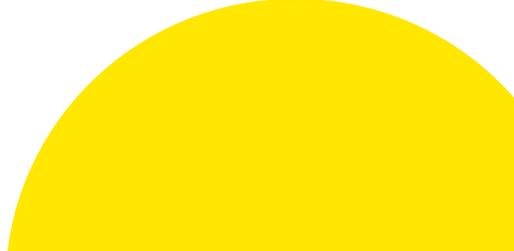
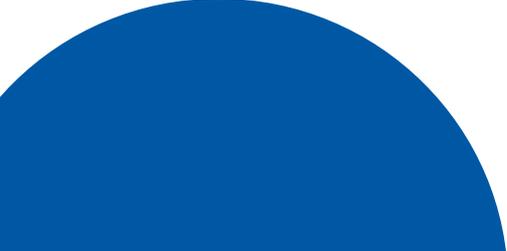
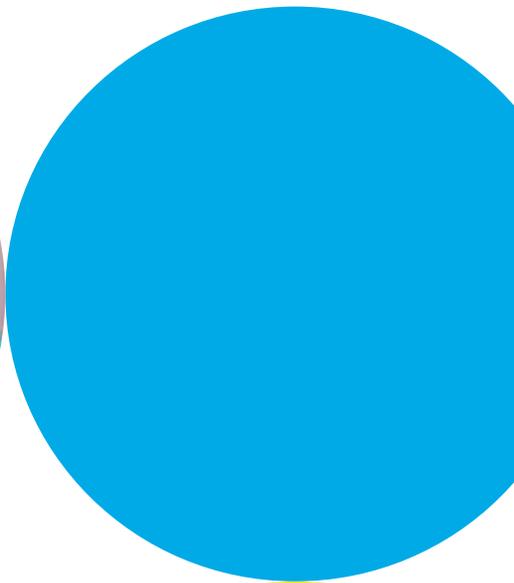
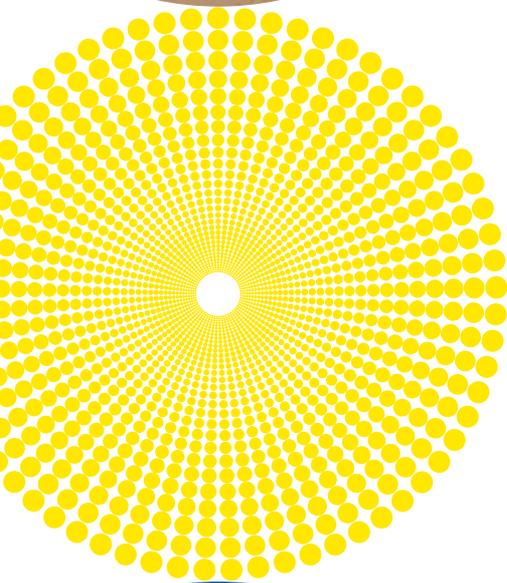




2019 Citizenship Report

P&G NORTHERN EUROPE

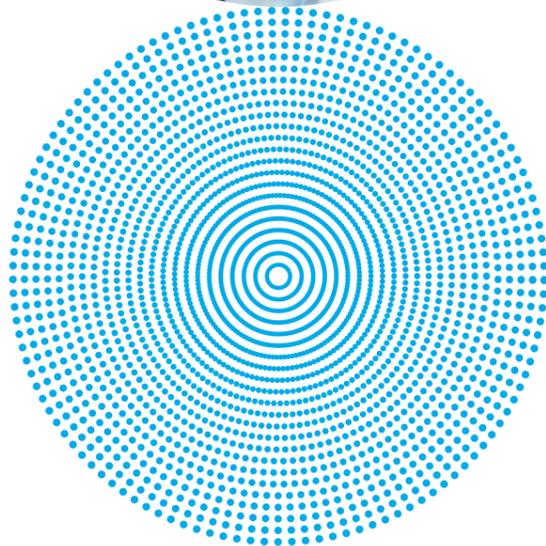




Dear Stakeholders,

I'm pleased to share our 2018/2019 Northern Europe Citizenship Report which gives a holistic overview of how our five pillars of Citizenship are truly embedded into how we deliver our business results and make an impactful difference in people's lives.

Across the UK, Ireland and the Nordics, we work every day to be a force for good, and a force for growth. Within this report you will find a great range of examples of how this aspiration comes to life in each area of our Citizenship work: Ethics & Corporate Responsibility, Community Impact, Diversity & Inclusion, Gender Equality and Environmental Sustainability.



We're a business with purpose, and I am proud of the impact we continue to make in communities through our brands, partners, and, most importantly, our people. Our brands are part of the everyday for many: we focus our efforts where we can uniquely bring value and where our brands and people can make the biggest difference, for example, through our longstanding partnership with In Kind Direct to bring the Comforts of Home to those in need across the country.

Our employees are the best embodiment of what we stand for in Citizenship. We are committed to achieving an inclusive environment in all parts of our Company where everyone can contribute to their full potential. Embracing our own diversity helps us truly represent the world we all live and work in: the more we can understand people, their needs and challenges, the better we can delight them with our products and services. D&I is truly embedded within our DNA and is at the heart of how we do business. You will read in this report how we are taking deliberate steps—inside and outside of our business—to spark conversations, led by our brands who are standing up for causes we believe in.

We also believe we have a very strong role to play when it comes to gender equality and our commitment is a bias towards action—seeing something, saying something and then doing something about it. A great example is how Always® has made it their mission to end period poverty in UK. Since launching in 2018, and through a simple 1 pack sold = 1 pad donation mechanic, Always has distributed almost 20 million pads—enough to keep all UK girls in need attending school for a year.

Environmental sustainability is not something new for us at P&G. Acting responsibly is core to how we do business and we continue to make strong progress here in Northern Europe. However, the days when you can make significant progress alone are over, it's all about partnerships. Our scientists are leading projects within the Ellen MacArthur Foundation to improve sorting and recycling of plastics, we've partnered with TerraCycle to enable hard-to-recycle packaging and, across last two years, Ariel has partnered with WWF UK to encourage people to make a promise for the planet in line with Earth Hour.

I want to acknowledge and thank all our valued partners without whom many of the achievements of which we are so proud would not have been possible. We have an important role to play in the communities in which we live and work. Operating as a good citizen—and growing our Company responsibly—is how we earn the trust on which our business is based, and it's how we build the relationships on which our future depends.

I hope you find this to be an informative read on all the important work we are doing in these areas. I think the examples you will discover are truly P&G at its best.

