2024 GENDER PAY REPORT

Perspective from Leadership

March 2025

"We strive to build a workforce that reflects the diversity of our consumers. We recognise that when employees feel free to be their authentic selves at work, their contributions can drive deeper connections with each other and with our consumers. I take pride in the culture we're building but I also understand there's more progress to make in our future.

Equality and Inclusion is good for our business—broadening our ability to serve more consumers and driving market growth. This is enabled by our efforts to attract, develop, and retain the best employees from the broadest pool of talent available. In turn, this also helps us better serve an increasingly diverse set of consumers.

This includes our commitment to fair pay, transparent compensation principles and an inclusive workplace."

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

Continuing To Develop An Inclusive Workplace That Helps Every Employee To Perform At Their Very Best

We aim to cultivate a diverse workforce and an inclusive culture that reflects the billions of consumers we serve globally. These initiatives benefit our business—broadening our ability to reach and serve more consumers and driving market growth. They generate value for our employees, brands, partners, and communities alike.

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 primary factors influencing compensation are competitive pay based on job role, performance, and impact. We adhere to our compensation philosophy through clearly defined policies and systems that are intentionally designed to minimise potential bias. Compensation may be affected by established drivers of pay such as individual performance and the personal choices employees make regarding how they receive their pay—such as opting to allocate their salary to a childcare voucher programme or choosing to receive bonus payments in cash or as company stock options. These factors, which are unrelated to gender, also affect our pay data.

Further information relating to our broader equality and inclusion efforts can be found at **pg.co.uk**

Gender Pay Gap Reporting Explained

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

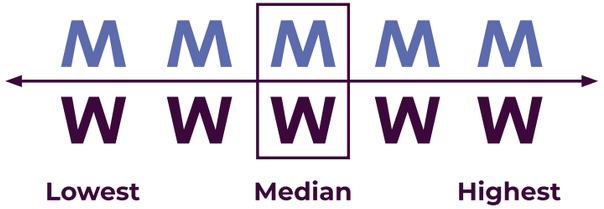
(£+£+£) ÷ W = Women's mean average pay

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

2024 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

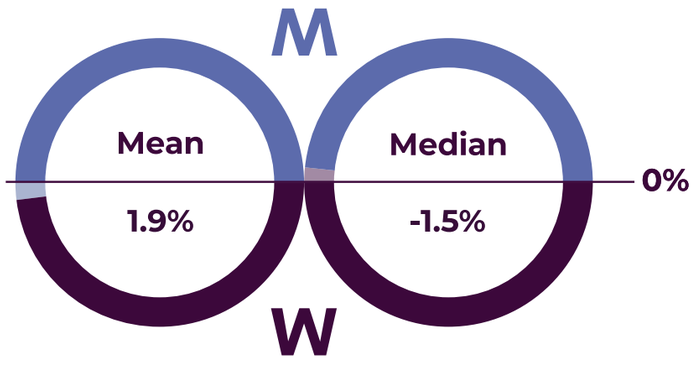
Procter & Gamble Technical Centres Limited

Procter & Gamble Product Supply (UK) Limited

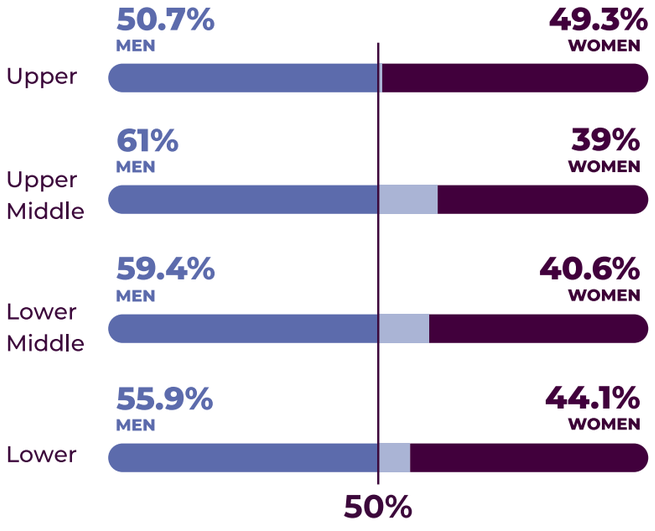
To provide a more accurate and representative picture across our entire UK business, we voluntarily provide gender pay data for our UK total footprint. This is representative of approximately 3,100 employees working across our commercial business and operations, R&D and manufacturing and distribution.

