2022

GENDER PAY GAP REPORT

Messages from Management

February 2023

"Our people are what make P&G special. They are the ones who work tirelessly to get our branded products into homes up and down the country. We expect a lot from them, so it's only right that they expect a lot from us. That starts from within—ensuring we create an environment that enables everyone to thrive. Adopting this mindset internally enables us to deliver externally; continuing our mission to improve peoples' lives in small but meaningful ways, each and every day.

Whilst we don't yet have all the answers, I am proud of our story so far. We approach equality through multiple lenses—including gender, race, background, disability and LGBTQ+ inclusion. We believe that is how we can help to create a more equal world. I am committed to ensuring we continue to progress—focusing locally on increasing diversity in STEM roles, providing support for employees at each and every life stage, and by placing role modelling and Allyship at the heart of our efforts—in order to reach those goals."

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

Hear what our Northern Europe Lead Team Sponsor for Gender Equality, Seb Britten, had to say about the work he's leading to create a more equal and inclusive world.

View our 2022 gender pay gap data >

"At P&G, we know that E&I begins with action. Seeing the amazing work that has been conducted in the UK over the last 12 months makes me immensely proud. Increasingly, E&I is a foundational element of doing business—both as a core force for growth but also as a force for good in our society. It is this kind of work that not only sets us up for long-term success but also has a profound impact on the people we work with and the communities in which we live."

SHELLY MCNAMARA
Chief Equality and Inclusion Officer, 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

GENDER EQUALITY WITHIN OUR ORGANISATION

Amplifying the voices of inspiring STEM talent

Over the last 12 months, we've continued to focus on the importance of driving greater diversity within STEM careers. These roles are rooted in innovation, and we believe that innovation is at its most effective when you bring together bright, diverse teams to solve complex challenges. Our internal Women in Innovation group—which operates at a global, regional and local level—provides a number of opportunities for women working in STEM to come together, network and learn; be that through coaching and mentoring, through to attending talks delivered by inspiring external speakers. We've amplified the voices of this talent internally—working with a number of talented females across our organisation to share their personal experiences as women working in STEM. These have been driven behind key calendar moments, including International Women in Engineering Day, National Apprenticeship Week and Ada Lovelace Day.

We built on this momentum externally through our partnership with **Freeda Media**—a content platform that stands to represent the voices of new generations of people who don't recognise themselves in traditional gender categories. In July, three inspirational women working in STEM at P&G shared their personal experiences—demonstrating the breadth of opportunities available to passionate, talented women throughout the industry. With roles spanning different P&G sites, specialisms (manufacturing, research and development (R&D) and IT), as well as differing levels of experience, this content demonstrated just how much we all have to learn from one another.

Cultivating a culture of continued learning and understanding

Alongside our ambition to drive greater diversity in STEM careers, we continue to work with numerous women across our organisation to amplify their personal stories and experiences; thereby cultivating a culture of continued learning and understanding. In May, 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 recognise the importance of intersectionality within our E&I strategy, and passionately believe in ensuring our internal culture of openness and understanding is inclusive of women with a broad range of experiences. In March 2022, we hosted a celebratory event on Trans Day of Visibility, during which one of our employees, **Ciara**, made the courageous decision to come out as her authentic self in the workplace. Coinciding with the end of our annual E&I Month celebrations (during which we collectively take a step back from the day-to-day to focus more squarely on our efforts to create a more inclusive world), Ciara discussed the journey she has taken to become the person she is today. 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.

Supporting our employees through each and every life stage

In the summer of 2022, we were pleased to introduce a new benefit to all UK-based employees through our health and wellbeing partner AXA Health — **Peppy**. The service connects individuals to human health experts across five key areas — fertility, baby, menopause, women's health and men's health — offering free and confidential support via a series of resources, as well as private video consultations with qualified practitioners. We've also continued our commitment to support employees when it comes to the menopause (both those personally experiencing it, as well as managers, colleagues, friends and relatives), deploying our Menopause Handbook to our UK and Ireland employees in October. With research revealing that one in 10 women who worked during the menopause left a job due to their symptoms[1], we recognise the huge importance of ensuring everyone has access to the information and resources they need, in order to enable them to have a rich and fulfilling career at P&G. Our Menopause Handbook contains important information about the topic, as well as links to a number of resources to enable employees to find out more, and seek additional support, should they need it.