Tom Moody
Vice President and Managing Director,
P&G Northern Europe



Ethics & Corporate
Responsibility



Community
Impact



Diversity
& Inclusion



Gender
Equality



Environmental
Sustainability



Ethics & Corporate Responsibility

At P&G, we serve nearly 5 billion people around the world with our brands. We have operations in around 70 countries and one of the strongest portfolios of trusted, quality and leadership brands. As we serve the world's consumers, we believe in—and have publicly committed to—doing what's right and being a good corporate citizen.

Our Northern Europe cluster covers the UK, Ireland, Norway, Sweden, Denmark and Finland. Headquartered in Cincinnati, Ohio, the UK was P&G's first overseas subsidiary with the acquisition of the Thomas Hedley & Co Limited, and its Fairy Soap business in Newcastle in 1930 and remains an important market for the Company.

A Global Business With Its Roots In Northern Europe

P&G was founded over 180 years ago with an initial investment and a handshake between two men, an Englishman and an Irishman. A candle maker and a soap maker, they believed two very basic things: that everyday products could and should be of the highest quality and that the only way to run a business long-term is with honest and fair dealings. We remember that handshake every day, in everything we do. It is fundamental to who we are and to how we operate here in Northern Europe.

Business With Purpose

People care about the company behind the brands they purchase and use. They want to know that the products they are buying come from a trusted source. At P&G we are working to build that trust every single day, and we do it through our Purpose, Values and Principles (PVP).

These are the foundations of who we are. Our Purpose is to improve consumers' lives in small but meaningful ways, and it inspires P&G people to make a positive contribution every day. Our Values of Integrity, Leadership, Ownership, Passion for Winning, and Trust shape how we work with each other and with our partners. And our Principles articulate P&G's unique approach to conducting work every day. You can find more about our PVPs [here](#).



We operate within the spirit and letter of the law, maintaining high ethical standards wherever we conduct business. We believe that good governance contributes to better results for shareholders. We maintain governance principles, policies and practises that support management accountability. These are in the best interest of the Company, our shareholders and all stakeholders, and they are consistent with the Company's PVPs.

Doing The Right Thing

WITH OUR EMPLOYEES

At P&G we strive to promote a work environment of confidence and trust. Our Worldwide Business Conduct Manual (WBCM) provides employees with clear guidance on specific situations they may face and directs them where to go when they have questions or concerns. P&G is a recognised leader in providing a safe, healthy, secure and productive work environment. We are committed to maintaining a workplace that is free of violence, harassment, intimidation or other unsafe or disruptive behaviours or conditions.

Our "Do the Right Thing" training series offers continuous learning for our employees and is built on our WBCM principles: Respect, Integrity and Stewardship. We also have a library of engaging, custom-built training courses, which are available to all employees as a resource.

Every year, we highlight our shared PVP foundation with the 'Do the Right Thing Celebration' where our offices create their own employee engagement events tied to a global theme from our WBCM.



We have an increasing library of custom-built training courses to teach our WBCM principles: **Respect, Integrity and Stewardship.**



WITH OUR CONSUMERS

Since 1837, we've built a rich heritage of positively impacting consumers' lives with brands that make each day a little better. For example, we've made a choice to step up and use our voice in advertising as a force for good and a force for growth—by taking a stand on equality.

We work hard to build and maintain a relationship of trust with our consumers. So, when it comes to handling their information, we do so carefully and sensibly, and in ways that live up to that trust through our Global Consumer Privacy Policy. We believe in keeping privacy and security strong, consistently protecting personal information.

WITH OUR SUPPLY CHAIN

Our supply chains are the backbone of our products, and we are making intentional choices to leverage the footprint of our suppliers, buyers and manufacturing sites to be a driver for good. From transparent sourcing practises that aid consumer decision-making to growing shareholder value through innovation-driving programmes, such as our Female Business Leaders Growth Programme which we ran in the UK in 2018, P&G is proud to be a leader in supply chain responsibility.

External Recognition

In 2018 P&G was voted the No.1 Manufacturer amongst the Top 20 FMCG suppliers by UK leading retailers in the 2018 Advantage Report™ Programme, as well as one of the Top 50 Companies for Customer Service.

We also continued back-to-back years of success at the Product of the Year Awards, winning across four categories in 2019 for Always Platinum (Feminine Care), Ambi Pur 3Volution Plugins & Refill (General Household), Olay Daily Facials (Cleanser/Exfoliator) and Oral-B 3D White Whitening Therapy Enamel Toothpaste (Whitening Toothpaste). P&G was also recognised with a special award from the POTY team for best use of the POTY product endorsement over the years.

"We are delighted with the recognition in the 2018 Advantage Report™. Three years ago, we launched our vision to become Indispensable Partners to our retailers, recognising the challenges and disruption in the market, and I am hugely proud of our exceptional team who have all worked so hard to achieve this fantastic result."

Ian Morley, Group Sales Director, Northern Europe



Community Impact

Our brands are part of everyday life. We're also there in greater times of need—when our products and our help matter more than ever. We focus our efforts where we can uniquely bring value and where our brands and people can make the biggest difference. These are just a few examples of our work in communities across Northern Europe.



Delivering The Comforts of Home For 17 Years

No one should have to go without essential everyday products. In the UK, P&G has a long-standing partnership with [In Kind Direct](#). Founded in 1996 by HRH, The Prince of Wales, In Kind Direct is the leading UK charity dedicated to distributing donated consumer products from manufacturers and retailers to UK charities working at home and abroad. Since 2002, P&G has donated, in estimated retail value, over £45.5 million worth of products.

In summer 2018 we launched a series of short films showcasing the impact of having access to high quality, branded products for UK charities and those they help. Our #ComfortsofHome series showcased two long-standing beneficiaries of P&G donations; StreetScene, which provides residential and other support services for various addiction problems through their Bournemouth and Southampton rehabilitation centres and Baron's Court Project in Hammersmith which provides support for those on low income at risk of homelessness and mental health issues.

"P&G products are essential in our quest to alleviate hygiene poverty—people having to choose between buying food and keeping their families, homes and clothes clean. In Kind Direct would not have been able to support so many thousands of families every year without the generous product donations P&G has been making continuously since 2002."

Robin Boles LVO, CEO, In Kind Direct



6,188+ charitable organisations have benefitted from P&G's support since we began our partnership with In Kind Direct in 2002.



Being A Force For Good In The Industry

We also support and partner with industry charity Grocery Aid, which helps thousands of grocery colleagues in need, through a variety of corporate sponsored events and employee fundraising. In the UK, our Vision team—a combined group of employees with up to two years within the Company across our Sales and Brand functions—undertook a variety of activities to raise funds for the charity including fun runs, bake sales and sporting events such as touch rugby. This year, thanks to their combined efforts, the team raised and donated over £3,000.



Our UK team also supports IGD's Feeding Britain's Future programme which helps students develop the skills they need to succeed in the workplace and bring to life the wide range of food and grocery careers. This year employees volunteered their time, reaching over 500 students, sharing insights and their own experience on building a career within the grocery sector.

