2022 CITIZENSHIP REPORT

P&G NORTHERN EUROPE

DEAR STAKEHOLDERS,

We are approaching the end of another fiscal year, and that brings with it many opportunities for learning and reflection. Over the last 12 months, the external landscape against which businesses have operated has remained both challenging and dynamic. But what has remained consistent is our belief in ensuring that throughout everything that we do, we continue to serve as both a force for good and a force for growth. This is brought to life through our Citizenship platform.

Citizenship lies at the very heart of absolutely everything that we do. That's because we recognise our immense responsibility to drive the change we want to see—leveraging our presence in millions of homes across Northern Europe to ensure we're playing our part in making every day just that little bit better; embodying what it means to be a force for good. It too forms part of our approach to conducting business—building trust and equity with each and every one of you, creating value and, ultimately, driving growth. Whether you're one of our passionate and dedicated employees, a long-standing supplier or partner, or a valued investor or shareholder—we thank you for continuing to stand alongside us. We have a responsibility to you all, because we cannot continue to be a force for good, unless we continue to be a force for growth.

On each and every page of this report, you'll find a wide range of examples which articulate the work we've done over the last 12 months to accelerate our progress. From providing support to those in need through both product and financial donations as part of our **Community Impact** work; to championing intersectional **Equality & Inclusion**—in recognition that our differences are what unite us and make us stronger; to continuing to set ambitious **Environmental Sustainability** targets that enable us to play our part in protecting the planet we share. Each of these pillars is underpinned by a focus on **Ethics & Corporate Responsibility**—that means doing the right thing, being a good corporate citizen, and operating in accordance with our Purpose, Values and Principles (PVPs).

Whilst our Citizenship efforts are brought to life in numerous ways, when I take a step back and reflect on the year that has passed, it's our people that I'm most proud of. They embody what Citizenship means at P&G. They support each other during difficult times, irrespective of whether we're together physically or virtually. They challenge one another to think differently and to consider new perspectives. They passionately believe in the power of our brands, and organisation, in delivering meaningful change in society. They—alongside our business partners—are living proof of what it means to be both a force for good and a force for growth every single day.

If there is anything we've learned over the last couple of years, it's that life can change in an instant. But we've also learned that we're stronger and more resilient than we ever thought possible. It is on that principle that we will continue to operate in Northern Europe—delivering growth, value and, most importantly, positive change.

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

May 2022

COMMUNITY IMPACT

We strive to be both a force for good and a force for growth in the countries and communities that we operate in. That means not only serving people through our market-leading brands, but being there for them in greater times of need — when our products and support matter more than ever. We bring this to life across Northern Europe in a number of ways, enacting partnerships with charitable organisations at national and local levels to deliver meaningful impact at scale.

Celebrating 20 years of our partnership with In Kind Direct

This financial year, we celebrated 20 years of our partnership with **In Kind Direct**—an organisation that believes everyone deserves access to life's essentials, and that no usable product should go to waste. We have worked with In Kind Direct since 2001, supporting more than 7,500 charitable organisations through product donations with an estimated retail value of almost £50 million. By channelling our donations of essential products through In Kind Direct, who then distribute these items to their network of charities across the UK, we are able to provide grassroots support at scale to thousands of organisations and people in need across the UK.

Since 2001,
we have supported

7,500+

charitable organisations through our partnership with In Kind Direct.

As part of our 20-year anniversary campaign, we worked with a number of P&G brands to highlight their vitally important role in supporting people in need, including:

- **Gillette**, through which we have helped people to put their best face forward by distributing over four million products.
- **Always and Tampax**, donating more than 11 million period products across the UK, helping to ensure everyone has access to period protection.
- **Pampers**, through which we have continued to support the happy, healthy development of babies by providing more than three million products to families in need.
- **Fairy**, donating 1.5 million products to homes across the UK—cleaning more than one billion plates and helping to feed family life.

Gillette celebrates 10 years as Movember's official shave partner

In November, Gillette celebrated 10 years as official shave partner with leading men's health charity **Movember**, through which the brand supports 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. Together, they launched #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 Movember. The duo competed to see who could grow the best Mo, whilst encouraging others to get involved and donate. Our efforts in 2021 saw the cumulative amount of money raised by Gillette in the UK for Movember reach £1.65 million.

Gillette has been the official shave partner of Movember for ten years, raising

£1.65 MILLION

to change the face of men's health in the UK.

Fairy Non Bio funds vital family support services at Great Ormond Street Hospital

In February 2021, Fairy Non Bio partnered with Great Ormond Street Hospital (GOSH), providing a donation to the charity for every special pack of Fairy Non Bio sold. Funds raised will help to support vital services at the hospital, including its dedicated play team and family accommodation, which enables parents of children at the hospital to stay nearby. The partnership was originally enacted in 2017 and, since its inception, Fairy Non Bio has raised £360,000 for GOSH.

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for Great Ormond Street Hospital.

Recognising Random Acts of Kindness Week

In February, we set all employees in our UK and Ireland organisation a challenge—to create a wave of positivity by committing random acts of kindness to themselves, colleagues, friends, family and strangers. Across the week, employees undertook over 225 random acts of kindness—with activities ranging from collecting and distributing clothing to local charities in need, to donating their time volunteering for charities close to their hearts—sharing their stories within P&G to encourage others to get involved. As a company, we were so inspired by the way in which the P&G community pulled together to make the world a better place through individual action, that we committed a series of donations to charities local to our sites. This included a £2,000 donation to **Feeding Families**, which offers support, hope and security to those experiencing food poverty. This provided them with an opportunity to donate to a local organisation of their choosing, so that we can all continue to be a force for good in local communities.

Pampers supports parents through annual #PampersForPreemies campaign

On World Prematurity Day 2021, 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.[1] 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.

The brand 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, Pampers has also extended its partnership with the retailer, working with ASDA to provide free Pampers Preemie nappies to any family via its pharmacies. Both measures are enabling the brand to continue to be a force for good in local communities by providing support to families in need.

1 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).

Head & Shoulders has partnered with The Diana Award, aiming to educate

1,000,000

young people, parents and adults on how to fight bullying and eliminate cultural stigmas.

Head & Shoulders begins mission to end bullying in society

In September 2021, Head & Shoulders began a mission to end bullying in society through its #FreeTheShoulders campaign. It followed research by the brand which found that one in three teenagers are bullied, and that those with dandruff are twice as likely to be among them.[2] As part of the campaign, Head & Shoulders joined forces with The Diana Award's Anti-Bullying Programme, and together they aim to educate one million young people, parents and adults by 2023 on how to fight all forms of bullying and eliminate cultural stigmas. The brand also worked with dance group Diversity's Perri Kiely, who joined the campaign as Head & Shoulders' Anti-Bullying Ambassador, creating content for social media which sought to 'burst the bubble' on negative insults.

UK and Ireland employees support those experiencing homelessness during festive period

In December 2021, we once again offered all UK and Ireland employees the opportunity to 'donate' their company Christmas hamper in order to raise funds for two national charities that support those experiencing homelessness—**Crisis UK** and **Focus Ireland**. Through this, we were proud to support those in need during the festive season, providing a warm place to celebrate by donating a total of over £10,000 to both charities.

