2023 GENDER PAY REPORT

Messages from Management

March 2024

At P&G, equality and inclusion is good for business and fundamental to success in the marketplace. This is enabled by efforts to attract, develop, and retain the widest pool of talent available to best serve an increasingly diverse set of consumers. This includes our commitment to fair pay, pay equality, transparent compensation principles and a diverse and inclusive workplace.

"We endeavour to create an inclusive workforce that reflects the diversity of our consumers. We know that when employees bring their whole selves to work, their ideas can make a lasting impact on each other and drive deeper consumer connection. I am proud of the progress we have made but acknowledge there is still more to do. I'm committed to continuing to play my part, both now and in the future."

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

At P&G, we understand the importance of bringing together people of all genders to progress our commitment to gender equality in order to best serve our consumers. We all play a critical role in this work creating an inclusive environment and recognising each other's contributions and developing future leaders.

"We are delighted to be co-leading the gender equality work at P&G. We aim to put an inclusive culture in the centre of everything we do—recognising that diverse teams get better results. Within P&G, there is a real sense that the job is never done in this area and there's more we can do to create an inclusive culture which drives successful careers for everyone and business growth."

P&G NORTHERN EUROPE LEAD TEAM SPONSORS FOR GENDER EQUALITY

SUSAN SUMNER
Senior Director
Global Manufacturing
Baby Care

VINCENT BARNES
Vice President
Sales

Building An Inclusive Workplace Where Every Employee Can Reach Their Full Potential

We aspire to have a diverse workforce and an inclusive culture which reflects the billions of consumers we serve around the world. These efforts are good for our business and society —broadening our ability to reach and serve more consumers and driving market growth. They create value for our employees, our brands, our partners and our communities.

Paying employees in similar roles equitably, based on their experience and the impact they had on the business, is critical. Fair pay is consistent with **P&G's Purpose, Values and Principles**—through showing respect for all individuals. P&G's pay practices are based on:

1. A clearly articulated compensation philosophy
2. A well-defined set of compensation policies and structure
3. Robust execution and pay equity audit processes

The key drivers of pay at P&G include paying competitively based on job, performance and impact. We stay true to our compensation philosophy through well-defined policies and systems which are intentionally designed to minimise potential for bias.

Pay can be impacted by established drivers of pay such as performance as well as by the individual choices our employees make on how they receive their pay, e.g. choosing to direct salary into a childcare voucher scheme or choosing to take bonus pay as either cash or company stock options. These factors, which are not directly related to gender, also influence the pay data.

For further details on our broader equality and inclusion efforts at P&G, please visit **pg.co.uk**.

Understanding the Gender Pay Report

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

"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

MEAN GENDER PAY

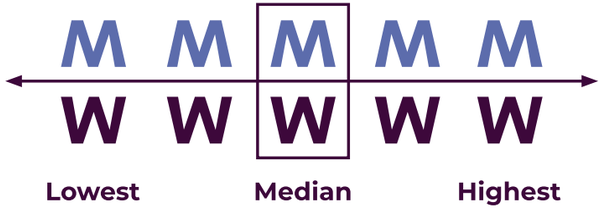
(£+£+£) ÷ W = Women's mean average pay

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

2023 GENDER PAY DATA

P&G in the UK

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

Procter & Gamble UK

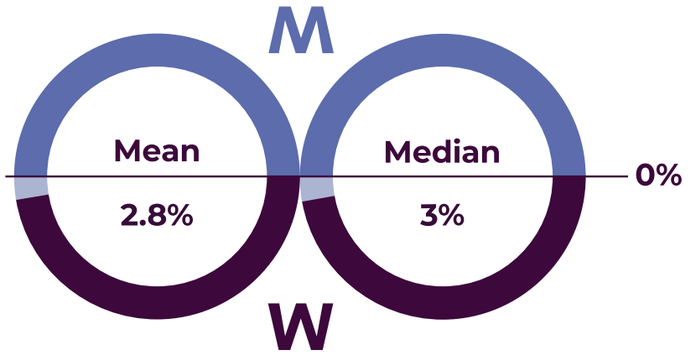
Procter & Gamble Technical Centres Limited