“It was a great experience and so humbling to be able to help the children grow in confidence by making them aware of all their transferrable skills.”

Kate Williamson, P&G Sales Graduate

Partnerships With Purpose

Our brands have impact. They are instantly recognisable and widely loved. We know that having access to items like quality toothpaste, nappies, razors and shampoo has an important correlation with building people's self confidence and we're proud to make a difference to people's lives through the power of our brands.

CHANGING THE FACE OF MEN'S HEALTH ONE SHAVE AT A TIME

Since 2012, Gillette has raised funds and awareness amongst men in partnership with the Movember Foundation, the leading charity addressing men's health issues globally. This year Gillette showed support for the charity by adapting its iconic tagline to “The Best A Mo Can Get”. To help spread the word, Gillette kicked off the month of Mo-growing with a ‘Shave Down Tour’ across the country including at Twickenham rugby stadium during a Harlequins premiership game. In partnership with Tesco, the brand also ran a one pack = one donation promotion in store. Through a wide-reaching media and influencer campaign, Gillette also partnered with the Powerleague to drive further awareness and donations which resulted in over £19,000 raised by Powerleague teams alone this year.

FUNDRAISING FOR PINK RIBBON

The Swedish Cancer Society is an independent non-profit organisation with the vision of finding cures for cancer. The overall aim of the Society is to achieve a higher survival rate and a reduction in the incidence of cancer. Their best known and most widely spread fundraising activity is the Pink Ribbon campaign for breast cancer. We are very proud that P&G's Nordic brands and employees have supported this fundraising campaign over a number of years.



P&G's Nordic brands are proud to support the Swedish Cancer Society's Pink Ribbon campaign.

CONNECTING MUMS AND MIDWIVES TO SAY THANK YOU FOR THE UN-SILENT NIGHTS

Despite their vital role, one in three midwives admit they feel underappreciated and undervalued¹ and whilst the majority of UK mums agree that it is important to thank midwives, just over half (58%) actually do.² For the last two years, Pampers has been on a mission to rally parents across the country to enable them to say #ThankYouMidwife.

This year, knowing that 72% of babies are born outside of normal working hours, the brand teamed up with Brit Award-winner and mum-of-one, Paloma Faith, to release a new Christmas single, Silent Night, which was the soundtrack to Pampers' Christmas advert. The single also featured the #ThankYouMidwife Choir, a collective of UK parents and influencers. In recognition for midwives' un-silent nights, for every download of the single, Pampers donated £1 to The Royal College of Midwives' Trust Benevolent Fund.

SUPPORTING THE UK ARMED FORCES, PAST AND PRESENT, AND THEIR FAMILIES

To support the thousands of families that help make up the 6.7 million people in the UK's Armed Forces community, for the last two years we have partnered with The Royal British Legion and Poppyscotland on our 'Help Us, Help Them' campaign exclusively at Sainsbury's. When selected P&G health and beauty products were purchased during October and November 2018 they triggered a donation to the charity. For the second year running, UK TV presenter Helen Skelton fronted the campaign, encouraging families to across the country to get involved. She was also joined by the Kiffs, a military family, who shared their experiences after Dad Mike was medically discharged.

£200,000+ raised for charities through our work with Sainsbury's over the past two years.

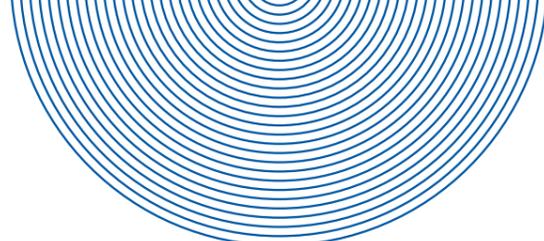


Since December 2017, Pampers has inspired over 40,000 people to say #ThankYouMidwife.



¹ <https://www.rcm.org.uk/sites/default/files/Why%20Midwives%20Leave%20Revised%20-%20October%202016.pdf>

² Figures is relevant to the number of mums who said thank you to their midwife after the event of giving birth



FEELING SUPER FOR MARIE CURIE

P&G and Superdrug have partnered since 2015 to support the retailer's chosen charity, Marie Curie through a one product = one donation mechanic. Fronted by long-term ambassador and celebrity mum of two, Frankie Bridge, our #FeelSuper campaign has, to date, raised over £600,000 for Marie Curie, helping to fund vital care and support for people living with a terminal illness. This is equal to over 25,000 hours of expert care and support from Marie Curie.

This year we went one step further and enlisted the help of an additional ambassador, radio DJ Marvin Humes, to launch the campaign's first ever charity song. The single featured vocals from nine Marie Curie Nurses and lyrics inspired by the experiences of musician Ben Buddy Slack, from The Swan Song Project, who helps patients at the Marie Curie hospice in Bradford, UK, write and record their own original songs.



PAMPERS SUPPORTS PARENTS AND FAMILIES IN POVERTY

For over 50 years, Pampers has cared for the happy, healthy development of all babies, and believes that all babies deserve the best start in life. As part of that commitment, this year saw Pampers donate over 100,000 nappies³ to London based charity Little Village which gives much-needed help to parents and babies living in poverty.

It followed grassroots support from the Pampers community to support #GlobalSussexBabyShower, a social campaign for donations to charities supported by Their Royal Highnesses The Duke and Duchess of Sussex ahead of the arrival of their baby this year. An employee from the P&G Pampers Plant in Manchester hand delivered the first batch of nappies to one of the three Little Village drop off points in London with donations also sent to the charity's other locations.

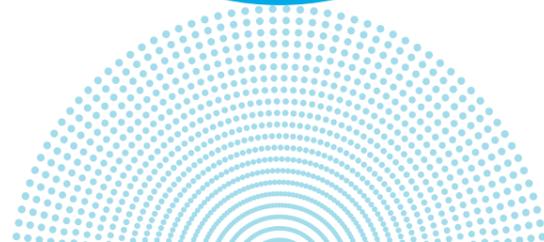


EDUCATING AND HELPING PARENTS DEVELOP HEALTHY ORAL CARE HABITS FOR THEIR CHILDREN

Oral-B is committed to helping young parents and children develop good dental habits for life. Oral-B has created an educational toolkit in association with the University of Leeds designed to help parents help their children establish healthy dental habits. It focuses on how to brush and make it fun, how friends and family can support parents and how healthy eating can protect teeth. The materials are for dental professionals and designed to support their conversations with parents of young children. To date, 2,000 kits have already been provided to dental professionals, enabling over 80,000 conversations.



