw an important opportunity for our organisation to better represent the people it serves, and found that working directly with schools enabled us to reach a more diverse group of candidates. Since getting involved in 2018, we've done some amazing things—from establishing our own programme, HeadStart, through which we partnered with schools to deliver skills workshops, as well as supporting young people with writing CVs and taking part in interviews; to our apprenticeship programme, through which we have recruited three individuals into P&G from those partner schools."

MATT HUFF
Commercial Strategy Manager, Lenor and Fairy UK&I, P&G Northern Europe

Over the last few years, we have placed a particular emphasis upon attracting more women into STEM (Science, Technology, Engineering, Mathematics) roles. This includes roles in IT, Manufacturing and Research & Development (R&D), within which women have been traditionally underrepresented. To achieve this, we make intentional choices throughout our recruitment processes; for example, by ensuring that employees attending events on behalf of P&G are representative of those we seek to recruit into our organisation. We believe that someone is more likely to apply for a role if they feel an organisation is reflective of who they are as an individual, and are passionate about showcasing that 'someone like me' can succeed within P&G.

"A career in STEM at P&G has the potential to be hugely varied. There are so many opportunities in R&D, Manufacturing, IT and even traditionally 'non-technical' roles in areas like marketing and HR—all of which benefit from having STEM-trained individuals that are great at problem-solving and excellent at execution. My career track was originally on the management side of R&D and I really enjoyed the work but over time, I realised that my real passion was in the more technical side of the innovation process. My manager recognised this and she helped me transition into a Senior Technologist role. It involved a lot of careful planning to ensure I was set up for success, which I really appreciated; and today I am doing work that I truly love.

I'm passionate about encouraging greater diversity in STEM. Innovation is our lifeblood, and we innovate better when we have a breadth of knowledge and experience to draw from across all areas of our business. That's why I think it's so important that P&G recruits to reflect the diversity of our consumers and actively encourages people to move around the business—from changing roles and assignments through to international transfers. Continuing to prioritise our efforts in this area is critical—not only because it is the right thing to do, but because it is also a huge enabler for our innovation programmes."

NATS ESQUEJO
Principal Scientist,
Fabric & Home Care, P&G

53%

of those promoted during our last fiscal year at Manager and Senior Manager level were female.

More broadly, we have adopted a number of measures to ensure our recruitment processes are free from bias. This includes the use of gender-neutral language throughout our recruitment materials, all of which are run through software which highlights any language that is not gender-neutral. We also ensure that all candidates are interviewed by managers that have been trained to recognise unconscious bias.

We know that the coronavirus pandemic has had an impact upon the progress of gender equality in wider society. Despite this, we are proud that women within our organisation have continued to thrive—53% of those promoted during our last fiscal year at Manager and Senior Manager level were female.[3]

3 Data based on a total of 19 promotions to Manager and Senior Manager level during our 2020/2021 fiscal year.

"I've worked at P&G since 2005 and was promoted to Director in June 2021. Over the course of my career, I've worked through multiple roles and learnt a huge amount in that time, while also raising a family. What remained consistent throughout is the supportive atmosphere within the organisation, as well as interesting and varied assignments, which helped me develop. A lot of emphasis is placed upon helping individuals to learn within their roles and grow impact in order to progress. Managers work closely with employees to provide the opportunities, feedback and coaching needed to move you to the next level.

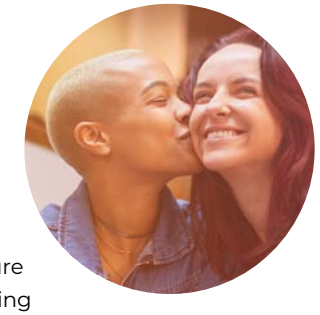
My experiences have also helped to nurture my skills in managing others. I understand what employees need to demonstrate to progress within the organisation, so I can help to coach them through that process. I'd also say that it isn't all about promotion—sometimes, developing yourself and your team is about taking opportunities, building skills and broadening your network. While ensuring you're managing your health and wellbeing along the way."

SUPRAJA RUSSELL
IT Director, P&G

At P&G, we recognise that the concept of promotion and career development can mean so much more than taking on a new role or moving up a level. For us, it's about adopting a personalised approach that enables every employee to unlock their full potential, shaping their career in a way which makes them feel fulfilled. To support this, we provide comprehensive training and learning programmes and provide both formal and informal mentoring and reverse mentoring. Our recently developed Talent Transformation programme puts employees in the driving seat when it comes to their career development, providing a structured approach for them and their managers to follow throughout the year. This includes both informal and formal career conversations, during which managers and their direct reports are encouraged to discuss not only the work delivered, but their broader ambitions, goals and wellbeing.

We passionately believe that employees should pursue what matters to them alongside their day jobs. For some, that could mean taking advantage of dedicated volunteering days that enable them to give back to the causes that matter to them. For others, it could mean taking a more active role within our affinity networks—created to provide a safe space for like-minded employees and allies to connect with and learn from one another across a number of E&I topics. And for some, that could mean working with partner organisations to deliver impactful presentations or participate in panel discussions at external events. We understand that our workforce is beautifully diverse, and that recognition, promotion and career development can take many forms, so empower employees to have a voice both within our organisation, and in wider society.

Nurturing an environment of openness and understanding



We believe that our unique experiences unite us, and have worked to create a culture of openness and understanding within our organisation so we can better serve those outside of it. A key means of driving this forward is through employee storytelling—empowering individuals from across the business to share their personal experiences to help enhance the learning of others. Our work to support Lesbian Visibility Week is a great example of this. Four female employees—three named and one anonymous—penned letters to their former 'invisible' selves, highlighting their journeys towards being out and proud in the workplace.

We also work to challenge the stereotypes and misconceptions faced by men in society. That's because we believe that gender equality is about bringing men and women along on the journey towards creating a more equal world. Our activity to support International Men's Day saw male employees from across the business share their personal stories related to mental health—something we know that, statistically, has a huge impact upon men—in order to continue this all-important conversation.

"Being involved in the activity to support Lesbian Visibility Week meant so much to me. It gave me an important opportunity to reflect on my own journey towards being out and proud in the workplace. It took me three years to 'come out' to anyone—and even longer to be my full authentic self—because at the time, I felt it wasn't important or anyone else's business. But writing a letter to my former invisible self made me realise just how much it affected me personally. So I wanted to share my story in the hope that it will inspire others within the organisation not to take as long as I did to be their full selves at work.

