



2020  
**Gender Pay Gap Report**

# A world free from bias— both now and in the future

At P&G, we strive to build a world free from bias; both within and outside of our organisation.

Put simply—a world that sees equal. Whilst that has been our mission for a number of years, the coronavirus pandemic has brought it into even sharper focus. We recognise it is more important than ever to continue to drive for an equal voice and equal representation for everyone.

Our gender equality strategy focuses on the three areas where we can have the greatest impact:

- Leveraging our voice in advertising and media to tackle bias
- Creating an inclusive, gender-equal environment inside our organisation, whilst advocating for a gender-equal society beyond it
- Removing barriers to education for girls and creating economic opportunities for women

In the UK, we drive this change across four key areas: gender diversity in recruitment, flexible working, parental leave and promotion and career development. We are confident that by operating in this way, we will create an environment within which everyone can contribute their full potential.

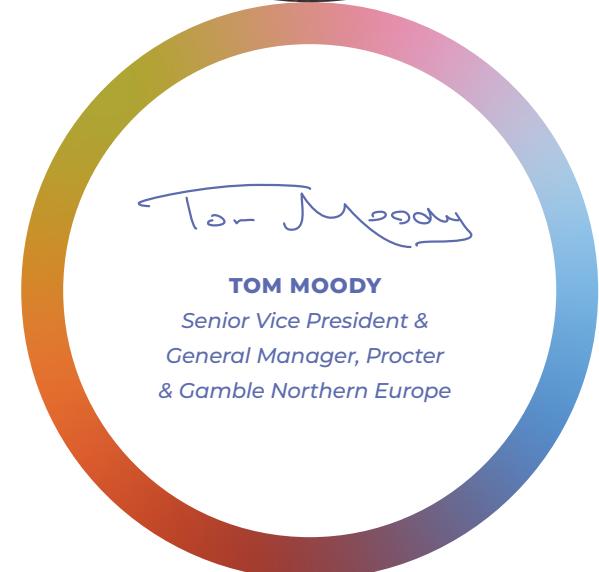
“Despite the challenges presented by the coronavirus pandemic, I am hugely proud that our organisation has continued to thrive. We've seen people join the company remotely during lockdowns, promotions into new roles, individuals sharing their knowledge and experiences to coach and develop others, strong resilience in working from wherever the Government has needed us to (be that from home, or continuing essential work from our manufacturing plants or our innovation centres) and time and time again I've seen colleagues supporting each other during the challenging times.

“During national or global crises, women are often the hardest hit. The reasons for this are wide-ranging—from the disproportionate representation of women in less secure industries and jobs, to the impact of unpaid caring

responsibilities. Companies must remain focussed on their intent to tackle gender bias both within and outside of their organisations, bringing all employees along on the journey towards a more inclusive world. I am so proud of the way my colleagues at P&G have navigated their way through this crisis: men and women have shown that we all have a part to play in advancing gender equality.

“Whilst I remain pleased with our progress, I recognise that the journey continues. Without continued learning and interventions, we will be unable to shift the dial longer-term. P&G remains committed to driving the change we want to see—within our business, communities, and in broader society.”

—Tom Moody



To view our Gender Pay data for 2020, [click here](#).

# Our drive for equality: caring, hiring, paying, doing and choosing equal



*Since the outbreak of the pandemic, we have worked hard across all sites to ensure that all employees feel supported as they seek to balance the challenges presented across the last year.*

Responding in times of national crisis is nothing new for us—it's an everyday part of our work to be a force for good and a force for growth. When the coronavirus pandemic hit, we set the tone at a global level by releasing a film, **Choose Equal**, which focussed on gender equality during COVID-19. This served as our external recognition that, in every downturn and disaster in history, gender equality has regressed as women have stepped forward. It restated our commitment to drive for equality by caring equal, hiring equal, paying equal, doing equal, and choosing equal—both at home and at work.

**In the UK, we carried this sentiment forward by focussing our efforts in three areas:**

- Providing the comforts of home through our products—making donations to women working on both the national front line, and those in need of support in our local communities
- Utilising our innovation agility through our people—recognising that, in order to unleash everyone's potential, we needed to maintain our flexible approach to work-life balance
- Supporting charities and organisations through our business and brands, in recognition that the pandemic has had a disproportionately negative impact on women in particular

## Providing the comforts of home through our products

During the first and subsequent waves of the coronavirus pandemic, we sought to provide the comforts of home through our products—recognising that, for many women, access to these had been impacted by COVID-19.

We activated this in two ways—through our brands and in local communities. Across wave one, Always and Tampax provided over 726,000 period products to frontline workers at NHS Nightingale hospitals in London, Bristol and Birmingham for use in bathrooms by staff taking on shift patterns at the new field hospitals. Both brands extended this support to include vulnerable groups—whose access to period products was further restricted by the pandemic—donating over 229,500 products to foodbanks in Manchester and Birmingham. This was on top of Always' ongoing support for girls through its **#EndPeriodPoverty** campaign, through which it has donated over 30 million products to schools and youth groups to date to ensure that no one misses out on their education through a lack of period protection.<sup>1</sup>

Our local site teams provided additional support for women in their communities. Period products were donated to nursing staff at Harrogate District Hospital, whilst our Newcastle Innovation Centre team donated over £1,000 worth of nappies, cleaning and personal hygiene products to Stockton Women's Refuge. Our P&G Pampers Plant in Manchester also donated nappies to a number of charities in the local community, including Home Start, Little Villages and Greater Manchester FareShare, as well as Runnymede and Weybridge foodbanks.

<sup>1</sup> Figure correct as at February 2021.

## Utilising our innovation agility through our people

Since the outbreak of the pandemic, we have worked hard across all sites to ensure that all employees feel supported as they seek to balance the challenges presented across the last year. That's because we know the hugely important role they can play in society, utilising their innovation agility to provide much-needed products—such as hand sanitiser and face masks, both of which we manufactured and donated—to support the relief effort. But this is only possible when they have the appropriate support measures in place to protect their health and wellbeing, enabling them to reach their full potential.



Across all of our UK sites, we have emphasised the need to be flexible. This can be approached informally, with employees encouraged to consider adjusting their working patterns in order to work at the times which best suit them, or to manage caring responsibilities alongside their day jobs. Formal support measures, like reduced work schedules, have been promoted to all employees—empowering individuals to work in a way which best suits their personal and professional needs. Senior leaders have played a key role in setting the tone from the top, sharing their personal experiences of juggling work alongside their home lives to break down barriers and remind employees that they are not alone.