Procter & Gamble Product Supply (UK) Limited

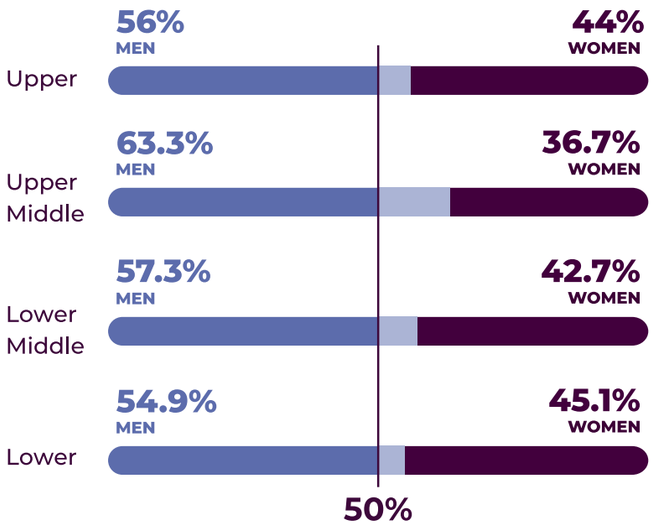
To provide a more accurate and representative picture across our entire UK business, we voluntarily provide gender pay data for our UK total footprint. This is representative of approximately 2,800 employees working across our commercial business and operations, R&D and manufacturing and distribution.

GENDER PAY GAP

The mean pay for men is 2.8% higher than that of women.
The median pay for men is 3% higher than that of women.

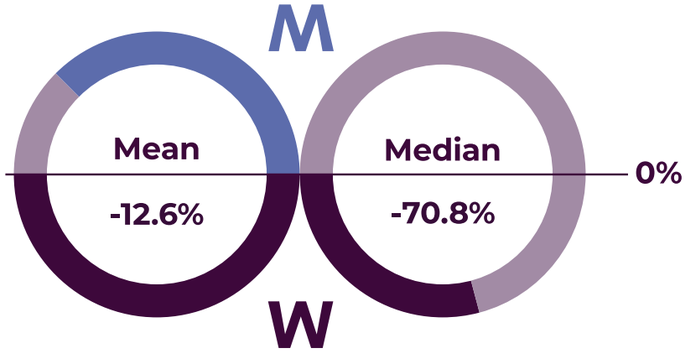


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean bonus for men is 12.6% lower than that of women.
The median bonus for men is 70.8% lower than that of women.



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

M 87.5%

W 88.9%

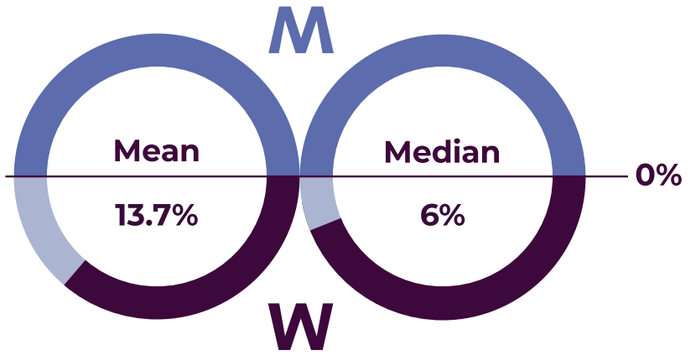
2023 GENDER PAY DATA

Procter & Gamble UK

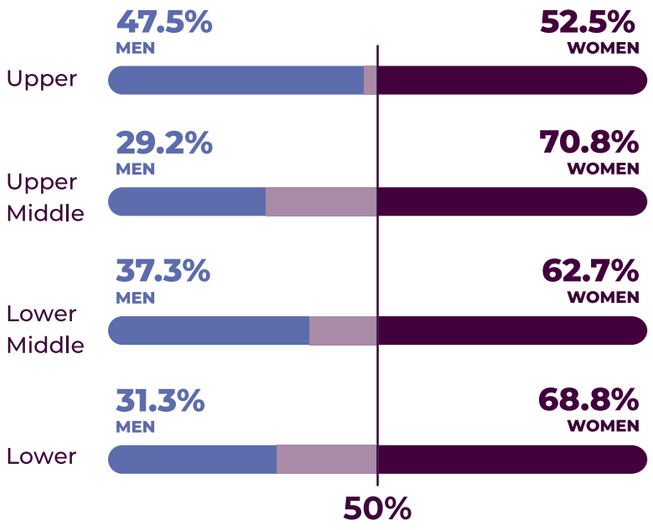
Procter & Gamble UK comprises over 600 employees. They work across a range of functions including HR, finance, sales and marketing and supply network operations, and in a number of roles—from beauty consultants to administrative and technical, through to management and senior leadership.