I've already had so many people get in touch with me off the back of my letter, which demonstrates the huge value in creating an environment within which employees feel able to talk openly and honestly about their personal experiences. After all, it's only when we reflect on and talk about the tough times—taking the opportunity to question why we did or did not behave in a certain way—that we can truly learn, grow and develop."

ELAINE McCULLOCH
Senior Manager,
Finance & Accounting, P&G

"I've lived with anxiety and depression for all of my adult life, but hit 'rock bottom' 10 years ago, at which point I saw a therapist via our Employee Assistance Programme. Since then, I've become both a mental health first aider and the co-chair of our global mental health support group. I am extremely open about my experiences, and shared my story on International Men's Day because I want to continue to raise awareness, promote understanding and encourage others to speak up when they need to. Through these initiatives, I hope we reach a place where mental health is treated as easily and readily as physical health; where discussions about our feelings form part of the fabric of our society."

JAMES BETTERIDGE
Analytical Chemist,
International Healthcare, P&G

Leveraging our brands to drive for a more inclusive world

Throughout our business, we are united by a key mission—to be both a force for good and a force for growth in the countries and communities that we operate in. As part of this, we believe in leveraging the power of our brands to drive meaningful, long-lasting change in society, helping to accelerate our collective journey towards a more equal and inclusive world. This applies to all five pillars of our E&I strategy, including gender equality.

As one of the world's biggest advertisers, we have a responsibility for the perceptions our advertising creates. As a company with numerous, market-leading brands that form part of millions of peoples' everyday routines, we have a responsibility to leverage their collective power to accelerate progress towards a more equal world. By using our voice in a number of ways, we are able to challenge bias, normalise taboos and combat societal issues, taking us one step closer to the gender-equal society we strive for.

Always helps to build confidence through sports #KeepHerPlaying

Taking part in sports isn't only about the cheers, or the wins, or the bragging rights; it's far more than that. Playing sports helps young people develop a number of important life skills, including confidence, resilience and discipline, as well as helping to develop self-esteem and improve mental health. Despite this, Always found that nearly one in three girls drop out of sports during puberty, with the majority doing so because they either didn't feel good enough, or didn't feel encouraged to keep playing. The brand also found that 74% of girls think more support needs to be shown in order for them to remain involved in sports—which led Always to team up with a number of inspirational women, including Malala Yousafzai and Rachel Riley, to rally society and help #KeepHerPlaying.

Always has teamed up with **Sported**, the UK's largest network of community groups that supports half a million young people to overcome barriers and reach their full potential. As part of this, the brand has already helped over 15,000 girls in the UK to continue playing sport by awarding over 130 grants to grassroots community groups.[4] This builds on Always' long-standing mission to keep young people in education as part of its **#EndPeriodPoverty** campaign. Through this, the brand has donated over 30 million period products to schools and youth groups, helping to ensure that no one misses out on their education through a lack of period protection.[5]

4 Figure correct as at January 2022.
5 Figure correct as at January 2022.

always

Always has awarded over 130 grants to grassroots community groups, helping to keep over 15,000 girls in the UK playing sport.

As part of its mission to continue to nurture confidence in young people, Always partnered with para-athlete, **Stef Reid**, during the Paralympic Games Tokyo 2020. Through this, Always further highlighted the role of sports in teaching the value of hard work, equipping young people to deal with failure, and helping to build their resilience.

"When it comes to brand purpose, it is key to understand where your brand can make an impact, then to be consistent in driving the change you want to see. It is not enough to put the spotlight on people's stories or writing your brand purpose on internal documents without proactively 'walking the talk' through clear actions, collaborations and meaningful funding. For Always, this has meant focusing on confidence. Whilst our campaigns have evolved over a number of years, what has remained consistent is our belief in empowering people to have conversations about periods, puberty and what is best for you—conversations that should be as normal as the periods themselves. Irrespective of life-stage—from puberty, to childbirth, to the menopause and more—for us, it's all about enabling people to thrive at a time when your body is going through a number of physical and emotional changes."

EMMA GERRARD
Brand Director, Feminine Care UK&I, P&G Northern Europe

Gillette continues the conversation on men's mental health through annual Movember campaign

Gender equality at P&G is about bringing men and women along on the journey towards creating a more equal world. We recognise the need to use our voice to challenge the stereotypes and misconceptions faced by men in society.

In November, Gillette marked the tenth year of its partnership as official shave partner with leading men's health charity **Movember**, supporting its important work to change the face of men's health. To mark this important milestone, and in particular engage a new generation of younger men to feel confident to talk about mental health, Gillette teamed up with football icon and brand ambassador, Ian Wright, alongside YouTube sensations Chunkz and Harry Pinero to launch #WrightysMoChallenge. Working alongside YouTube channel UMM, which celebrates the characters that make sport entertaining, Ian challenged Chunkz and Harry to shave down and grow a Mo—all whilst raising important funds and awareness for the charity. The duo competed to see who could grow the best Mo, whilst encouraging others to get involved and donate. This year's efforts saw the cumulative amount of money raised by Gillette in the UK for Movember reach £1.65 million.

Gillette

Gillette has been the official shave partner of Movember for ten years, raising £1.65 million in the UK to change the face of men's health.

Always Discreet works to change the conversation around the menopause

As part of its mission to empower people at every stage of their lives, Always Discreet has worked with a range of partners and influencers to change the conversation around the menopause. This followed research by the brand which revealed that whilst over half (59%) of women agree that the menopause shouldn't be a taboo topic, 35% wish it was more openly discussed, and a quarter reported that they didn't feel there is enough information readily available about the menopause.[6]

35%

of women wish menopause was more openly discussed. A quarter feel there isn't enough information readily available about it.

To support this educational need and empower people during this important stage in their lives, Always Discreet created an online educational hub on its website. This followed the brand's partnership with **Over The Bloody Moon**—a collective of menopause doctors, coaches and specialists that provide emotional and evidence-based practical support for both individuals and organisations—through which it supported thousands of individuals through the provision of free menopause masterclasses.

In October, to coincide with World Menopause Day, the brand worked with TV personality Lorraine Kelly to help empower and equip individuals with the tools they need to take back control and live through the menopause in their own way. It sought to recognise the diversity of the menopausal experience by celebrating real people's stories and showcasing what living their menopause, their way, really means. The brand also encouraged everyone to share their own definition of what the menopause means to them by using the hashtag #redefinemenopause on Instagram.

"As women, we have many life stages where our bodies experience a plethora of hormonal changes that can affect both physical and mental health—be that puberty, periods, pregnancy, the menopause and more. Given there is no strict age when these stages can happen—nor a defined length of time on symptoms—I think it's imperative that businesses and brands continue to use their collective voices to empower people to speak up throughout all of life's twists and turns.