More recently, we launched our Parents @ Work initiative at two of our UK sites, supplementing existing internal networks elsewhere. The voluntary network is comprised of both working parents and parents-to-be, providing a space for employees to easily access a wealth of resources to support them on their parenting journeys. Through the network, we're also facilitating connections between employees at similar stages of their parenting journey, ensuring everyone is able to help one another as they juggle their career alongside family life.

1 The Fawcett Society, Menopause and the Workplace, May 2022. https://www.fawcettsociety.org.uk/menopauseandtheworkplace

Policies that enable employees to balance personal and professional needs

Ensuring that all employees are able to have a flourishing and fulfilling career is of paramount importance to us and what that looks like can vary from individual to individual. We know that for many employees, starting a family is incredibly important, and have therefore established both maternity and paternity leave benefits (in addition to carefully planned return-to-work programmes) to help support everyone through that process. As part of this, fathers are able to take up to eight weeks of fully paid paternity leave within the first 18 months of their child being born or adopted.

We pride ourselves on our flexible approach to work at P&G, and our Workways framework sits at the very heart of that. With a focus on both where and how we work, Workways empowers businesses and employees to work together to choose their workspace with intentionality—encouraging frequent connections at P&G workspaces for collaboration, culture and relationships, enhanced by regular use of remote spaces for flexibility and focus. By continuing to adopt this hybrid approach, we believe that employee development, wellness and inclusion will remain at the very heart of our culture at P&G.

Nurturing and developing the diverse talent of the future

Our products are purchased by millions of people every day, which means it's critical that our workforce is reflective of the rich diversity of the people we serve. Historically, our approach to recruitment involved in-person, on-campus events at a small number of universities; today, we have a differentiated approach enabling us to reach a wide variety of students, whilst our apprenticeship programmes provide opportunities for individuals to 'earn whilst they learn'. We also ensure that those representing the company at recruitment events are reflective of the diversity we wish to attract into our organisation, showcasing that everyone has the opportunity to succeed at P&G.

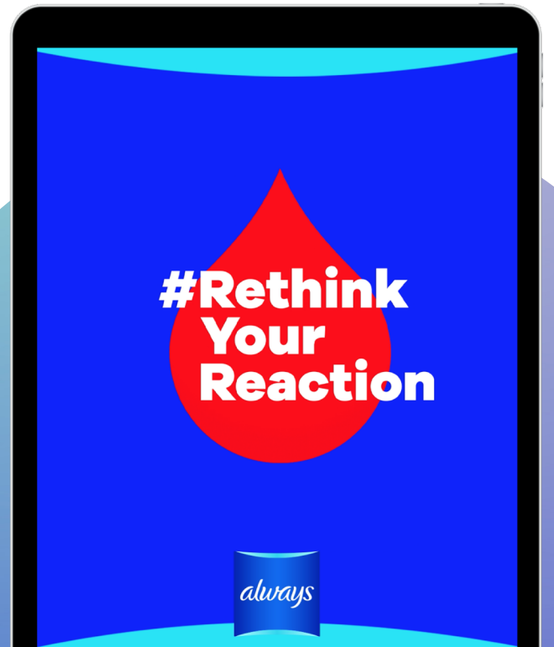
Additionally, we work with trusted partners, including **Your Future, Your Ambition** and **Bright Network**, to attract a diverse range of candidates, and adopt a number of measures to ensure that our recruitment processes are free from bias. All candidates are interviewed by managers that have been trained to recognise unconscious bias, whilst recruitment materials are analysed by software before going live in order to ensure that gender-neutral language has been used throughout.

LEVERAGING OUR BRANDS TO SUPPORT, EMPOWER AND ADVANCE GENDER EQUALITY

Always tackles period stigma through #RethinkYourReaction campaign

Periods are a part of life, yet remain a stigmatised topic in the UK, with 68% of young people admitting to feeling dirty, gross or ashamed about their period as a result of someone's negative reaction to it. To tackle this, Always launched its #RethinkYourReaction campaign in March 2022, committing to presenting periods in an open and honest way. It also created a new period hub with information and resources to help challenge period stigma and promote positive conversations. Always amplified the campaign through its existing Always About You School Programme—a free puberty and period education curriculum which aims to reach over half a million young people each year, by encouraging students to generate grassroots ideas to help fight period shame in their school or local community.