³ This figure is based on donations of the Pampers Baby Dry 72 pack



Coming Together In The Community

Across Northern Europe our employees are making a difference in the communities where they live and work through P&G's ongoing 'Community Matters' programme, via fundraising and volunteering. All our sites have dedicated community programmes supporting local charities, including the following highlights:

Every year our P&G Fairy plant in West Thurrock hosts the P&G Thurrock Charity Awards Gala which celebrates the fundraising efforts of employees and their work across the year. This year saw the site donate nearly £60,000 to a variety of local causes including the Thurrock Branch of The National Autistic Society (NAS). Over the last five years our P&G Fairy plant in West Thurrock has donated over £220,000 to local causes via employee fundraising.

Our P&G Pampers plant in Manchester has a long-standing partnership with Broughton House, a Manchester care home for ex-service men and women, 'serving those who served us'. Employees have been to visit the veterans and spent time with them, volunteering at the care home, for example decorating the rooms at Christmas. This year, linked to the plant's Summer Ball, employees raised over £1,240 for the charity.

Our Skelmersdale Distribution Centre across the last year has donated over £40,000 worth of product to their local foodbank in Digmoor for use in their care parcels.

Employees from the site have also spent time volunteering with the team, helping them to pack and distribute packs to beneficiaries. The site has also donated an additional £20,000 worth of product to local charity, Storehouse Project, which helps local people on low incomes and at risk of homelessness or mental health problems.

The team at our Harrogate site donated over 100 advent calendars to a local foodbank to help ensure the children of those using the centre still had festive cheer over Christmas. They have also donated care packages of products including Head & Shoulders and Fairy Hand Dish to the Harrogate Hospital and Community Friends to help them bring the comforts of home to their beneficiaries.

As part of their Community Matters work, our Newcastle Innovation Centre (NIC) last year donated £5,000 to VODA—a local community volunteering organisation—in North Tyneside. The site's donations went towards VODA's newest social action volunteering project, #IWill, a project that engages local young people aged 14–25 years old in digital social action. Young people in the local area are supported to identify a cause they're passionate about and work towards producing a digital media campaign to raise the profile of the issue locally. The site's donation helped them buy camera and production equipment.

Across the last year, our Cobalt office has raised and donated over £13,500 for local causes through the dedicated efforts of employees. The site supports several charities in the area including Family Gateway and St. Oswalds with funds being raised through everything from product sales and Christmas events to Easter raffles.

Our employees continue to be a force for good in their communities:

almost £60,000 raised at P&G West Thurrock Plant's Charity Awards Gala to a variety of local causes

£5,000 donated to VODA by our Newcastle Innovation Centre

£13,000+ donated by our Cobalt office to local causes through dedicated employee fundraising



Head & Shoulders and Fairy Hand Dish care packages donated to the Harrogate Hospital and Community Friends



Diversity & Inclusion

At P&G we strive for a world free from bias—a world with equal voice and equal representation for everyone. With over 67 nationalities represented in our workforce in Northern Europe, and over 140 globally, embracing our own diversity helps us to truly represent the world we all live and work in. The more we understand people, their needs and challenges, the better we can delight them with our products and services.

While diversity is essential in all we do, we believe it is inclusion that changes the game. It takes both to bring to life the culture of openness, trust and respect we have developed within our organisation today.

A Business Without Bias

Diversity & Inclusion (D&I) is in our DNA—at the heart of our Purpose, Values and Principles—and critical to our growth. Every day we strive to get the full value of our diversity through inclusion—fostering an environment where P&G people can be their best, full and authentic selves in the workplace. For our employees, bringing to life our D&I strategy means recognising that each of us is truly unique. Together we create an amazingly rich tapestry of talent, insight and perspective. By celebrating and nurturing those unique contributions as a competitive edge we bring to life our mission—'Everyone Valued, Everyone Included and Everyone Performing at their PEAK™'.

However, we believe our job doesn't end there—our belief and commitment extend beyond the walls of P&G. We are driving action across the region—and the world—to make a meaningful difference, and we care about our impact, always striving to make the world a little bit better through our actions.

Using Our Voice

At P&G we're committed to using our voice and global reach to generate dialogue and create positive change.

MAKING OUR ADVERTISING ACCESSIBLE TO ALL

In the UK, there are 2 million people with sight loss—a huge audience who have, up until recently, been largely ignored by advertisers. It was this insight from Sam Latif, our Global Accessibility Leader, and a P&G UK employee who lives with total sight loss, that started our journey to make our advertising more inclusive by adding Audio Description.

The difference Audio Description makes to a person with sight loss is truly profound—with the inclusion of a voice-over to bring to life the content on screen. Making our advertising more inclusive is not just the right thing to do, there is also a huge business opportunity for brands as this overlooked audience makes up 3% of the UK population.

We were the first company to offer Audio Description on adverts in the UK—first launching on our Flash Dog advert—and 100% of our advertising is now enabled with Audio Description for the UK. We are also spearheading work across the entire industry to enable this service across all channels.



UNITING THE INDUSTRY

We recognise that it takes partnership to drive the scale of change we aspire to which is why we partner with others across the industry to use external platforms to encourage action.



In March this year, Wembley stadium in London played host to the first ever 'Diversity & Inclusion in Grocery' event which raised funds for industry charity, Grocery Aid.

P&G was one of five founding companies alongside Tesco, Accenture, Mondelez and Coca Cola, and as a first in the industry, the conference attracted participation from over 800 delegates across the Grocery sector, where knowledge and best practice was shared between over 50 companies in a packed agenda that culminated with a rousing speech from Baroness Karren Brady of Kensington. Over 40 participants from across functions at P&G in the UK joined the event, where they heard from a panel of industry speakers, including P&G's Ranya Shamoon, Vice President, Babycare Europe who shared her own personal journey on championing inclusion at work.

P&G is also a founding partner of the Bloomberg Equality Summit, which held its first UK event in London on 16th May this year. Equality is the single most important ethical issue businesses today need to face head-on. Creating and maintaining a diverse and inclusive workforce—to serve an increasingly diverse consumer base—are also vital to the success of virtually every business operating today. The summit fostered forward-looking conversations and shone the spotlight on influential business leaders who are paving the way. Among the speakers was P&G's Gary Coombe, President, Global Grooming, who gave a frank and honest account of how Gillette is using its voice as a force for good, speaking up on societal issues that are holding back progress.

“Men need to play an equally important role as women in eliminating bias, promoting equality and demonstrating positive social and cultural behaviour.”

Gary Coombe, President, Global Grooming

CHALLENGING STEREOTYPES IN ADVERTISING

We believe brands can be a force for good and we use our voice in advertising and media to raise awareness and spark conversations around diversity. We don't shy away from engaging in important and emotional cultural issues. Conversations on these profound social issues are important and, by sparking the discussion, we believe we can play a part in creating meaningful and positive change.