When it comes to the menopause specifically, there are a huge number of symptoms that women can experience; for me, brain fog and anxiety are two of the main ones. They're not always easy to manage, especially when you work in Communications and often have to respond to important—and sometimes challenging—questions in real-time. I recently took the decision to talk to my manager about how I was feeling and he was incredibly supportive—both of my situation, and my personal passion to continue to drive forward this important conversation internally and externally. Whilst we don't yet have all the answers, we are committed to the journey—ensuring that everyone within our organisation is able to thrive, irrespective of their personal life stage."

AIMEE GOLDSMITH
Senior Director,
Company Communications,
P&G Northern Europe

6 One poll conducted research among 1,000 UK women over 35. It was an online poll completed in September 2021.

Olay and P&G join forces with Dr Ateh Jewel to tackle diversity in STEM

In 2021, we joined forces with beauty influencer and diversity advocate, Dr Ateh Jewel, to help address the gap in diversity in STEM. Supported at both a corporate and brand level through Olay, the partnership saw us provide a donation to help students from Black and Mixed Heritage backgrounds on their journey to become cosmetic scientists.

Helping to address diversity in STEM is an important step towards creating a more equal and representative beauty industry—not only from the perspective of gender equality, but also racial equality and social mobility. Through this, we believe that a range of different backgrounds, knowledge and experiences will be leveraged in order to ensure that products are created in a way which meets the needs of every person that wants to use them. Dr Ateh's Education Foundation will provide the 'rocket fuel' needed for students who may not have otherwise been given the opportunity to realise their full potential.

To drive our partnership one step further, Olay's Brand Director, Yasmin O'Neal, joined Dr Ateh on her Instagram Live Chat Club. During the discussion, they discussed the Education Foundation in more detail, highlighting the importance of ensuring that we play our part in creating a more equal and inclusive beauty industry. Through skill-building workshops, termly mentoring sessions, full-day immersions on-site with P&G scientists and experts and through the provision of financial support, P&G and Olay are proud to be providing a robust, real-life experience for students, helping them to better understand what their future in the beauty industry might look like.

"I first joined P&G as part of an internship programme, and moved into a permanent role a year later. Coming in at entry level has presented so many amazing opportunities to learn, and I've never been told that I can't do something. Over the course of my time at P&G I've been managed by so many inspiring women—they're real role models and mentors, in both a personal and professional context. That's what I think is really special about P&G—you're surrounded by so many genuinely brilliant people; people that you want to be like as you progress through your career."

MICHAELA WOMBWELL
Researcher, P&G

OLAY

Olay and P&G are supporting students from Black and Mixed Heritage backgrounds on their journey to become cosmetic scientists.

Pampers provides support for parents through #PampersForPreemies

On World Prematurity Day, Pampers continued its long-standing partnership with **Bliss**, the UK's leading charity for babies born premature or sick. Research conducted by the brand found that 30% of parents felt too nervous to hold their premature baby, whilst a third (34%) felt they missed out on the opportunity to care for their baby, through experiences like their first nappy change or feed.[7]

Pampers recognised the importance of these small but significant milestones for any parent, and worked with Bliss to develop detailed, tailored resources for use by parents of the one in 13 babies born prematurely in the UK. These are intended to provide support for all parents at various stages of their prematurity journey. Pampers also worked with ASDA to donate nappies to babies in need—one for every pack of Pampers Nappies or Nappy Pants purchased over the course of the campaign. In recognition that these families need support year-round, the brand has extended its partnership with the retailer, working with ASDA to provide free Pampers Preemie nappies to any family via the retailer's pharmacies. Both measures are helping to advance our gender equality mission by providing much-needed support to families in need.

Pampers highlights the Power of Local

In a world full of new challenges and uncertainty, parents feel a deep sense of responsibility and desire to make their baby's world better. For many parents, this means supporting local produce and local businesses to help communities thrive. For others, having access to the products and services they need for their baby wherever and whenever they need them is paramount. And whilst research conducted by Pampers found that 74% of UK parents felt closer to their neighbours in the spring of 2021 versus before the first national UK lockdown, the research also revealed that 39% of parents struggled to get hold of nappies since March 2020, highlighting the increased reliance on baby banks.[8]

Pampers believes in the power of coming together to help make family life that little bit better through the Power of Local—which includes supporting local communities, with local products, made by local families. Over 90% of the Pampers nappies sold in the UK are made in the UK, so they're always there when you need them. Meeting commitment with action, Pampers kicked off the campaign with a donation of 500,000 nappies to baby banks across the UK, helping to support families across the country through the provision of essential products, reducing some of the pressures faced by parents.

Pampers

Pampers kicked off its Power of Local campaign with a donation of 500,000 nappies to baby banks across the UK.

7 The survey was carried out online by Research Without Barriers—RWB. All surveys were conducted between 20th October 2021 and 25th October 2021. The sample comprised 305 UK parents of children aged 0–4 born prematurely. All research conducted adheres to the UK Market Research Society (MRS) code of conduct (2019). RWB is registered with the Information Commissioner's Office and complies with the DPA (2018).

8 Research conducted by Pampers found that 48% of UK parents have had to access a baby bank at least once since the start of the pandemic.

Working alongside our partners and driving meaningful change in local communities

Whilst we are incredibly proud of our progress, we recognise that we cannot drive meaningful, long-term change alone—and work in close partnership with a number of organisations at international, regional, national and local levels to accelerate our progress. This not only enables us to deliver impactful change at scale—it allows us to bring the outside into our own organisation, learning from the experiences of others beyond the four walls of P&G. These like-minded organisations help us to remove barriers to education for girls and to create access and opportunity for women's economic equality, whilst empowering everyone to play their part in achieving gender and intersectional equality.

Accelerating change throughout our industry, in partnership with Diversity & Inclusion (D&I) in Grocery

D&I in Grocery seeks to harness the power of FMCG (fast-moving consumer goods) businesses, bringing everyone together as a community in order to serve as a catalyst for change. The programme began in 2018 and originated as a gender equality initiative, evolving over time to encompass other areas of diversity, equality and inclusion. We are proud to be a Major Partner of the programme, working alongside more than 60 businesses and brands within the industry across three core pillars:

- Shared learning, through which colleagues are invited to attend monthly Learning Lab webinars. During sessions, partners will share what they are doing to advance a specific area of diversity, equality and inclusion, highlighting how they're challenging the status quo.
- Cross-company mentoring, which is designed to nurture the talent of future leaders. Individuals are paired according to their skills and experience, before embarking on a 12-month relationship that will benefit both parties. Two of our senior leaders are proud to be mentors on the programme—Vice President, Sales, P&G Northern Europe, Ian Morley, and Vice President, Marketing and Beauty Care, P&G Northern Europe, Katharine Newby Grant.
- D&I in Grocery LIVE!—the programme's flagship event held annually in October, which provides a unique platform for open and honest discussions by some of the leading voices in diversity, equality and inclusion.

