



EQUALITY
AND
INCLUSION

CHAPTER 1

STRATEGY & FOCUS AREAS



OVERALL GENDER EQUALITY KEY MESSAGES

At P&G, **we aspire to build a better world for all of us** – a world free from gender bias, with equal voice, equal representation and equal opportunity for all individuals – **a world where everyone sees equal.** We know that when we do this, communities are healthier, businesses thrive, and the world is a better place for everyone.

WE'RE FOCUSED ON THREE AREAS WHERE WE CAN HAVE THE BIGGEST IMPACT:

1. Creating an inclusive, gender-equal environment inside P&G — and advocating for gender-equal workplaces beyond P&G — where everyone can contribute to their full potential.
2. Leveraging our corporate voice and the voice of our brands in advertising and media to tackle bias and promote gender and intersectional equality.
3. Removing barriers to education for girls and economic opportunities for women through social impact programs, partnerships and advocacy efforts in communities around the world.



CREATING A GENDER EQUAL & INCLUSIVE WORKPLACE AT P&G

50%

Target at all levels
(vs 48% today)



Women hold key
leadership roles
across P&G



Men engaged
as allies



Pay equity



Parental leave

P&G is committed to achieving equal representation at all levels of our company.

More than **48% of our managers globally are women** (up from 45% just four years ago) – at more junior levels, we're at 50/50, and we're making consistent progress to get to 50/50 in our executive roles. 41% of our Global Leadership Council and 50% of our Sector CEOs are women – and 50% of the independent directors on P&G's Board of Directors are women.

We also aspire that **20% of our U.S. managers will be multicultural women**. We're at 13% today – so we have more work to do, and we've established programs like Open Doors to bring multicultural women, their managers and career sponsors together to strengthen career plans and unlock possibilities for our talented multicultural women.

Women hold key leadership roles across P&G:

- Running our Fem Care, Baby Care, Family Care, and Beauty businesses.
- Leading our largest and most profitable region (North America), key markets such as Canada, Brazil, France and South Korea, and several of our biggest Sales Teams including NA, China and our Global Walmart business.
- Key operational roles, like managing large manufacturing sites in every region and leading our Global Business Services organization.

Not only are we increasing representation of women on our way to 50-50, **we also retain women at the same rate as men** – and have for the past six years.

We're continuing to **improve our policies and benefits through the lens of equality and intersectionality**. Last year, P&G established global paid parental leave providing an equal minimum standard of leave for all parents in every country where we have operations.

At P&G, equality and inclusion is not a women's effort – **creating equal workplaces requires the full commitment and participation of men**.



LEVERAGING OUR VOICE IN ADVERTISING & MEDIA

Advertising shapes how people see the world and see themselves. The images we show and the words we use matter. As one of the world's largest advertisers, we feel a responsibility to shine a light on bias and start conversations that can change mindsets and spark action.

PANTENE

OLAY

always



50/50 representation in the creative pipeline



100% fair portrayal of women & girls in media



Assessing our ads with the Gender Equality Measure



We also collaborate with others across the industry to make an even bigger impact:

We've called for the industry to get to 100% of advertising and media accurately portraying women and girls and 50/50 representation in the creative pipeline (CMOs, CCOs, and Directors).

We're part of the Association of National Advertisers (ANA) #SeeHer and #SeeAll movements to reflect accurate portrayals of all women and girls in advertising and media. We assess our ads using ANA's GEM (Gender Equality Measure) score and we're consistently on the higher end of the GEM index.

We've taken the Free the Bid pledge and invested to help Free the Work expand its database of and support for women creatives in more countries around the world.

We've forged innovative partnerships with female content creators, including Katie Couric Media, Queen Latifah's Queen Collective, Hello Sunshine, and the Seneca Women Podcast Network

Some of P&G's high performing brands – like Always, SK-II and Ariel – have the most gender-equal campaigns.

Ads with above-average (100+) GEM scores have higher reputation (10%) and purchase intent (15% all consumers, 45% for women) according to #SeeHer which has measured more than 125,000 ads.

ACCELERATING OPPORTUNITY FOR GIRLS AND WOMEN

We are helping remove barriers to education for girls and economic opportunities for women through our company and brand-led social impact programs and advocacy efforts – often working with partners who have the reach and expertise to extend our impact.

At P&G, women's economic empowerment is an area of focus throughout our global value chain and is embedded in our business strategies.

- From our **supply chain**, where we have a multi-decade effort to encourage and build the capability of women-owned and women-led businesses to increase supplier diversity, to our **sales channels**, where we are leveraging digital technology to enroll more women in our selling and distribution channels (i.e. tech assisted selling centers in India and last mile distribution programs in Egypt)
- As one of the world's largest advertisers, we are leading change and collaborating across the creative industry with a **goal to have equal representation behind the camera** (50% of P&G ads directed by women) and to have gender and intersectional representation throughout the creative supply chain.