It's why we're making small, but important, changes to our brand advertising to eliminate the stereotypes around “traditional” male and female roles, or “traditional” portrayals of family life.

For example, this year Pampers partnered with Tom Daley and his husband Dustin Lance Black as two Dads to launch our latest Pampers range.



Making An Impact

LEVERAGING NEURODIVERSITY FOR INNOVATION

Based in our Reading Gillette Innovation Centre, Dr. Emma O'Leary has been championing and leveraging neurodiversity to further innovation within P&G. In a first for us in Europe, Dr. O'Leary has designed a work-experience programme for people on the autism spectrum in collaboration with the National Autistic Society that is now in its third year, sparking roll-out of similar programmes to other P&G sites globally including Costa Rica, Boston and Cincinnati in the US.

Since the start of the programme in the UK, we have given 25 candidates a work experience day, leading to five paid placements for 14 days, resulting in five internships and one full time hire. The programme continues to gain momentum and is now being embedded in the over-arching strategy for P&G's global recruitment approaches. Its success has been down to the support and passion of P&G employees forming a cross-functional team to bring it to life.



Watch our full story on neurodiverse workplaces on our P&G YouTube channel.

SPEAKING UP WITH PRIDE

Summer 2018 saw our best turnout yet to support our LGBTQ+ colleagues across Pride month, with 100 employees joining the Pride in London parade of celebration. This followed kick off celebrations earlier in the year such as our sponsorship of the Diva Awards, where we honoured the Community Champion of the Year, and a showcase of P&G's powerful documentary, created in association with CNN The Big Story—The Words Matter. This set the scene to come out in force to show our support and celebrate our culture of inclusion at P&G. Employees came with their friends and family, who joined in the celebration and marched for the vision that one day we will have a world free from bias, where everyone can feel valued and be themselves, to enable them to unleash their full potential.

Watch The Words Matter [here](#).

WEARING SUPPORT FOR LGBTQ+

Across November and December we supported Stonewall's 'Rainbow Laces' campaign across our sites in the UK and Ireland. Joining all major sports teams across the Premier League, Premiership Rugby, Team GB to name just a few, we wore our rainbow laces to show support for our longstanding partnership with Stonewall to help tackle homophobia in sport and promote equality for all.



P&G Reading Gillette plant flew the LGBTQ+ flag on the site's flagpole this year in support of Stonewall.





Flex@work is about work life integration. For us, that's inclusion in practise.

Changing The Culture

REDEFINING FLEX@WORK

Work and personal lives are intrinsically linked. Traditional schedules may no longer fit the rhythm of many of our career and life needs. In an era of single parenting, caring for ageing parents, supporting a child with special needs or navigating same sex parenting, we passionately believe in the importance of recognising all aspects of our employees' lives and, when the circumstances arise, the need for their work to be flexible around this.

Our flex@work ethos therefore isn't just a policy, it's a business strategy that's at the heart of our working culture, designed to provide location and time flexibility for modern employees and their families.

As we continue to evolve our working culture, we are undertaking a strategic and holistic review of our support of employees' different life stage needs, including parental leave of absence, with a view to launching later in 2019.

“The key to flexible working is to acknowledge that the flexibility must come from both sides, and I think P&G has really embraced this philosophy. I've never felt held back in my career as a working Mum, but rather encouraged to push the boundaries of what I can aspire to within both my career and my personal life.”

Carla Berry, Senior Communications Manager

MAKING MENTAL WELLBEING A PRIORITY

Our Healthy Minds programme supports the mental wellbeing of all our employees. The programme recognises that mental health is a spectrum and is designed to ensure employees are looking after their mental health (their minds) as well as their physical health (their bodies). Specially trained 'Healthy Minds Champions' are visible across all UK sites—offering confidential support to individuals and signposting to experts and organisations to enable further advice to be obtained.



SUPPORTING DIVERSITY ACROSS OUR BUSINESS DAY-TO-DAY

We have various affinity groups available to employees, including GABLE which fosters an inclusive, supportive network enabling Gay, Ally, Bisexual, Lesbian and Transgender Employees to bring their full selves to work.

Our People with Disabilities Network is focused on making our facilities and technology more accessible for people with disabilities. Led by our Global Accessibility Leader, Sam Latif—who is based at our Weybridge office in the UK—the network is a place for people with disabilities (and dependents) to share experiences and provide support to each other both within life at work and outside. Insights from the network have led to pioneering work in bringing our D&I mission to life outside P&G.

Not all disabilities are visible—in fact 70% of disabilities are hidden, such as brain injuries or chronic conditions. We recognise the importance of being a disability confident employer so this year, during our Diversity and Inclusion Week—a focal week across our business—we ran a 'De-Mystifying Disabilities' panel across several sites. Employees with disabilities, some visible, some not, were able to share their own experiences and answer questions from colleagues on how their disability affected them, and most importantly, what more can be done to best support them in the workplace.

As we continue to use our voice externally on these topics, our Global Accessibility Leader, Sam Latif, is a regular speaker at events that drive the conversation around making brands, advertising and the workplace more accessible through innovation and education. Sam Latif joined a panel of speakers at Designable 2018 to share her own experiences of how inclusive design has impacted her life and also P&G's strides forward in this area.





Gender Equality

We aspire to build a better world for us all—a world free from bias. A world where everyone sees equal. We know that gender equality contributes to stronger economies, healthier communities and thriving businesses.

To make meaningful progress, we need to tackle bias, spark conversations and change mindsets. At P&G we're taking deliberate steps inside and outside our company to create workplaces and environments that encourage dialogue, recognise and address unconscious bias and share best practises. One that challenges the myths that hold women and men back from achieving equal representation.

It's a multifaceted and intentional approach. We look at where we can further improve within our own business, and also how we can use our voice and role in industry to drive positive change in the wider world.

It's a big aspiration and not something we can achieve without the great partners we have working alongside us to help us have a bigger impact.

Using Our Voice

BRANDS THAT CHAMPION EQUALITY

Gender equality is limited by gender bias. The images, attitudes and portrayals of people in advertising and media affect our perceptions because they embed memories that in turn, form bias. Advertising has come a long way in recent years, evolving over time to reflect societal changes to more accurately portray women and men in today's modern world, and express points of view that positively promote gender equality.

We believe brands can be a force for good and we actively use our voice in advertising and media to raise awareness and spark conversations around gender bias and diversity such as through our [#WeSeeEqual](#) campaign. We're also making small, but important, changes to our brand advertising to eliminate the stereotypes around "traditional" male and female roles.