Through this, we hope to continue to advance D&I in Grocery's vision—to create an environment where everyone is inspired to be themselves, can flourish without fear, and without prejudice or discrimination—whilst enabling businesses from across the industry to come together and share learnings, best practice and experience to progress their own diversity, equality and inclusion agendas.

Driving female economic empowerment alongside WEConnect International

In June 2021, we partnered with WEConnect International—a global network that connects women-owned businesses to qualified buyers around the world—to deliver an eight-module training programme to over 25 female business leaders. Over the course of four weeks, senior leaders and experts from across P&G delivered a series of two-hour training modules on a wide range of topics—from technology and human resources, through to understanding and reaching your customer. The initiative sought to empower participants to continue to develop and grow their businesses, at a time when economic recovery is more important than ever. Following completion of the programme, 100% of participants said that they would recommend the training to other female business owners.[9]

"Within my role, I wear two hats—I am the Senior Director for IT, but I'm also a Lead Team Sponsor for Gender Equality across our Northern Europe organisation. Delivering a session on technology as part of the WEConnect International training programme brought these two roles together—enabling me to connect with inspiring female business owners by sharing my experiences. There are some misconceptions that surround the subject of technology, and it can be complex—but it's also a fast-paced area and one which offers a huge amount of variety. I'm passionate about showing people that technology is truly embedded into everything that we do, and that it plays a vitally important role for all business owners. The discussion we had during the session was extremely rich, and I found the engagement and questions from the group very insightful. Ultimately, it further demonstrated that this is an issue we all need to engage with, and highlighted the value of these discussions for everyone involved."

SEB BRITTEN
Senior Director, IT and Lead Team Sponsor for Gender Equality, P&G Northern Europe

"A brilliant thing about working at P&G is that you're able to access so many development opportunities outside of the day-to-day. That's exactly what participation as a trainer in the WEConnect International programme was for me—providing a chance to get involved in a subject I'm passionate about, whilst sharing some of my own experiences. Although I was there as a trainer, I ended up learning a huge amount; in reality, it felt as though I had joined a group of friends who were sharing, reflecting and ideating in order to make the world of business a better and more positive place. I think my biggest takeaway was that business isn't always about being perfectly polished or having all the answers—it's about being brave, having the confidence to approach and talk to people, and not letting anything—be that your gender, age, experience or otherwise—stop you from being active in the marketplace."

PINJA MAENPAA
Purchasing Manager, UK Digital Media and Nordics Media, P&G

9 Based a total of 11 responses to a feedback survey conducted by WEConnect International in July/August 2021.

Advancing the international conversation on gender equality alongside The Female Lead

Throughout 2021 we worked in close partnership with **The Female Lead**—a campaign that celebrates women's stories and successes around the world—to continue to drive the international conversation on gender equality forward. In March 2021, we supported the organisation as it launched new research, Women at Work, which explored the challenges facing women in the workplace today.

A few months later, in November, we were delighted to work with The Female Lead as it launched its second book, We Rise by Lifting Others. Featuring the stories of 67 inspirational women from diverse backgrounds and careers, the book shines a spotlight on a range of compelling stories—many of which respond to the big questions and issues women face about life and work today. These stories are a powerful reminder that there are countless routes to fulfilment, evidencing that there is no single route to success. This is something we passionately believe in at P&G, and continue to drive this principle forward across all areas of our business, ensuring that every employee is empowered to achieve their goals.

Inspiring and empowering girls from the least advantaged communities, in partnership with The Girls' Network

Over the last 12 months, colleagues based at our site in Newcastle have continued to inspire and uplift the next generation through our partnership with **The Girls' Network**. The organisation connects girls from the least advantaged communities with a mentor and network of professional female role models in order to break down educational and economic barriers, providing a forum within which they can learn from others. Working together over a 12-month period, mentors are encouraged to adapt their training programme to suit the needs of their individual mentee to ensure that they receive tailored support. This, in turn, has a ripple effect and helps to nurture and develop mentors' leadership skills by encouraging them to adopt an individual approach to their mentees' learning and development.

National data collected by The Girls' Network for the Spring 2020 to Spring 2021 programme showed 98% of mentees stated the programme had improved their confidence and 81% said mentoring helped them focus more at school.

Many of the young women who took part said that they were feeling positive about the future, and that their mentor supported them to make decisions about further education. Anecdotal feedback further highlighted the importance of the programme, with many mentees referencing improved confidence, as well as commenting positively on how their mentor listened and encouraged them.

> I recently became involved in our partnership with The Girls' Network, mentoring someone in the second year of doing their GCSEs. What I love about the programme is its emphasis upon being a role model for the person you mentor. It's something that I know I would have appreciated when I was that age, so I'm really pleased to be able to offer that to someone else. I think that giving young girls the opportunity to receive extra support to help realise their potential is important, and have worked closely with my mentee to help her understand just how many amazing opportunities are out there.

RACHEL SINGH
Project Manager, P&G

Celebrating 20 years of our partnership with In Kind Direct, supporting families, women and girls by providing essential products

In 2021 we were delighted to celebrate the 20th anniversary of our partnership with **In Kind Direct**—an organisation that distributes consumer goods donated by companies to charitable organisations working within the UK and overseas. These donations have helped to advance our commitment to gender equality in a number of ways—from ensuring women and girls have access to period protection by donating more than 11 million **Always and Tampax** products over the course of our 20-year partnership, to providing over three million **Pampers** products across the same timeframe to families in need across the UK. By working with In Kind Direct, we are proud to provide the comforts of home to people in greater times of need—when our products and support matter more than ever.

"I joined P&G after graduating university, and have had the privilege of leading communications around our Community Impact work since 2020. As part of this, I work with a number of charitable organisations in many different ways—from fundraising for important causes, through to organising events to raise awareness and build understanding around key topics. These partners play a crucial role in helping those most in need—something that has become even more important throughout the coronavirus pandemic—and being able to play my own part in making that happen is so rewarding. Whilst the last two years have been challenging for everyone, we know that women and girls have been especially affected. That is why it's crucial that our organisation continues to support these groups through our network of charity partners as we look ahead towards recovery, and beyond."