The campaign not only sought to normalise taboos—it drove forward intersectional equality by involving a number of underrepresented groups within society. This included Sam Latif, P&G's Company Accessibility Leader, who spoke to the challenges disabled people face when it comes to having periods, and Shaaba Lotun and Jamie Raines—a couple known for being openly honest with their audience, with Jamie sharing his experiences of having periods as a transgender man. Through these partnerships, the brand strived to encourage people to #RethinkYourReaction in an authentic and holistic way.



Venus partners with The Lady Garden Foundation, empowering 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 aimed to normalise language surrounding pubic care and gynaecological health, helping women have the confidence to talk more openly and without embarrassment.

It followed 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.[2] By creating a more public dialogue, Venus and The Lady Garden Foundation aimed 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 detection rates.

Through the partnership, Venus launched a special donating pack of its award-winning Venus for Pubic Hair and Skin Razor exclusively in Superdrug, raising a total of £30,000 for The Lady Garden Foundation in the first year.[3] The work continues into 2023, as Venus remains committed to challenging taboos and promoting confidence in talking all things gynaecological health.

Olay and P&G drive diversity in STEM through partnership with Dr Ateh Jewel's Education Foundation

This year, we have continued our support of **Dr Ateh Jewel's Education Foundation**—an organisation founded to support excellence, ambition and potential among Black and Mixed heritage British undergraduates. Our partnership aims to drive greater diversity in STEM careers—through both beauty brand, Olay, and at a corporate level. By providing financial donations and assistance, as well as mentoring, together we have enabled 12 aspiring Black and Mixed Heritage students to embark on their journey towards a successful career in the beauty industry.

Additionally, in September 2022, we opened the doors to our Innovation Centre in Reading, inviting beneficiaries of the Foundation to take an inside look at the ways in which we create our products, all of which have the consumer at the heart. There, students had the opportunity to hear from successful Black women in the cosmetic industry, including Ateh and Olay's Principal Scientist, Dr Rolanda Wilkerson. Through this, we hoped to showcase the amazing opportunities for Black and Mixed Heritage women to thrive in STEM careers.

2 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.

3 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.

Always breaks the silence on bladder leaks

On World Menopause Day 2022, Always Discreet continued its mission to better equip women for both bladder leaks and the menopause. It conducted new research which revealed that despite as many as one in two women experiencing bladder leaks during the menopause, over half (52%) have no idea that the two are related.[4] To lift the lid on this important (yet often taboo) topic, the brand partnered with TV personality Ulrika Jonsson, who reminded women that they are not alone—and that taking the first step towards learning about the menopause is the first step towards managing it. Alongside this, Always Discreet continues to provide a wealth of free resources to support women through its **Menopause Education Hub**, through which it has educated over 100,000 women.

Venus inspires women to play sport through Move Your Skin campaign

This year, Venus continued its mission to celebrate every woman and the skin they are in. Its latest research found that more than a third of women don't want to participate in sport because they worry about the way their skin looks. This inspired #MoveYourSkin, which launched ahead of a big summer of women's sport in the UK. The campaign focused on working to help eliminate the barrier of skin-consciousness to inspire women and girls to re-write the rules on and off the pitch by normalising and celebrating what real skin in sport looks like. As a National Partner of the UEFA Women's EURO 2022, and backed by brand ambassador England Lioness and Arsenal WFC's Lotte Wubben-Moy, Venus started a powerful conversation, bringing real women together to share their own personal skin stories and the barriers they've faced, encouraging others to play with confidence.

Harnessing the positive impact the Women's EUROs 2022 brought, Venus also committed to building a long-standing legacy of confidence among young people, extending its existing work with youth education charity, **Football Beyond Borders** (FBB).

As part of this, a new in-school module—Validate It—was developed as part of its Girls Programme. This seeks to open-up conversations between girls and non-binary young people in relation to their bodies, supporting them to become more aware, confident and active as they move through adolescence.