Northern Europe Finance & Accounting provides support for four charities during the festive period

In December 2021, our Northern Europe Finance & Accounting teams provided support for four charities as part of their annual Away Day. At a time when charitable organisations are facing unprecedented challenges—caused by both the increased need for support and declining funds—we were proud to help a number of organisations continue to deliver vital services. Donations were made to four different organisations:

- **Macmillan Cancer Support**, one of the UK's leading sources of support for individuals living with cancer and their families;
- **Women's Aid**, which provides life-saving services in England, working to build a future where domestic abuse is not tolerated;
- **Show Racism the Red Card**, which provides education to young people in order to challenge misconceptions, stereotypes and negative attitudes in society; and
- **Akt (Albert Kennedy Trust)**, a leading LGBTQ+ youth homelessness charity.

2 Head & Shoulders Research 2021: Dandruff Decoded: Head & Shoulders (dandruffdecoded.com).

Venus tackles taboos with partnership with The Lady Garden Foundation to empower women to #KnowYourPubic

In May, Venus partnered with The Lady Garden Foundation—a charity which raises funds to support ground-breaking research into the treatment of the five gynaecological cancers (Vaginal, Vulval, Cervical, Ovarian and Womb). Through the partnership, the brand aims to normalise language surrounding public care and gynaecological health, helping women have the confidence to talk more openly and without embarrassment. It follows research by Venus which found that, although nearly three quarters (74%) of women believe that they should be able to use words like "vagina" and "pubic" in public without feeling shame, nearly half (47%) say they've been made to feel these aren't appropriate terms to use in public.[3] By creating a more public dialogue, Venus and The Lady Garden Foundation aim to help remove misinformation, giving women better knowledge of different gynaecological cancers and symptoms—which are often subtle and can go unnoticed—to help improve earlier detection rates.

To bolster the partnership further, Venus has launched a special donating pack of its award-winning Venus for Public Hair and Skin Razor exclusively in Superdrug. For every pack sold, a donation will be made to The Lady Garden Foundation, helping to fund lifesaving research and provide vital resources for those affected by, and living with, gynaecological cancers.[4]

Oral-B partners with Sir Mo Farah to raise awareness of the importance of good oral health #BrushLikeAProPrepLikeMo

In June 2021, Oral-B partnered with Olympic athlete, Sir Mo Farah, to raise awareness of the importance of good oral health. It followed research by the brand which found that one in three children have experienced dental problems since the start of the coronavirus pandemic, including bleeding gums, tooth ache and cavities.[5] To help to tackle this, and inspire the nation to #BrushLikeAProPrepLikeMo, Sir Mo and Oral-B dentist, Jaz Gulati, paid a surprise visit to a school in South East London. Together, they hosted an assembly for 270 pupils in year eight, providing information and tips on how they could improve their own oral health at home. Students were also given their own Oral-B electric toothbrush, toothpaste and floss to enable them to put what they had learned into practice.

> 1 IN 3 CHILDREN
> have experienced dental problems since the start of the coronavirus pandemic.

3 Research conducted by Toluna on behalf of Venus from 13/04/21 to 16/04/21. Toluna surveyed 2,000 women aged 18–45 in the UK.

4 One pack = one donation. For every Gillette Venus for Pubic Hair & Skin Razor sold in Superdrug UK & Ireland between 1st February 2022 and 31st January 2023, Venus will donate 10 pence to The Lady Garden Foundation. Registered Charity in England and Wales No. 1154755.

5 Research carried out online by Research Without Barriers (RWB). Conducted between 26th April–5th May 2021. Sample comprised 2,001 adults and 1,001 UK parents of children aged 4–11 years. Research Conducted adheres to the UK Market Research Society code of conduct.

Fairy recognises 15-year partnership with Make-A-Wish UK through #FairyWorldOfWishes campaign

This year, Fairy celebrated the 15th year of its partnership with **Make-A-Wish UK**, through which the brand has helped to grant wishes for critically ill children since 2006. To recognise this important milestone, Fairy created limited edition packs which featured two drawings from children at Make-A-Wish UK, sharing their version of a World of Wishes on Fairy Liquid and Fairy Non Bio. The brand then partnered with a number of retailers on the initiative, making a donation to the charity for every pack sold. Fairy also created a Fairy x Make-A-Wish colouring book to further support the campaign, enabling children to create their own version of the Fairy pack designs. To date, Fairy has raised over £1.5 million for this incredibly important cause.

To date, Fairy has raised over

£1.5 MILLION

for Make-A-Wish UK.

6 Materials provided by The Play Company. A total of 373,120 bottle tops have been recycled in exchange for materials ordered and used by P&G as part of the project.

A FORCE FOR GOOD IN LOCAL COMMUNITIES

In addition to our national partnerships, led at both a corporate and brand level, P&G employees across Northern Europe have worked to give back to their local communities this year. Through this, we're able to continue to use our scale for good, partnering with grassroots organisations local to each of our sites in the UK, Ireland and the Nordics. Below is a snapshot of some of the work delivered across the last 12 months.

- Employees based at our site in Cobalt in the North East of England have continued to support two local organisations: **St Oswald's Hospice**, which provides specialist and expert care to adults and children with life-limiting conditions, and **Family Gateway**, which supports families who are living in poverty or disadvantage. In April 2022, it donated £25,000 to each. St Oswald's Hospice will use the funds for on-site refurbishment works, and the donation to Family Gateway will support the creation of both a Family Break Scheme and Emergency Travel Fund.
- Earlier this year, employees based at Reading Innovation Centre partnered with Reading Borough Council to regenerate a disused piece of land in the local community. Working in partnership with a number of local organisations, the team installed new sustainable seating—made from over 370,000 recycled plastic bottles[6]—for both employees and the wider community to enjoy. The team also planted trees and installed habitats for a range of wildlife as part of the project, both of which will help to improve biodiversity in the area.
- In December 2021, employees working at our site in Cobalt donated over 160 Christmas meals to residents of Wellbeing Centres and Extra Care Schemes in the North Tyneside area, in partnership with **Age UK North Tyneside & EveryDay Care & Support**.
- Employees based at Cobalt donated Easter eggs to each of their three chosen site charities. These include St Oswald's Hospice, Family Gateway and **The Bay Foodbank**, which provides emergency food parcels for people who are unable to afford food for themselves or their families.
- Our Dublin site provided donations of essential products to **Crosscare**, distributed through their network of five community foodbanks, two community cafes and homelessness services within Ireland.
- Employees based at Reading Innovation Centre have supported three local charities across the last 12 months: **Launchpad**, Reading's leading homelessness prevention charity; **Thames Hospice**, which provides care and support for people living with life-limiting illnesses in Berkshire and South Buckinghamshire; and **No5**, which offers counselling and support to children, young people and those around them.
- Our Brooklands site continued its 30-year support of **Young Enterprise**, empowering young people across the UK with real business experience. This year, we sponsored the Sustainability and Innovation awards at the North Surrey Showcase, recognising those teams who had embedded ethical values into their business whilst innovating for growth.

EQUALITY & INCLUSION

We believe in the power of our differences and the impact we can make when we come together, united by shared values and purpose. That's why we describe ourselves as being #UniqueAndUnited. We believe in creating a company and a world within which everyone is able to be their full, authentic selves each and every day. Doing so enables us to be a force for good by ensuring everyone is included, and a force for growth by spotlighting a breadth of knowledge and experiences in order to drive both innovation and societal change.