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The beginning of the pandemic was very tough. My wife (who also works at P&G and was seven months pregnant at the time) and I were working full-time whilst looking after our four-year old son. So many people were in a similarly challenging situation. But thankfully, the tone across the business was hugely empowering and focussed on ensuring everyone was safe and well, with real emphasis placed upon wellbeing and mental health. This not only gave me the confidence

to make the right choices for my family; as a manager of others, it enabled me to be very clear with my team and set the tone and direction for the weeks and months ahead.

I often think a company's true culture is tested in moments of crisis. But at P&G, everyone has come together to support one another and do the right thing by them. We truly believe that the value of a company has to be measured against more than just business success. How it treats its employees, communities and the environment. This puts ethics and values at the centre. And over the last 12 months, that has meant helping employees balance work and home during one of the most testing times in all our lives.

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**VINCENT BARNES**

*Tesco Global Vice President, P&G*

## Supporting charities and organisations through our business and brands

In response to the outbreak of COVID-19, we have sought to provide support to external organisations that work with vulnerable women in society—who have been disproportionately impacted as a result of national restrictions—through our business and brands.

For example, Pantene worked closely with Women's Aid to help raise awareness of, and funds to support, those experiencing domestic abuse—something which, tragically, has increased as a result of national lockdowns. A donation of £50,000 from the brand enabled the charity to double its servicing for its live chat function. At a corporate level, we too recognised that domestic abuse had risen, and donated £35,000 to Refuge to enable them to continue their critical services.

Olay, who had worked with the Young Women's Trust since 2019, supported the charity during the first UK national lockdown, providing a £25,000 donation to enable the organisation to distribute one-off payments of £150 to those in need, helping to pay for food, bills and children's schoolbooks.

**PANTENE    OLAY**

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At P&G, we believe that brands have an important role to play in wider society. When the coronavirus pandemic hit, we felt it was important to give back to those who needed it most through our business and brands. Whilst we know that the last year has been challenging for so many people, women have been particularly affected for a number of reasons. That's why we worked with several female-focussed organisations through our haircare and skincare brands, and sought to provide support for a number of different groups of women across the country. Although the challenges of the pandemic are far from over, we are proud to have partnered with organisations like Women's Aid and the Young Women's Trust to help them continue their vitally important work for vulnerable women in society.

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**MAEVE LEONARD**

*Director for E-Commerce and Communications, Haircare and Skincare, P&G Northern Europe*

***Through our business and brands, we have sought to provide support to external organisations that work with vulnerable women in society.***



# Focussing on the areas where we have the greatest impact

We continue to focus on the three areas where we can make a unique difference in the world, driving for a more gender-equal and inclusive future for all.

## Harnessing the power of our brands as a force for good

We believe that companies and brands have a responsibility to make a difference in society. As one of the world's biggest advertisers, we recognise the need to use our brands as a force for good—raising awareness of, and sparking conversation around, topics including gender bias. From normalising taboos to challenging bias and combatting societal issues—we have an opportunity and a responsibility for the perceptions our advertising creates, and harness the power of our brands to drive for a more equal world.

Always is one of our brands that uses its voice for good in society. For years, it has sought to build confidence among youth by normalising conversations around periods. Earlier this year, it launched an all-new report, **[It's Time to Talk!](#)**, which shines a spotlight on menstrual health and hygiene in the UK. The report found that one in three teens don't feel prepared for their first period, whilst two in five parents feel more responsible for teaching their children about periods in light of pandemic-related restrictions.

To help build a society where everyone feels more comfortable talking about menstrual health and hygiene, Always identified a number of key actions that are

critical to ending period stigma by 2030. This includes encouraging society to talk more openly about periods and continuing to provide high-quality puberty and confidence education, and continuing to address the lack of access to period products that too many across the UK still face today. To date, Always has donated over 30 million products to schools and youth groups through its **#EndPeriodPoverty** campaign.<sup>1</sup>



*Always' #EndPeriodPoverty campaign has donated over 30 million products to schools and youth groups.<sup>1</sup>*

Pampers is another brand that continues to challenge gender bias in society. To coincide with Father's Day, it sought to shine a spotlight on fathers, after research found that one in two mothers believe that UK media and society could make fathers feel more valued in their caregiving role. The brand partnered with celebrity ambassadors Joe Swash and Stacey Solomon, rallying the nation to support and celebrate fathers by sharing their **#HappyFathersWay** stories. This promoted the view that fathers play an equally important role in the happy, healthy development of their little ones and the brand will continue to use its platform to support this.



*Pampers will continue to use its platform to promote the view that fathers play an equally important role in their children's lives.*

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We live in a world where family dynamics are beautifully diverse, and that needs to be celebrated more! Fathers play an equally critical role in the development of their children and as a brand, we want them to feel encouraged, empowered and confident in the part that they play. We had such a great response to last year's Father's Day campaign because it provided a much-needed platform for fathers to share their experiences. We know that there is a huge amount of pressure to be a 'perfect parent' in today's society, and were so pleased to challenge that perception and show people that there is no right or wrong—it's all about what works for you and your little one.



**KIRAN BEHAL**

*Brand Communications Manager,  
P&G Northern Europe*

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<sup>1</sup> Figure correct as at February 2021.

## Breaking down educational and economic barriers

We passionately believe in the positive role that women play within a thriving economy and believe that shaping the leaders of tomorrow starts at an early age. We recognise that not everyone has the same opportunity to fulfil their potential, and have stepped up our focus on lifting the next generation of future leaders up to equal levels. Working with a range of groups—from secondary students through to graduates about to embark on their career journeys—we have strengthened our partnerships and programmes to offer support, inspiration, coaching and development opportunities to ensure everyone has the same chance to shine. That's because we not only believe that giving everyone the opportunity to fully participate in society is good business; we believe that when we do, societies, families and individuals can flourish.

Across our UK business, we hold a number of strong partnerships which enable us to continue to break down educational barriers for girls and economic barriers for women. Our HeadStart Programme reaches diverse secondary school students in more economically challenged areas. Our partnership with The Elephant Group will enable the programme to expand to accommodate more students across the UK, continuing our commitment to playing a role in nurturing the next generation to fulfil their career aspirations. Through these programmes, we believe that we're helping to make gender equality possible, creating an environment within which every woman can reach her full potential.



