



## **Procter & Gamble Pension Fund**

Taskforce on Climate-Related Financial Disclosures Report  
for the year ending 30 June 2023

# Managing Climate Risk within the Procter & Gamble Pension Fund's Financial Investments in the United Kingdom

## Task Force on Climate-related Financial Disclosures (TCFD) Report For the year ending 30 June 2023

### Introduction

The UK Government introduced new reporting requirements to report and disclose climate risk in pension schemes. This report has been prepared to meet those requirements, consistent with the TCFD recommendations. The Procter & Gamble Pension Fund (the Fund) is a hybrid pension scheme with a Defined Benefit (DB) section, and a Defined Contribution (DC) section. This is the first annual TCFD-aligned report which covers the Trustees' approach to managing climate related risks of the Fund. It has been prepared by the Trustees for the year ended 30 June 2023.

Procter and Gamble sponsors various pension plans for its employees that are managed in trust by trustee boards who oversee and govern these plans. The primary purpose of these plans is to provide savings / pensions at retirement for our employees. A core part of our pension strategy is to invest plan assets in secure, long-term assets that will be available to service pensions for years to come and decades into the future.

### What is TCFD?

The Financial Stability Board created the Taskforce on Climate-related Financial Disclosures (TCFD) to develop recommendations on the types of information that entities should disclose.

The TCFD has developed a framework to help public companies and other organisations, including pension schemes, to more effectively disclose climate-related risks and opportunities through their existing reporting processes.

### The report contains the following sections.

Message from the Chair of the Trustees

Our Investments / Fund Context

1. Governance

2. Strategy

3. Risk Management

4. Metrics and Targets

5. Appendices and Supplementary Information

# Message from the Chair of the Trustees

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For the Fund, the primary fiduciary duty of the Trustees is to ensure that the benefits promised to members are provided. The Trustees look to achieve returns for a given level of risk as their first and primary consideration in making asset investment/allocation choices. We include climate risk, as one of many considerations, in our evaluations.

## Our findings:

Climate risk is a non-diversifiable risk that may impact all sectors of the economy to varying degrees. The challenging task for us as asset owners is how to best manage long term implications and impacts that are difficult to assess/ predict with certainty. We have assessed climate risk with the help of our advisers and determined that no immediate change is needed to our investment strategies for the DB or DC Sections. Through our climate risk work, we have concluded that, in our view, the Fund is well positioned and resilient to climate risk. The DB section is well funded, globally diversified, and has a de-risking strategy in place to reduce exposure to growth assets over the next 10 years. Over the past year, we accelerated the de-risking strategy that also has the benefit of reducing climate risk. We estimate we have reduced portfolio risk exposure in a poor climate scenario outcome by ~5% in the DB section.

For our Defined Contribution members, who have the ability to self-select their own portfolio choices, we offer an Environmental, Social, Governance (ESG) Fund that members can choose that includes a stronger climate mandate than the default fund.

We are actively engaging on this topic with our investment advisers, other consultants, and industry groups. We have created a specific subcommittee and are actively monitoring climate risk within the risk management process for the Fund.

We expect our understanding, knowledge, and sophistication will continue to evolve in this dynamic area and with it the quality of our data and strategies will adjust over time. We will also need to be agile to changes in regulations and new science as these evolve.

We welcome the opportunity to share our climate approach through this TCFD report. We will outline our investment context, our Governance processes, our Strategies, our Risk Management approach, and the Metrics and Targets for the Fund.

**Alison Smith**

Chair of the Trustees





## Our Investments/ Fund Context

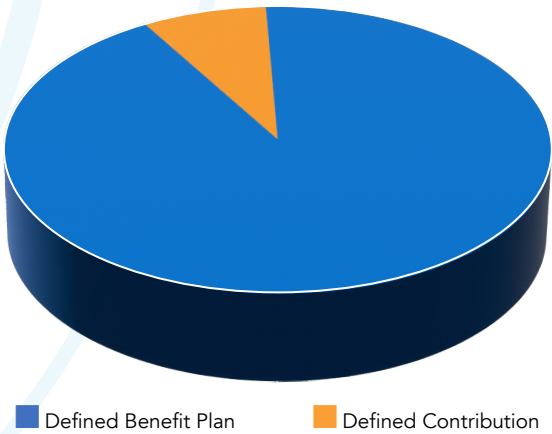
The Fund has a Defined Contribution (DC) section (c.£0.3billion in assets) and a Defined Benefits (DB) section (c.£3.1billion in assets). Since the DC section is newer, it is smaller than the DB section. The DB section is reported on consolidated basis and is made up of several sections as the company acquired other businesses. These plans were “de-sectionalized” allowing the trustees to invest and manage the plan on a combined basis. The Sponsoring Employer, Procter & Gamble Limited, is a large multinational consumer goods company with an AA- credit rating, that generates c.\$17bn in operating cash flow annually. The Fund has the benefit of a \$3bn guarantee from a US subsidiary.

For the DB section, our primary fiduciary responsibility is to ensure sufficient funds exist to pay members’ benefits throughout their retirement. The Trustees have chosen a passive investment strategy of broad, highly liquid, index-based products for fixed income and equities. Private debt/equity, derivatives, hedge funds, active managers, leverage, or alternative investments are not utilised. The Trustees believe that a highly diversified asset portfolio across all sectors of the economy, and across many companies, provides the best risk-adjusted returns and minimises the risks of any single holding or any one sector. The Trustees’ view is that this is the optimum strategy to earn returns sufficient to meet the needs of the DB section with an appropriate level of risk, demonstrated by the track record of performance.

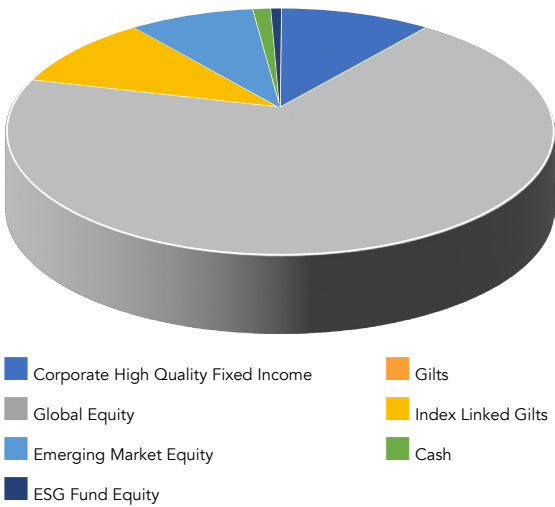
### DC Section

The DC section has assets of c.£0.3billion. The Trustees provide a range of investment options to meet members’ short-term and long-term investment objectives. The Fund’s default option is a lifestyle fund that adjusts the members’ investment allocation as they approach retirement age. Approximately 90% of participants are in the default arrangement. Additional investment options are available for members who do not want to select the default including an ESG fund.