Our Equality & Inclusion (E&I) strategy is comprised of five sub-pillars: **Racial Equality**, **Gender Equality**, **Social Mobility**, **LGBTQ+ Inclusion** and **People with Disabilities (PwD)**. To maximise our efforts, we focus on driving change in the areas within which we believe we can have the greatest impact—working with our employees, leveraging our brands, and by standing alongside our partners to deliver change in local communities.

WE ARE UNIQUE AND WE ARE UNITED

A HOLISTIC APPROACH TO PROGRESS

Whilst we have strategic areas of focus within our E&I strategy, increasingly we recognise the need to adopt a holistic approach to achieving our objectives; one which places intersectionality at the heart of everything that we do. Over the last 12 months, a number of initiatives have brought together these different strands in order to maximise our impact.

Celebrating E&I Month 2022

In March, we celebrated E&I Month—a programme of internal activity intended to provide everyone with the opportunity to connect with one another, celebrating the rich diversity within our organisation. Whilst we focus on this each and every day, we place a particular emphasis on our efforts throughout the month of March—ensuring that all employees are empowered to step away from the day-to-day in order to enhance their own knowledge and understanding.

As part of our efforts, we hosted a number of internal events which laddered up to each of our five E&I sub-pillars. Content was made available to employees both live and on-demand via our dedicated E&I Month calendar, ensuring that they had the opportunity to get involved at a time that worked best for them. We supplemented this with a consistent drumbeat of internal communication across multiple touchpoints—from our all-employee daily email to on-site plasma screens. All content was designed to help employees broaden their perspective—from media interviews and links to external events, through to personal stories bravely told by employees from across the organisation with a personal passion for, or experience relevant to, each sub-pillar.

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

Whilst E&I Month may be over for another year, we will continue our journey in the days, weeks and months ahead—working with employees, leveraging our brands, standing alongside our partners and enacting change in local communities to deliver meaningful impact at scale.

#BreakingDownBarriers during the Olympics Games Tokyo 2020

In July 2021, we launched a new campaign, #BreakingDownBarriers, to coincide with the Olympic Games Tokyo 2020, and as part of our long-standing, global sponsorship of the Olympic Movement. As part of this, 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.[7] Through powerful storytelling, we used our combined voices to challenge these misconceptions and empower everyone to try something new.

Always aims to reach over

HALF A MILLION

young people each year through its Always About You School Programme.

Always challenges period stigma through #RethinkYourReaction campaign

Periods are a part of life, yet they remain a stigmatised topic in the UK, often shrouded by embarrassment and shame, with 68% of young people with periods admitting to having been made to feel dirty, gross or ashamed for having one as a result of someone's negative reaction to it.[8] To help break down barriers and promote positive conversations, Always launched its #RethinkYourReaction campaign, through which the brand committed to presenting periods in an open and honest way. It bolstered this with the creation of a new period hub which includes information and resources designed to help tackle period shaming and promote more positive period conversations, and by expanding the brand's Always About You School Programme. The free puberty and period education curriculum aims to reach over half a million young people each year, and will include a new module to support young people in tackling period shaming both in schools and in local communities.

The campaign not only sought to normalise taboos—it drove forward intersectional equality by involving a number of underrepresented groups within society. Always worked with P&G's Company Accessibility Leader, **Sam Latif**, to better understand the challenges disabled people face when it comes to having periods, inviting her to share her experiences in order to help to elevate the voices of the disabled community.

The brand also worked to drive forward inclusion for the LGBTQ+ community, working with content creators and doctoral researchers, **Shaaba Lotun and Jamie Raines**. The couple are known for being openly honest with their audience, and are committed to working to break societal norms in order to encourage people to feel confident. Jamie has openly shared his experiences of having periods as a transgender man in order to help others with similar experiences and, alongside Shaaba, partnered with Always to ensure that #RethinkYourReaction tackled the stigma surrounding periods in an open, authentic and holistic way.

Accelerating change throughout our industry, in partnership with D&I in Grocery

Diversity & Inclusion (D&I) in Grocery seeks to harness the power of FMCG (fastmoving 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 70 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

8 Online Survey, 500 participants aged 12–17. UK, OnePoll '21.

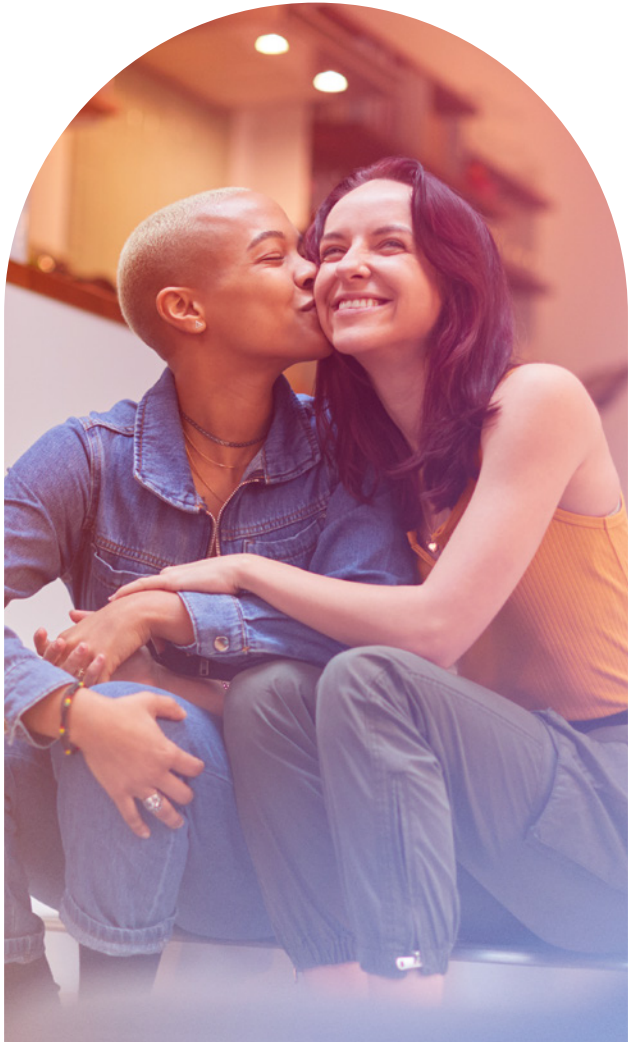
doing to advance a specific area of diversity, equality and inclusion, highlighting how they're challenging the status quo. In February, we were proud to host a dedicated session on social mobility—sharing how we have continued to adapt our recruitment processes in order to attract, recruit, develop and retain individuals from a wide range of educational backgrounds.

- 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—Ian Morley, Vice President, Sales, P&G Northern Europe, and Katharine Newby Grant, Vice President, Marketing and Beauty Care, P&G Northern Europe.
- 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.

Creating a culture of inclusion internally, so we can advance our efforts externally

- As an organisation, we believe that creating a culture of inclusion within our organisation provides the very foundation upon which we can drive change externally. A key element of our strategy is our Affinity Networks—groups which operate at a global, regional and local level, providing all employees (from those with a personal connection to the topic, through to Allies keen to show their support and learn more) an opportunity to connect with one another.
- Examples of our Affinity Networks include GABLE (Gay, Ally, Bisexual, Lesbian and Transgender Employees), which promotes awareness and understanding around LGBTQ+ inclusion; BELONG, which focuses on driving equality for employees of different ethnicities; and the PwD Network, which brings employees with personal experience of disability, a disabled dependent, or Allies keen to show their support, together. In September 2021, the PwD Network was shortlisted for a European Diversity Award in the Outstanding Employee Network Group category.