4 The latest Always Discreet research was undertaken by Onepoll from 3/10/22–6/10/22 with 2000 women in the UK.

STANDING ALONGSIDE OUR PARTNERS TO ENACT MEANINGFUL CHANGE

Delivering impact in local communities

Locally, we work with a number of organisations within local communities to enable women and girls to reach their full potential. We are really proud to continue our work with **The Girls' Network** in the North East of England, through which we provide mentorship to secondary school students in their GCSE years. By providing experienced role models, we hope to inspire them to pursue their career goals. We also find that mentors—women working within P&G—benefit from the partnership, developing a range of active listening and leadership skills.

We also provide support to local communities in need and this year were delighted to dedicate our time to working with the **Claudia Jones Organisation**. The charity offers a range of services to support the health, social, cultural and formal education of women and families of African-Caribbean descent.

To enable the organisation to continue its mission, a number of P&G employees based at our Head Office in Weybridge, Surrey, utilised their company-sponsored day of volunteering time to help the charity renovate a disused building, which will ultimately be used as a safe space for women escaping domestic abuse.

Leveraging our scale to progress gender equality internationally

Internationally, our relationships with our partners remain critically important—helping us to leverage our size and scale to drive meaningful change around the world. We are a proud partner of the **LEAD (Leading Executives Advancing Diversity) Network**, working alongside those within the industry in order to promote greater awareness, understanding and to ultimately drive change. Through the LEAD UK Chapter Committee, we help to organise industry-wide events in order to boost knowledge and create connections. Regionally, a number of active LEAD Network members from P&G attended the organisation's flagship event in Paris in October 2022. Themed under the headline 'Doing not Trying: Lead through Inclusion', the two-day event provided an opportunity for people across the industry to come together, share learnings and best practice, before returning to their organisations to continue their journeys towards greater gender equality.

Striving for greater diversity within our industry

Nationally, we drive for greater equality within our industry, alongside partners including **D&I (Diversity and Inclusion) in Grocery**. As a Major Partner, we work alongside more than 80 businesses and brands across three pillars: shared learning, cross-company mentoring and D&I in Grocery LIVE!—the programme's annual flagship event, which provides a platform for leading voices in the industry to drive forward the conversation on diversity, equality and inclusion. In October 2022, we were delighted to see our Senior Vice President and General Manager, Tom Moody, appear as part of a panel discussion at the event, during which he shared how he believes in utilising his privilege as an opportunity to learn, demonstrate Allyship and motivate change. This underscored our belief that, as an organisation, and in wider society, everyone has a part to play in advancing the conversation on gender equality.

Understanding the gender pay gap

Gender pay gap reporting was first introduced by the UK Government in April 2017, and requires employers of a certain size to report on the difference in pay between males and females in their organisation. Here, we explain what the gender pay gap is, how it is calculated, and how we approach pay and rewards at P&G.

Click to watch

MEAN GENDER PAY

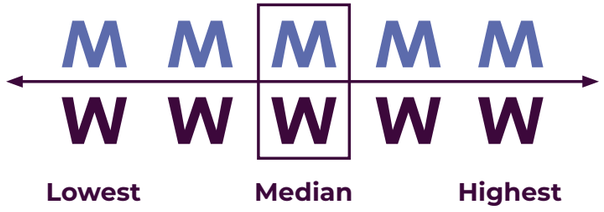
(£+£+£) ÷ W = Women's mean average pay

Hourly rate of all women — Number of women

(£+£+£) ÷ M = Men's mean average pay

Hourly rate of all men — Number of men

MEDIAN GENDER PAY



PAY QUARTILES

OUR 2022 GENDER PAY GAP DATA

P&G IN THE UK

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

Procter & Gamble UK

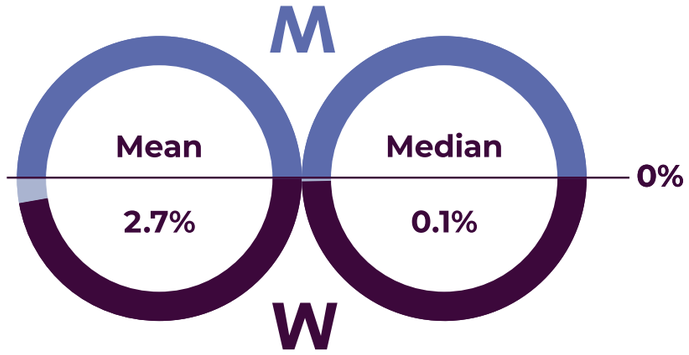
Procter & Gamble Technical Centres Limited