P&G Pension Plan Asset Values



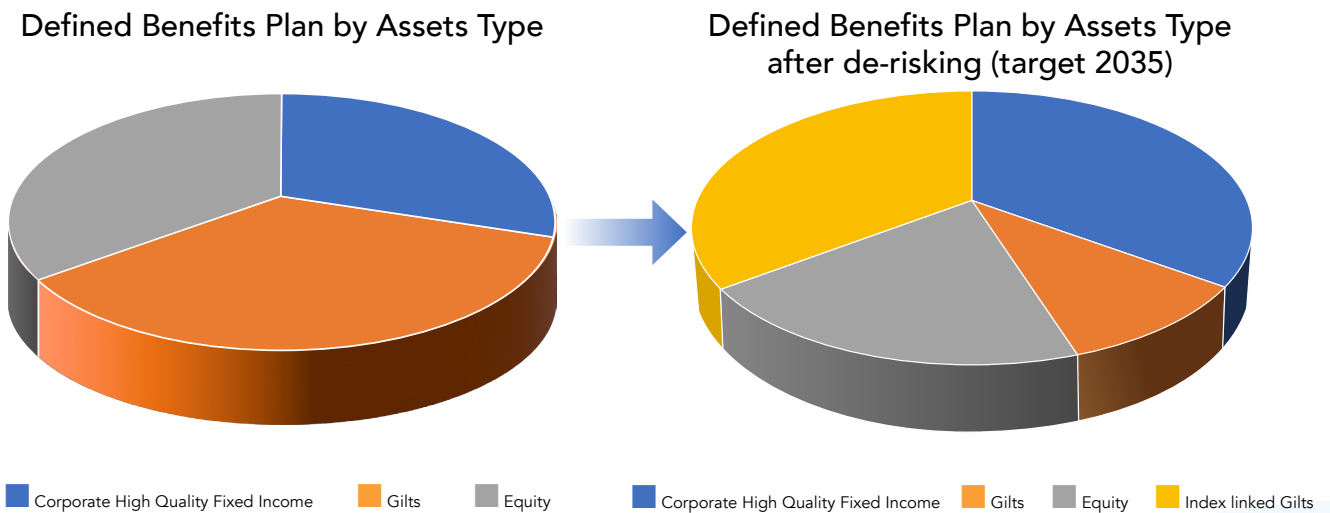
Defined Contribution Member Investments



## DB Section

The DB section is currently in surplus (c.117% as of 30<sup>th</sup> June 2023) with assets exceeding the liabilities. The DB section holds c.35% allocation to return-seeking assets (in the form of passive equity funds). A risk reduction glide-path has been agreed that will decrease the allocation to return-seeking assets and increase the allocation to Fixed Income over the next 10-12 years. This will result in an investment strategy of approximately 20% in return-seeking investments, and 80% in Fixed Income across a mix of government and corporate issuers.

For our Fixed Income investments, the Fund invests in high quality bonds with 85% having an A or higher credit rating and the remaining 15% in BBB. The Fund does not take on leverage, and there are no high yield/non-investment grade investments. The high-quality credit ratings are set by Moody, S&P and Fitch. These firms take material financial risk from climate risk into account when setting ratings. Across both Equity and Fixed Income, the Fund invests in sectors at the market weight and does not underweight, or overweight, any one sector or company. Fixed Income is primarily UK based corporate and government debt. Equity investments are global, primarily invested in developed world countries.



### Investment Managers:

The investment managers utilised by the Fund are large, multinational firms with a long-standing history of excellence in the investment industry with top rated funds on offer. These firms are rated as "ESG integrated" by our investment adviser, Aon, who independently assesses the capabilities of these firms. This rating means the investment manager has taken appropriate steps to identify, evaluate and mitigate potential financially material ESG risks within its funds.

# 1. Governance

The Trustees are responsible for overseeing all strategic matters related to the Fund. This includes the governance and management frameworks relating to Environmental, Social and Governance (“ESG”) considerations and climate related risks and opportunities. The Trustees apply the same principles for governance of climate related risks as they do for governance of all risks. Strong governance is foundational and enables the Trustees to act with confidence in the administration and decision-making of the Fund.

The Trustees have delegated oversight of climate related risks to the Governance subcommittee and Investment subcommittee, which is further strengthened with an ESG subcommittee that works to bring in ESG focus areas. The Trustees retain ultimate responsibility for how the Fund manages climate related risks and opportunities.

## Multi-Layer Overall Governance Approach:

The Trustees provide governance over the Fund using a multi-layered approach. The overall governance is the responsibility of the full Trustee board and is reviewed quarterly.

The Trustees seek input from outside legal counsel (Womble Bond Dickinson), our pension advisers (Aon), investment advisers, and actuaries to ensure all aspects are considered. A Governance subcommittee works closely with our providers to resolve issues.

We maintain a Risk Register that lists all the potential risks to the Fund (including climate risk) and includes mitigation plans.

The Sponsoring Employer provides additional governance through the global pension team that reviews investment performance vs. benchmarks, reviews investment risk vs. agreed targets, and provides “Gold Standard” work processes, governance tools, and training. This group will make recommendations to the Trustees for consideration.

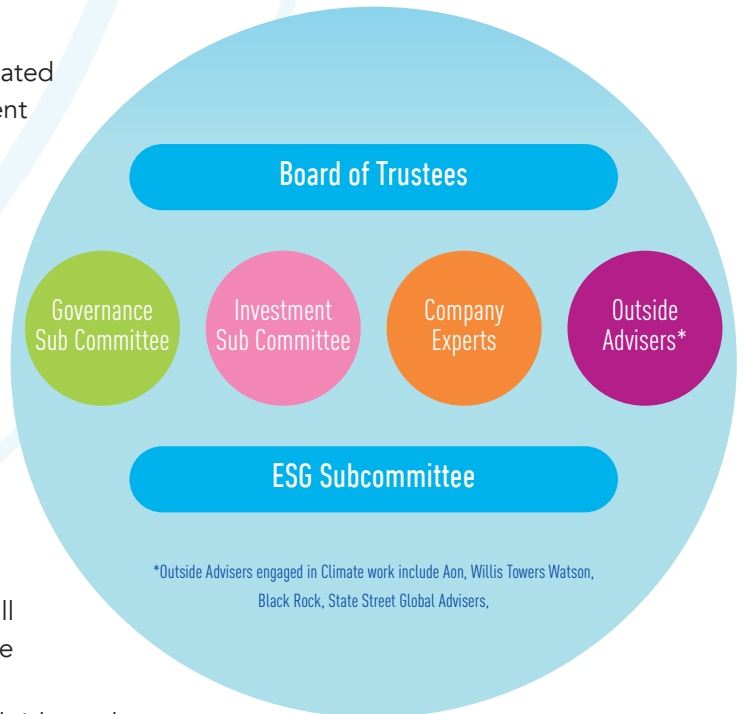
## Oversight of Climate Risk:

The oversight of climate risk in our investments is delegated to the Governance subcommittee and the Investment subcommittee with recommendations and input from the ESG subcommittee. The Trustees ensure that those undertaking Fund governance activities take adequate steps to identify, assess and manage climate related risks and opportunities by defining in detail the roles and responsibilities delegated to the subcommittees; this can be found in Appendix 2 of this report.

## Role of the Investment subcommittee:

The key activities undertaken by the Investment subcommittee, with the support of the Trustees’ advisers, are:

- ensure the investment strategy considers the impact of climate risks and opportunities.
- engage with the Fund’s investment managers to understand how climate related risks are considered in their investment approach.
- work with the investment managers to disclose relevant climate related metrics as set out in the TCFD recommendations.
- ensure stewardship activities are being carried out appropriately by the investment managers.
- monitor and review progress against the Fund’s risk management framework twice a year.



The Investment subcommittee meets quarterly and reviews the DB and DC investment portfolio performance, receives advice from our investment advisers, and monitors the overall market activity. The Investment subcommittee keeps the Trustees updated on any material investment strategy-related developments through regular quarterly updates at Trustees' meetings. Examples of the information it reviews and processes to identify risks and opportunities are described in the Risk management section of this report.