LIAM SARGEANT
Manager, Company Communications, P&G Northern Europe

Over the course of our 20-year partnership with In Kind Direct, we've donated millions of products to families, women and girls in need.

Amplifying our commitment to gender equality in Europe

As a business with a presence in numerous markets around the world, we recognise the importance of enacting local, regional, global and international partnerships in order to collectively advance gender equality at scale. At a European level, we work in close partnership with two invaluable partners who enable us to advance this mission.

The **LEAD (Leading Executives Advancing Diversity) Network** is focused on attracting, retaining and advancing women in the retail and consumer goods industry in Europe through education, leadership and business development. Its vision is a diverse workforce where both men and women are enabled to contribute their full potential, leading their organisations to the next level of value creation. Locally, we inspired P&G employees working within our Gender Equality pillar to learn more about LEAD's mission by attending its annual conference in October 2021. The event—which was themed under the banner 'Doing not trying: it starts with one'—explored the power each individual has to build and more gender-equal industry. As part of our sponsorship, a number of key sessions were made available to our wider employee population, enabling them to hear from senior leaders across the industry and implement key learnings across our business.

In November, we were proud to sponsor the annual event of the **Women's Forum** for the Economy and Society for the fifth year in a row. The Women's Forum is a leading platform dedicated to highlighting women's voices on global issues in order to create impact, and is ranked among the top five most influential forums worldwide. It envisions a world where women are equal leaders in business and policy decision-making, driving inclusive solutions not only for women disproportionately impacted by socio-economic and environmental issues, but also to build thriving economies and societies. Its 2021 event was entitled 'Her and now: Uniting power and purpose for equality' and featured a number of P&G executives, with employees encouraged to join virtual sessions in order to broaden their perspective.

Accelerating our progress towards a more gender-equal world, focusing on intersectionality

Within P&G, we recognise that it is no longer enough to drive forward the pillars of our E&I strategy in a silo. This is something we have passionately believed in for a long time, and have brought to life over the last 12 months by working in close partnership with individuals and organisations that help to advance equality for different groups of women. This approach unites our efforts on Racial Equality, Social Mobility, LGBTQ+ Inclusion and People with Disabilities alongside Gender Equality to accelerate our progress in a holistic way. Below is a snapshot of some of the work we have undertaken this year.

Driving racial equality through our sponsorship of the Black British Business Awards

Our sponsorship of the **Black British Business Awards (BBBAwards)** celebrates the exceptional performance and outstanding achievements of Black professionals and entrepreneurs in the UK. As Impact Sponsor, we sought to demonstrate the difference that can be made when companies engage influential stakeholders across all functions in bespoke programmes for the attraction, retention and advancement of Black, Asian and Minority Ethnic talent. Leveraging our strategic partnership with the BBBAwards, we were proud to launch an in-house Talent Accelerator Programme for ethnically diverse talent within P&G. This initiative sought to advance the career and development plans of participating delegates. It also promoted the importance of active Allyship in order to strengthen our leadership capability and accountability for racial equity.

Raising awareness of the experiences of trans women, in partnership with Mermaids

We are delighted to have worked with **Mermaids**, one of the UK's leading LGBTQ+ charities, to advance our mission towards creating a more equal and inclusive world for the LGBTQ+ community. As part of this, our Northern Europe GABLE (Gay, Ally, Bisexual, Lesbian and Transgender Employees) Network hosted an open conversation between two trans women, both of whom shared their personal experiences and shared what it meant for them to be 'Out and Proud'—both within the workplace and wider society. We further supported the organisation through a £10,000 donation, which will enable Mermaids to continue to provide its vital services for transgender, nonbinary and gender-diverse children and young people.

Raising the next generation up to equal levels, giving everyone a chance to shine

We have partnered with a range of organisations to help advance our efforts on social mobility, including **The Elephant Group**, **HeadStart**, **The 93% Club**, **Sponsors for Educational Opportunity (SEO) London** and more. By working with these organisations, we've been able to provide the inspiration, coaching and development opportunities to ensure those from less advantaged backgrounds have an equal chance to shine. As part of this, we were delighted to welcome three apprentices to P&G, who will 'earn whilst they learn', providing on-the-job experience, combined with higher education, to achieve a degree-equivalent qualification.

Challenging misconceptions around beauty by highlighting the power of touch

In September we announced that beauty-loving broadcaster and TikTokker, Lucy Edwards, who is herself blind, would join Pantene as its latest brand ambassador. Through this, the brand was proud to continue to challenge the misconceptions surrounding what beauty is and means to people. As part of this, Pantene revealed that it would introduce NaviLens on-pack in 2022. This colourful QR code enables blind and low vision consumers to browse and shop independently; something that they haven't been able to do until now. Brought to life through a brand campaign which highlighted the importance of touch when it comes to feeling confident about your appearance, Pantene reminded everyone that beauty is about so much more than what you see.

"As P&G's Company Accessibility Leader, my role is all about innovation—driving forward changes across our business and brands to ensure our products, packaging, advertising, communications and more are inclusive of people with disabilities. It's something I am hugely passionate about, because I myself am blind.

As a blind person, people often assume that I don't care what I look like—but that couldn't be further from the truth. Over the years, I've invested a huge amount of time and energy into ensuring my own beauty routine runs like clockwork—be that curating my eyeshadow palette so I know exactly where the colours for the base, crease and lid all sit, to knowing which trusted friends I can call to make sure my foundation is the right match for my skin tone. Ultimately, I want to look and feel good—just like anyone else. And that's why partnerships like the one between Pantene, NaviLens and Lucy Edwards are so important. They're helping to raise awareness of some of the challenges that we as blind people face, whilst helping to accelerate meaningful change that will genuinely impact our lives."

SAM LATIF
Company Accessibility Leader, P&G

Pantene is introducing NaviLens on-pack in 2022. This colourful QR code enables blind and low vision consumers to browse and shop independently.

Understanding the Gender Pay Gap

Gender pay gap reporting enables businesses to understand and highlight the difference in average earnings between male and female employees via a series of metrics. **Gender pay** is different to **equal pay**: it places emphasis upon the difference in pay between employees across an organisation, regardless of the nature of their work, level or experience, whereas equal pay compares men and women doing a similar job, with similar levels of skills or experience.

