2025 GENDER PAY REPORT

EQUALITY AND INCLUSION

Perspective from Leadership

March 2026

"At P&G, we are committed to building a workforce that reflects the diversity of our consumers to help us better serve their unique needs. We recognise that when employees feel empowered to be their authentic selves, their unique contributions foster stronger connections with one another and with our customers. I take great pride in the culture we're cultivating; however, I acknowledge that there is still much progress to be made.

Equality and Inclusion is good for our business — broadening our ability to understand and serve billions of consumers around the world. Simply put, it helps us win in the marketplace.

Central to our mission is our belief in fair pay and an inclusive workplace where everyone can thrive."

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

Our Unique and United Workforce

At P&G, we're committed to providing all employees with superior experiences that allow each individual to contribute to their full potential. This is enabled by our commitment to create a company and culture where respect and inclusion are the cornerstones of our culture and where equal access and opportunity to learn, grow, succeed and thrive are available to everyone.

P&G is committed to fair pay, transparent compensation principles and a diverse and inclusive workplace. P&G's pay practices are based on:

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

The key drivers of pay at P&G include paying competitively based on job, experience, and impact. This is consistent with P&G's Values and Principles — showing respect for all individuals and our efforts to attract, develop, and retain the best employees from the broadest pool of talent to better serve an increasingly diverse set of consumers.

When it comes to pay equity, we recognise that paying equitably for similar roles and performance is just one important piece of the equation. Among P&G employees, we have made substantive progress toward our long-term aspiration to achieve equal gender representation throughout our Company, as well as multicultural representation that reflects the consumers we serve.

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."

ALESSANDRO CATELLANI
Vice President, Human Resources, P&G Northern Europe

MEAN GENDER PAY

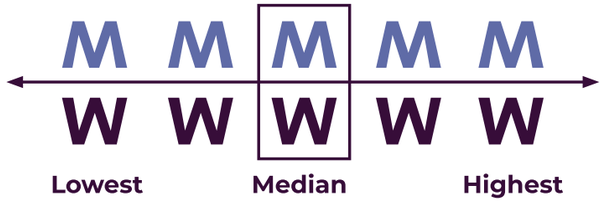
(£+£+£) ÷ W = Women's mean average pay

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

As per government guidelines,

- A positive percentage shows that women have lower pay or bonuses than men in the organisation.
- A negative percentage shows that men have lower pay or bonuses than women in the organisation.
- A zero percentage shows that there is equal pay or bonuses between men and women in the organisation.

P&G in the UK

2025 GPG DATA

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

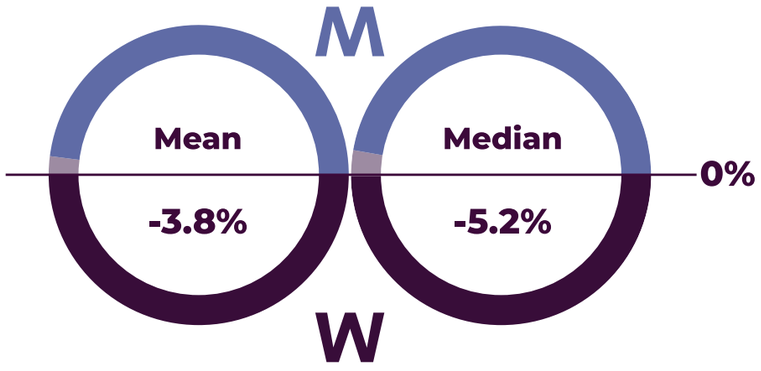
Procter & Gamble Technical Centres Limited

Procter & Gamble Product Supply (UK) Limited

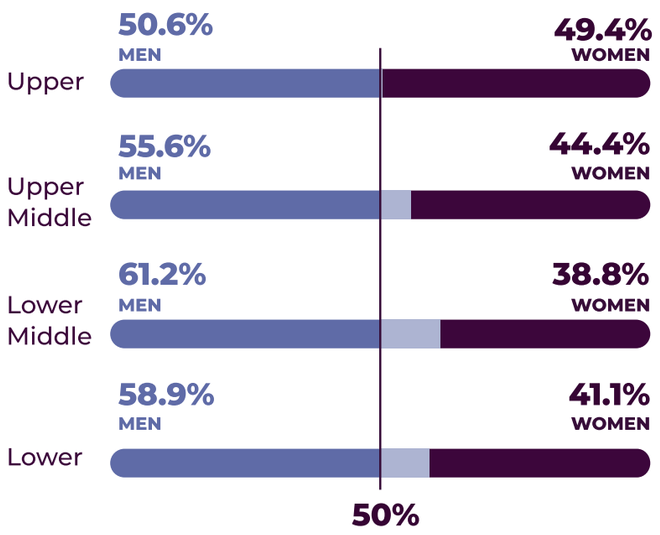
To provide a more accurate and representative picture across our entire UK business, we voluntarily provide gender pay data for our UK total footprint. This is representative of the UK based employees working across our commercial business and operations, R&D and manufacturing and distribution.