### **Role of Governance subcommittee:**

The key activities undertaken by the Governance subcommittee, with the support of the Trustees' advisers, are:

- To keep a Risk Register of items that could impact the Fund's operation, administration and funding and mitigate these risks to the extent possible. This includes climate risk.
- To regularly review the strength of the Sponsor covenant, including climate risk to the Sponsor.
- The Governance subcommittee meets (at least) quarterly and keeps the Trustees updated on any developments through regular quarterly updates at Trustees' meetings.

### **Role of the ESG subcommittee:**

The key activities undertaken by the ESG subcommittee, with the support of the Trustees' advisers, are:

- understand new climate legislation and ESG trends.
- support the Investment subcommittee and Governance subcommittee.
- engage with our investment managers on climate risk and understand how our advisers engage with individual companies for positive climate outcomes.
- review the climate risk and engagement activity of each investment manager annually.
- drive the alignment of the overall ESG strategy with the Trustee board.
- benchmark risks externally, by leveraging contacts at other similarly sized plans and by reading the TCFD reports of other pensions schemes.

The ESG subcommittee meets (at least) quarterly and keeps the Trustees updated on any material climate-related developments through regular quarterly updates at Trustees' meetings. Examples of the types of information and processes used by this subcommittee are described in the risk management section of this report. This subcommittee will interact with the total board of trustees, and the investment subcommittee on an as needed basis to drive alignment to strategies, trustee beliefs, and any needed action as it conducts its work.

### **Summary of advisers:**

We expect our advisers and investment managers to bring important climate-related issues and developments to the Trustees attention in a timely manner. We expect our advisers and investment managers to have the appropriate knowledge on climate-related matters. Any recommendations from our advisers, are shared with the Trustees for discussion and consideration.

**Investment adviser:** The Trustees have engaged Aon who advise the Trustees on multiple items including climate risk. Aon provides to the Trustees, at least annually, a climate risk analysis and scenario analysis with various climate change assumptions. To date, the Trustees have received three climate risk analysis reports from Aon as well as various training materials. The Trustees also receive climate value at risk analysis from their investment advisers, that highlight physical and transition climate risks.

**Scheme actuary:** The Trustees have appointed Robert Mellor FIA as scheme actuary to help us assess the potential impact of climate-related risks on the Fund's funding where relevant.

**Willis Towers Watson:** Willis Towers Watson provide ad hoc climate scenario analysis and an additional perspective to the Trustees.

## Managing climate related risks and opportunities:

Climate risk is a non-diversifiable risk that likely affects all aspects of the economy. Whilst we are taking steps to manage the risk, it cannot be completely eliminated. During the year the Trustees have dedicated significant time and resources on the governance of climate related risks and opportunities to make sure risks are well understood, are appropriately mitigated, and are disclosed in line with regulatory requirements. To manage climate risk, we are:

- Assessing the climate risk to the Sponsoring Employer as it relates to the strength of the covenant that helps to underwrite the Fund.
- Integrating climate risk into our risk management processes. Climate risk has been added to the risk register managed as part of our governance. The key risks identified, with mitigation steps, are summarised in the below table:

Risk Identified	Mitigation Steps
Climate negatively impacts the strength of the Sponsor covenant to the Fund.	<ul style="list-style-type: none"> <li>• Trustees receive quarterly information on the financial strength of the guaranteeing entity that supports the Fund.</li> <li>• The TCFD report and climate materials of the sponsoring employer are reviewed to determine climate risk to the covenant if any. The Company (i.e. the global parent) issued a TCFD report in May 2023.</li> <li>• The covenant is regularly assessed by the Trustees. It is currently assessed as very strong.</li> </ul>
Climate risk negatively impacts economic performance and investment returns.	<ul style="list-style-type: none"> <li>• There is a glidepath to reduce investment risk of the DB section’s assets over time as the Fund matures.</li> <li>• The DB section is currently in a favourable surplus position.</li> <li>• The DB and DC sections are invested in high quality fixed income assets with strong credit ratings.</li> <li>• The DB and DC sections are invested in a diversified global equity portfolio.</li> <li>• Engagement with the investment managers to understand how climate risks are considered in their investment approach, and ensure stewardship activities are being undertaken appropriately.</li> <li>• Review investment line up on offer for our DC members. Engage with fund providers and our DC consultant on approach to managing climate risk.</li> </ul>
DC members not understanding climate/ ESG funds offered in the DC section as investment options.	<ul style="list-style-type: none"> <li>• ESG characteristics of funds and their metrics are available to members in the DC fund factsheets.</li> </ul>
Increasing regulations and requirements	<ul style="list-style-type: none"> <li>• ESG subcommittee is responsible for keeping up to date with regulations and understanding the impact on the Fund.</li> <li>• Leverage our advisers to understand regulations and trends in the marketplace.</li> <li>• Ongoing Trustee Education.</li> </ul>

- Ensuring our investment managers have strong capabilities. Our managers have been independently assessed by our adviser Aon and their ESG rating is at least “Integrated” which means the investment manager has taken appropriate steps to identify, evaluate and mitigate potential financially material ESG risks within its fund. This has also been evidenced to the Trustees through our engagements with our managers. We ensure our managers have climate action plans in place and can provide the guidance and leadership needed. This is reviewed annually as part of our engagement strategy which is described in the strategy section of this report.



- Regularly engaging externally with our advisers to benchmark peer companies and to understand risks and opportunities broadly.
- Identifying regulatory requirements and good practises relevant to the Fund and educating the Trustees on these requirements. For example, training has included:

- **Training by Aon on climate risk, TCFD reporting requirements, and climate regulations.**
- **Training by rating agencies on how climate risk impacts credit ratings.**
- **Training by Aon / WTW on climate scenarios and climate risk drivers**
- **Peer group sessions hosted by investment banks and advisers to benchmark approaches with peers.**

- We have communicated our ESG focus areas and objectives to our investment managers and review their engagements/ proxy voting results on relevant issues.

Climate related data and risk disclosures by individual companies is a developing area with new regulations and standards for reporting being developed. Our advisers are actively engaged with investment managers and industry initiatives to improve the reporting and data available. As data and reporting improves, our ability to assess, manage, and report will also improve which may impact our plans going forward as we learn more in this important area.



## 2. Strategy

In the DB section, the primary responsibility of the Trustees is to ensure the benefits promised to members are provided. We do this by balancing the investment risk we need to take, relative to the expected returns in order to meet the Fund's objectives. Our investment strategy is set with reference to the liabilities and the expected investment return needed to meet the benefit payments. The investment strategy is reviewed at least every three years and considers any material financial risks including risks caused by climate change.

The Trustees have chosen a passive investment strategy for the DB section that leverages broad, highly liquid, index-based products for fixed income and equities. The passive strategy was chosen based on analysis that indicated performance, net of fees, is most consistently achieved via the index as opposed to an active approach that attempts to adjust holdings to improve performance. The Trustees believe that diversification across all sectors of the economy, and across many companies, minimises the Fund's exposure to physical climate risks. Through these index-based products, the Fund is invested in more than 3,000 companies and we believe that this will earn returns sufficient to meet the needs of the Fund. The funds, in which we are invested, do not exclude companies based on climate-related criteria nor look to overweight or underweight specific sectors.