GENDER PAY GAP

The mean pay for men is 1.9% higher than that of women.
The median pay for men is 1.5% lower than that of women.

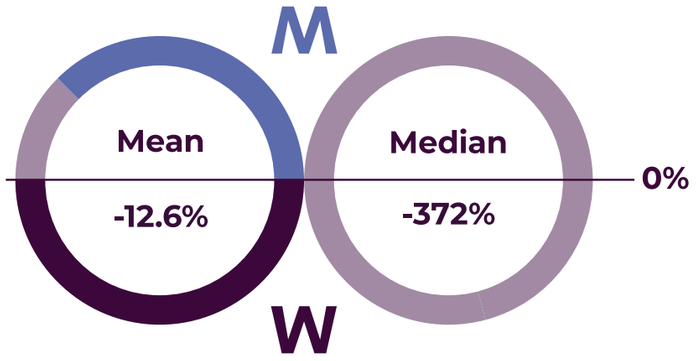


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean bonus for men is 12.6% lower than that of women.
The median bonus for men is 372% lower than that of women.



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

M 93.7%

W 92.5%

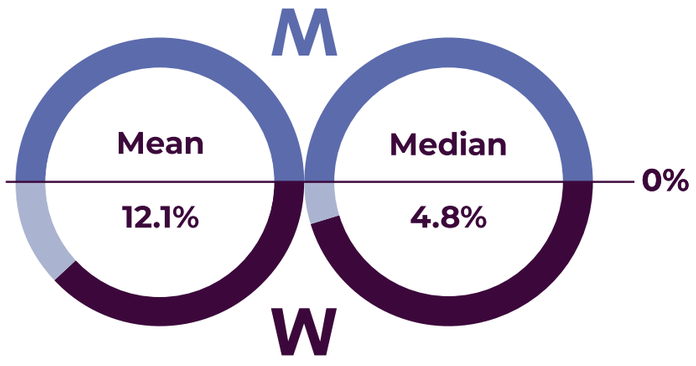
2024 GENDER PAY DATA

Procter & Gamble UK

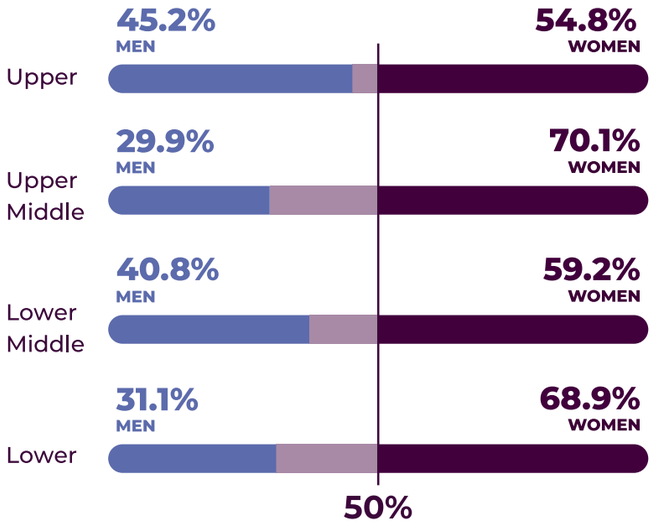
Procter & Gamble UK comprises over 700 employees. They work across a range of functions including HR, finance, sales and marketing and supply network operations, and in a number of roles—from beauty consultants to administrative and technical, through to management and senior leadership.

GENDER PAY GAP

The mean pay for men is 12.1% higher than that of women.
The median pay for men is 4.8% higher than that of women.