GENDER PAY GAP

The mean gender pay gap figure is -3.8%
The median gender pay gap figure is -5.2%

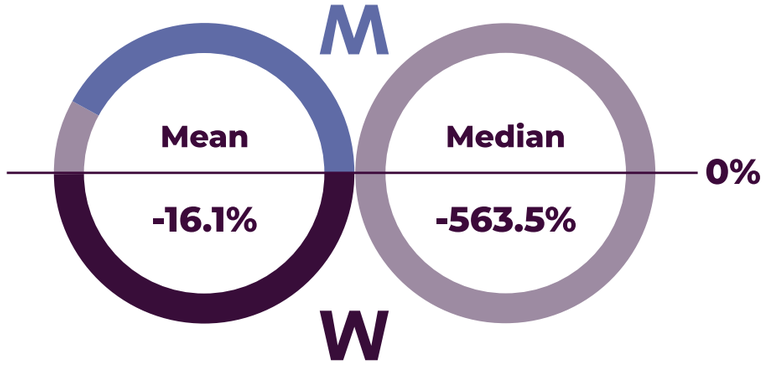


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean gender bonus gap figure is -16.1%
The median gender bonus gap figure is -563.5%



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

M 94.8%

W 92.1%

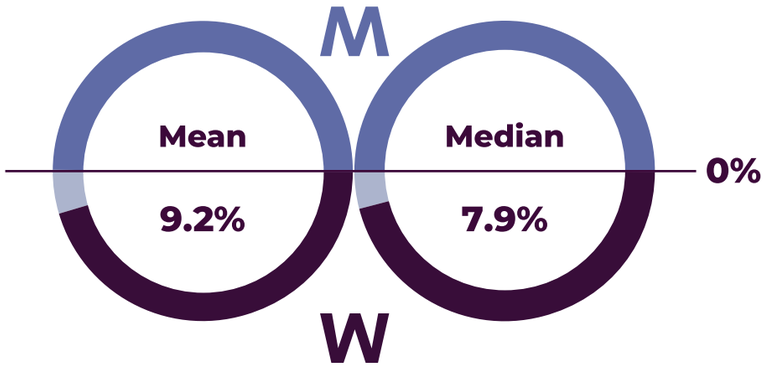
Procter & Gamble UK

2025 GPG DATA

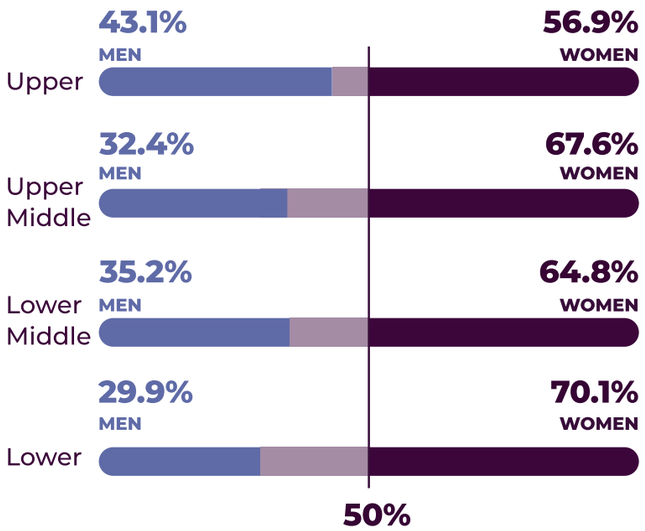
Procter & Gamble UK comprises employees, who work across a range of functions including HR, finance, sales and marketing and supply network operations, and in a number of roles in administrative, technical, management and senior leadership.