We believe that creating a culture of inclusion internally enables us to drive positive change externally.



RACIAL EQUALITY

Gillette launches anti-racism education programme, Gamechangers, in partnership with Football Beyond Borders

In July 2021, Gillette launched the next phase of its work to build role models for the next generation, and help tackle racial discrimination in society. Working with long-standing charity partner, **Football Beyond Borders (FBB)**, which uses the power of football to change the lives of young people, the brand launched Gamechangers, an educational programme designed and delivered with support from Gillette ambassador, Ian Wright. The programme, which gives young people the opportunity to study British Black history, marks the next step in Gillette and FBB's partnership to support the next generation in being the best version of themselves as they learn more about history, the experiences of others, and the positive values and behaviours that contribute to a more fair and equal society. Since launch, the programme has been rolled out to over 600 young people in 29 schools. Additionally, condensed versions of the educational resources have been made available for the public to download for free from Gillette's UK website, ensuring any educational practitioner or teacher can access them.

The Gamechangers programme has been rolled out to

OVER 600

young people in 29 schools.

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. 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, one of our Brand Directors 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.

P&G supports Channel 4's Black to Front Project

In September, we were proud to support Channel 4's Black to Front Project—an initiative intended to improve Black representation both on-screen and in the wider TV industry. For one day, the broadcaster featured programming made by Black on- and off-screen talent, with Black presenters, actors, writers and experts, contributors and programme-makers. Its purpose was two-fold—to challenge us all to see our content differently, and to leave a lasting legacy through increased Black representation both on- and off-screen. As the world's biggest advertiser, we believe in using our voice to drive positive change in society, and were proud to stand alongside Channel 4 as part of this vitally important mission.

> By supporting Channel 4's Black to Front Project, we hope to improve representation both on-screen and in the wider TV industry.

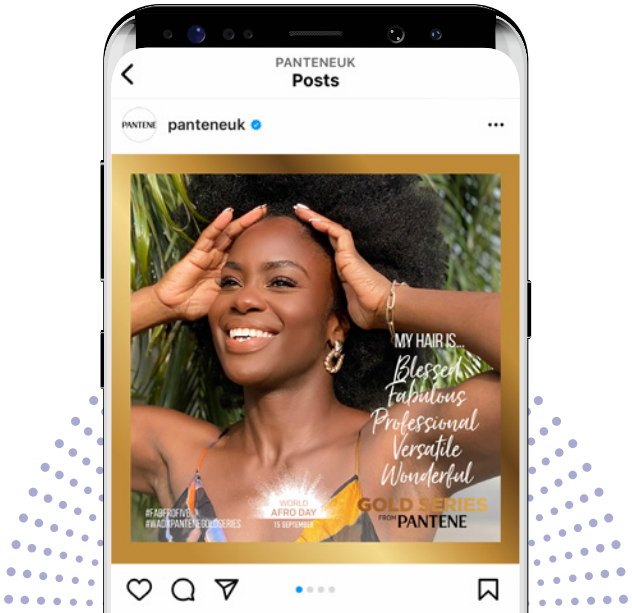
Recognising Black History Month 2021

Throughout October we celebrated Black History Month, providing employees an important moment to pause, reflect and learn, so that we're able to continue our journey to building a more equal and inclusive world. As part of this, we ran an internal communications series entitled #MyBlackHistory, through which employees and external speakers shared their stories about what Black History means to them. These helped to provide rich, cultural insights to the entire UK and Ireland organisation, helping us to learn more about both our colleagues, and the inspirational Black people that have helped to shape our history. We supported this further at our Brooklands site by working with our local catering team to serve weekly dishes inspired by Black History Month, enabling employees to broaden their perspective and their palette.

Alongside this, we hosted an in-person event through our Gillette brand, hearing from long-standing ambassador, footballer Ian Wright, and charity partner, Football Beyond Borders (FBB), alongside our Grooming CEO, Gary Coombe. Together, the panel discussed the launch of Gillette and FBB's in-school anti-racism education programme Gamechangers, as well as its importance and the impact it is having in wider society. To ensure everyone could get involved, the event was streamed virtually to all employees across Europe, helping to bring together multiple countries as they each celebrated Black History Month in their own, unique ways.

Pantene's Power of Hair Fund continues to increase positive representation of Afro hair

This year, Pantene has continued its mission to help create a more equal and inclusive world through advertising and education as part of its Power of Hair Fund. Launched in 2020, it focuses on increasing positive representation and understanding of Afro hair, supporting both charity partners and community groups who share that common goal. As part of this, Pantene has partnered with a number of organisations, including the **Ideas Foundation**, who are creating bespoke workshops on the topic of hair discrimination and delivering them in schools across the UK; and **World Afro Day**, a global day of change, education and celebration of Afro hair and identity, raising awareness in wider society through events, resources and research.



Venus launches Unapologetically Us programme, in partnership with Football Beyond Borders

Being comfortable in your own skin and embracing all elements of yourself is key to achieving your potential. From an early age, girls are taught to contain, minimise or silence their emotions in order to make those around them feel comfortable, often at the expense of their own expression or healing—an experience often more pronounced for Black girls and students of colour. To help tackle that, Venus last year extended Gillette's existing partnership with FBB, developing a bespoke route of support for the charity's girls programme. Built from a joint mission to help teenage girls to feel comfortable in their skin, they created Unapologetically Us, an in-school programme which encouraged young girls to challenge societal stereotypes, learning about women—past and present—who've used their emotions to create change in their communities, using these examples as inspiration to reframe their relationship with their own emotions. Since its launch, 320 girls and non-binary young people have taken the Unapologetically Us module.

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.

BLACK BRITISH BUSINESS AWARDS

As an Impact Sponsor of the BBBA Talent Accelerator, we have helped to advance ethnically diverse talent at P&G.

We bolstered our partnership further during our annual E&I Month celebrations, during which our Lead Team Sponsor for Racial Equality, Radu Maftei, hosted an in-person event with Sophie Chandauka MBE. Sophie discussed her personal and professional experiences as a Black woman navigating her way into senior business executive roles in top tier global corporations, and the work she has spearheaded in industry as a respected champion for diversity.

Continuing our external commitment to driving racial equality through the BITC's Race at Work Charter

This year, we continued our commitment to driving racial equality at all levels of our business and in wider society through our signatory of **Business in the Community's (BITC)** Race at Work Charter. P&G is proud to have recommitted to the expanded Race at Work Charter established in 2021, adding two new commitments—'Support race inclusion allies in the workplace' and 'Include Black, Asian, Mixed Race and other ethnically diverse-led enterprise owners in supply chains'—to the charter, ensuring that ethnic minority employees are represented at all levels in an organisation. This includes the appointment of an Executive Sponsor for race; taking action to support the career progression of ethnic minority employees; and supporting Allies for race inclusion within the workplace.

GENDER EQUALITY

Always Discreet's campaign to support women through menopause—and help them redefine the narrative

As part of its mission to empower woman 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.[9]

To support this educational need and empower woman 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.