### Our engagement strategy

The Trustees believe that influence through ownership is an effective way to drive change and have real world impact. We have communicated to our investment managers our focus areas and objectives and have set expectations that they are engaging, with each company as needed, to help influence and drive change in our focus areas. The climate focus areas we have communicated are:

1. Companies should be adopting the TCFD or similar framework and reporting/disclosing climate related risk to investors. Where this is not happening, we support proposals that encourage the appropriate disclosures.
2. Companies should have a plan to reduce Greenhouse Gas (GHG) emissions in line with science-based targets. We encourage our investment managers to influence the companies to develop plans for GHG emissions reductions in line with science-based targets. We believe this complements our risk management approach.

The Trustees review the engagement activity by our investment managers annually. This review is done by the ESG and investment subcommittee jointly including a discussion with each investment manager once the data has been reviewed. This includes reviewing case studies that demonstrate how engagement undertaken by our investment managers delivers real results. Each of our investment managers provided examples demonstrating how constructive ownership plays a part in real world transition to Net Zero which we view as critically important.

### Time horizons

The Trustees recognise that climate risk is a long-term risk, is difficult to predict, and comes with various scenarios and assumptions. For the DB section, considering the liabilities of the Fund and its obligations to pay benefits, we define short-term risks as occurring in the next 1-5 years, medium term risks as occurring between years 6-10, and long-term risk as beyond year 10 which is also when the majority of DB section members will be retirees. The Trustees have determined these timeframes are appropriate for the DC Section, given the profile of its members.



Different experts have very different opinions on how climate risks may materialise and to what degree. Given this lack of consensus, the Trustees' approach is to manage climate risk through diversification of holdings and by holding high quality, highly liquid investments. As a general principle, we do not:

- Attempt to time the market or speculate on future interest rate changes or future investment performance. We invest in strategic asset allocations for long term performance.
- We do not speculate on changes in legislation, policy, tax, or other regulatory action that may or may not impact the value of our investments or liabilities. Impacts of policy changes are considered only when they become law (or very likely to become law)/ are formalised as requirements/good practice.

### **Identifying and assessing the climate-related risks:**

The Trustees have engaged with our advisers to identify and assess the Fund's exposure to climate risks over the time horizons identified. These risks can be divided into:

- Physical risks impacting specific assets due to their location and exposure to climate events (e.g. floods, hurricanes, tornado, water shortage, etc.)
- Transition risks impacting larger sectors of assets driven by regulation and policy, carbon pricing, and technology. Transition risks are those related to the ability of an organisation to adapt to the changes required to reduce greenhouse gas emissions and transition to renewable energy. Transition risk may also impact consumer behaviour in the products and services they purchase.
- Overall economic risk impacting the total economy that can drive inflation, interest rates, and other economic outcomes impacting all assets/companies. This is included within transition risk and can be considered a non-diversifiable risk.

All our investments are exposed to these risks. Diversification across companies, sectors and regions is key to managing climate-related physical and transition risks for the Fund.

Global equities, which are currently 35% of the Fund's assets, have exposure to climate-related risks over all time horizons. Market factors and regulatory changes are viewed as risks that could negatively impact global equities over the short to medium term. Over the long term, changing consumer attitudes, regulation, and changing technology pose risks to companies who are unable to transition to products and services that meet changing conditions. For Global equities, we manage this by being highly diversified (with holdings of over 3000 companies), and by holding all sectors in a global passive index fund. This broad diversification helps minimize the impact of climate events, risk at any one company, or impacts to any one sector. This strategy also means that the fund will benefit through the companies that manage the transition well, that create new technologies, and that capitalize on changing trends.

For fixed income, our holdings are subject to credit down grade and/or default risk over the long term, driven by costs or changes in economic conditions impacted by climate change. To mitigate this risk, we hold a diversified portfolio and focus on high quality credit (80-85% with an A or higher credit rating) which includes material financial risk in its credit rating.

Government bonds are less affected by climate related risks compared to return-seeking assets classes.

Based on our analysis, we are not making any immediate changes to the DB section investment strategy or funding strategy. Similarly for the DC section, we are not making changes to the investments.

## Climate-related opportunities

The Trustees have identified that by holding the broad index fund that participates in all sectors, we benefit from those companies that manage the transition well and that create new climate technologies/solutions. We have also identified inflation hedging strategies against medium and longer term risks that will improve the Fund's hedge against inflation should climate solutions become inflationary to the broader economy. The Trustees have no plans to "tilt" their investment approach towards specific opportunities as this is counter to their passive investment philosophy. The Trustees expect to hold sectors and companies that benefit from climate change as part of this strategy and where the index weights we track are naturally adjusted to firms who succeed over time.

The Trustees have introduced a self-select DC ESG fund.

## De-risking the DB Investment Portfolio:

The Trustees have agreed a de-risking plan that will increase our Fixed Income holdings to 80% of assets over the next 12-15 years. Our Fixed Income portfolio is currently comprised of investment grade high quality government and corporate instruments. Credit rating agencies have included climate risk as one of many factors they consider when assigning credit ratings. Our target portfolio is 85% A rated or higher with only 15% of holdings rated BBB. As such, the majority of our portfolio is today, and will be in the future, invested in very high-quality companies.

Furthermore, a portion of the Fixed Income portfolio will be invested in inflation-linked instruments which will help protect the Fund against any inflationary effect climate change regulation may have on the economy. The Fixed Income portfolio is exposed to interest rate risk where the value of the portfolio may increase or decrease due to changes in interest rates that may be influenced by climate change. The portfolio is currently c.70% hedged against interest rate risk, and the level of hedge is expected to increase as we execute our de-risking glidepath.

## Resilience of the DB Section to Climate Scenarios:

Given our strategy of highly diversified holdings, and high-quality credit that de-risks over time, the Trustees believe the DB investment portfolio is well protected against material financial loss due to climate change. We have analysed, with the help of Aon and Willis Towers Watson, a range of climate risk scenarios with global temperature rises between +4°C to +1.5°C above pre-industrial levels. The Trustees chose these scenarios because they believe they provide a reasonable range of possible climate change outcomes and they were advised to us as industry standard by Aon and WTW. The trustees engaged two advisers to benefit from more than one perspective on climate scenarios.

The most recent analysis was conducted in March 2023. Our advisers believe the market is currently pricing in a temperature rise of between 1.5°C-2.4°C with significant action needed in 3-5 years to deliver that outcome. Under this scenario, the Fund starts with a funding surplus, remains overfunded and becomes significantly overfunded as time progresses. This is our base case scenario against which we compare the other climate scenarios.

We analysed three scenarios that hold the global temperature rise to +1.5°C, including one scenario with a smooth well-coordinated transition and one scenario which involves more severe interventions later if commitments are missed in the near term. The outcomes of these scenarios range from being very positive for the Fund to ones that result in short/medium-term funding gaps. In the scenario where stronger intervention is needed in the medium term, the Fund experiences a fall in the funding level driven by poor economic performance. The sudden introduction of stringent climate regulation drives economic weakness and poor investment performance, which recover in the longer term. In this scenario, the funding level drops below 100% temporarily, but then recovers to be in a surplus position by the end of the modelling period without any additional Sponsor contributions.



We also analysed two scenarios that assume global temperature rises in the 3°C-4°C range. The outcomes for the Fund under these scenarios range from being positive increasing the surplus for the Fund, to being very negative with deterioration of the funding position. In the worst-case scenario, interventions to address climate change are not made until late and when they are implemented, they must be very aggressive. In this scenario, we assume there will be poor economic performance beyond year 10 with equity and Fixed Income returns well below historical norms due to high regulation, environmental levies, poor economic performance, low interest rates but high inflation. In this scenario, the Fund experiences a decrease in its funding position to approximately 85% funded which does not recover in the longer term by the end of the modelling period. In this scenario, additional funding may need to be provided by the Sponsoring Employer. Changes in the funded status are mainly driven by differences in asset performance driven by economic impacts. Changes in the liabilities, driven by mortality assumptions were minor. Where assumptions impacted interest rates, both the liabilities and asset performance were modelled.