Procter & Gamble Product Supply (UK) Limited

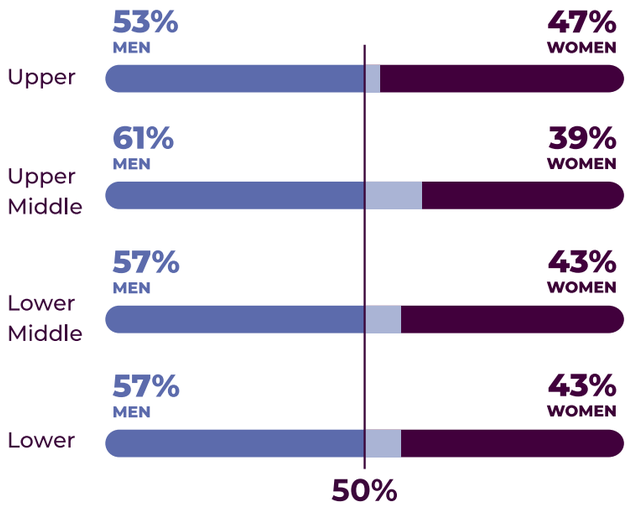
To provide a more accurate and representative picture across our entire UK business, we voluntarily provide gender pay gap data for our UK total footprint. This is representative of approximately 2,800 employees working across our commercial business and operations, R&D and manufacturing and distribution.

GENDER PAY GAP

The mean pay for men is 2.7% higher than that of women.
The median pay for men is 0.1% higher than that of women.

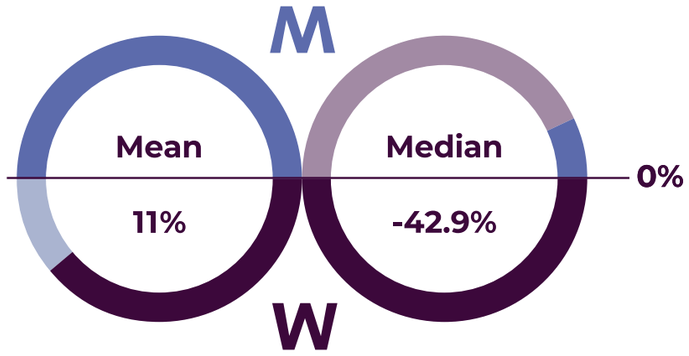


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean bonus for men is 11% higher than that of women.
The median bonus for men is 42.9% lower than that of women.



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

M 84%

W 87%

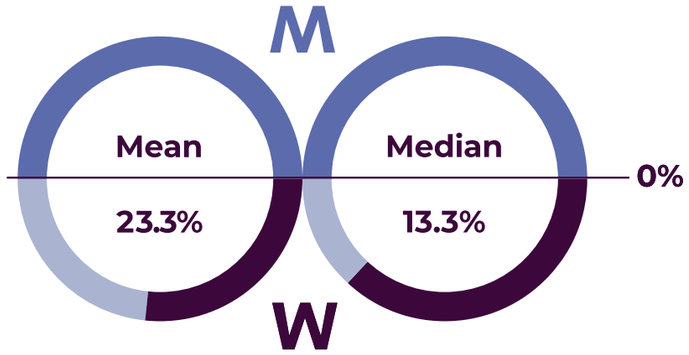
OUR 2022 GENDER PAY GAP DATA

PROCTER & GAMBLE UK

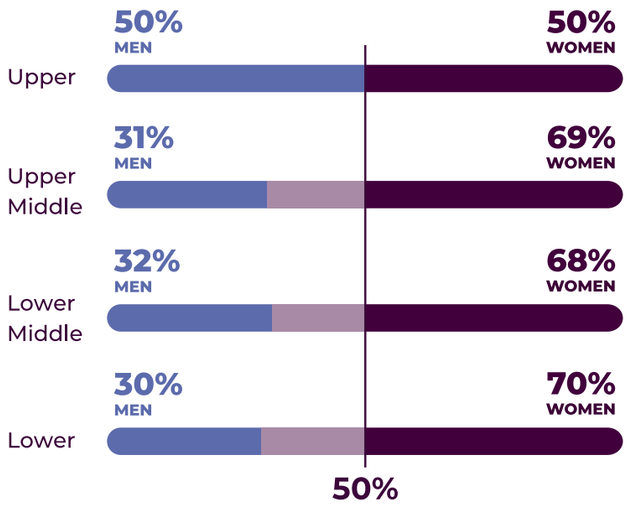
Procter & Gamble UK comprises over 600 employees. They work across a range of functions including HR, finance, sales and marketing and supply network operations, and in a number of roles—from beauty consultants to administrative and technical, through to management and senior leadership.