As a business that strives to do the right thing, we remain wholly supportive of the intent behind gender pay gap reporting in the UK. It's a metric through which organisations are able to review pay equality, helping us to understand how we're progressing in our actions towards advancing equality within our organisation. That said, there are a number of different factors which stand to impact a company's gender pay gap: the management structure or 'shape' of an organisation (which is dependent on the number of senior roles available within a company and whether they are filled by a man or a woman when the snapshot of the data is extracted), as well as personal choices, such as the way in which an employee opts to receive their salary, bonus and benefits.

We run pay equity analyses so we have confidence that we have no intentional or unintentional statistically significant and material differences in pay as a result of gender.

Empowering individuals to take control of their benefits

At P&G, we believe in empowering employees to make their own decisions throughout every aspect of their work, including pay and rewards. We encourage people to flex their benefits according to personal circumstances, because we recognise that our workforce is beautifully diverse, and that therefore individual needs differ from person to person. For example, employees can decide whether to take bonuses as stock options or cash. This decision has an impact on their overall pay, which is in turn reflected in the snapshot within our gender pay gap data. What is most important to us is that every employee, irrespective of role, experience or seniority, has the opportunity to make these decisions, taking control of their pay and rewards in a way which best suits their needs.

At a total company level we take further action to ensure that our pay and rewards systems minimise the potential for bias. We run pay equity analyses—which consider legitimate drivers of pay, like individual role or performance—so we have confidence that we have no intentional or unintentional statistically significant and material differences in pay as a result of gender.

Calculating the gender pay gap

The methodology for calculating a company's gender pay gap is laid out by the UK Government and focuses on obtaining six sets of data. In addition to the metrics explained below, companies are also required to report on the proportion of male and females within their organisation that have received a bonus.

Mean

This includes the **mean gender pay gap and mean gender bonus gap**. It represents the difference in the average hourly pay for women compared to men, and is calculated by adding together the hourly pay rates for all women within an organisation and dividing this number by the total number of women included. This process is then repeated for all men within an organisation.

(£+£+£) ÷ W = **Women's mean average pay**

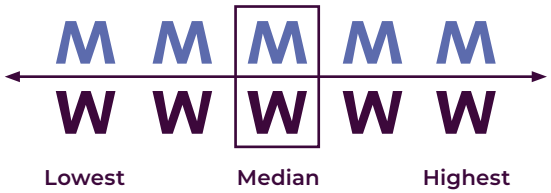
Hourly rate of all women — Number of women

(£+£+£) ÷ M = **Men's mean average pay**

Hourly rate of all men — Number of men

Median

Companies are also required to calculate their **median gender pay and gender bonus gap**, which is an average calculated by looking at the middle point within a data set. In the context of gender pay: imagine lining up all the women and all the men in a company along two separate lines, in ascending value of hourly pay. The median pay gap would then be calculated by assessing the difference in hourly pay between the middle point for men and the middle point for women.



Pay Quartiles

The UK Government also requires companies to report on the shape of their organisations by providing data to illustrate the proportion of male and females within each **pay quartile**. These quartiles are determined by segmenting an organisation into four equal parts, based on how much employees are paid. Each is then analysed to provide an overview of how many men and women fall within each quartile.

Our 2021 Gender Pay Gap data: P&G in the UK

P&G is comprised of several business units in the UK, three of which we are required to calculate and report our gender pay gap data for in accordance with UK Government regulations:

- **Procter & Gamble UK**
- **Procter & Gamble Technical Centres Limited**
- **Procter & Gamble Product Supply (UK) Limited**

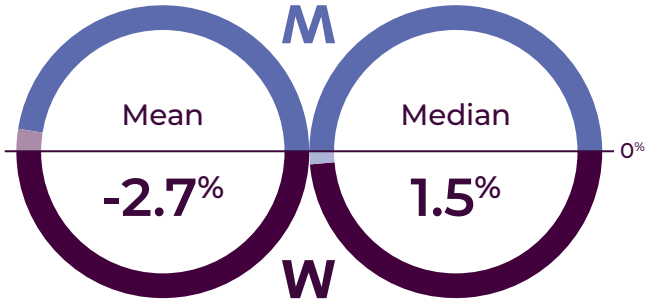
By choice, we also report on our total footprint in the UK, as this provides a more accurate and representative picture across our entire UK business. It is comprised of more than 2,500 employees working across commercial business and operations, R&D and manufacturing and distribution.

Our 2021 gender pay gap analysis for our total workforce in the UK shows us the following:[10]

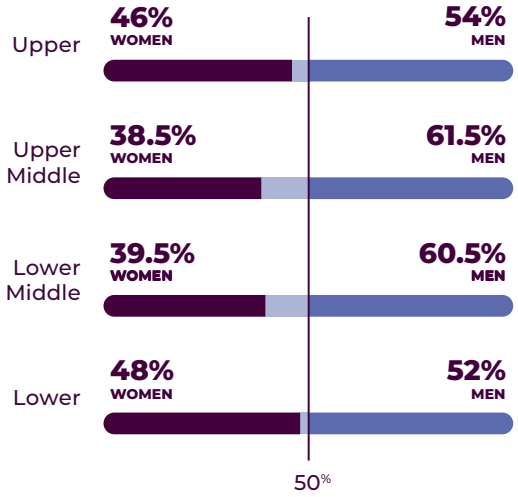
GENDER PAY GAP

The mean pay for men is 2.7% lower than that of women.
The median pay for men is 1.5% higher than that of women.

To put that into context, the 2020 updated revised data from the Office for National Statistics put the UK mean pay gap at 13.9% higher for men and the median pay gap at 14.9 higher for men.[11]

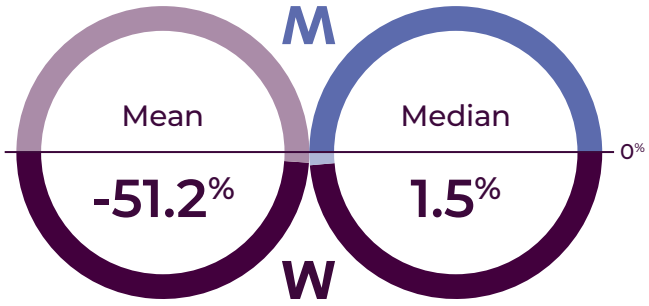


EMPLOYEES BY PAY QUARTILES (%)



GENDER BONUS GAP

The mean bonus for men is 51.2% lower than that of women.
The median bonus for men is 1.5% higher than that of women.



The proportion of men and women within the organisation that have received a bonus is as follows:

M 95.2%
W 95%

10 Our Gender Pay Gap data has been calculated using the pay data of our UK employees working in the UK on 5th April 2021.