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There are many ways that we can help to prepare students for their future careers, and I'm so proud that our people are working to make an impact on the leaders of tomorrow. Many of the students that we reach through our programmes are the first in their family to consider higher education, and often need additional support and encouragement to develop the skills to achieve their best. These students may not have been afforded the same privileges and opportunities in life to make their mark but, by unlocking their ambition, we're able to set them up for their future and empower them to make their dreams a reality.

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**IAN MORLEY**

*Vice President, Sales and Lead Team Sponsor for Social Mobility Programmes, P&G Northern Europe*

**We passionately believe in the positive role that women play within a thriving economy and recognise that shaping the leaders of tomorrow starts at an early age.**



To ensure we're reaching as many people as possible, we continue to forge partnerships with a wide range of organisations. Recently, we partnered with The Black Women's Project on a new podcast series, **The Growth Szn**, which links Black women starting out in their career with Black women in P&G (as well as allies and experts) through a series of conversations. The Black Women's Project is a student-led society at the University of Warwick and the University of Southampton, which aims to develop future Black female leaders, with a focus on wellbeing and upskilling. We've had a relationship with the organisation since 2019, and have worked hard to partner in a way which truly adds value by listening to what their members want from their corporate partners. This has enabled us to create something which we believe will have a truly meaningful impact, helping to develop the next generation of female leaders.



**P&G partnered with The Black Women's Project on a new podcast series, **The Growth Szn**.**

We work hard to ensure that we give back to communities local to our eight sites up and down the country. A great example of local engagement is our partnership with The Girls' Network at our site in Newcastle, which has been running for just over two years. The organisation aims to inspire and empower girls from disadvantaged communities by connecting them with a network of professional female role models. Mentors work with mentees over a 12-month period, guiding them through educational sessions including Positive Wellbeing, Courageous Leadership and Becoming Independent Women. Mentors are encouraged to draw on their personal experiences to devise each session in a way which they believe will connect individually with their mentee—serving not only to benefit the mentee, but also to develop mentors into strong leaders.

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Our partnership with The Girls' Network is a great example of how breaking down educational barriers for girls can help to empower and develop strong female leaders within our own organisation. We recognise that for our work to be truly impactful and inspiring, influencing and shaping girls from an early age is critical. The impact of our partnership speaks for itself. 98% of the girls we've worked with believe that their mentor has helped them to feel more positive about the future; something which is vital, given the impact of COVID-19 on young people.



**RACHEL HUDSON**

*Global Service Manager, P&G Northern Europe, and Site Partnership Lead for The Girls' Network*

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## Promoting inclusion within and outside of our business

We recognise that women are not a homogenous group and, as part of our broader Equality & Inclusion strategy, continue to drive for a more inclusive society for everyone; both inside P&G and within wider society. Our affinity networks play a key role in representing and championing different groups of women throughout our business, creating open and inclusive forums for them to share their experiences, learn from one another, and drive accountability for our progress.

BELONG, which is dedicated to advancing our racial equality strategy, is just one of the active affinity networks within P&G. Through this, we have launched a self-learning platform to enable all employees to find out more about our policies and practices. Employees have been invited to share their stories and experiences both in written communications and at events.

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I came to BELONG looking for a supportive group of familiar colleagues to engage and connect with. But since joining, I have realised that it is about so much more than that. BELONG gives us the opportunity to connect different ethnic groups across our sites and empowers us all to share our lived experiences. Being involved has helped me to develop as an individual, providing opportunities to nurture my leadership skills as a spokesperson and advocate for the group. It's amazing that in an organisation as big as P&G, employees are still given the opportunity to play a real role in shaping the strategy on important matters like racial equality.



**SIMONE RUZARIO**

*Clinical Expert & Territory Manager, Oral-B Professional Oral Health UK & Ireland, P&G Northern Europe*

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Our People with Disabilities (PWD) Network is a group that seeks to drive positive change both inside and outside of our business. Led by our Company Accessibility Leader, Sam Latif, who is herself blind, the Network ensures that our facilities, technology and brands are accessible to all. Through the Network, we also run a Reverse Mentoring Programme which matches senior leaders with members to learn more about disability. This enables women throughout our business to establish relationships with people they may not necessarily work with day-to-day, facilitating an environment within which everyone can share their experiences and work towards a more inclusive working environment.



GABLE is a supportive network which enables Gay, Ally, Bisexual, Lesbian and Transgender Employees to bring their full selves to work. Through GABLE, we have led a number of initiatives to support women within our business and in wider society. For example, we have sponsored the Women's Stage at PRIDE and support Lesbian Visibility Week through our partnership with DIVA Media Group.

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I have been a member of the Pwd Network since 2012 and a member of GABLE since 2019, joining both as a result of my personal experiences. They have taught me a huge amount about the issues faced by different people within society, and what I can do to step up, show my allyship and support colleagues and teams. As a manager of others, I have a personal responsibility to role model inclusive behaviours which build trust and acceptance within our teams. But driving for inclusion has become so much more than a responsibility—it is something I am truly passionate about, because everyone should have access to the same opportunities. By addressing unconscious bias and privilege across different groups within society, and by bringing everyone with us on that journey, we have created a culture of true connectedness.

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**FIONA HARRISON**  
Northern Europe Claims,  
P&G Northern Europe

# Business without Bias: Our long-term commitment to gender equality

Throughout our UK business, we focus on four key areas as part of our gender equality mission. We believe that by prioritising our work in this way, we will be one step closer to building the gender-balanced society we strive for.

## Prioritising diversity in recruitment

Our products are used daily across the country, so it's imperative that our workforce reflects the rich diversity of the communities we serve. We achieve this at the recruitment stage through a number of measures. For example, we use gender neutral language throughout all recruitment materials, running job adverts through software which detects language that is not gender neutral, and ensuring that all candidates are interviewed by certified managers who have been trained to recognise unconscious bias.

Over the last couple of years, we have attracted more women into STEM roles such as IT, Manufacturing and Research & Development. However, we're on a journey and know that there is more to be done to build the gender-balanced business we strive for. To continue our progress, we make intentional choices throughout our recruitment processes. We ensure that employees representing P&G

at events are reflective of those we seek to recruit into our organisation. That's because we want prospective hires to be able to identify with those in our current workforce, and believe that people are more likely to apply for a role if they feel they are represented by the organisation.