At a corporate level, we bolstered the campaign from Always Discreet with a series of internal efforts intended to raise awareness around, and build capability on, the menopause. This included an anonymous, all-employee survey intended to shape our understanding of the different experiences people within our organisation have in relation to the menopause—both from the perspective of those personally experiencing it, as well as their friends, partners and colleagues. We followed this with an event, hosted together with one of our key agency partners, PG One, which ran during our annual E&I Month celebrations. As part of this, female employees from both organisations appeared alongside Lesley Salem, Founder of Over the Bloody Moon, as part of a discussion which focused on their personal experiences and perceptions of the menopause. Covering the individual, Ally and workplace experience, the event was made available both live and on-demand to employees from both organisations, serving as a vital resource for anyone looking to learn more about this important topic.

Research by Always found that whilst 59% of women agree that the menopause shouldn't be a taboo topic,

35%

wish it was more openly discussed.

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

Advancing the international conversation on gender equality alongside The Female Lead

This year, we have continued to work 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 November 2021, we were delighted to work with the organisation 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.

> Experts within P&G delivered an eight-module training programme to over 25 female business leaders, in partnership with WEConnect International.

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.[10]

Pantene extends #MyHairWontBeSilenced campaign to tackle negativity surrounding the menopause

Research conducted in 2021 exposed the ageist, outdated and sexist labelling still experienced by menopausal and perimenopausal women, finding that 50% of Brits admit to negatively labelling menopausal women and judging the hairstyles of older women. In response, Pantene took a stand and launched its campaign against hair ageism through the next phase of #MyHairWontBeSilenced — the first phase of which focused on driving inclusivity for individuals with Afro hairstyles. The campaign sought to expose, highlight and challenge the negative labelling of women, celebrating those who refused to be invisible and who continue to wear their hair, their way through a series of defiant images captured by renowned photographer, Elisabeth Hoff. Three women who create content related to the menopause — Emily Murray, Allison Sadler and Stacey Duguid — featured in the images, which coincided with the launch of Pantene's new Hair Biology: Menopause Revitalise & Soothe collection; a complete solution tailor-made to help women in perimenopause and menopause to have more great hair days.

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

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

Throughout the year, 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.

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.

Continuing internal conversations through employee storytelling

Over the last 12 months, we have continued to cultivate a culture of openness and understanding within our organisation, so we can better serve the rich diversity of the people who buy our products each and every day. Employee storytelling plays a critical role, through which individuals from across our entire organisation share their knowledge and experiences in order to benefit others. An example of our work in this area was **Letters to my Children**, through which Lou Erdozain, Senior Director, Sales, penned a letter to her two daughters, within which she shared her perspective on gender equality, referencing her own experiences in order to inspire them as they transition into adulthood.

We also leverage employee storytelling to highlight the challenges faced by men in society. At P&G, gender equality is about bringing everyone along on the journey towards creating a more equal and inclusive world, using our voice to drive positive change for everyone. In November, to coincide with International Men's Day, 14 men from across our organisation bravely shared their personal stories and experiences in relation to mental health—something we know remains a taboo in wider society.

Through powerful employee storytelling, we hope to continue the conversation on gender equality both internally and externally.

SOCIAL MOBILITY

Launching the P&G Immersion Academy, in partnership with The 93% Club

This year, we have continued our partnership with **The 93% Club**—a social mobility charity which aims to redress the state-private education divide. The charity works to provide state-educated students with the opportunity to attend workshops, seminars and social activities that will equip them with the skills they need to compete in the job market. As part of this, we were proud to launch the P&G Immersion Academy—a series dedicated to upskilling members of The 93% Club in order to boost their employability via six bespoke sessions led by P&G employees.

Shining a spotlight on our apprentices during National Apprenticeship Week

We believe in the power of our differences and the impact we can make when we come together united by shared values and purpose, and are committed to advancing our efforts to be more inclusive of individuals with a wide range of backgrounds and experiences in order to make this a reality. As part of this, we were delighted to celebrate National Apprenticeship Week in February 2022, recognising the 36 individuals currently on an apprenticeship programme within our organisation.

Apprenticeships have been a part of our recruitment strategy for some time in both research and development (R&D) and manufacturing, however we are continuing to expand—in recognition of the increasingly important role apprenticeships play in providing a different route into the workplace. Last September, we were delighted to welcome three apprentices into our commercial business. These individuals came to P&G through our Headstart Programme, through which we have worked closely with two academies in South London, delivering skills workshops and providing support to young people as they enter into the world of employment through CV-writing support and interview practice.

Apprentices at P&G have the opportunity to 'earn whilst they learn' by combining practical, on-the-job experience with a degree-equivalent qualification. As part of our celebrations, we shared the personal stories of apprentices across our organisation, helping to promote awareness and understanding of what our programme involves, as well as the benefits of an apprenticeship as a route into P&G.

Through our Headstart Programme, we have provided support to young people as they enter into the world of employment.

Standing alongside our partners to accelerate meaningful change

Throughout the last 12 months, we have continued to work with a number of trusted partners in order to ensure that individuals with a range of knowledge and experiences are offered the opportunity to work within P&G. This includes **The Elephant Group**, The 93% Club, **Sponsors for Educational Opportunity (SEO) London**, **UpRising** and more. By working with these organisations, we've been able to provide the inspiration, coaching and development opportunities to ensure that everyone, regardless of background, has an equal opportunity to shine.

LGBTQ+ INCLUSION

Recognising Trans Day of Visibility

In March, we closed out E&I Month with a celebration for Trans Day of Visibility. Hosted from our Reading Innovation Centre, the event focused on one of our employees, **Ciara**, who made the courageous decision to come out as her authentic self in the workplace. During the session, she talked about the journey she has taken to be who she is today, having an open discussion with employees both in-person and virtually about the role we all have to play in continuing to nurture a more inclusive world—within our organisation, and in wider society. We followed the event with a detailed employee communication which provided additional resources for everyone to access, ensuring that all employees could continue their individual journeys of learning and understanding.

Celebrating Pride 2021

In June we celebrated Pride across our sites, as part of our continued commitment to raise visibility of, and provide support to, the LGBTQ+ community each and every day; using our voice to call attention to bias, spark dialogue and motivate change in the world. At a brand level, Fairy and Ariel continued their longstanding support of **Akt (Albert Kennedy Trust)** which supports LGBTQ+ youth experiencing homelessness. As part of this, the brands facilitated a donation to the charity for every limited-edition pack purchased, in partnership with B&M. This was further supported through the brands' partnership with TV star Gok Wan who launched the exclusive, limited-edition products in-store through a content series. Additional influencer partnerships helped to continue the conversation throughout the month, encouraging people to open up about their experiences over everyday conversations in the home.

Fairy and Ariel have a long-standing partnership with Akt, providing support to LGBTQ+ youth experiencing homelessness.

Continuing our support for Lesbian Visibility Week

In April, we were proud to continue our support for **Lesbian Visibility Week**—a cause driven forward by DIVA Media Group and LGBTQ+ charity, Stonewall—that we have supported since its inception three years ago. Through the partnership, we aim to celebrate LGBTQ+ women and non-binary individuals, addressing the key challenges they face in our increasingly diverse society. As part of this year's activity, we were proud to see our Vice President for Global Grooming Research and Development, Joia Spooner-Fleming, featured in DIVA's 2022 Power List. The list seeks to recognise influential queer women and non-binary individuals, driving positive change across society by championing their experiences and impact.