#JUSTWATCHME CONFIDENCE WITH HEAD & SHOULDERS

Head & Shoulders is a brand that has always strived to give confidence to both men and women who need it the most when in the spotlight, whether that be a football pitch, an interview or big celebration. This year Head & Shoulders became the first Official Haircare Partner of the England

Men's and Women's Football Teams, supporting both squads as they prepare for major tournaments in 2019 and 2020. Through a new unisex campaign, Head & Shoulders focused on preparing the next generation by giving them [#JustWatchMe](#) confidence through mentorship. Featuring players from both teams, Head & Shoulders, in partnership with the Football Association (FA) has led the conversation to inspire girls and boys that they can overcome any obstacle to achieve their dreams.

ALWAYS INCREASES EFFORTS TO KEEP GIRLS IN SCHOOL

More than 137,700 girls in the UK regularly miss school because they cannot afford sanitary products, and as the leading feminine care brand and champion of girls' confidence, with campaigns such as [#LikeAGirl](#), Always continues its mission to end period poverty. Through our [#EndPeriodPoverty](#) campaign for every pack of Always bought, Always donated a pad directly to school girls in need. To date, Always has donated almost 20 million pads and the campaign has been critical in raising awareness and sparking conversation around the issue, alongside providing product to girls in need.

Supporting the campaign, employees from our Northern Europe Head Office in Weybridge, donated over 5,000 pads and more than £220 to local school, Woking High, following



a “buy one pad, donate on pad” initiative run during our annual ‘Diversity & Inclusion Week’.

Alongside these efforts, Always also provides sanitary pads to UK schools through our Femcare Puberty Education Programmes—designed for both primary and secondary students—all part of the brand’s 30+ year commitment to supporting all girls and women. As part of this, on Menstrual Hygiene Day this year (28th May) we announced our role as one of two co-chairs helping to lead the UK government’s new Period Poverty Taskforce. Alongside Plan International UK and the Government Equalities Office (GEO), P&G will work together with charities and businesses across a range of sectors to develop a comprehensive and sustainable response to period poverty in the UK.



Through its **#EndPeriodPoverty** campaign, Always has donated almost 20 million pads, enough to keep every girl in the UK in school for a full year.

GILLETTE CHAMPIONS THE BEST OF MEN

With over 100 years at the forefront of shaving and an iconic slogan that is synonymous with the brand’s heritage, Gillette released a new campaign in August 2018 in the UK that revitalised its “Best a Man Can Get” tag line to help reshape what ‘best’ means to the modern-day man.

The campaign celebrated modern male virtues—self-expression, internal and external well-being, comradery, and dependability. “Best Men” reflected Gillette’s relevance to the modern man and demonstrated how Gillette understands what being the ‘best’ means for men today.

“For over 100 years we’ve made it our business to understand men and what it takes for them to be the best they can be. But today, being the ‘best’ isn’t defined by your profession or the money you make; it’s about how men see the world and the way the world sees them. It’s about the values and principles that guide how men live their lives—and that’s something we wanted to celebrate.”

Matt Thomas, Gillette Brand Manager

Making An Impact

PUTTING THE SPOTLIGHT ON HOW STEM IS A CAREER PATH FOR ALL

As an innovation-driven company, Science, Technology, Engineering and Maths (STEM) graduates and employees form an essential part of our workforce. We are focused on making highly innovative products that improve people’s lives, and this is driven by the dedication, passion and expertise of thousands of research and development scientists and engineers at our innovation centres and specialists at our manufacturing plants across the UK and the rest of the world.

As part of our commitment to gender diversity in recruitment, we continue to break stereotypes and provide support and mentorship to encourage the next generation of STEM talent. After all, a more diverse talent pool leads to better ideas and innovation, which in turn is better for business. All of this underpins our collective effort to help raise and champion the aspirations of younger generations—particularly girls and young women—to consider careers in fields traditionally underrepresented by women.

Its bias, not brains, that hold women back. This year we put the spotlight on inspirational stories from women across our business who all used their STEM skills in different ways for fulfilling and varied careers.

Watch Aka, Emily and Sam’s stories [here](#).

INSPIRING NEW GENERATIONS

Our Newcastle Innovation Centre is a key centre of global innovation for our Fabric Care business and remains at the heart of the local community. The team runs various hands-on science classes for local pupils aged 4 to 18, as well as offering careers advice and support.

Scientists from our Greater London Innovation Centre have also shown their dedication to encouraging youngsters from diverse backgrounds and communities to consider a STEM career by supporting the Your Future, Your Ambition event for the last five years. Each year a team of 10 P&G scientists attend the day-long event to run activities to inspire the younger age groups to pursue a STEM career and/or provide career advice to older age groups. Employees from the site have also run sessions for local Year 9 and Year 10 students during British Science Week giving inspiration on the different career routes linked to STEM skills with hands-on activities such as ‘How to make a moisturiser’.

Team members from our Cobalt office have been involved in the Tech For Life—Leading Ladies programme, providing training for women ranging from science and assumptions related to gender differences, to confidence building as well as upskilling through workshops, for example on micro bit coding.



LEAD DEVELOPS FUTURE LEADERS

We want to play our part in driving progress and change across the world of business, starting with our own industry. P&G has therefore been a longstanding supporter, and was a founding partner, of the Leading Executives Advancing Diversity (LEAD Network). LEAD is a platform for exchanging ideas, best practice and inspiration as well as helping others find solutions to challenges they might be facing. LEAD is also a great platform to collaborate with industry partners on a different scope to our normal business and we’re confident it will help to strengthen relationships, and our business, in the future.

Changing The Culture

CREATING AN INCLUSIVE CULTURE WITHIN P&G

We are committed to achieving an inclusive environment in all parts of our Company where everyone—men and women—can contribute to their full potential.

This year, in line with UK Government regulations, we reported on our gender pay data for operations where there are more than 250 relevant employees as well as voluntarily on our entire footprint within Great Britain.

We are proud that the gender pay gap across P&G’s entire operations in Great Britain remains small (mean 2.2%, median 5.8%) and is broadly driven by shape of our organisation which is influenced both by the differences in the number of men and women at different job levels and the choices that our employees, both men and women, make with respect to their pay and benefits. We run vigorous analysis through our internal pay audit process which takes into account legitimate drivers of pay—such as job level and performance—and this confirms we have no intentional or unintentional statistically significant differences in pay due to gender.

However, we recognise there is always more that we can do, and our journey continues to enable us to make a long-term impact on the gender pay gap both within our own business, to achieve our aspiration of 50:50 representation at all levels, and to contribute to wider society. More information on our work to champion gender equality can be found in our Gender Pay report [here](#).

MEN ADVOCATING REAL CHANGE™

At P&G we believe the requisite skills to succeed as leaders in 2019 and beyond include the ability to be empathetic and inclusive. Given the critical role men play in amplifying the voice of women, recognising women’s contributions and developing future leaders, we have also partnered with [Catalyst](#) on their MARC™ (Men Advocating Real Change) initiative. Through this effort, men better understand the impact stereotypes, unconscious bias, and male-dominant culture have on women’s career progression.