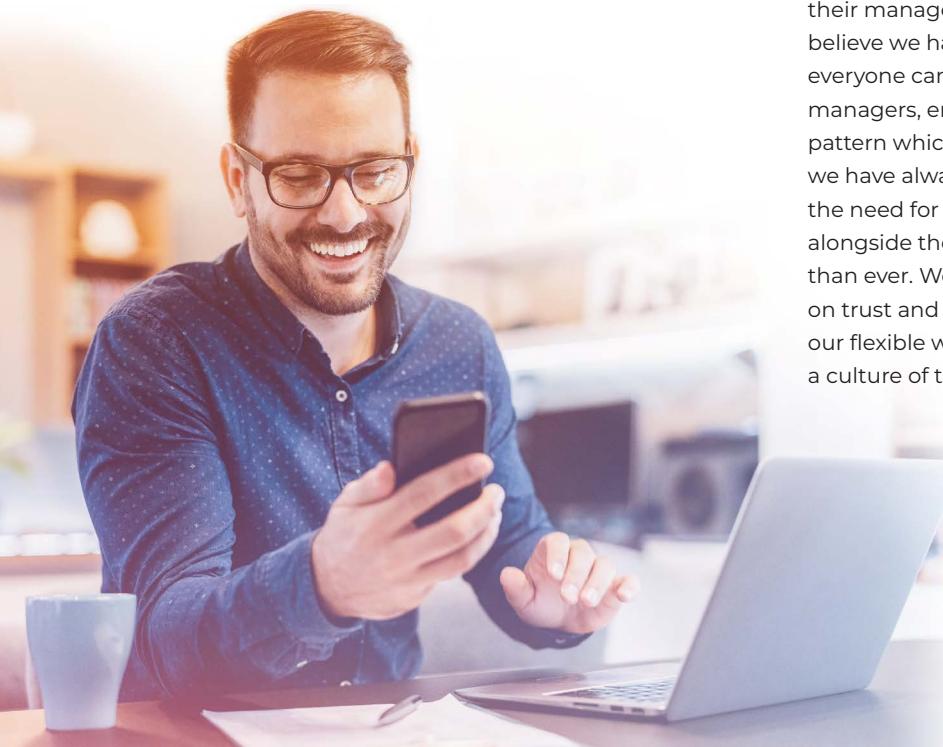
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I love being involved in the recruitment process at P&G. It has helped me to get a deeper understanding of the business and our evolving needs, whilst giving me the opportunity to meet amazing candidates and see them progress from interview, to internship, to a full-time role within the organisation. Unfortunately, there are many ingrained gender biases which surround careers in STEM subjects, so we work really hard to show women that it could be the dream career they hadn't previously considered. Ultimately, I want our society to reach a place where any child can see themselves pursuing a career in any field. Driving diversity helps us to create strong role models for them to look up to, and takes us one step closer to that dream.

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**GAIL SHERWOOD**  
IT Director for HR Systems and Services, P&G Northern Europe and Southern Europe



**We have created  
an environment which  
enables everyone to perform  
at their best through  
our Flex@work ethos.**

## Empowering employees to work flexibly

We have long held the belief that traditional work schedules don't always fit the rhythm of our career and personal needs—a principle which has been brought into even sharper focus as a result of the coronavirus pandemic. Designing options tailored to the individual, whilst making good business sense, is beneficial for everyone. This approach allows employees to come to work energised, whilst balancing what matters most to them.

This belief has inspired our Flex@work ethos—something which we have always viewed as a business strategy, rather than a straightforward policy. Available to all employees, irrespective of circumstance, Flex@work offers a number of flexible working options, including reduced schedules, flexible hours and personalised flexibility on location.

The positive, open relationship between employees and their managers is key to the success of Flex@work. We believe we have created an environment within which everyone can have honest conversations with their managers, ensuring they're able to adopt a working pattern which suits their needs. Whilst this is something we have always strived for within P&G, over the last year the need for employees to be able to balance their careers alongside their personal lives has been more important than ever. We believe that these strong relationships, built on trust and understanding, are central to the success of our flexible working ethos and have helped us to create a culture of true inclusion.

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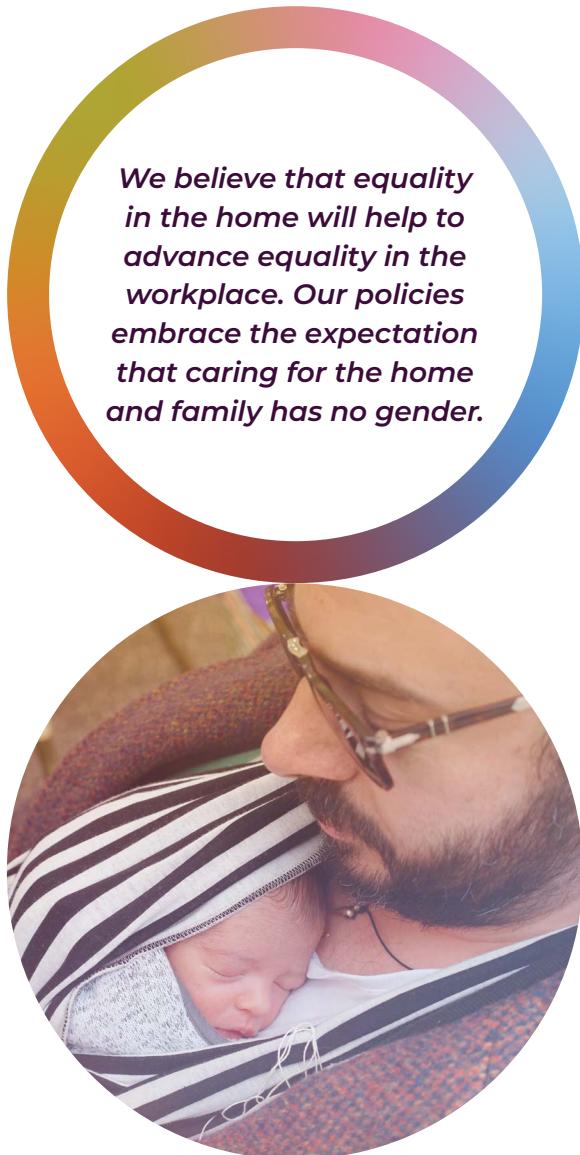
P&G has empowered me to balance my career alongside my personal life in so many ways over the last 15 years. After I had my first child, my manager supported me in working from home when I needed to—something which was less common at the time. Since then, I have adapted my working patterns by taking advantage of our reduced schedule options, working both an 80% and 90% schedule at different moments throughout my career. I feel so fortunate to work for a company that allows me to do this alongside achieving my goals; my promotion into management came after maternity leave whilst working an 80% schedule.