GENDER PAY GAP

The mean pay for men is 23.3% higher than that of women.
The median pay for men is 13.3% higher than that of women.

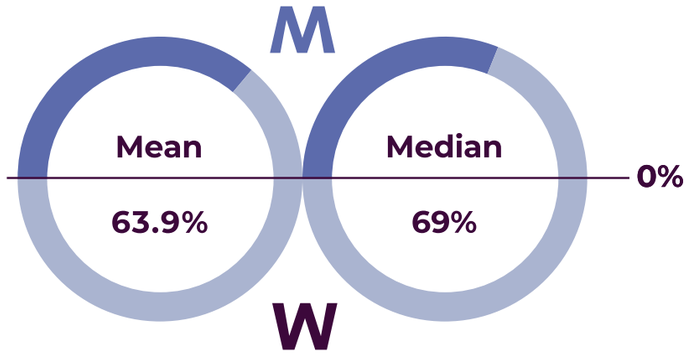


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean bonus for men is 63.9% higher than that of women.
The median bonus for men is 69% higher than that of women.



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

M 87%

W 88%

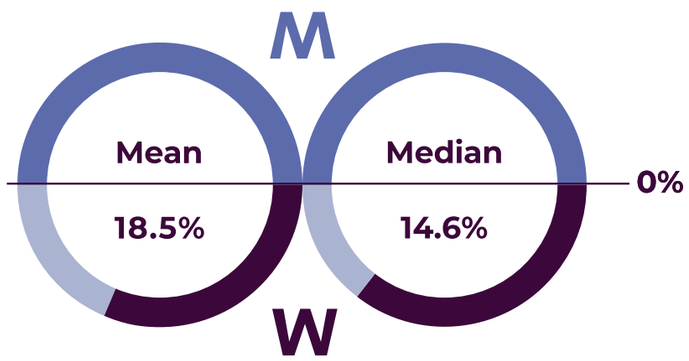
OUR 2022 GENDER PAY GAP DATA

PROCTER & GAMBLE TECHNICAL CENTRES LIMITED

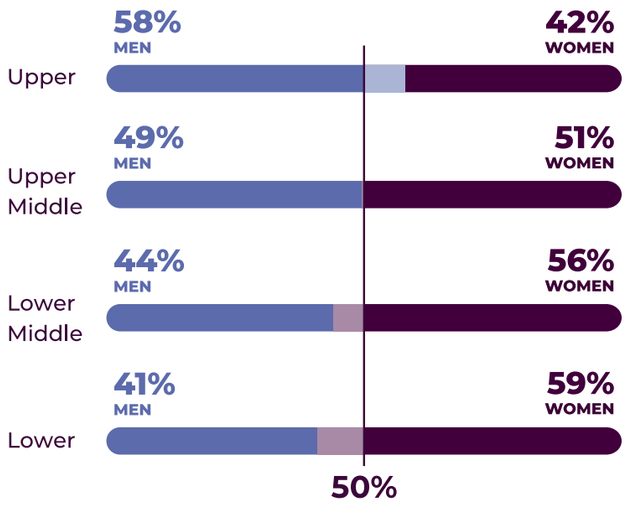
Procter & Gamble Technical Centres Limited comprises over 900 employees. They work across a range of functions including R&D, finance and accounting, supply network operations and IT systems, and in a number of roles—from administrative and technical, through to management and senior leadership.

GENDER PAY GAP

The mean pay for men is 18.5% higher than that of women.
The median pay for men is 14.6% higher than that of women.