GENDER PAY GAP

The mean pay for men is 13.7% higher than that of women.
The median pay for men is 6% higher than that of women.

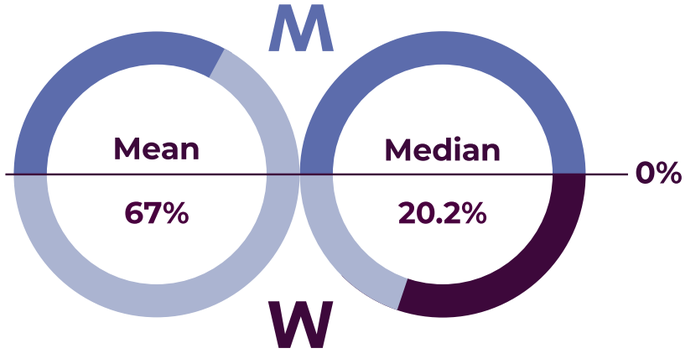


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean bonus for men is 67% higher than that of women.
The median bonus for men is 20.2% higher than that of women.



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

M 87.7%

W 86.8%

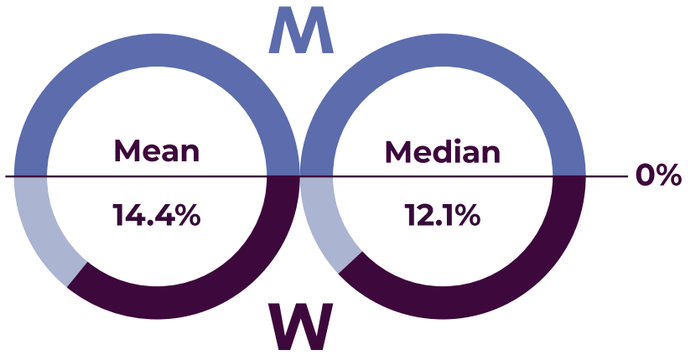
2023 GENDER PAY DATA

Procter & Gamble Technical Centres Limited

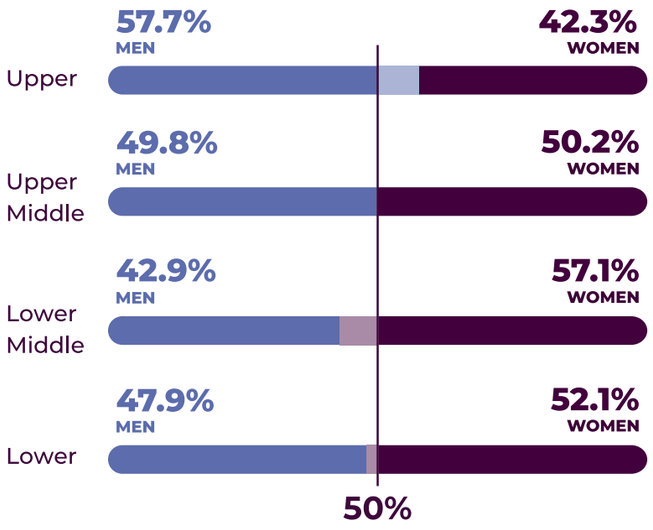
Procter & Gamble Technical Centres Limited comprises over 900 employees. They work across a range of functions including R&D, finance and accounting, supply network operations and IT systems, and in a number of roles—from administrative and technical, through to management and senior leadership.

GENDER PAY GAP

The mean pay for men is 14.4% higher than that of women.
The median pay for men is 12.1% higher than that of women.