It goes without saying that the coronavirus pandemic has been really challenging, and for most of it I've had two children at home whilst working. Managers have supported us all by acknowledging our ‘family rocks’—that is, the key elements of family life that we each have to juggle alongside work—meaning that there is no guilt in having to skip a meeting or catch up on work later on in the day.

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**GEMMA CARLILE**  
Site and Facilities Leader and Project Manager, P&G Northern Europe



## Parental leave policies fit for modern families

We believe that equality in the home will help to advance equality in the workplace, and our family-friendly policies embrace the expectation that caring for the home and family has no gender. We know how important it is for new parents to take time to bond with their children and offer industry-leading maternity and paternity benefits alongside carefully planned return to work programmes. These have been designed to help modern families make the choices that work best for them, because we believe that no one should be forced to choose between their career and being a parent.

Our paternity leave policy allows fathers to take up to eight weeks of fully paid leave within the first 18 months of their child being born or adopted. This approach has been proven to have a positive impact on mothers, enabling them to return to work more easily, increasing female employment and reducing the potential for earning gaps. For us, it's more than a policy—it's a step towards shifting cultural norms by removing gender biases in caregiving.

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When my daughter was born last February, I took the statutory two-week paternity leave. Whilst it was incredible to be able to spend time with my family in those early days, any parent will know that those first two weeks are unlike anything else. Having the opportunity to take an additional six-week period of leave from work once my

daughter was a bit older was awesome, and the business couldn't have been more flexible—they even allowed me to change the timings of my leave so that I was able to take it when coronavirus restrictions had eased, meaning that my wife and I were able to go and spend time with our families and properly introduce our daughter to them.

The impact of my paternity leave has extended far beyond my relationship with my family. Personally, it's helped me to create a strong bond with my daughter in a way which I believe could only have been done through taking an extended period of time away from work. Career-wise, it's had a huge impact too. I've been in my role for five years now, and I felt quite nervous at the prospect of taking six weeks off and leaving my team to pick up extra work in my absence. But honestly, I think it's the best thing I have ever done for my career. I have returned refreshed, with a new-found energy and excitement for the day-to-day. I really hope I've set a precedent for other parents within the organisation to follow.



**MATT THOMAS**

*Brand Director—Gillette,  
Venus & King C. Gillette UK&I,  
P&G Northern Europe*

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**At P&G, we encourage everyone to pursue what matters to them and empower employees to have a voice within the organisation and wider society.**

## Supporting everyone in developing their careers

We know that the last year has proved incredibly challenging for everyone within our UK business. Despite this, we are really proud that individuals throughout our organisation have continued to thrive. At P&G, we firmly believe that promotion and career development means so much more than taking on a new role. It's about nurturing each and every employee to be the best they can be, and to pursue a career which challenges them in the right way.

Throughout our organisation, we provide mentoring, training and learning programmes to ensure equal career opportunities that allow everyone to develop to their full potential, regardless of role, experience or gender. We encourage everyone to pursue what matters to them. We are particularly proud that so many of our employees have been invited to participate at external events, alongside those we run internally, within the last year. Undertaking activities like this empowers employees to have a voice within the organisation and wider society.

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Working in Research & Development (R&D) means that my role is constantly evolving, even if my title remains the same. I've worked at P&G for over 25 years and I think the variety of experiences and on-the-job learning is one of the main reasons I have stayed for as long as I have. It gives you the opportunity to take on truly global challenges, and to connect with a wide range of people from all over the world. I've been fortunate enough to

work across Product Design, Product Research and Process—something which I wouldn't have thought possible when I started out, as my background is in engineering rather than chemistry. But I've loved every moment—it's like having had three very different jobs without having to leave the company.

Over the years I've become really involved in our Equality & Inclusion strategy via groups like PROWESS (Process Women Empowered, Supported, Successful) and Women in Innovation. In November 2020, I took on an additional role as Site Leader for Equality & Inclusion at our Newcastle Innovation Centre. I'm passionate about dispelling the myths and ingrained perceptions that surround women in the workplace—after all, if I had let them influence me, my career could have looked very different.

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**JO WARDLE**

*Director for IMEA Dry Laundry Process and Newcastle Innovation Centre Site Leader for Equality & Inclusion, P&G*

# An environment where all employees can thrive

Since the outbreak of COVID-19, there have been numerous reports on the disproportionately negative impact of the pandemic on women in society. Research conducted by the Institute for Fiscal Studies found that, of parents who were in paid work prior to the first UK national lockdown, mothers were one-and-a-half times more likely than fathers to have either lost their job or quit.<sup>2</sup> We recognise the hugely important role we have to play as an employer in the UK, and continue to nurture and develop our talent. Doing so is good for the individual, good for our business, and good for society.

Despite the challenges presented by the coronavirus pandemic, we are really proud that individuals within our organisation have continued to thrive. Of all promotions during our last fiscal year, 55% of those promoted at manager and senior manager level were female.



<sup>2</sup> Institute for Fiscal Studies, How are mothers and fathers balancing work and family under lockdown?, 27 May 2020. ([Source](#))

We believe that the supportive and inclusive working environment we have created has played a key part in this—empowering employees to work in a way which works for them, and embedding the collective view that achieving a healthy work-life balance is of paramount importance.

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It's difficult to express the many ways in which colleagues at P&G have supported my career development over the years. From big things like dedicating their time to help me work out whether a new role or assignment was right for me, to managers inviting me to join high-level meetings so I'm able to absorb how business leaders influence a room full of people. What has truly amazed me is the amount of time people managers spend on improving their teams—shaping your ability to coach, mentor and advise whilst perfectly balancing offers of support with stepping back and letting you lead.

These experiences have not only enabled me to advance my own career, but have nurtured my ability to develop the careers of others. I was really pleased to take on my new role in August of last year—although the current climate means that I'm yet to see the majority of my team in person. But because of the great leadership I have experienced, I know that establishing a solid working relationship

with my team, and providing support during these challenging times, is key to our continued success. Instead of being an executor, I have become a coach, mentor and source of support for my team, whilst empowering them to become the best executors and thinkers in the business.

For me, career development is a vehicle for self-development. Throughout my time at P&G, I've chosen to work across a range of functions because I have a passion to learn more and grow as an individual. I've also been fortunate enough to have the opportunity to talk externally on behalf of P&G—building my own capability when it comes to public speaking, whilst promoting us as an organisation. Most notably, I spoke at The Bright Network's Black Heritage event last October, which aimed to ensure that every student is given the best first step in their careers by demonstrating the importance of Equality & Inclusion within the workplace. Opportunities like this, alongside P&G's continued commitment to driving Equality & Inclusion both within and outside of our organisation, enable us to enrich our workforce by bringing different perspectives to light.