11 Office for National Statistics, Dataset: Gender Pay Gap. 2020 updated revised edition. Table 1.12 — Total Table 1.12 Gender Pay Gap 2020. https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables.

2021 GENDER PAY GAP DATA BY COMPANY

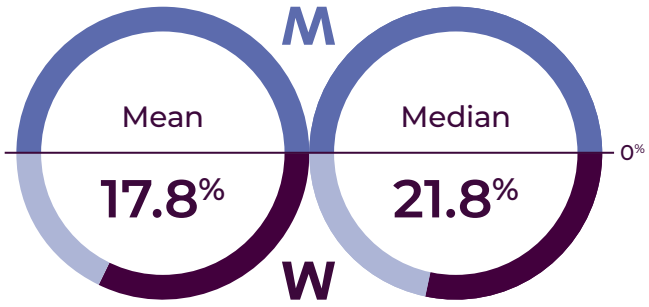
Procter & Gamble UK

There are over 600 employees within this entity, working across a range of functions including HR, finance, sales and marketing and supply network operations. A number of roles, such as beauty consultants, administrative and technical, management, senior management and Vice President, are represented.

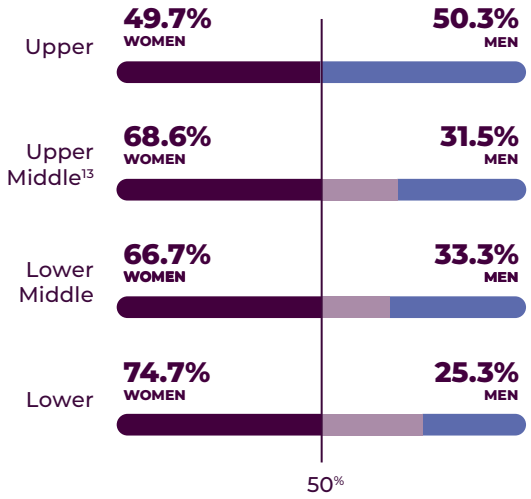
Procter & Gamble UK falls within the Professional, Scientific and Technical Activities sector. For context, the 2020 updated revised data from the Office for National Statistics put the UK Professional, Scientific and Technical Activities sector mean pay gap at 22.2% higher for men and the median pay gap at 23.3% higher for men.[12]

GENDER PAY GAP

The mean pay for men is 17.8% higher than that of women.
The median pay for men is 21.8% higher than that of women.

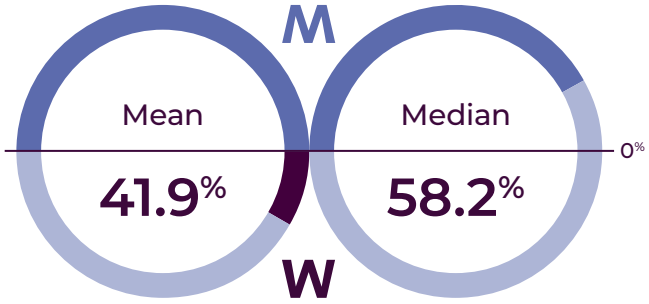


EMPLOYEES BY PAY QUARTILES (%)



GENDER BONUS GAP

The mean bonus for men is 41.9% higher than that of women.
The median bonus for men is 58.2% higher than that of women.



The proportion of men and women within the organisation that have received a bonus is as follows:

M 93.8%
W 92.1%

12 Office for National Statistics, Dataset: Gender Pay Gap. 2020 updated revised edition. Sic07 Industry (4) SIC2007 Table 16.12 Gender Pay Gap 2020. https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables.

13 Figure adds up to a total of 100.1% based on rounding to one decimal place.

2021 GENDER PAY GAP DATA BY COMPANY

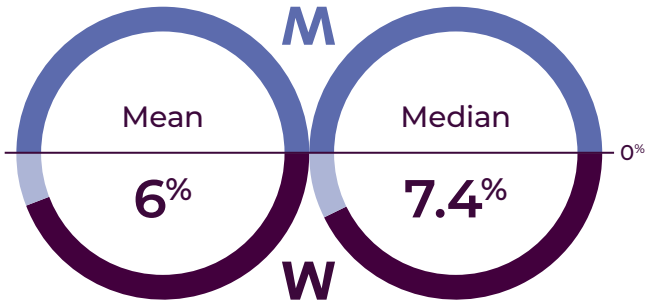
Procter & Gamble Technical Centres Limited

There are over 900 employees within this entity, working across a range of functions including R&D, finance and accounting, supply network operations and IT systems. A number of roles, including administrative and technical management, as well as senior management and Director level, are represented.

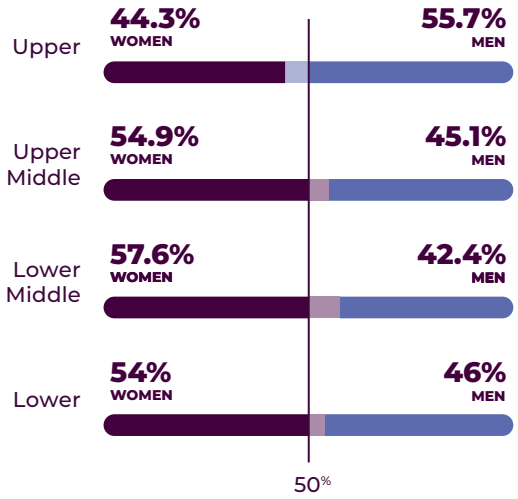
Procter & Gamble Technical Centres Limited falls within the Professional, Scientific and Technical Activities sector. For context, the 2020 updated revised data from the Office for National Statistics put the UK Professional, Scientific and Technical Activities sector mean pay gap at 22.2% higher for men and the median pay gap at 23.3% higher for men.[14]

GENDER PAY GAP

The mean pay for men is 6% higher than that of women.
The median pay for men is 7.4% higher than that of women.

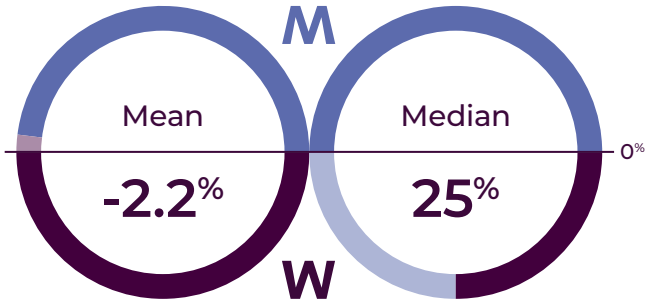


EMPLOYEES BY PAY QUARTILES (%)



GENDER BONUS GAP

The mean bonus for men is 2.2% lower than that of women.
The median bonus for men is 25% higher than that of women.