Environmental Sustainability

Environmental sustainability is not something new for us at P&G. Acting responsibly is core to how we do business, and we continue to make strong progress here in Northern Europe. Every day we leverage our brands to be a force for good and force for growth.



Ambition 2030: Enabling and Inspiring Responsible Consumption

Building on our legacy of environmental leadership, we have made significant progress against our global 2020 goals for climate, water and waste—having achieved several of them already—and last year set new, ambitious environmental goals for 2030 that will enable and inspire positive impact and responsible consumption.

Ambition 2030 seeks to address two of the world's most pressing environmental challenges: finite resources and growing consumption. The global goals span:

- **Brands:** P&G's 20 leadership brands including Always, Ariel, Fairy, Febreze, Head & Shoulders, Pantene and Pampers will enable and inspire responsible consumption, have 100% recyclable or reusable packaging and will build trust through transparency and ingredient innovation.
- **Supply Chain:** Our sites will increase water efficiency by 35% and source at least 5 billion liters of water from circular sources. Manufacturing sites will cut greenhouse gas emissions in half and will purchase enough renewable electricity to power 100 percent of plants.
- **Society:** We will continue to create transformative partnerships that enable people, the planet and our business to thrive, including those that stem the flow of plastic into the world's ocean, protect and enhance forests, expand recycling solutions for absorbent hygiene products, and protect water in priority basins around the world.
- **Employees:** P&G will engage, equip and reward employees for building sustainability thinking and practices into their everyday work. We will reward progress and integrate recognition into performance assessments.

Brands As A Force For Good

GIVING NEW LIFE TO OLD MATERIALS

Head & Shoulders now contains 25% post-consumer recycle plastic in all its shampoo bottles in the UK. Specifically in ASDA, Head & Shoulders brought this to life with a relatable message for ASDA shoppers. With milk bottles one of ASDA's highest selling products, Head & Shoulders launched its best-selling formula with new artwork with the simple message—"part of me was a recycled milk bottle"—to communicate the real difference shoppers and brands can make by taking action on recycling.

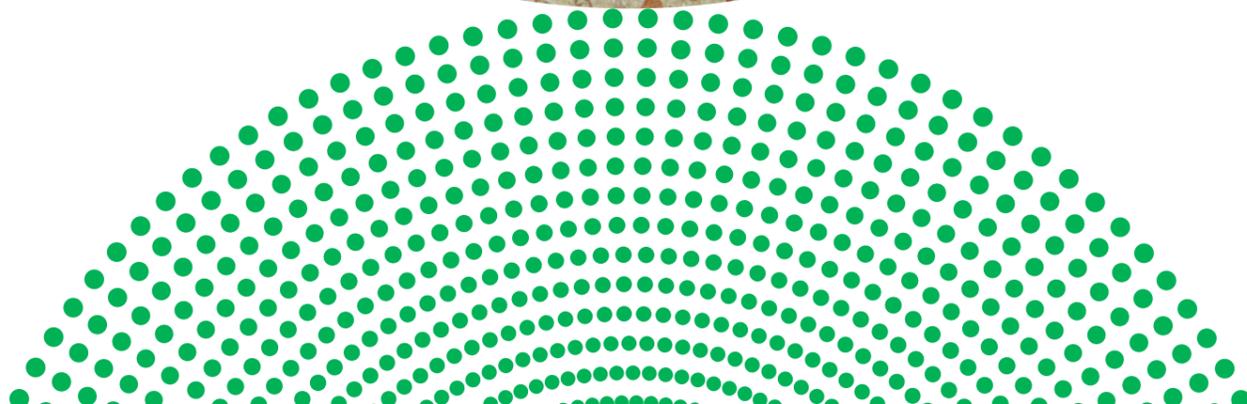


USING OUR VOICES FOR THE PLANET WITH ARIEL AND WWF UK

We know the impact small changes in everyday behaviours can have on the wider environment, and it's a vision P&G shares closely with WWF UK. Ariel has been at the forefront of driving consumer behaviour change when it comes to washing at cold temperatures with our long running 'Turn to 30°' campaign. It was why, this year, Ariel once again partnered with WWF UK to encourage people to take simple, every day actions that help protect the planet in line with Earth Hour following a successful inaugural campaign in 2018. People were asked to make pledges to protect the planet, one of which was 'turn washing temperatures down to 30°'. For every pledge made with #VoiceForThePlanet Ariel donated £1 to WWF UK. Across March and April, WWF UK saw over 44,000 pledges made across the country.



For every pledge made with #VoiceForThePlanet Ariel donated £1 to WWF UK.





A SEA OF CHANGE

We understand what is happening to the world's oceans, which is why we have included a plastics pledge in our Ambition 2030 goals. We are looking at holistic solutions so that no P&G packaging finds its way into the ocean. We are reducing the plastic we use, increasing recycled content and leveraging innovation and partnerships to help stop the flow of plastics into the ocean, brought to life through our brands.

Last summer, limited-edition Head & Shoulders and Fairy bottles were launched in the UK, exclusively in Tesco, to help drive awareness. Our Head & Shoulders Beach Plastic bottle is made of 25% recycled plastic collected from beaches. Our Fairy Ocean Bottle, launched in partnership with TerraCycle, is made with 100% recycled plastic, including 10% from recycled ocean plastic, proudly collected by thousands of volunteers. It's also fully recyclable (excluding the cap and label).



EVERY BOTTLE MAKES A DIFFERENCE

To raise further awareness of ocean plastic pollution and what can be done to prevent it reaching the ocean, in a joint campaign, both Head & Shoulders and Fairy—in partnership with Tesco and Keep Britain Tidy—rallied UK shoppers to help clean up beaches across the country after the summer. 'The Big Beach Clean' invited shoppers to take action and nominate their favourite beaches to be one of ten clean ups across the country. The campaign saw over 10,000 votes entered via a dedicated website.

Alongside this, in support of the campaign, a combined team of 57 employees from P&G and Tesco took to the UK countryside to clean two separate locations of discarded plastic.

With one team combing the beach at Landguard Point and one the riverside at the River Colne, both supported by representatives from Keep Britain Tidy, the teams collected over 30 bags of plastic. All part of our combined efforts to be a force for good in our local communities.

FINDING VALUE IN WASTE

P&G, TerraCycle and Tesco partnered for a second year to give schools in the UK the chance to win a playground made from recycled plastic thanks to Fairy and Febreze. Community members were encouraged to get involved and help their local schools win by voting for them in the competition. The 'Win A Playground' competition focused on raising awareness of the issue of waste recycling amongst the youngest in our society as well as their communities. By recycling waste, the project aimed to help reduce plastic litter from entering nature's playground and polluting the planet, instead creating play areas for kids to enjoy a bit of fresh air everywhere. Over 21 schools got involved, generating over 65,000 votes across the country.