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**YASMIN O'NEAL**

Personal Care Brand and Sales Director, P&G Northern Europe

## A varied approach to career development

That said, we also recognise that the concept of career development has many different meanings for many different people. Promotion into a new role is just one way in which someone can progress their career; other routes include training and development, mentoring and reverse mentoring, or speaking at internal or external events. We work closely with each and every employee across our business to understand their personal passions, goals and areas for development, delivering tailored solutions to ensure that everyone can thrive. That's because we value the contribution of every individual within our organisation. Their impact and aspirations determine where they go and what they do—not their gender.



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My attitude and approach to promotion and career development has changed significantly over the course of my time at P&G. It has definitely not been linear—sometimes I have felt my progression has been fairly quick, whereas other times it has taken a little longer. What has really tipped the balance in helping me to shape my career over the years are the pivotal, on-the-job experiences that have forced me to think differently, fast-tracking my knowledge and capability. I firmly believe that P&G is a place where everyone is given the opportunity and support to fulfil their potential.

Roles within P&G aren't just limited to the day job. I recently became Lead Team sponsor for Gender Equality within our Northern Europe organisation. It's a role that's really important to me—not only because gender equality improves the performance of an organisation, but because it enriches our everyday lives and is key to our culture. More personally, I have two daughters where I already feel the natural headwinds that they experience on STEM topics, and feel obliged to ensure they have equal access and opportunity regarding STEM topics in their education and upbringing.

Becoming Lead Team sponsor for Gender Equality is hugely relevant to my role as an IT leader. Boosting diversity in STEM careers is something I'm particularly passionate about, so this gives me an opportunity to not only demonstrate my business leadership, but to address an area that is key for my function and the company. And, closer to home, it helps me role model support for women in STEM for my daughters. It's given me the opportunity to interact with and learn from people that I wouldn't normally work closely with, and has helped me to better support the careers of those in my organisation. It's a brilliant example of how career development can take many forms—and I know that whilst I have already learned a huge amount, there is still so much more to come.

”



**SEB BRITTON**

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

# Explaining the Gender Pay Gap

At P&G, we strive to do the right thing and are wholly supportive of the intent behind Gender Pay Gap reporting in the UK. We believe that it is an important lens through which to review pay equality, and helps us understand how we're progressing in our actions towards levelling the playing field throughout our organisation.

There are a number of different factors which stand to impact a company's Gender Pay Gap. One example is the management structure or 'shape' of an organisation. This is dependent on the number of senior roles available within the company and whether they are filled by a man or a woman when the snapshot of the data is extracted. Personal choices—such as the way in which an employee opts to receive their salary, bonus and benefits—can also have a significant impact on the data.

## The difference between Gender Pay and Equal Pay

**Gender Pay Gap** reporting helps to highlight the difference in average earnings between men and women via a series of metrics. **Gender Pay** is different to **Equal Pay** in its focus on the difference in pay between male and female employees across an organisation regardless of the nature of their work or their level. Equal Pay compares the pay between men and women doing a similar job with the same level of skills or experience. At P&G, we ensure that our pay and rewards systems are designed to minimise the potential for bias. We run pay equity analyses—which consider legitimate drivers of pay, like individual role or performance—so we have confidence that we have no intentional or unintentional statistically significant and material differences in pay as a result of gender.

## Putting the individual in the driving seat

When it comes to individual pay and rewards, we believe in empowering employees to make their own decisions, giving the opportunity to all to flex benefits according to personal circumstances. For example, employees can decide whether to take bonuses as stock options or cash. What is most important to us is that every employee, irrespective of role, experience or seniority, has the opportunity to make these decisions. Each of these decisions will have an impact on their pay, which is in turn reflected in the snapshot within our Gender Pay Gap data.

## MEAN PAY GAP

The mean Gender Pay Gap is the difference in the average hourly pay for women compared to men. To calculate, add together the hourly pay rates for all women and divide by the total number of women included. Then, repeat the process for men.

$$\left( \frac{\text{Hourly rate of all women}}{\text{Number of women}} \right) - \left( \frac{\text{Hourly rate of all men}}{\text{Number of men}} \right) = \text{Women's mean average pay} - \text{Men's mean average pay}$$

$$\left( \frac{\text{Hourly rate of all women}}{\text{Number of women}} \right) - \left( \frac{\text{Hourly rate of all men}}{\text{Number of men}} \right) = \text{Women's mean average pay} - \text{Men's mean average pay}$$

## MEDIAN PAY GAP

The median is an average calculated by looking at the middle point within a data set. In the context of Gender Pay, imagine lining up all the women and all the men in a company along two separate lines, in ascending value of hourly pay. The median pay gap would then be calculated by assessing the difference in hourly pay between the middle point for men and the middle point for women.



# Our 2020 Gender Pay data: P&G in the UK

P&G is comprised of several business units in the UK. Of these, and in accordance with Government regulations, we are required to calculate and report our Gender Pay Gap data for [Procter & Gamble UK](#), [Procter & Gamble Technical Centres Limited](#) and [Procter & Gamble Product Supply \(UK\) Limited](#). We will review these in more detail in the next section.

By choice, we report on our total footprint in the UK as this includes all of P&G's business units. It is therefore a better representation of our entire business, which is made up of more than 2,500 employees working across our Commercial Businesses and Operations, R&D and Manufacturing and Distribution.

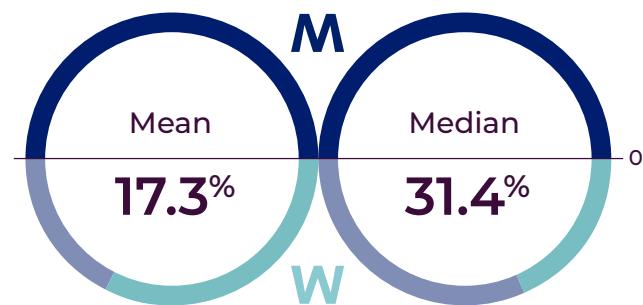
*Looking at our total workforce in the UK, our Gender Pay analysis shows us the following:<sup>3</sup>*

## GENDER PAY GAP

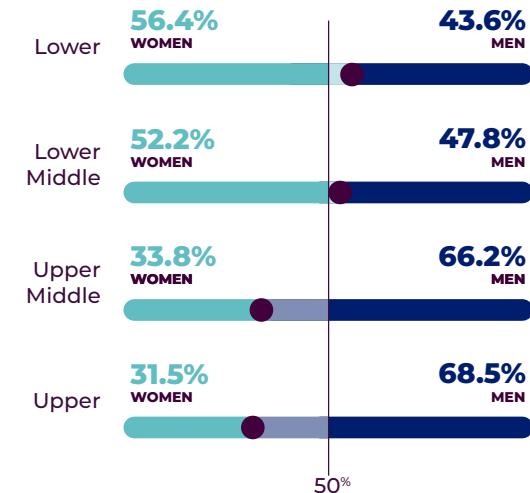
The mean pay for men is 17.3% higher than that of women.