GENDER PAY GAP

The mean gender pay gap figure is 9.2%
The median gender pay gap figure is 7.9%

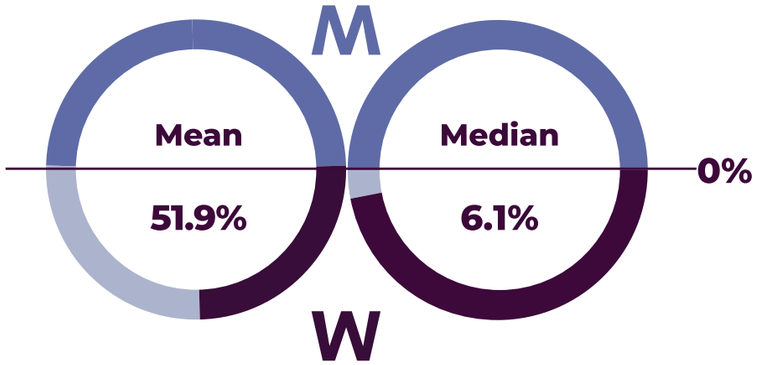


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean gender bonus gap figure is 51.9%
The median gender bonus gap figure is 6.1%



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

M 96.5%

W 90.4%

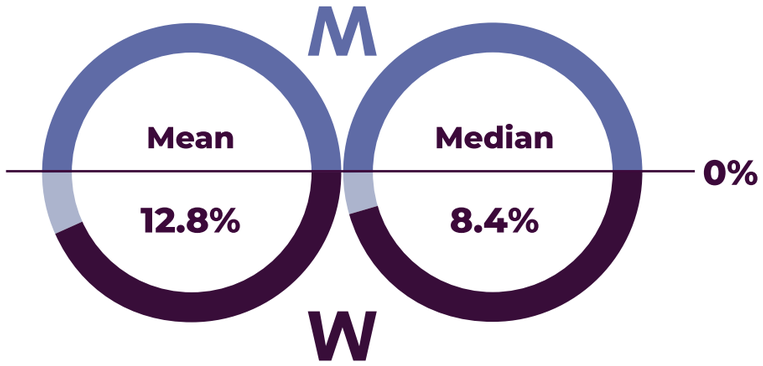
Procter & Gamble Technical Centres Ltd

2025 GPG DATA

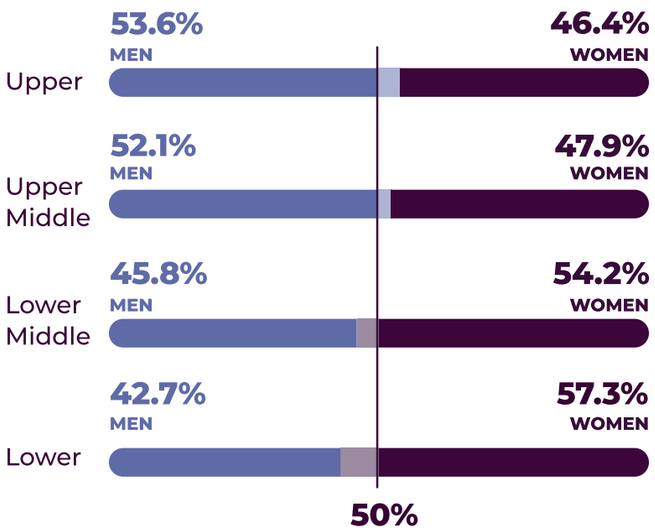
Procter & Gamble Technical Centres Limited comprises employees who work across a range of functions including R&D, finance and accounting, supply network operations and IT systems, and in a number of roles — from administrative and technical, through to management and senior leadership.

GENDER PAY GAP

The mean gender pay gap figure is 12.8%
The median gender pay gap figure is 8.4%

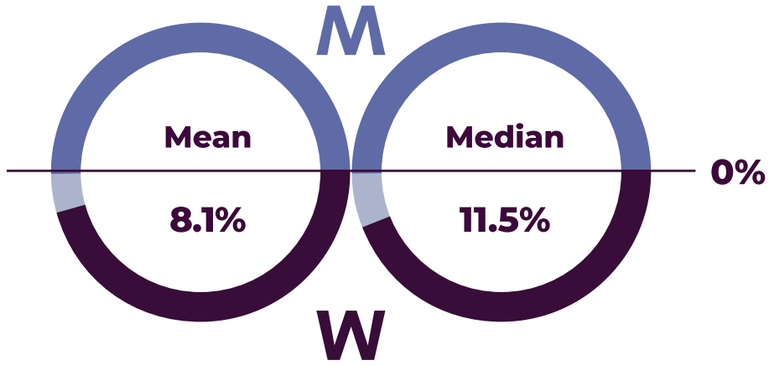


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean gender bonus gap figure is 8.1%
The median gender bonus gap figure is 11.5%