- In the innovation space, we're **supporting female founders and women-led start-ups** around the globe as we envision new products and services that will delight consumers in the future. Our Children's Safe Drinking Water Program provides more than one billion liters of clean drinking water each year and helps women and girls who are disproportionately burdened by the global water crisis.

Building on the strong foundation of our 45+ year old US Supplier Diversity program, P&G now spends more than \$2 billion USD each year with women-owned and women-led businesses around the world and we are committed to them being a growing part of our global supply chain. It is our ambition to direct 10% of our spending to women owned and led businesses - 10 times the industry average.



Active supplier
diversity programs

10x

Our ambition is to grow
our spending in women-
owned and led business to
10 percent of our purchasing
dollars – 10 times the
industry average

\$10b

We will spend \$10
billion with women-
owned and women-led
businesses by 2025



ACCELERATING OPPORTUNITY FOR GIRLS AND WOMEN (CONTINUED)

To accelerate progress toward this ambition, **we've partnered with many institutions to drive change** including WEConnect International, WBENC, UN Women, Women's Forum for Economy & Society and the LEAD network. We are supporting capability building of women entrepreneurs; further developing the tools, definitions and infrastructure needed; and driving collaboration across industries to join in and advance these efforts.

Our Children's Safe Drinking Water Program provides more than one billion litres of clean drinking water each year and helps women and girls who are disproportionately burdened by the global water crisis.

For 30+ years, the Always Puberty and Confidence Education Program has provided free educational resources and samples that help girls understand the changes they will go through during puberty. The program reaches more than 17 million girls and young women in 70 countries each year.

Our commitment to a more equal world includes a **special focus on STEM** (Science, Technology, Engineering, and Math), given our reliance on a highly skilled STEM workforce – like engineers, scientists, IT experts, innovators. We envision a world where ALL students are given the opportunity to explore a career in STEM.

- Our brands strongly believe in and support this cause including Olay who made an ambitious 10-year commitment to double the number of women and triple the number of women of color in STEM careers by 2030.

Resources:

PG.com [Gender Equality](#) site

P&G [Citizenship Report](#)

P&G WeSeeEqual Video (for internal use only)



CHAPTER 2
**GETTING TO
EQUAL BY
SETTING A HIGHER
STANDARD**



THERE'S NOT ENOUGH PROGRESS ON GENDER EQUALITY BECAUSE IT'S TREATED AS A WOMEN'S ISSUE

We stepped back from 100 to 257 years to close the gap* on economic participation for women. (This despite the fact that women earn more advanced degrees than men in 100 countries.)

Of the Fortune 500 CEOs, while we're at an "all time high" with 41 women on the list, that's just 8% - a long way from 50/50. And only 1 (Roz Brewer) is a woman of color.

We know that an equal world is a better world – for people, communities, businesses and economies – but it's still taking too long because we're perpetuating false narratives about women and men – and because we need to hold ourselves to a higher standard.

*WEF gender Gap report



WE NEED TO DEBUNK THE MYTHS THAT HAVE BECOME EXCUSES FOR A LACK OF PROGRESS

MYTH #1: Fix the Women:

Today's women constantly bump up against the notion that it's their own behavior or style that's holding them back. This is based on cliches that women lack confidence and ambition, they doubt themselves, they're not assertive. These cliches perpetuates the falsehood that there's nothing wrong with the workplace – we just need to fix the women. This is wrong. Women have just as much confidence and ambition as men. Multicultural women face additional stereotypes. We must stop labeling women's behavior as "lacking" or "less than" simply because it might show up differently than a legacy (white male) leadership stereotype.

MYTH #2: The Pipeline Myth:

We often hear that leadership teams or Boards are predominantly male and white because there isn't sufficient female or multicultural talent to fill those roles. The reality is – the pipeline is full of qualified women and people of color who want big jobs. Busting this myth is as simple as simple math. For example, to increase representation of women in the Fortune 500 from 8% to 50% sounds daunting. But if we say we need 209 women – it's more tangible, more achievable.

To keep the pipeline full, we need to take a more disciplined and deliberate approach to talent management. Candidate slates at all levels should be 50/50. And we need longer planning horizons to ensure women and multicultural talents have equal access to high-profile roles and have time to plan their personal lives as well as their careers.

MYTH #3: THE STEM MYTH:

For too long, it was accepted that men are inherently better at math and science than women. According to Catalyst, women make up approximately 30% of those employed in STEM globally – and the gap is even bigger for women of color. The reality is women have always been good at STEM and companies like P&G need women to pursue STEM careers so that we can staff critical positions for engineers, scientists, and IT experts. Tech is changing how we work in every way – and with the pandemic, digital has only accelerated. We need diverse women and men designing the digital tools of today and tomorrow.