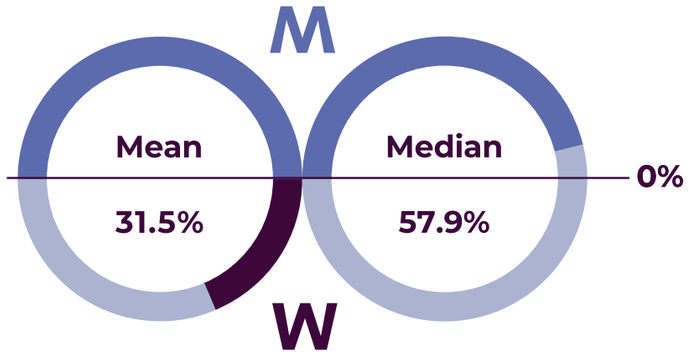


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean bonus for men is 31.5% higher than that of women.
The median bonus for men is 57.9% higher than that of women.



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

M 89%

W 89%

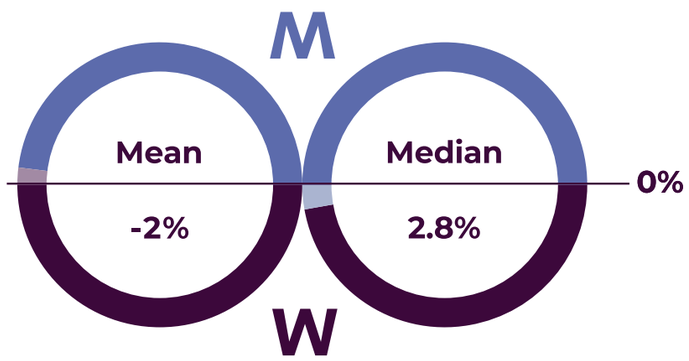
OUR 2022 GENDER PAY GAP DATA

PROCTER & GAMBLE PRODUCT SUPPLY (UK) LIMITED

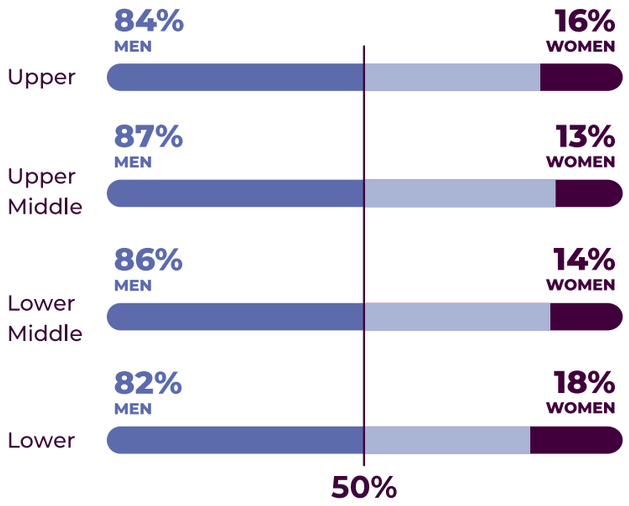
Procter & Gamble Product Supply (UK) Limited comprises over 700 employees. They support a variety of functions within our manufacturing and distribution operations, and work in a number of roles—from administrative and technical, through to management and senior leadership.

GENDER PAY GAP

The mean pay for men is 2% lower than that of women.
The median pay for men is 2.8% higher than that of women.

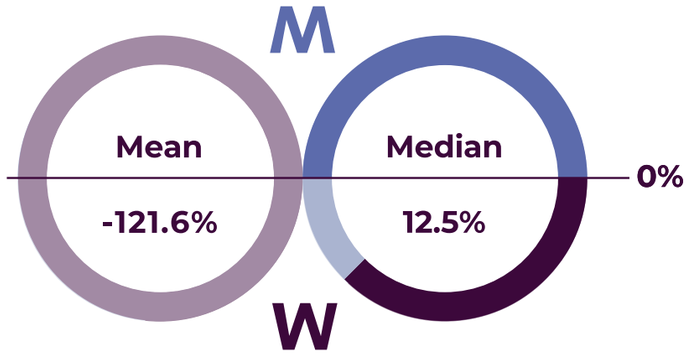


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean bonus for men is 121.6% lower than that of women.
The median bonus for men is 12.5% higher than that of women.



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

M 76%

W 68%

WE ARE UNIQUE AND WE ARE UNITED

EQUALITY AND INCLUSION

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