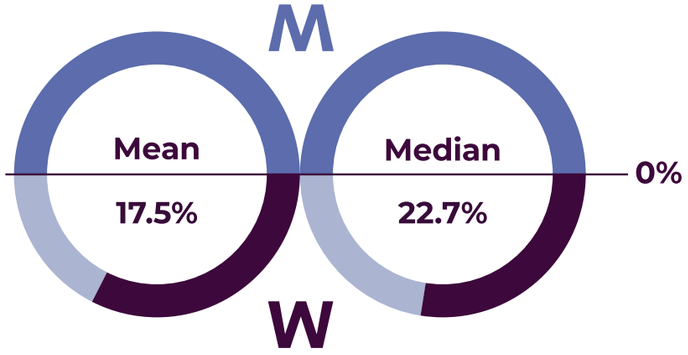


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean bonus for men is 17.5% higher than that of women.
The median bonus for men is 22.7% higher than that of women.



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

M 89.7%

W 92.5%

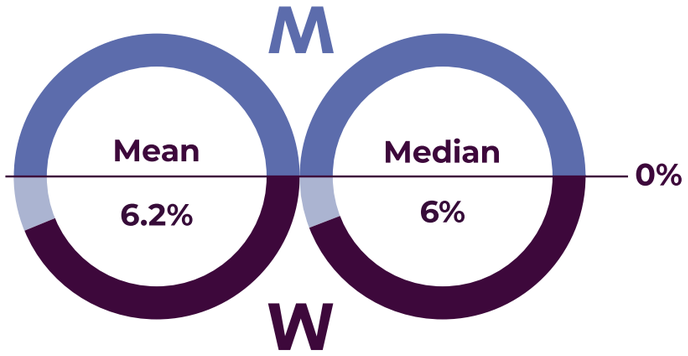
2023 GENDER PAY DATA

Procter & Gamble Product Supply (UK) Limited

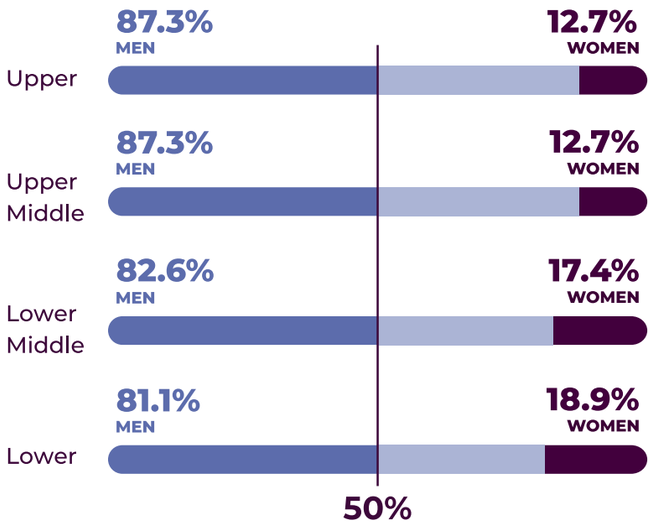
Procter & Gamble Product Supply (UK) Limited comprises over 700 employees. They support a variety of functions within our manufacturing and distribution operations, and work in a number of roles—from administrative and technical, through to management and senior leadership.

GENDER PAY GAP

The mean pay for men is 6.2% higher than that of women.
The median pay for men is 6% higher than that of women.

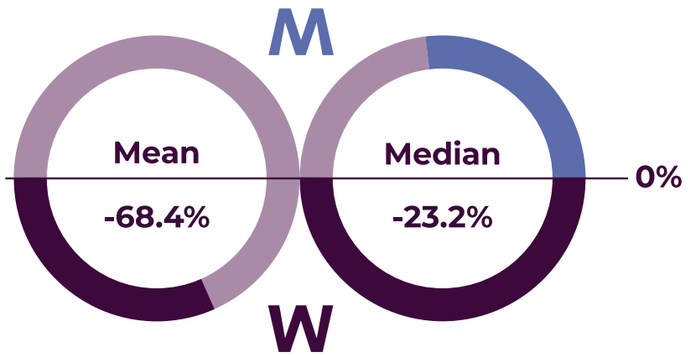


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean bonus for men is 68.4% lower than that of women.
The median bonus for men is 23.2% 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 81%

WE ARE UNIQUE AND WE ARE UNITED

EQUALITY AND INCLUSION

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