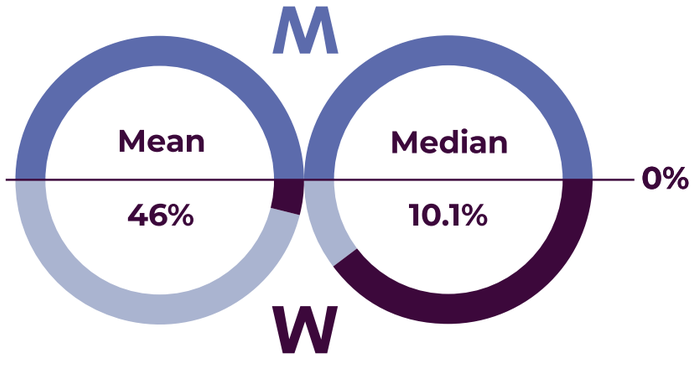


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean bonus for men is 46% higher than that of women.
The median bonus for men is 10.1% higher than that of women.



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

M 93.5%

W 89.5%

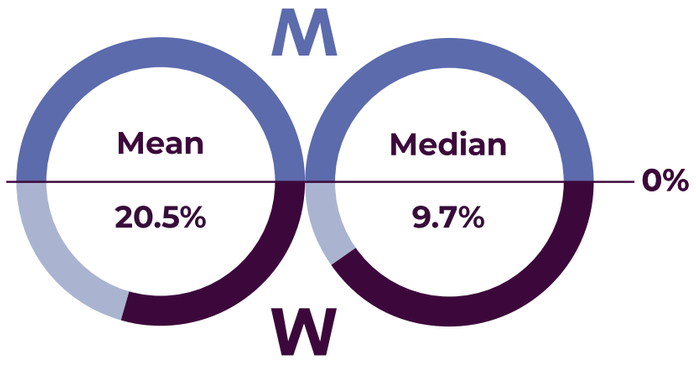
2024 GENDER PAY DATA

Procter & Gamble Technical Centres Limited

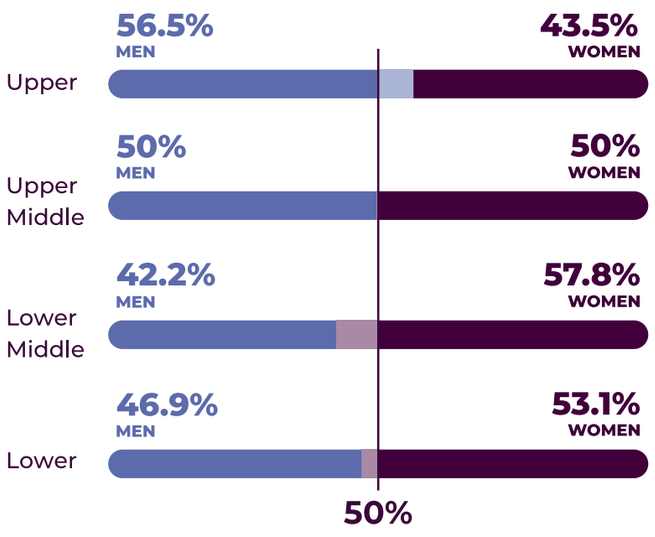
Procter & Gamble Technical Centres Limited comprises over 1,100 employees. They work across a range of functions including R&D, finance and accounting, supply network operations and IT systems, and in a number of roles—from administrative and technical, through to management and senior leadership.

GENDER PAY GAP

The mean pay for men is 20.5% higher than that of women.
The median pay for men is 9.7% higher than that of women.

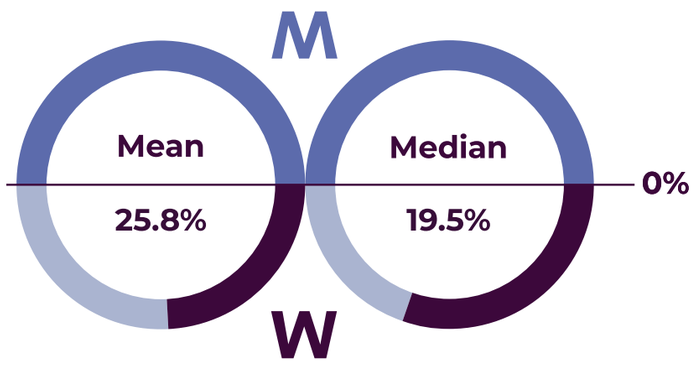


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean bonus for men is 25.8% higher than that of women.
The median bonus for men is 19.5% higher than that of women.