Recognising National Coming Out Day through authentic employee storytelling

In October, we recognised National Coming Out Day through the voices and experiences of our employees. Our activities focused on the process of coming out—highlighting that it is not something an LGBTQ+ individual has to experience once, but several times—and in multiple contexts. We sought to promote awareness around the importance of Allyship—highlighting how we can all be more proactive in creating an environment that makes it easier for everyone to be their full, authentic selves, and the significance of listening to someone else's story as part of that journey. To ensure all employees continue to learn from one another, we were honoured to share the experiences of two employees and members of the LGBTQ+ community—one named and one anonymous—both of whom shared their reflections on the significance of National Coming Out Day, and how we can all continue to play our part in creating a more equal and inclusive world.

Recognising Trans Awareness Week 2021

In November, we recognised Trans Awareness Week—a week-long celebration which endeavours to raise the visibility of the trans community, whilst helping to address the challenges that they face. Each year, the week culminates with Transgender Day of Remembrance, which seeks to honour the memory of those in the community whose lives have been lost that year—many through acts of anti-trans violence. The week serves as a powerful reminder of the difficulty that trans and gender non-conforming people face in simply being their full, authentic selves. As an organisation, we believe that everyone has a responsibility to ensure that they are actively working to identify and dispel discrimination wherever we see it, using our voice to drive positive change for a more equal and inclusive world.

As part of our activity to recognise Trans Awareness Week, we were delighted to host a discussion between two trans women. P&G employee, Gel Dandan, was joined by Alex Woolhouse, Co-host of Mermaids' She Said/They Said podcast. Together, the two discussed their personal experiences and what it means for them to be out and proud both in the workplace, and in wider society. The session was made available to all P&G employees—both live and on-demand—ensuring that everyone can continue to build their own knowledge and understanding through the experiences of others.

PANTENE

Pantene is proud to continue to challenge the misconceptions surrounding what beauty means to people, highlighting the importance of touch for the blind and low vision community.

PEOPLE WITH DISABILITIES

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 through the NaviLens app which, when pointed towards the QR code, reads out a range of information about the product—from how far away it is on shelf, through to key product benefits and ingredients. 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.

Driving greater diversity within our organisation through our Neurodivergent recruitment programme

In April, we were delighted to resume our specialised recruitment process for Neurodivergent individuals, following a two-year break as a result of pandemic-related restrictions. The programme, which was developed by a female scientist working in R&D at our site in Reading, first began in 2017. It was grounded in the idea that in order to harness the power of innovation, we need to introduce a broader range of thinking styles into our organisation.

On the day, applicants were invited to our Reading Innovation Centre, each taking part in three activities which provided an opportunity to demonstrate their approach to problem-solving and innovation. Following the event, prospective recruits were offered a 14-day paid work experience placement which will take place across the summer of 2022. The initiative is a prime example of how P&G continues to be both a force for good and a force for growth; a force for good by providing career opportunities to an underrepresented group within society, and a force for growth by increasing the diversity of thinking styles within our organisation, enabling us to continue to innovate our products as effectively as possible.

Celebrating International Day of People with Disabilities

Whilst we are focused on continuing our work to create a more equal and inclusive world for people with disabilities each and every day, International Day of People with Disabilities marks an important moment in the calendar for us to focus more squarely on our efforts. This year, we focused on continuing to promote awareness and understanding by sharing the personal experiences of some of our employees—from those with personal experience of disability, through to those actively focused on driving change within our organisation at a range of levels within the business. We were also proud to see our Company Accessibility Leader, Sam Latif, participate in an interview, within which she shared both her personal experiences as someone with sight loss, before highlighting how this has motivated her to drive innovation across our packaging for a range of disabilities. This enabled us to continue to promote awareness and understanding—both within our organisation, and in wider society.

> "I think the more people we hire into the packaging industry with a disability, the better we'll shape that packaging industry to make it more accessible."
>
> **SAM LATIF**
> Company Accessibility Leader, P&G

Driving for a more equal and inclusive world for individuals with sight loss, in partnership with the RNIB

We are proud to have a strong relationship with the RNIB (Royal National Institute of Blind People) and are united in its mission to create a more equal and inclusive world for the blind and low vision community. As part of her role as Ambassador for the charity, this year Sam Latif presented to Parliament on the importance of continuing to create a more equitable recruitment process for people with sight loss. We extended our support through our brands, with Pantene sponsoring an award at the charity's annual See Differently Awards, hosted in March 2022, through which it seeks to recognise and champion the individuals and organisations driving meaningful change within society. This followed the brand's existing collaboration with the organisation, with whom we partnered on the introduction of NaviLens on-pack.

RNIB

> We are united in the RNIB's mission to create a more equal and inclusive world for the blind and low vision community.

ENVIRONMENTAL SUSTAINABILITY

We recognise our responsibility to ensure that our business and brands improve consumers' lives, but that they do so in a way which minimises our environmental footprint. Environmental Sustainability is embedded into our business operations, and we work towards ambitious goals to continue our progress. We create products that make responsible consumption irresistible for people everywhere—serving as both a force for good for the planet and a force for growth across our business—whilst enabling employees to continue to play their part in advancing our collective journey.

Accelerating action on climate change

In September 2021, we announced a comprehensive, global plan to accelerate action related to climate change. This included setting a new ambition to achieve net zero greenhouse gas (GHG) emissions across our operations and supply chain, from raw material to retailer, by 2040, as well as interim 2030 goals to make meaningful progress throughout this decade.

We recognise that the climate crisis affects every home and family, everywhere in the world—and that people want the brands they buy to help them live a more environmentally conscious lifestyle. Our ambition to reach net zero emissions by 2040 will enable us to continue to play our part in the collective effort to protect our shared home. Our 2030 goals to pace our progress toward net zero were submitted to **The Science Based Targets initiative (SBTi)**, and include commitments to both reduce emissions across our operations by 50%, and to reduce emissions across our supply chain by 40%.

ARIEL

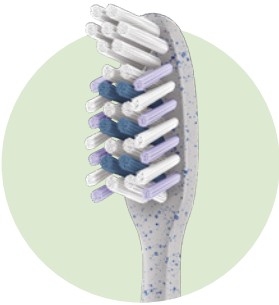
Up to 750,000 tonnes of CO_2 per year could be saved if everyone in the UK washed colder.

Ariel continues partnership with WFF-UK, as part of #WashColdChallenge

This year, Ariel has continued its long-standing partnership with WWF-UK, through which it has been working to lower the nation's washing temperature in order to support the charity's climate, polar and wider conservation work. Through the **campaign**, the brand is encouraging the nation to turn their washing temperature down to 30 degrees and below, following research which found that up to 750,000 tonnes of CO_2 per year could be saved if everyone in the UK washed colder.[11] As part of the partnership, Ariel is donating £200,000 to support WWF-UK's climate and polar projects and wider conservation work through sales of special packs of Ariel PODS® Cold Wash purchased in store, and through a programme that asks the nation to take part in the #WashColdChallenge.

11 Illustration of turning down the washing temperature from 40°C to 20°C, expressed in total CO_2 savings.

Oral-B continues mission to provide sustainable toothbrushing experience



This year, Oral-B has launched two new products which have helped to continue its mission to provide a sustainable toothbrushing experience for everyone. In June, it launched the Oral-B Pro Expert Extra Clean Eco-Edition, with bristles made of 60% plant-based materials and an ergonomically designed handle made from 80% recycled plastic, derived from used food containers that would have otherwise ended up in landfill. The brand followed this with the launch of the Oral-B Bamboo Toothbrush, which features a handle made from 100% organic bamboo and bristles made from plant-based plastic, using approximately 60% castor oil. Both products have recyclable packaging, ensuring that Oral-B continues to provide solutions that are healthier for both people, and the planet we share.