The proportion of men and women within the organisation that have received a bonus is as follows:

M 95.6%
W 97.4%

14 Office for National Statistics, Dataset: Gender Pay Gap. 2020 updated revised edition. Sic07 Industry (4) SIC2007 Table 16.12 Gender Pay Gap 2020. https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables.

2021 GENDER PAY GAP DATA BY COMPANY

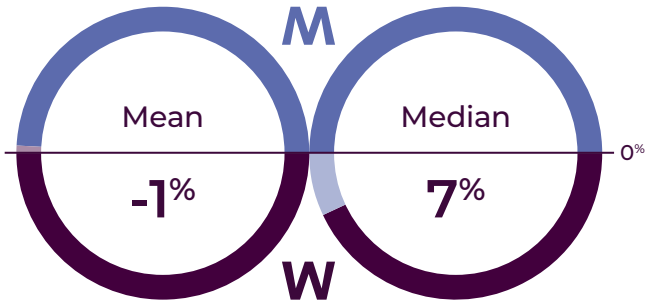
Procter & Gamble Product Supply (UK) Limited

Within this entity we have over 700 employees, who support a variety of functions within our manufacturing and distribution operations. Most roles represented are at administrative and technical levels, with management roles represented up to Senior Director.

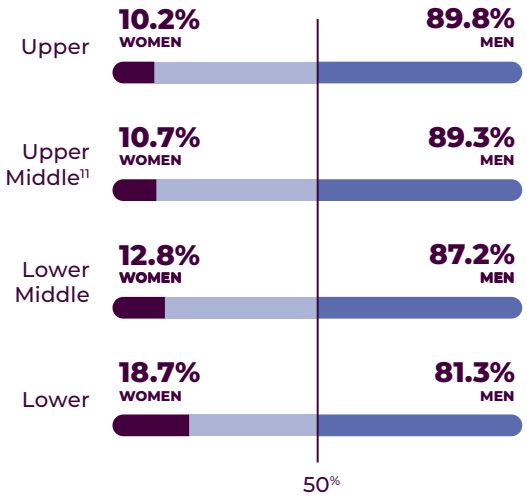
Procter & Gamble Product Supply (UK) Limited falls within the Manufacturing sector. For reference, the 2019 updated revised data from the Office for National Statistics put the UK Manufacturing sector mean pay gap at 1.3% higher for men and the median pay gap at 15.2% higher for men.[15]

GENDER PAY GAP

The mean pay for men is 1% lower than that of women.
The median pay for men is 7% higher than that of women.

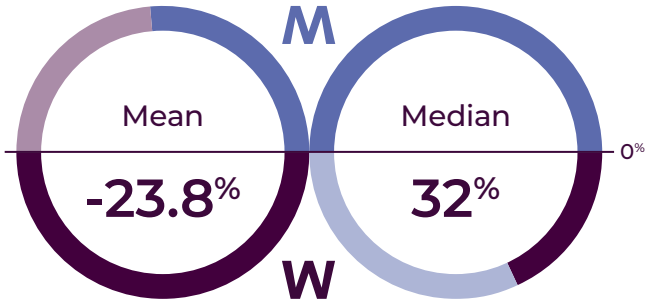


EMPLOYEES BY PAY QUARTILES (%)



GENDER BONUS GAP

The mean bonus for men is 23.8% lower than that of women.
The median bonus for men is 32% higher than that of women.



The proportion of men and women within the organisation that have received a bonus is as follows:

M 97.2%
W 97.1%

15 Office for National Statistics, Dataset: Gender Pay Gap. 2020 updated revised edition. Sic07 Industry (4) SIC2007 Table 16.12 Gender Pay Gap 2020. https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables.

Continuing our journey towards a more equal world

At P&G, we recognise the immense responsibility we have to continue to take decisive action to help accelerate our collective progress towards a more equal world; both within our organisation, and in wider society. Whilst a company's gender pay gap is one important lens through which our progress can be viewed, we believe that an emphasis should be placed upon the broader responsibility to adopt holistic E&I strategies to drive forward meaningful, long-term change. It's something we are already doing, and we are proud of the progress we have made as a result. By focusing on the areas within which we believe we can have the greatest impact—working with our **employees**, leveraging our **brands**, and by **establishing strong partnerships to drive change in local communities**—we believe we will be one step closer to creating the equal and inclusive world we strive for.

EQUALITY AND INCLUSION

© 2022 Procter & Gamble

"Organisations have come to realise that applying an intersectional lens to gender equality is essential in building an inclusive culture. We are intentionally focused on supporting individuals in all their identities to create an environment in which everyone can thrive and contribute to their full potential, both inside and outside of P&G. I am committed to driving progress forward on our journey."

FAMA FRANCISCO
CEO Baby, Feminine & Family Care and Executive Sponsor for Gender Equality, P&G

"I confirm that the information and data reported here is accurate and fulfils our responsibility under the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017."

CHRIS YOUNG
Vice President, Human Resources, P&G Northern Europe

Appendix

Equal Pay

Equal pay considers the differences in pay between men and women who do the same or similar jobs, or jobs where the work is of equal value. It is illegal to pay people differently for the same work simply because of their gender.

Gender Pay

Gender pay looks at the difference in a male and female employee's compensation across the whole of an organisation irrespective of role, level or the choices made by those employees that best meet their individual needs and circumstances.

Gender Pay Gap

The gender pay gap—often abbreviated to GPG—is the difference in average earnings between men and women. It is influenced by a range of factors, found both inside and outside the workplace.

Mean Pay

The mean gender pay gap is the difference in the average hourly pay for women compared to men. This is calculated by adding together all female employees' hourly pay rates and then dividing this figure by the total number of women. The same is then done for all male employees.

Median Pay

The median represents the middle point. Imagine separately lining up all the men and women in a company, in ascending value of hourly pay rate. The median pay gap is the difference in hourly pay between where the middle point sits for men and where it sits for women.

Pay Quartile

Imagine lining up all the men and women in an organisation together from highest to lowest paid and then splitting them into four equally sized groups—termed a quartile. Pay quartile data in gender pay reporting then looks at the percentage of men and women in each of those quartiles. These are named upper, upper middle, lower middle and lower.

WE ARE UNIQUE AND WE ARE UNITED