The Power Of P&G People

While the world celebrated Earth Day on 22nd April, we took the opportunity to recognise the event for an entire week with our sites across Northern Europe participating in a variety of activities to remind employees of our sustainability efforts and reinforce the idea that small changes can make the world of difference under the theme of 'Sustainability at Scale'.

This year our Northern Europe Head Office in Weybridge, partnered with Do.Nation, a start-up company with a mission to make people live a little bit greener every day. Together we ran a three-month programme—from February to April—which saw employees pledge various actions to make their daily routines that little bit more sustainable. As result of employees' collective commitments, we saved over 38,900 tonnes of carbon.

Through pledges in partnership with Do.Nation between February and April, P&G Brooklands employees saved:

1.4 million litres of water

26,000 kg of waste

the equivalent carbon of 452 flights between two of our sites—London to Harrogate



Here in the UK, all our manufacturing sites are now zero waste to landfill, an achievement we're extremely proud of. Our Reading Gillette Plant was the first to achieve this.

Sustainability At The Heart Of Our Sites

Across the past year we have established and connected teams at every site across Northern Europe, who are making meaningful reductions to our consumption of energy and water, as well as our generation of waste. Here are some of the highlights.

Energy

- Through green energy tariffs, 100% of our electricity at our non-manufacturing sites now comes from renewable sources.
- Our Northern Europe Head Office in Weybridge underwent a major refurbishment, which reduced our energy footprint by 19%.
- Our Nordics office in Sweden this year moved to a more sustainable office space, driving a 60% reduction in their energy footprint year-on-year.

Water

- In our Northern Europe Head office, we have installed water volumisers in all bathrooms, reducing water consumption by up to 90% and the water heating requirement by the same amount.

Waste

- This year our head office in Weybridge eliminated 95% of single use plastic on site in our employee restaurant and coffee shop, installing a 'Bring Your Own' culture for reusable coffee cups and water bottles and our site in Cobalt, Harrogate and our Newcastle Innovation Centre are on the path to do the same. As a result, we will be eliminating over 600,000 items of single-use plastic annually.
- Our Reading Innovation Centre has eliminated single use coffee capsule machines on site and introduced timers on all lab equipment to ensure nothing is unnecessarily left on for long periods of time.
- We are also tackling food waste by piloting new food weighing technology and processes in our Cobalt office. As a result, we have cut food waste by 55% with plans to expand to other across Northern Europe over the next year.



The UK Plastics Pact: A Partnership to Drive Responsible Consumption

When it comes to protecting the environmental future of our planet, we know we don't have all the answers. It will take partnerships and collaboration to make meaningful progress. We are committed, through the five billion people we serve through our products, to make a positive difference on the environment, but we cannot do it alone.

P&G Are Proud To Be A Founding Signatory Of The UK Plastics Pact

The UK Plastics Pact is a bold and unique initiative that aims to transform the UK's plastic system by 2025. By bringing together the entire plastics value chain behind a common set of ambitious, collective targets, it will move the UK towards a system which keeps plastic in the economy and out of the environment. It will encompass innovation, research and new business models to rethink and redesign what packaging we, as an industry, put on the market in the first place, and how we can all encourage greater re-use of packaging.

WRAP launched The UK Plastics Pact on the 26th April 2018. Since its inception, the Pact now has over 100 organisations from across the entire plastics value chain signed up as members and supporters.

This year The UK Plastics Pact celebrated its one-year anniversary, showcasing progress made by signatories against the Pact's four targets. In addition to examples already shared earlier in this report, here are some of the actions and pledges we have put in place across our brands and business since becoming a founding signatory to the Pact.

The UK Plastics Pact is the first of its kind in the world, kick-starting a powerful global movement for change as part of the Ellen MacArthur Foundation's New Plastics Economy initiative. It is being led by WRAP, the sustainability experts.

For more information on the UK Plastics Pact—please visit WRAP's website: www.wrap.org.uk/ukplasticspact

By 2025 the UK Plastics Pact aims to:

TARGET 1



Eliminate problematic or unnecessary single-use plastic packaging through redesign, innovation or alternative (re-use) delivery models.

- We have reduced single use plastic by reducing the number of dosers on Ariel Liquid bottles saving 51 tonnes of plastic per year.
- We have removed plastic handles from large Fabric care boxes, saving 36 tonnes of plastic per year.

Ensure 100% of plastic packaging to be reusable, recyclable or compostable.

TARGET 2



- Today 86% of our packaging is recyclable—on brands like Gillette for example, 90% of our packaging is now recyclable.
- We have introduced perforations on the shrink sleeves on our Lenor fabric conditioner bottles so the sleeves can be easily removed before the bottles go into the recycling stream.
- We have also partnered with TerraCycle to collect and return used air and homecare packaging (across any brand) for recycling. In 2018, we collected over 150,000 items through the programme.
- Our Fabric Care brands like Ariel and Lenor have committed to reducing their plastics packaging by 45% in the UK by 2025 (vs 2018).
- By 2022, P&G Fabric Care aims to make all its brands' packaging 100% recyclable in the UK.

Have 70% of plastic packaging effectively recycled or composted.

TARGET 3



- We are now part of the WRAP Collaborative Action Group for increased citizen engagement.
- P&G chairs the Ellen McArthur Foundation Holy Grail project which is aimed at developing an additional dimension for the sorting of plastics at material recovery facilities and/or recycling plants. This will allow more plastics to be recycled and improve the purity of recycled material—allowing more widespread use.
- P&G is also a founding member of the Alliance to End Plastic Waste (AEPW), currently made up of nearly thirty member companies, which has committed over \$1.0 billion with the goal of investing \$1.5 billion over the next five years to help end plastic waste in the environment.

TARGET 4



Obtain 30% average recycled content across all plastic packaging.

- In the UK, on average, we use 50% recycled plastic (post-consumer recycled) in our Lenor and Lenor Unstoppables bottles, 25% in our Ariel liquid bottles and 35% in our Ariel Purclean bottles.
- By the end of 2019, 90% of all the hair care bottles sold in the UK across P&G's Hair Care portfolio will contain up to 25% post-consumer recycled plastic.



ABOUT OUR CITIZENSHIP REPORT

This summary shares a few examples of the work being done across the Company in Northern Europe. The information in this report covers activity which took place during P&G 2018/19 fiscal year. More information on P&G and our family of brands is available online at www.pg.co.uk. All P&G Brands are registered trademarks and are proprietary to Procter & Gamble, or other respective owners that have granted P&G the right and license to use such marks.