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

M 94.4%

W 92.0%

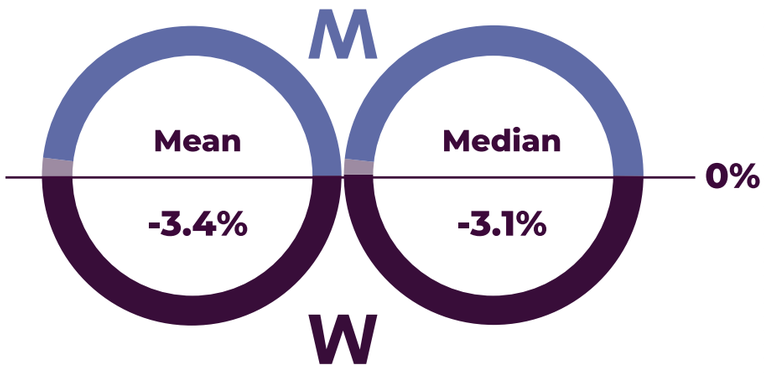
Procter & Gamble Product Supply (UK) Limited

2025 GPG DATA

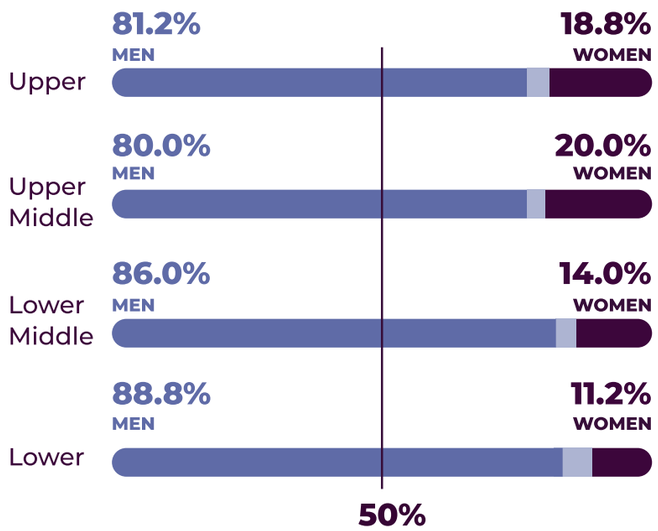
Procter & Gamble Product Supply (UK) Limited comprises employees who support a variety of functions within our manufacturing and distribution operations, and work in a number of roles — from administrative and technical, through to management and senior leadership.

GENDER PAY GAP

The mean gender pay gap figure is -3.4%
The median gender pay gap figure is -3.1%

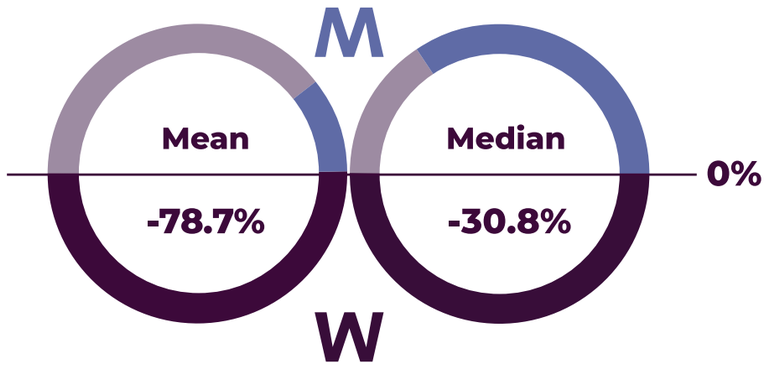


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean gender bonus gap figure is -78.7%
The median gender bonus gap figure is -30.8%



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

M 94.8%

W 96.6%

EQUALITY
AND
INCLUSION

WE ARE UNIQUE AND WE ARE UNITED

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