The median pay for men is 31.4% higher than that of women.

To put that into context, the 2019 revised data from the Office for National Statistics put the UK mean pay gap at 16.3% higher for men and the median pay gap at 17.4% higher for men.<sup>4</sup>



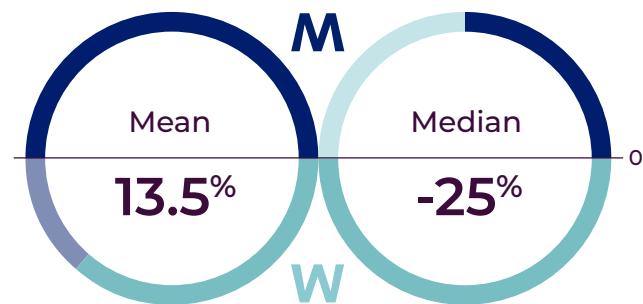
## EMPLOYEES BY PAY QUARTILES (%)



## GENDER BONUS GAP

The mean bonus for men is 13.5% higher than that of women.

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



Of those who received bonus pay:

**M 45.1%**  
**W 33%**

<sup>3</sup> Our Gender Pay Gap data has been calculated using the pay data of our UK employees working in the UK on 5th April 2020.

<sup>4</sup> Office for National Statistics, Dataset: Gender Pay Gap, 2019 updated revised. Table 1.12—[Total Table 1.12 Gender Pay Gap 2019](#).

# Breaking down our data

We have three companies in the UK for which we are required to report Gender Pay Gap data separately via the Government portal. For completeness, the results of their analysis can be found below.

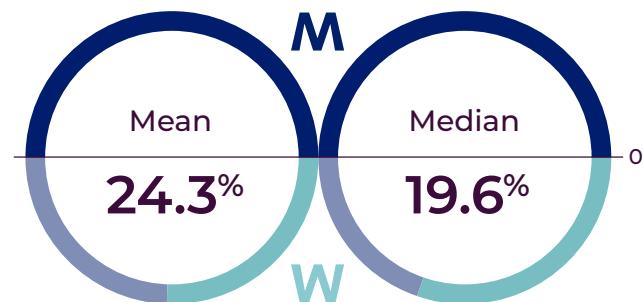
## Procter & Gamble UK

Within this entity, we have over 600 employees. They work across a range of functions, including HR, finance, sales and marketing and supply network operations. A number of roles—ranging from beauty consultants, administrative and technical, management, senior management and Vice President—are represented.

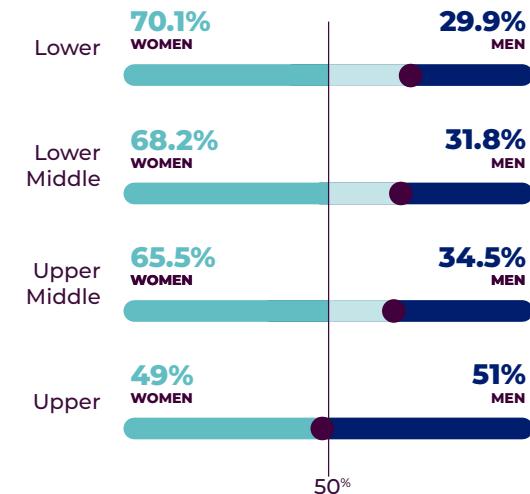
Procter & Gamble UK falls within the Professional, Scientific and Technical Activities sector. For reference, the 2019 updated revised data from the Office for National Statistics put the UK Professional, Scientific and Technical Activities sector median pay gap at 24.0% higher for men and the mean pay gap at 22.9% higher for men. ([Source](#))

### GENDER PAY GAP

The mean pay for men is 24.3% higher than that of women.  
The median pay for men is 19.6% higher than that of women.

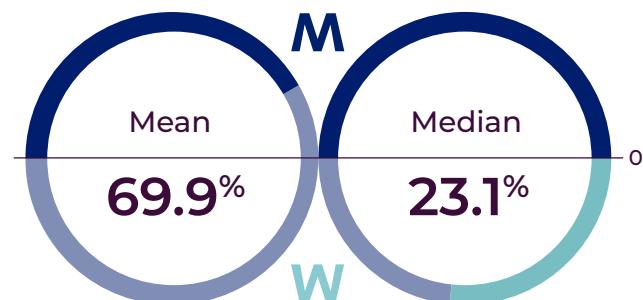


### EMPLOYEES BY PAY QUARTILES (%)



### GENDER BONUS GAP

The mean bonus for men is 69.9% higher than that of women.  
The median bonus for men is 23.1% higher than that of women.



Of those who received bonus pay:

**M 79.3%**  
**W 71.1%**

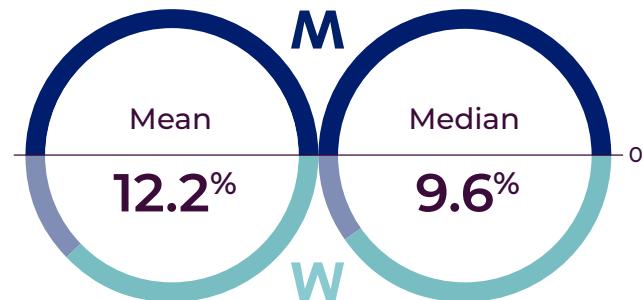
## Procter & Gamble Technical Centres Limited

There are over 900 employees within this entity. They cover a range of functions including research and development, finance and accounting, supply network operations and IT systems. A number of roles are represented—ranging from administrative and technical management, through to senior management and Director level.