Under all the climate scenarios, the estimated maximum risk to the Fund from climate risk is an underfunded status of c.£450M, or c.15%. Should this occur, additional funding may be needed from the Sponsoring Employer to make up the shortfall. Alternatively, the Fund may need to re-risk its investment strategy or increase the timeframe for becoming fully funded. The Fund enjoys a very strong covenant from the Sponsoring Employer. The Sponsoring Employer's TCFD report includes various climate scenarios and discloses climate risk to its business under these scenarios. The trustees have concluded the covenant will remain strong under various scenarios as the employer has the tools at its disposal to manage these risks.

The planned de-risking from growth assets is included in our climate scenario modelling. In early 2023, we accelerated a portion of our de-risking plan, enabled by the overfunded position. We estimate that this acceleration reduced the portfolio's risk exposure in a poor climate scenario outcome by c.5% compared to our previous scenario analysis.

It should also be noted that the climate analysis conducted by Willis Towers Watson did not show the Fund falling into a deficit position in any of the climate scenarios they analysed. This, and the fact that climate scenarios can have both positive and negative impacts as noted above, illustrates the range of outcomes over a long period of time that is difficult to predict.

Given the de-risking glidepath that has been agreed, the current funding surplus in the Fund, the strength of the Sponsor covenant, and the range of possible outcomes, we believe the Fund is resilient to climate risks in multiple scenarios, and remain engaged and able to adjust as new information or market conditions evolve. No change is proposed to our investment strategy at this time.

The key assumptions of the scenarios analysed and the modelling approach are included in Appendix 1.

### **Resilience of the DC Section to Climate Scenarios:**

The Trustee decided to conduct qualitative scenario analysis on the DC Section assets and focused on the default fund, which holds the majority of the DC assets. This analysis was conducted taking into account the same scenarios and learnings used for the DB fund. The default DC fund is a lifestyle fund that adjusts members' asset allocations as they move towards retirement. For younger and mid-career members, funds are mainly invested in equities and the financial impact for these members is likely to be driven by the long-term timeframe. For members approaching retirement and at-retirement, funds are mostly invested in fixed income assets and the financial impact for these members is expected to be driven by the short- to medium-term timeframes.

Members in the DC section can select funds in addition to the default, or in replacement of it, to adjust their asset allocation to meet their needs and risk tolerance. Members are responsible to select the investments that are right for their circumstances, and we expect they will assess climate risk for themselves and make appropriate choices for their circumstance.

Similar to the DB section, the scenarios analysed result in both potentially positive and potentially negative outcomes. The below table summarises climate risks for members in the downside climate scenarios and risk mitigation:



Member	Climate Risk Assessment	Mitigation
<b>Young Member mostly invested in Equities/Return Seeking assets.</b>	<p>Short to medium term: there is a lower level of risk as asset values have time to recover before the member reaches retirement.</p> <p>Long term: there is a higher level of risk to the long-term asset values in scenarios where economic performance is poor. The climate related risks associated with equities are expected to be greatest over the long-term</p>	<p>Member has a long term investment outlook with additional contributions being added each year.</p> <p>Members may benefit from acquiring at lower values.</p> <p>Members can mitigate risk at any time as they have the ability to adjust contributions/asset mix depending on market developments and can select ESG funds.</p>
<b>Member Approaching Retirement invested in mix of Equities and Fixed Income</b>	<p>Short to medium term: The financial impact for these members is expected to be driven by the short- to medium-term timeframes. In particular, the climate related risks associated with investing in equities is expected to have an impact on these members during this time period.</p> <p>Long term: n/a</p>	<p>The lifestyle strategy of the default fund gradually decreases the allocation to equity in favour of Fixed Income. So as members approach retirement, their allocation to equity reduces and hence their exposure to climate risk decreases.</p>
<b>Retired Member – currently none.</b>		<p>Members manage funds outside of the Fund.</p>

All members can mitigate risk at any time as they have the ability to adjust contributions/asset mix depending on market developments and can select ESG funds if appropriate for their circumstances.



## 3. Risk Management

The Trustees have established a process to identify, assess and manage the climate-related risks that are relevant to the Fund. This is part of the Fund's wider risk management framework and is how we monitor and address the most significant risks to the Fund in our efforts to achieve appropriate outcomes for members.

The Trustees maintain a Risk Register that outlines all risks, including climate risk, together with their action plans and mitigation plans to help manage the risks identified. This register is reviewed quarterly by the Governance subcommittee and copied to all Trustees for regular review and input.

For climate risk, the Trustees receive input from multiple advisers, and we benchmark against other companies with similar sized schemes. Aon and Willis Towers Watson were engaged to provide climate scenario analysis and climate value at risk assessments for the DB section and to highlight areas with the greatest exposure. These reports were provided to the ESG subcommittee and shared with all trustees. We also seek input from our investment managers BlackRock and State Street Global Advisers who provide climate related metrics for the Fund's investments to both the ESG and the Investment subcommittees. See pages 7 and 8 for the role of the subcommittees and their reporting process to the full Trustee board. We have worked with our advisers to understand the broader physical, transition, and economic risk of climate change that may impact the asset classes that the Fund invests in.

### **Our process for identifying and assessing climate-related risks:**

**Qualitative assessment:** The first element is a qualitative assessment of climate-related risks and opportunities carried out by the ESG and Governance Subcommittees and shared with all Trustees.

**Climate scenario analysis:** provided by our advisers for the DB section and a qualitative analysis for the DC section. Climate scenario analysis is reviewed by the ESG and investment subcommittees, and summarized for all Trustees.

Where appropriate, we distinguish between transition and physical risks. All risks and opportunities are assessed with reference to the time horizons that we have identified as relevant to the Fund.

In order to prioritise the management of risks, we assess the materiality of climate related risks relative to the impact and likelihood of other risks to the Fund (which for example are frequently modelled by the Sponsor and the Trustees' investment adviser with asset/liability modelling tools). This helps us focus on the risks that pose materially financial impacts.

### **Our Risk Management process:**

Climate risk management is integrated into our ongoing risk management processes. Climate risk is included on our risk register and any newly emerging risk is added to the register when identified through this process. Risks on the risk register are reviewed and discussed quarterly by the Governance Subcommittee to ensure completeness and that agreed mitigation steps are being taken; the full Trustee board is then updated quarterly at Trustee meetings. Climate scenario analysis is completed annually and reviewed by the ESG subcommittee and the Governance Subcommittee, who report quarterly to the full Trustee board at Trustee meetings.

Most of the DB Section's holdings are in Fixed Income securities that are highly rated. For the corporate bond holdings, the trustees target 85% in A or higher rated instruments, and 15% in BBB with a bias to BBB+. This is a fairly limited universe of companies that achieve this high-quality standard. The credit rating agencies (primarily S&P Global Ratings and Moody's) take into account climate risk in their credit assessments. This includes physical and transition climate risks.