MYTH #4: THE WORK AND HOME MYTH:

Today women do a disproportionate share of unpaid work at home, but the narratives that women own primary responsibility for home and family – and that men don't want an equal role at home – are both false. Workplaces must take an equality-based approach to policies such as flexibility and parenting leave – because equality at home enables equality at work. We also need to place a higher value on caregiving work – which does not earn a living wage in many countries.

GETTING TO EQUAL BY SETTING A HIGHER STANDARD

To accelerate progress, we **must set a higher standard** for workplace systems, norms and cultures - from “competitive” benefits to equality-based policies and programs.

From maternity leave to parental leave – when companies and countries support leave for all parents – it’s healthy for children and strengthens workplace equality.

Caregiving – needs to be broadly available, more affordable and more valued.

From pay equality to wealth equality – equal pay for equal work is only the first step. The higher standard is addressing the imbalance in representation at the top of organizations, which creates a wealth gap for women over the course of their careers. We can fix this with 50-50 representation at every level.

Intentional talent planning – getting to 50-50 requires visibility, accountability and intentionality. We need to look at total enrollment, setting targets and quotas for women and men. We need two-out assignment planning and a longer planning horizon so our people can plan their personal lives as well as their careers.

Tackling bias –shifting from comfortable conversations about unconscious bias to conversations that put systemic bias, microaggressions and privilege at the center. We need to create cultures where we actively interrupt bias and change mindsets.

Resources:

- [Women at Work: Myths vs. Reality](#) – a collaboration between P&G and Seneca Women
- WEF Contributed Articles: [These myths are holding women back in the workplace](#), [Three vital steps to a new gender equality playbook](#), [The route to true gender equality? Fix the system, not the women](#)
- Seneca Women Podcast Network [“Getting to Equal”](#) Conversations on Power and Purpose with Carolyn Tastad, Deanna Bass and special guests including Abby Wambach, Justin Baldoni, Tina Tchen and Amena Brown



CHAPTER 3

THE COVID

CRISIS



NOW MORE THAN EVER, COMPANIES AND ORGANIZATIONS MUST REMAIN COMMITTED TO GENDER EQUALITY

Women are uniquely affected by the economic impacts of COVID-19.

According to the U.S. Bureau of Labor Statistics, the female labor force is 3.1% smaller than it was at the start of the pandemic.

Oxfam International reported that women lost \$800 billion in income in 2020 and that globally, women account for more than 64 million jobs lost: 5% of all jobs held by women, compared to less than 4% loss for men.

- Women are overrepresented in the types of jobs eliminated or furloughed, such as service industry positions in hospitality, travel, retail, childcare.
- Women are more likely to be single parents, and less likely to be able to work without childcare – for which they continue to bear more of the responsibility.

1. **Embrace how work has changed and integrate flexibility up front. The new ways of working we've learned during the pandemic can create new opportunities.**

Flexible and remote work: During the pandemic we've learned that employees, from new hires to CEOs, can successfully lead, influence and progress work remotely. We've proven flexible work works – and that's something we shouldn't unlearn.

Dynamic balance of work-from-home and work-from office: We also know there's no substitute for the spontaneous development, collaboration and innovation that happens when we're physically together in the workplace. At P&G, we believe our business and culture will benefit from a dynamic balance of remote and in-office working. This new way of working can be a breakthrough for women and men – as working parents continue to tag-team the daily challenges of remote learning and household responsibilities.

Digital acceleration helps us work more effectively and stay connected as we continue to embrace new technologies.

2. **Provide more holistic support for employees through equality-based policies and programs.**

In most households, women take on a disproportionate share of unpaid work caring for home and family, and during COVID this has been compounded with responsibility for home-schooling and caring for sick or isolated family members.

We need equality-based policies that enable women and men to play an equal role at home and to have a full and rewarding career.

3. **Stay close to workforce data and stay committed to representation goals –**

A diverse talent pool drives stronger results – we've seen this at P&G where we're delivering outstanding business performance with the most diverse leadership team we've ever had.

To ensure our business success and to continue to make progress for equality, we can't let the COVID crisis be a setback in representation.



EACH OF US HAS CAPABILITIES WE CAN LEVERAGE TODAY TO CREATE A MORE EQUAL WORLD

At P&G, that means we're:

- More committed than ever to creating an inclusive, gender-equal environment inside P&G and everywhere.
- Using our voice in advertising media to raise awareness and support for populations who are disproportionately affected by the pandemic, including women.
- Partnering with leading NGOs supporting women, families, and communities in need and people on the front lines around the world.

Resources:

- PG.com International Women's Day 2021 Blog Post: [Choose Equal](#)
- P&G [Choose Equal](#) Video
- Forbes Contributed Article: [Can the new way of working change the game for gender equality?](#)