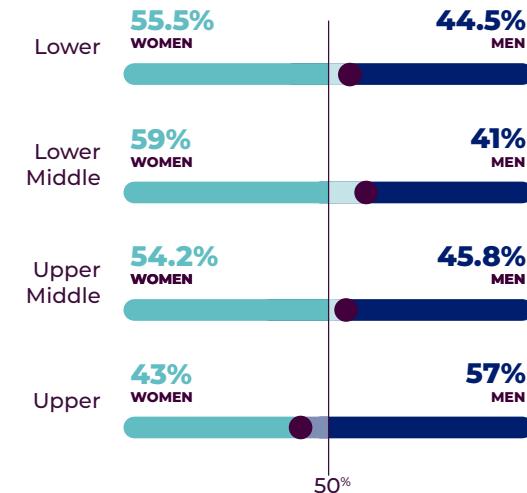
Procter & Gamble Technical Centres Limited falls within the Professional, Scientific and Technical Activities sector. For reference, the 2019 updated revised data from the Office for National Statistics put the UK Professional, Scientific and Technical Activities sector median pay gap at 24.0% higher for men and the mean pay gap at 22.9% higher for men. ([Source](#))

### GENDER PAY GAP

The mean pay for men is 12.2% higher than that of women.  
The median pay for men is 9.6% higher than that of women.

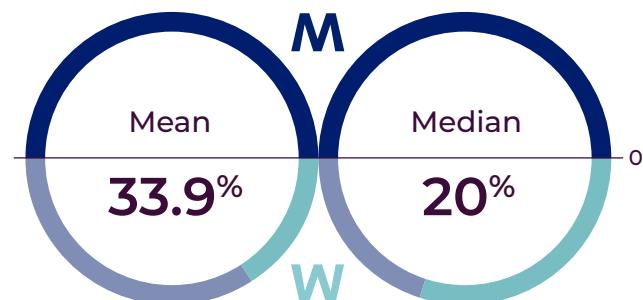


### EMPLOYEES BY PAY QUARTILES (%)



### GENDER BONUS GAP

The mean bonus for men is 33.9% higher than that of women.  
The median bonus for men is 20% higher than that of women.



Of those who received bonus pay:

**M 80.8%**  
**W 78.3%**

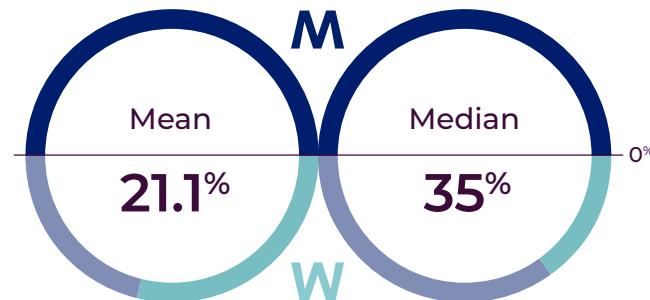
## P&G Product Supply (UK) Limited

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

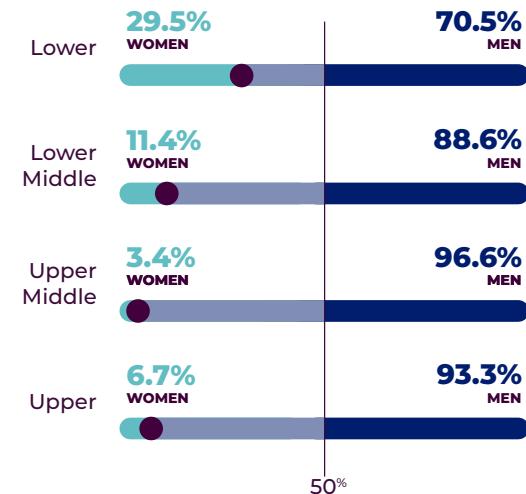
Procter & Gamble Product Supply (UK) Limited falls within the Manufacturing sector. For reference, the 2019 updated revised data from the Office for National Statistics put the UK Manufacturing sector median pay gap at 18.1% higher for men and the mean pay gap at 14.1% higher for men. ([Source](#))

### GENDER PAY GAP

The mean pay for men is 21.1% higher than that of women.  
The median pay for men is 35% higher than that of women.

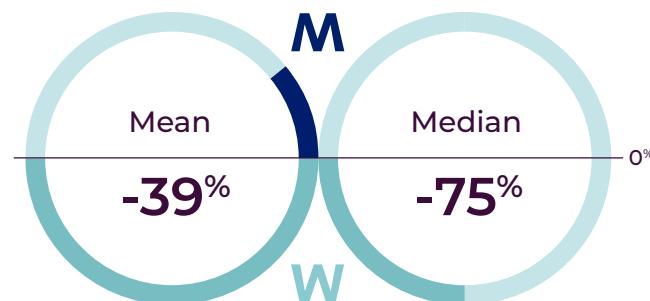


### EMPLOYEES BY PAY QUARTILES (%)



### GENDER BONUS GAP

The mean bonus for men is 39% lower than that of women.  
The median bonus for men is 75% lower than that of women.



Of those who received bonus pay:

**M 78.6%**  
**W 69.6%**

## Extending our commitment within and outside of our organisation

A company's Gender Pay Gap is one important lens through which both pay equality and progress towards a gender-equal business can be viewed. However, there is a broader responsibility for all companies to ensure that they are driving for gender equality throughout all aspects of their work. That's why we have adopted a multi-faceted approach in order to achieve our objectives, focusing on the areas where we can have the greatest impact and implementing this strategy via four key areas within our business. We're immensely proud of the culture we've created as a result. From recruitment to representation, pay to progression—we ensure all employees have an equal voice.

"As we reflect on an extraordinary year, I'm proud that we have responded with new solutions to the real-time challenges of this crisis. We've remained steadfast in our commitments to programmes and policies that advance gender equality both within and outside our organisation. This includes flexibility, intentional career planning, equal pay, and paid parental leave—all proven accelerators of gender equality. It's up to all of us to ensure that progress for equality steps forward—not backwards—as we learn from this crisis. Because a more equal world is better—for everyone."



**CAROLYN TASTAD**

*Group President, North America  
and Executive Sponsor for Gender  
Equality, P&G*

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



**CHRIS YOUNG**

*Vice President Human Resources,  
P&G Northern Europe*

# WE ARE UNIQUE AND WE ARE UNITED



# Appendix

## Equal Pay

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

## Gender Pay

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

## Gender Pay Gap

The Gender Pay Gap is the difference in average earnings between men and women. It is influenced by a range of factors, found both inside and outside the workplace.

## Mean Pay

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

## Median Pay

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

## Pay Quartile

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