For our equity holdings, we manage risk through diversification. The DB Section invests in broad global equity index products that hold more than 3,000 companies with any one holding not exceeding 4% of the portfolio. The Fund's geographic footprint is global, further diversifying risk. The Trustees feel that our broad diversification mitigates physical risks from climate in that any one event will only impact a very small proportion of our holdings. We also feel that this strategy is likely to bring success regardless of the transition scenario. As we have adopted a passive strategy, the Trustees accept we may suffer some loss from some holdings due to climate risks, but we may also gain from companies that benefit in the transition. The Trustees do not believe that active management is likely to outperform the index including climate risk. The passive strategy automatically reweights to companies that grow faster (the winners) over time.

The Investment subcommittee regularly monitors the performance of the DB Section's assets versus benchmarks and takes advice from our investment adviser on the appropriate investment allocation and risks. The inclusion of climate risk has not changed our view on the appropriate investment strategy for the Fund.

### **Engagement:**

As noted earlier, we have chosen an engagement strategy as our primary vehicle to drive better climate outcomes. The Trustees meet with their managers annually to communicate their climate focus areas / objectives and review the actions taken and the future priorities for the managers. In these meetings, the managers share examples of where they have engaged with companies on topics of interest to the Trustees. Examples of engagement by our managers impacting climate can be found in our Implementation Statement. Through this dialogue, the Trustees ensure the actions of our managers are consistent with our stated priorities and expectations. We believe that this engagement strategy augments our diversification strategy to help further reduce overall risk in the portfolio.

Consistent with this strategy, we expect our investment managers to use their influence as large institutional investors to improve climate outcomes. We also rely on our investment managers to identify the top targets where this influence is needed. Our investment managers engage with the senior management of the companies in which they invest and have the ability to exert influence and, when necessary, through proxy voting on significant issues.

A summary of the roles and responsibilities of the various subcommittees that form our risk management approach is included in Appendix 2.





## 4. Metrics and Targets

The GHG emissions data for the Fund's DB and DC investment portfolios are summarised below. This data is provided by our investment managers and adjusted, if appropriate, for the proportion of our holdings within the fund. For each investment class, we are reporting:

<b>Absolute emissions (tonnes of carbon dioxide equivalent, tCO<sub>2</sub>e)</b>	The total greenhouse gas emissions associated with the portfolio. It is an absolute measure of carbon output from the Fund's investments.
<b>Carbon intensity (tonnes of carbon dioxide equivalent per million pounds invested, tCO<sub>2</sub>e/£m)</b>	Carbon intensity is a measure of emissions that takes the total GHG emissions and weights it to take account of the size of the investment made. It is measured in carbon emitted divided by amount invested and helps compare values between companies.
<b>Data coverage (% of holdings reporting climate data)</b>	A measure of the proportion of the portfolio that is reporting climate data. (i.e. data which is based on reported, or reasonably estimated emissions). It is not a measure of the quality of the data provided.
<b>Percentage of holdings that have a science-based carbon reduction target</b>	A metric which shows how much of the Fund's assets are aligned with a climate change goal of limiting the increase in the global average temperature to 1.5°C above pre-industrial levels. It is measured as the percentage of underlying portfolio investments with a declared net-zero or Paris-aligned target or are already net-zero or Paris-aligned.

### GHG emissions scopes:

Scope 1, 2 and 3 emissions refers to a way of categorising the different kinds of GHG emissions a company creates in its own operations, as well as in its wider value chain.

**Scope 1** covers all direct emissions from the activities of an organisation which are under their control (e.g. running buildings, facilities and vehicles).

**Scope 2** includes emissions made indirectly from the purchase of energy used by a company in its operations (i.e. a utilities provider generating power supplied to a company).

**Scope 3** encompasses emissions that are not produced by the company itself, and not the result of activities from assets owned or controlled by them, but by those that its indirectly responsible for, up and down its value chain. (e.g. products bought, used, and disposed of from suppliers by a company or its customers).

Scope 3 emissions are often the largest proportion of an organization's emissions and are the hardest to measure. As this is our first year of TCFD-aligned reporting, we are not required to report on scope 3 emissions. We aim to report them next year, to the extent that data is available.

Defined Benefit Section (£3.1 Billion in Assets)				Defined Benefit Section (£270 Million in Assets)			
Mandate	Equities	Corporate Bonds	Government Bonds	Mandate	Equities	Corporate Bonds	Government Bonds
Assets Allocation	38%	41%	21%	Assets Allocation	77%	11%	12%
Scope 1&2 Emissions (tCO <sub>2</sub> e) <sup>1</sup>	65,554	31963	108,964	Scope 1&2 Emissions (tCO <sub>2</sub> e) <sup>1</sup>	15,003	1,234	4,734
Scope 1&2 Intensity (tCO <sub>2</sub> e invested) <sup>1</sup>	55	40	167 <sup>1</sup>	Scope 1&2 Intensity (tCO <sub>2</sub> e invested) <sup>1</sup>	72	43	167 <sup>2</sup>
Data coverage % <sup>3</sup>	87	84	100 <sup>4</sup>	Data coverage % <sup>3</sup>	83	95	100 <sup>4</sup>
Portfolio % with approved Science Based Target	39	24	Not available <sup>5</sup>	Portfolio % with approved Science Based Target	38	31	Not available <sup>5</sup>

### The emissions reported from our investment portfolios are:

Source: BlackRock (MSCI), SSGA (TruCost) at 30 June 2023

#### Notes:

Scope 1 and 2 tCO<sub>2</sub>e is the total emissions of CO<sub>2</sub> financed by the portfolio as reported to us by our investment managers for the funds and adjusted for our holdings within the funds.

tCO<sub>2</sub>e/GBP million GDP nominal. SSGA provided the weighted average of sovereign issuer's carbon emissions generated by all economic activities performed domestically, per unit GDP (USD million). Our investment adviser converted this into GBP using the 30 June 2023 exchange rate.

Data Coverage % is the percentage of companies by number where Scope 1 & 2 emission data is available.

Blackrock did not provide a figure for the data coverage. Given that the fund consists of sovereign bonds and provided carbon data, we have assumed coverage to be 100%.

Not deemed applicable to gilts which do not set carbon-related targets in the same way as corporates.

The Defined Contribution section is reported for all assets selected by members. The large majority of which is in the default arrangement.

## Data Quality:

This is a quickly evolving area with new regulations being introduced to help improve the quality and consistency of climate data disclosed by companies. We are engaging with our investment advisers to understand the available data, its reliability, and how to translate the data into investment risk. Climate data is reported to us by our investment managers, who also work with third parties to provide and validate this data. The Trustees have experienced inconsistent/ very different data being reported for the same holding from different sources. It has been challenging to understand the data and to align on the data to report. In particular, Scope 3 data was often not available and where it was available, the Trustees did not have confidence in its accuracy. For Scopes 1 and 2 emissions, 75-90% of our holdings reported these emissions.

Government bond emissions data was not originally reported to us by our investment managers. The Trustees engaged with Aon who worked with our investment advisers to source it. Government bond data is not comparable to the corporate bond and equity holdings in the balance of the portfolio and we are therefore not providing a total portfolio view. We plan to work with our advisers to determine how best to do this for future reporting.

## Calculation methodology (all metrics):

We received data from BlackRock and State Street Global Advisers, our investment managers. Each provided fund-level data that we adjusted to reflect our investment in the funds. Data was provided by our managers to the best of their ability based on the data reported by underlying companies within the funds.

We did not make any estimates for any missing data. Because not all companies held within a fund reported data (coverage was c.88%) the reported emissions metrics do not include all the Fund's GHG emissions. The metrics are therefore likely understated the GHG emissions associated with the Fund's investment portfolio. The percent of portfolio with an approved science based target (Binary Target Measurement) is calculated using the data reported to us by our investment manager. If no data was provided for a holding, it is assumed not to have an aligned target.