This year, Oral-B has launched two new products with recycled plastic and plant-based materials, both with recyclable packaging.

Venus launches first razor made from recycled ocean-bound plastic

In June 2021, Venus announced its partnership with **Ocean Generation**, an inclusive, global movement which seeks to tackle threats to the ocean through both science and storytelling. As part of the partnership, the brand launched its first razor handle made from 40% post-consumer recycled (PCR) ocean-bound plastic. This material was intercepted from streams, rivers and waterways headed towards the ocean and upcycled to create something new, sourced through our global partnership with the Plastic Bank from waterways in countries without fully developed waste infrastructures.

Through the partnership, the brand pledged to donate to Ocean Generation for every Deluxe Smooth Deep Blue razor pack sold. This will help to support the charity's mission to provide education and raise awareness of how we can all live more sustainably in order to protect our planet's ocean and waterways, together helping to make long-lasting change.

Venus has partnered with Ocean Generation to launch its first razor handle made from 40% post-consumer recycled ocean-bound plastic.

Pampers launches plastic-free wipes

This year, Pampers launched its Pampers Harmonie Aqua Wipes, which are made with 99% pure water and 0% plastic.[12] The product's unique formula works to restore the pH levels in babies' skin, reducing the risk of irritation to ensure continued protection, and are made with 100% naturally derived fibres, all of which come from plants that have been grown and harvested sustainably. Plus, the wipes are dermatologically tested and free from alcohol, perfume and dyes.

12 Pampers Harmonie Aqua Wipes are made with 99% pure water and 1% gentle skin protectors. These are made with pH balancing ingredients and preservatives to help protect your wipes from contamination.

Since 2009, we have avoided sending

410,000+

tonnes of waste to landfill as part of the production of our period care products.

Lowering the environmental impact of our period products

P&G Fem Care are committed to ensuring our period products have the lowest impact on the environment. We're doing this by carefully sourcing the materials we use, minimising waste created during the manufacturing process and using resources responsibly. Since 2009, across our global P&G Fem Care production, we have avoided sending more than 410,000 tonnes of waste to landfill—equivalent to the weight of 220,000 cars. We have also innovated our period care product range to increase the options available to people, including the Tampax menstrual cup and Always Cotton Protection Pads, which have a topsheet made from 100% organic certified cotton.

We're also making changes to our packaging. All Always packaging is recyclable and is made of 50% recycled plastic. Through our use of recycled resin in our period care packaging across the globe, we're on our way to eliminate as much as 300 tonnes of virgin plastic—equivalent to over 30 million 500ml plastic bottles—by the end of 2022. In the UK, the outer plastic packaging our Always products can be recycled at supermarket front-of-store soft plastics recycling collectors.

We are committed to making careful choices, and reducing our impact in ways that are supported by science, and won't compromise the superior performance that our consumers expect from our brand.

Developing our network of Sustainability Champions

We recognise the importance of ensuring that everyone within our organisation is able to play their part in continuing our journey towards creating a more sustainable world. As part of this, we were proud to launch our network of Sustainability Champions earlier this year. Spanning our 10 sites in the UK and Ireland, this group of site representatives are passionate about Environmental Sustainability and have committed to take on additional responsibilities to help drive our progress further. This includes engaging and educating colleagues at a site level, as well as working with one another to share best practice, so we can all continue to learn from one another.

SUSTAINABILITY CHAMPIONS
UK & I EMPLOYEE NETWORK

P&G's Climate Challenge

In November 2021, coinciding with COP26 in Glasgow, we ran an all-employee Climate Challenge across our sites in the UK. As part of this, teams were asked to complete a series of challenges, including writing a team sustainability pledge, explaining why our organisation's commitment to reach net zero by 2040 is so important, and making something innovative using only recyclable material. Through initiatives like this, we hope to continue to advance our employees' knowledge and understanding of how they can play their part in advancing our journey towards a more sustainable world in fun and collaborative ways.

Aussie partners with WWF to protect Australian wildlife

As the birthplace of the brand, Australia is a place close to Aussie's heart. This year, it has continued to partner with WWF, focusing on the ongoing rehabilitation of natural habitats destroyed by bushfires. Between July 2021 and June 2022, Aussie has committed to make a donation to the cause for every purchase of the brand's SOS Save my Lengths range. These funds will help to support the restoration of habitats for koalas, which were officially listed as endangered in eastern parts of Australia in early 2022, focusing on the Koala Triangle in the Coffs Harbour region. Since 2020, our partnership with WWF has already seen over $300,000 AUD of donations from sales of Aussie SOS in the UK go towards supporting the recovery of the Australia's wildlife and landscape.

This year, Aussie committed to make a donation to WWF for every purchase of the brand's SOS Save my Lengths range.

Accelerating our progress via Holy Grail 2.0

We first partnered with **The Ellen MacArthur Foundation** in 2016 on the Holy Grail project, as part of its **New Plastics Economy** initiative, in order to improve inefficiencies when sorting plastic waste as part of the recycling process. Since 2020, this programme is driven by AIM (European Brands Association) and powered by the Alliance to End Plastic Waste, with over 160 companies and organisations from the complete packaging value chain. Together, they have joined forces with the ambitious goal to assess whether a pioneering digital technology can enable better sorting and higher-quality recycling rates for packaging in the EU, driving a truly circular economy.

In September 2021, we announced that P&G brands would support Holy Grail 2.0 with semi-industrial trials in Copenhagen. Since then, the programme has achieved a significant milestone with the successful validation, after semi-industrial testing mimicking real-life conditions, of the prototype detection unit for digital watermarks. The results show that the digital watermark technology can achieve more granular sorting of packaging waste at scale, such as developing separate food and other new PCR waste streams that currently do not exist.

P&G continues to believe in the potential of digital watermarks to step-change recycling for the better, and looks forward to supporting the next phase of this programme with nearly 100 digitally watermarked P&G products available in market, learning about the scale-up potential of this exciting technology.

Sustaining the conversation on the environment both internally and externally

In addition to our corporate and brand-led commitments and initiatives, we continue to sustain the conversation on the environment both internally and externally, leveraging calendar moments and events as opportunities to educate and inform. Across the last year, this has included activity to support COP26 in November 2021, as well as initiatives to recognise Earth Week in April 2022. As part of our activities, we leveraged internal communications channels to provide engaging content on a number of key topics, including climate, water and waste. This followed activity to support Recycle Week in September 2021, through which we harnessed the power of social media to further demonstrate our commitment towards creating a more sustainable world.

Our employees are committed to ensure that sustainability is built in — not bolted on — to their everyday work.

A SPOTLIGHT ON OUR SITES

We recognise that in order to accelerate meaningful progress on sustainability, we need to adopt a holistic approach. That means that, in addition to national, corporate initiatives and brand actions, we also focus on our local impact, working with teams at different sites within Northern Europe to continue our journey. Below is a snapshot of some of our progress over the last 12 months.

Installing electric vehicle charging points at Brooklands

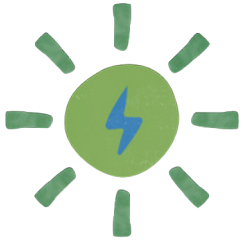
This year, we have installed electric vehicle (EV) charging points at our UK headquarters in Weybridge. Offering this to our employees is intended to help support them as they make a transition towards greener commuting. For those employees who are not yet able to transition to an EV or hybrid vehicle, we continue to offer facilities to make alternative choices easier, such as bike storage.