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

M 95%

W 94.3%

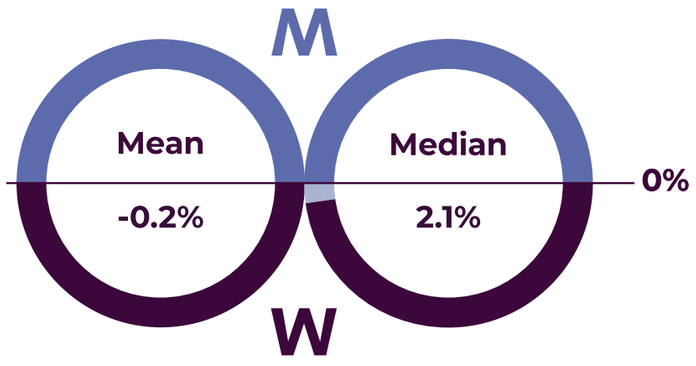
2024 GENDER PAY DATA

Procter & Gamble Product Supply (UK) Limited

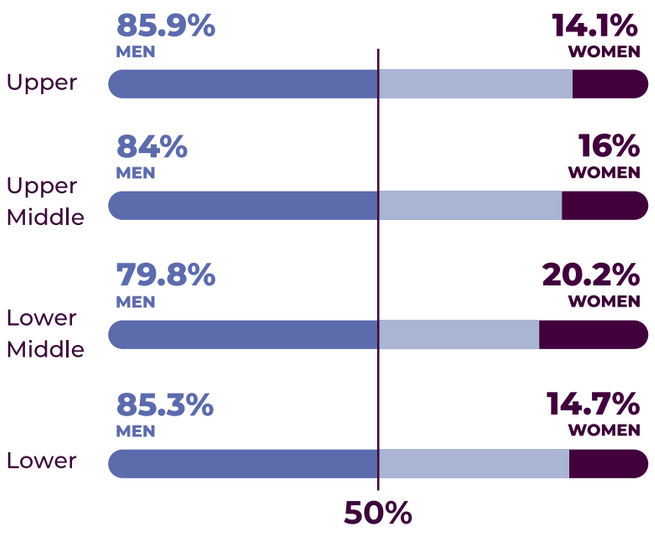
Procter & Gamble Product Supply (UK) Limited comprises over 900 employees. They support a variety of functions within our manufacturing and distribution operations, and work in a number of roles—from administrative and technical, through to management and senior leadership.

GENDER PAY GAP

The mean pay for men is 0.2% lower than that of women.
The median pay for men is 2.1% higher than that of women.

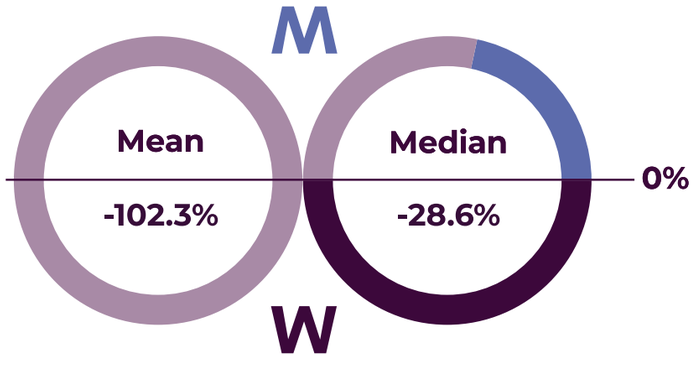


EMPLOYEES BY PAY QUARTILE (%)



GENDER BONUS GAP

The mean bonus for men is 102.3% lower than that of women.
The median bonus for men is 28.6% lower than that of women.



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

M 92.5%

W 93.7%

EQUALITY
AND
INCLUSION

WE ARE UNIQUE AND WE ARE UNITED

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