We expect that in the future better information will be available from managers and this improvement will be reflected in the coming years' reporting. We plan to engage with our managers that were unable to supply emissions data to communicate our expectations for future reporting.

## Our Target:

Since accurate and reliable data is the foundation to making meaningful conclusions, the Trustees have set a target to improve data coverage to 95% across all asset classes within 3 years.

The Fund's performance against the target will be measured and reported on every year. Each year, the Trustees will collect data coverage information from its managers. The Trustees will compare the actual data coverage for each asset class and at an aggregate Fund-level to the target. Data coverage includes data which is based on reported, or reasonably estimated emissions. The Trustees rely upon the information provided by their managers and will make no estimates themselves.

## How we will reach the target:

To reach its target, the Trustees plan to engage with the Fund's managers to encourage improvement of their data quality. The Trustees' engagement strategy is outlined on page 11 of this report.

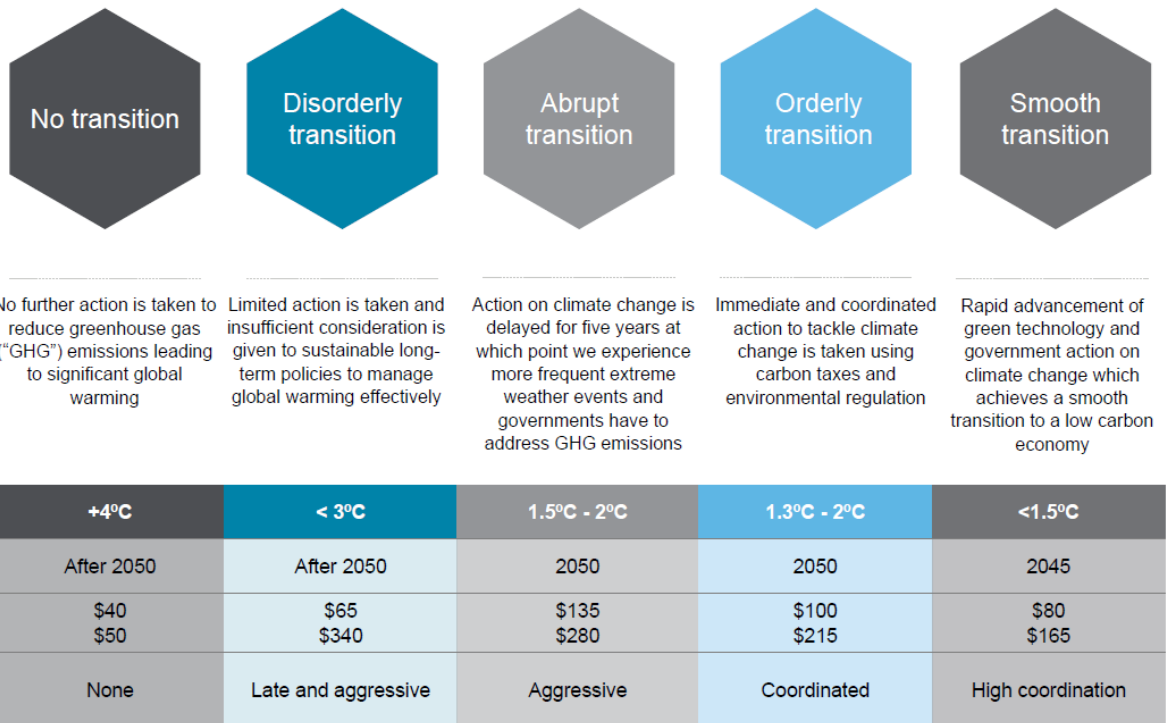
As definitions and regulations are clarified and come into effect, we expect this will improve the coverage and the quality of the data being provided. As investors, our ultimate objective is to translate the climate metrics into quantifiable risk metrics, where we can measure risk and risk reduction over time.



## 5. Appendices & Supplemental Information

### Appendix 1: Climate Scenarios Analysis – Key assumptions and methodology

Source: Aon



**AON**

Source: Willis Towers Watson

	Lowest Common Denominator	Inevitable Policy Response	Global Coordinated Action	Climate Emergency
<b>Description</b>	A "business as usual" outcome where current policies continue with no further attempt to incentivise further emissions reductions. Socioeconomic and technological trends do not shift markedly from historical patterns.	Delays in taking meaningful policy action result in a rapid policy shift in the mid/late 2020s. Policies are implemented in a somewhat but not completely co-ordinated manner resulting in a more disorderly transition to a low carbon economy.	Policy makers agree on and immediately implement policies to reduce emissions in a globally co-ordinated manner. Companies and consumers take the majority of actions available to capture opportunities to reduce emissions.	A more ambitious version of the Global coordinated action scenario where more aggressive policy is pursued and more extensive technology shifts are achieved, in particular the deployment of Negative Emissions Technologies at scale.
<b>Temperature rise</b>	~3.5°C	~2.0°C	~2.0°C	~1.5°C
<b>Renewable energy by 2050</b>	30-40%	80-85%	65-70%	80-85%
<b>Physical risk level</b>	High	Low – Medium	Low – Medium	Low
<b>Transition risk level</b>	Low	High	Low – Medium	Medium

## Climate Scenario Modelling Approach

The purpose of the climate scenario modelling work is to consider the long-term exposure of the Fund to climate related risks and the pattern of asset returns over the long term. Both the Aon report, and the WTW report model climate change scenarios and the approximate impact on Assets and Liabilities over the Short, Medium, and Long term. These are indicative scenarios and not a forecast of future outcomes.

Both models assume deterministic projections of assets and the Long-Term target liabilities, using standard actuarial techniques to discount and project expected cashflows. Modelling is done across the full yield curve allowing various scenarios to model sensitivities to key assumptions at various points in time depending on the climate scenario. Investment risk caused by climate change is only captured in the deviance from the Base Case. The models capture recent market conditions and views.

The modelling intends to illustrate the climate related risk exposure of the DB Section of the Fund. Other relevant issues such as governance, costs and implementation (including manager selection and due diligence) must be considered when making changes to the investment strategy. Climate driven investment risk is not the only risk that the Fund faces; other risks include covenant risk, longevity risk, timing of member options, basis risks and operational risks. It would not be appropriate to determine investment strategy solely on a climate risks basis.

### Data used:

The climate modelling was performed during January -March 2023 using data at December 31, 2022. The data used at this time was:

**Fund assets were £3.2 billion**

**Fund liabilities were: £2.5 billion (on a Technical Provisions basis)**

The Fund was invested in 35% global equities, 39% corporate bonds, 19% fixed rate gilts, and 7% index linked gilts, with a derisking glidepath in place to reduce Equities to 20% by 2036.



## Appendix 2: Summary of Roles and Responsibilities

The various roles and responsibilities of our teams described in this report is summarized in the below tables. This reflects the integrated risk management framework we use to manage the Fund overall, including the management of climate related risks and opportunities. The table summarizes who is involved, what is done and how often. While we have delegated a number of key tasks to different committees, the Trustees retain overall responsibility.