Reducing energy usage across our manufacturing plants

Over the last year, we have reduced energy usage at our manufacturing plants by 9.5%. We've achieved this in a number of ways, including reducing compressed air generation, efficient lighting replacement programmes, and by making improvements to heat recovery systems.

Empowering employees to make informed choices

We've introduced eco-labelling across our on-site restaurants, enabling employees to compare the environmental footprint of the meals on offer, thereby empowering them to make more informed choices when it comes to the environmental impact of their food. Our meal eco-scores are based on a number of factors, including the level of carbon emissions generated and the amount of water usage during production.



Over the last year, we have reduced energy usage at our manufacturing plants by

9.5%.

ETHICS & CORPORATE RESPONSIBILITY

We serve nearly five billion people around the world through our portfolio of trusted, quality, leadership brands. Our operations span almost 70 countries and our workforce is comprised of over 140 different nationalities. In Northern Europe, over 2,700 employees work across 11 sites, specialising in all aspects of our business—from Sales and IT to Product Supply and R&D. As we work together to deliver for the people who buy our products, we believe in doing what's right and being a good corporate citizen, so that we can continue to be both a force for good and a force for growth. Our approach to Ethics & Corporate Responsibility forms the very foundation upon which our Citizenship platform is built.

Our heritage

Whilst our business operates at a global scale, P&G has a rich local heritage. We were founded by an Englishman and an Irishman, who together started their US-based soapmaking company in 1837. Our international expansion began with the acquisition of the Thomas Hedley Co. in Newcastle-upon-Tyne, which became home to our first UK headquarters. Since our inception, we have always believed that in order to succeed, we must build and maintain the trust of the people who buy our products. That belief continues to guide everything we do today.

Our Purpose, Values and Principles

As an organisation, we believe that a reputation of trust and integrity is built over time, earned every day and provides lasting value for our stakeholders. This is brought to life through our **Purpose, Values and Principles (PVPs)**, which form the very foundation of who we are. Improving peoples' lives in small but meaningful ways—and inspiring our people to make a positive contribution each and every day—is our Purpose. Our Values—Integrity, Leadership, Ownership, Passion for Winning and Trust—shape how we work with both one another and our trusted partners across all elements of our supply chain. Our Principles articulate our deliberate approach to conducting work every day.

We believe in the strength of this PVP foundation, and know that our employees do too. In our annual employee survey, our PVPs are consistently cited as the number one aspect of our culture that employees would not change.

Good governance

We believe that strong governance practices contribute towards better results for our shareholders. Our PVPs help to inform this approach, ensuring that principles, policies and practices that support both Board and management accountability—whilst serving the best interests of our company, shareholders and many stakeholders—are upheld.

Respecting human rights

Our Human Rights Policy Statement communicates our support for the UN Guiding Principles on Business and Human Rights. This respects and honours the principles of internationally recognised human rights, and is fundamental to the way in which we manage our business. As part of this, we are committed to ensuring that there is no child labour or forced labour at any stage of our supply chain, and follow a series of Priority Inclusion Principles. These include freedom of movement for every worker, ensuring that no worker has to pay for a job, and ensuring that no worker is indebted or coerced to work. We also uphold the principles of non-discrimination, and respect an employee's right to choose whether or not to join a trade union or have recognised employee representation, in accordance with local law.

DOING THE RIGHT THING

As an organisation, we are committed to doing the right thing every single day. This ensures that everyone—from those who buy our products, through to our customers, shareholders, external business partners and more—are able to trust us, safe in the knowledge that we have achieved our results in the right way.

For our employees

We believe that, in order to win, we must create a highly skilled, agile and flexible workforce that delivers on our business initiatives. We recruit, hire and retain the best talent around the world, ensuring our employees are reflective of the rich diversity of the people who buy our products each and every day. Innovation is the lifeblood of our business, but it can only be productive when we bring together bright, diverse teams to solve complex challenges—ensuring a range of knowledge and experiences are considered throughout every aspect of our business operates. This principle drives new ideas, which inform the creation of new products and services, enabling us to continue to compete in Northern Europe.

We are a recognised leader in providing a safe, healthy, secure and productive working environment, and are committed to maintaining a workplace that is free of violence, harassment, intimidation or other unsafe or disruptive behaviours or conditions. Each year, employees are required to review our **Worldwide Business Conduct Manual (WBCM)** so that they're able to continue to operate in accordance with our PVPs. Our Employee Rights Policy details clear guidance on specific situations that employees may face, signposting them in the event that they have questions or concerns. Measures like this ensure that every employee takes ownership of their personal responsibility to their colleagues and to the company.

For the people who buy our products

Our business is grounded in the belief that we can positively impact peoples' lives through brands that make each day a little better. We've been doing it since 1837, and continue to earn trust in a number of ways. As the world's biggest advertiser, we ensure that we use our voice in media as both a force for good and a force for growth—leveraging it to challenge bias, normalise taboos and dispel societal misconceptions. We ensure that the people who buy our products are kept safe—upholding high standards of product safety and transparency, whilst following appropriate privacy measures to transparently process their personal information. And we actively encourage people to contact us in relation to our products and brands, because we care about their experiences and feedback.

As the world's biggest advertiser, we strive to use our voice in media as both a force for good and a force for growth.

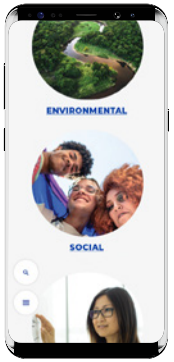
We make intentional choices about the organisations we work with, evolving our strategies to manage risk and bring value to our business and the people we serve.

For our supply chain

Operating a business of our size and scale requires the collaboration of many trusted external business partners. They help us to deliver our products to the people that need them, joining us on the journey to be both a force for good and a force for growth. We make intentional choices about the organisations that we work with, evolving our strategies for supplier diversity, responsible sourcing and sustainable innovation in order to both manage risk and bring value to our business and the people we serve. We believe that we are a leader in supply chain responsibility, amplifying and accelerating the positive impact we have on the people in our supply chain and the planet through responsible business practices.

For our investors

We value our relationships with all of our shareholders. Engagement with shareholders builds mutual understanding and a basis for progress, and the input we receive from them impacts and informs our corporate practices. Senior management, our investor relations team and subject matter experts from the company maintain a year-round dialogue with investors to gain their perspectives on current issues and address any questions or concerns, and we make our Directors available for engagement with shareholders when appropriate. We conduct meetings with institutional shareholders throughout the year, and routinely respond to individual shareholders and other stakeholders who provide feedback related to our business. Our **ESG Investor Portal** provides more information and addresses frequently asked questions on environmental, social and governance topics.



Our ESG Investor Portal addresses frequently asked questions on environmental, social and governance topics.

For our wider network of stakeholders

We believe that progress in complex areas—such as transparency, responsible sourcing and human and labour rights—is an enormous challenge, and that this can only continue by collaborating with our stakeholders. In addition to those referenced above, this includes local communities, Government organisations, non-governmental organisations, industry and business associations and other external business partners. By working in this way, we believe that we can continue to be a good corporate neighbour.

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 2021/22 fiscal year, unless otherwise stated. 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 P&G, or other respective owners that have granted P&G the right and license to use such marks.

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