### Governance

Activity	Delegated responsibility	Adviser / supplier support	Frequency of review
Climate change governance framework (see the Governance section of this report)	ISC	RI adviser	Annual
Publish TCFD report and implementation statement	ESG	RI adviser / Managers	Annual
Add / review climate risks and activity on key Fund documentation (risk register, work plan)	ESG/ Governance	RI adviser	Ongoing
Defined ESG beliefs (including climate change)	Trustees	RI adviser	Triennial
Trustees training	Trustees	RI adviser / Managers	Ongoing
Ensure investment proposals explicitly consider the impact of climate risks and opportunities, and seek investment opportunities	ISC	Investment adviser	Ongoing
Ensure that actuarial and covenant advice adequately incorporate climate-related risk factors where they are relevant and material	Trustees/ Governance	Scheme Actuary,	Triennial Quarterly
Engage with DC benefit providers to understand how climate risks are considered in their selection of funds	Trustees	DC providers, investment adviser	Annual
Manager engagement plan	Trustees	Investment adviser / Managers	Annual

### Strategy

Activity	Delegated responsibility	Adviser / supplier support	Frequency of review
Identify climate-related risks and opportunities (over agreed time periods) for investment and funding strategy	ISC/ESG	RI adviser	Annual
Scenario analysis	ESG	Investment adviser / WTW	Annual
Actuarial valuation	Trustees	Scheme Actuary	Triennial

## Risk management

Activity	Delegated responsibility	Adviser / supplier support	Frequency of review
Identify, assess and manage key climate related risks	ESG	RI adviser	Ongoing
Consider the prioritisation of those climate-related risks, and the management of the most significant in terms of potential loss and likelihood	Governance	RI adviser	Annual
Include consideration of climate-related risks in the Fund's other risk processes and documents, such as the risk register and the SIP, and regularly review these	Governance	RI adviser; Investment adviser	Ongoing

## Metrics and Targets

Activity	Delegated responsibility	Adviser / supplier support	Frequency of review
Agree/review approach for metrics	ESG	RI adviser / Managers	Annual
Agree/review target	ESG	RI adviser / Managers	Annual
Obtain data for agreed metrics	ESG	RI adviser / Managers	Annual

ISC – Investment Subcommittee

ESG – ESG Subcommittee

Governance – Governance Subcommittee

Trustees – Full Trustees Board

RI adviser – Responsible Investment adviser.

The Trustees engages with all the subcommittees.









## Glossary

**ASSET ALLOCATION** is an investment strategy that aims to balance risk and reward by apportioning a portfolio's assets according to an individual's goals, risk tolerance, and investment horizon. The three main asset classes—equities, fixed-income, and cash and equivalents—have different levels of risk and return, so each will behave differently over time.

**BOARD OF DIRECTORS** (or **BOARD**) refers to a body of elected or appointed members who jointly oversee the activities of a company or organisation. Some countries use a two-tiered system where "board" refers to the "supervisory board" while "key executives" refers to the "management board."

**CLIMATE-RELATED RISK** refers to the potential negative impacts of climate change on an organization. Physical risks emanating from climate change can be event-driven (acute) such as increased severity of extreme weather events (e.g., cyclones, droughts, floods, and fires). They can also relate to longer-term shifts (chronic) in precipitation and temperature and increased variability in weather patterns (e.g., sea level rise). Climate-related risks can also be associated with the transition to a lower-carbon global economy, the most common of which relate to policy and legal actions, technology changes, market responses, and reputational considerations.

**A COVENANT** is a contractual requirement that one party to a contract either specifically complete a task or to refrain from doing something. In our pension context the Fund sponsor, Procter and Gamble, is committed to fund the plan with incremental cash should funding be required to support the Fund.

**ENGAGEMENT STRATEGY** is a long-term active dialogue between investors and companies on environmental, social and governance factors. An active dialogue offers investors the opportunity to discuss sustainability risks and opportunities with companies and provides them with insights into investors' expectations of corporate behavior.

**ESG INTEGRATED:** A rating assessed by Aon that describes how well ESG, including climate, factors are taken into account by investment managers. Aon's ESG Integrated ratings convey that the fund's management team has taken appropriate steps to identify, evaluate, and mitigate potentially financially material ESG risks within the portfolio. The other descriptors used by Aon to conduct this rating are "Advanced", "Limited", and "Not Applicable"

**FINANCIAL FILINGS** refer to the annual reporting packages in which organizations are required to deliver their audited financial results under the corporate, compliance, or securities laws of the jurisdictions in which they operate. While reporting requirements differ internationally, financial filings generally contain financial statements and other information such as governance statements and management commentary.

**GOVERNANCE** refers to "the system by which an organisation is directed and controlled in the interests of shareholders and other stakeholders." "Governance involves a set of relationships between an organisation's management, its board, its shareholders, and other stakeholders. Governance provides the structure and processes through which the objectives of the organisation are set, progress against performance is monitored, and results are evaluated."

## GREENHOUSE GAS (GHG) EMISSIONS SCOPE

**Scope 1** refers to all direct GHG emissions.

**Scope 2** refers to indirect GHG emissions from consumption of purchased electricity, heat, or steam.

**Scope 3** refers to other indirect emissions not covered in Scope 2 that occur in the value chain of the reporting company, including both upstream and downstream emissions.

**Scope 3** emissions could include: the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the reporting entity, electricity-related activities (e.g., transmission and distribution losses), outsourced activities, and waste disposal.

**PROXY VOTING** refers to a ballot cast by a single person or firm on behalf of a corporation's shareholder who may not be able to attend a shareholder meeting, or who may not choose to vote on a particular issue.

**RISK MANAGEMENT** refers to a set of processes that are carried out by an organization's board and management to support the achievement of the organisation's objectives by addressing its risks and managing the combined potential impact of those risks.

**SCENARIO ANALYSIS** is a process for identifying and assessing a potential range of outcomes of future events under conditions of uncertainty. In the case of climate change, for example, scenarios allow an organisation to explore and develop an understanding of how the physical and transition risks of climate change may impact its businesses, strategies, and financial performance over time.

**SCIENCE BASED TARGETS** Targets adopted by companies to reduce GHG emissions are considered "science-based" if they are in line with what the latest climate science says is necessary to meet the goals of the Paris Agreement—to limit global warming to well-below 2°C above preindustrial levels and pursue efforts to limit warming to 1.5°C.

**SECTOR** refers to a segment of organisations performing similar business activities in an economy. A sector generally refers to a large segment of the economy or grouping of business types, while "industry" is used to describe more specific groupings of organisations within a sector.

**STRATEGY** refers to an organisation's desired future state. An organisation's strategy establishes a foundation against which it can monitor and measure its progress in reaching that desired state. Strategy formulation generally involves establishing the purpose and scope of the organisation's activities and the nature of its businesses, taking into account the risks and opportunities it faces and the environment in which it operates.

**SUSTAINABILITY REPORT** is an organisational report that gives information about economic, environmental, social, and governance performance and impacts. For companies and organizations, sustainability—the ability to be long-lasting or permanent—is based on performance and impacts in these four key areas. P&G's sustainability report is included within its Global Citizenship report.

**TECHNICAL PROVISIONS** means that under the scheme funding provisions of the Pensions Act 2004, it is the amount required, on an actuarial calculation, to meet a scheme's liabilities. The figure helps to determine the scheme contributions required to cover the liabilities.

**VALUE CHAIN** refers to the upstream and downstream life cycle of a product, process, or service, including material sourcing, production, consumption, and disposal/recycling. Upstream activities include operations that relate to the initial stages of producing a good or service (e.g., material sourcing, material processing, supplier activities). Downstream activities include operations that relate to processing the materials into a finished product and delivering it to the end user (e.g., transportation, distribution, and consumption)



