

# MARC Communication Campaign

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“Believing in inclusion and actually living it can be two different things”



## 1. What's MARC?

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MARC stands for Men Advocating for Real Change and it is an experiential session designed to engage the hearts and minds of men as full partners in achieving inclusion inside and outside P&G. MARC is a very different kind of learning experience. This is not a 'training' where you will walk out with a toolkit or specific action plan. It is not a lecture on what is right or wrong. It is an experience, designed to help you step back and think, challenge yourself, your understanding and your beliefs on gender equality and help you reflect on the role you can actively play to change both the conversation and the game – inside and outside P&G. You have probably always been a gender equality supporter...MARC will help you to actively become an advocate for inclusion and make a concrete impact inside and outside P&G to create a more inclusive world.

## 2. What's unique about MARC and how does it complement other D&I initiatives?

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Attending a MARC workshop affects leaders in different ways. For us, it was transformational. We always thought we were rather "enlightened" in our attitudes towards inclusion overall, and gender equality in particular. Through MARC, we realized that the depth of thinking and self-awareness we needed to make a real difference was simply not there. It is not enough just to say "I am for gender equality," or "I am for LGBT".

The MARC workshop puts men and women front and center in inclusion dynamics. For us, MARC boldly started a dialogue (with ourselves and other male and female colleagues) about what we assume to be normal (but it is not), how much business culture is a man's culture, and how concepts such as dominant culture, unconscious biases or privileges play a role in our day to day and in the interactions between men and women. That's exactly the purpose of MARC. Through very powerful exercises, it makes both men and women realize about the role that they can play in gender equality and why it is critical that both colead these efforts.

What's in MARC for men? MARC gives men the opportunity to colead the change needed to address the lack of gender equality in our society. It's not anymore about "supporting" gender equality. It's about becoming an active advocate and play a leading role in achieving gender equality. They will realize this change will benefit not only women but men as well by creating a more inclusive environment where men can be themselves and not necessarily what society expects from them.

What's in MARC for women? MARC gives women the opportunity to have an open dialogue with men about why today we don't see the progress we want in gender equality. They will realize they can count on men to drive this change and how critical is that both men and women colead this change. Women will learn how to support men on their personal MARC journey and they will also learn of some unconscious gender bias that they have.

MARC helps men and women to become more aware of the barriers to achieve gender equality and helps them understand the role they can play after attending a MARC session. MARC provides an opportunity to raise this awareness by experiencing 3 concepts (dominant culture, unconscious biases and privileges) and starts an open and transparent dialogue about the role that both men and women can play to create a more inclusive culture and ultimately, a more inclusive society.

This is not a training but an experience and affects every individual in a different way. That's why people need some time to digest these concepts and understand fully the role they can play. MARC won't tell you how you should behave. There is no dictated solution for gender

equality. Each person embraces it differently and does its own journey...that's what we want to offer you. A journey to become a more inclusive person.

### 3. MARC Europe Portfolio

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We offer mainly 2 products: MARC Workshop and MARC Dialogues.

- The MARC Leaders Workshop: this 1½ day workshop enable senior male and female leaders to develop critical inclusive leadership strategies, sharpen their awareness of inequalities, unconscious biases and privileges and let them examine assumptions and mindsets that influence the workplace and efforts to achieve gender balance at work. This session is facilitated by an external company (WMFDP) and is recommended for Lead Teams and senior leaders.
- The MARC Dialogues is a 4 hours session facilitated by P&Gers and aimed at enabling a dialogue with men and women on the impact of 3 concepts (majority / minority, unconscious biases and privileges) in achieving a more inclusive work environment. MARC Dialogues is a very different kind of learning experience. This is not a 'training' where you will walk out with a toolkit or specific action plan. It is not a lecture on what is right or wrong. It is an experience, designed to help you step back and think, challenge yourself, your understanding and your beliefs on gender equality and help you reflect on the role you can actively play to change both the conversation and the game – inside and outside P&G.

### 4. MARC Europe Journey

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- We are very committed to offer this MARC experience to all organizations in Europe. Over the last 5 years, we have organized >50 sessions in Europe and reached more than 2300 managers and others, going top-down and starting with senior leadership.
- We plan to keep expanding MARC this FY and in the future in Europe and globally and we have already planned for >20 more sessions in the next few months.

### 5. MARC: Testimonials from MARC participants.

#### "What have you been doing differently after attending a MARC session?"

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1. Equality is not only gender.....there are barriers to inclusion that are not only gender but only being not part of the dominant culture. I know this now....and I am more strong and self confident in all my activities in knowing that not being in this dominant culture is not a fault
2. Since the Marc dialogues, I am a lot more aware of my gender privileges and as such, I am a lot more listening and empathetic with my wife when it comes to her perceived safety concerns when we are not together (i.e. going home alone at night, street harassment, etc.)
3. I have been spreading the word on the unconscious bias, as I believe the lack of awareness (obviously as it is unconscious 😊) is a huge part of the issue
4. Thanks to MARC I became more sensitive/attentive on this topic at work. For ex. when male colleagues quote "we are now all the same" talking about diversity – I explain that this is exactly NOT what diversity is about. I remember very well the following out of the training: Imagine it would be "normal" that you enter a room for an important presentation in front of LT and 90% of LT would be female, in skirts and high heels. How would you feel differently? It opened my view on how masculine the business world (still) is.
5. Generally, I believe I have become more attentive to explore the experience of others with genuine curiosity and be aware of my judgement/biases. Specifically on gender diversity, I am putting even more intentionality to make sure that women in my team get more chances to have challenging assignments and opportunities to contribute
6. Being men, I've taken over the "return from Leave Of Absence (LOA)" pillar, and focus on improving experience of mostly ladies returning from maternity to work. We want to check if there is any impact of LOA on satisfaction/rating and minimize it (e.g. more careful assignment planning, keeping contact during LOA, have clarity on career perspectives, etc). I definitely see more focus is needed, as there are certain factors which favor men vs. women in this case (e.g. not being on long leave, it's easier to change assignment to good one – more flexibility on time of the change, possibility to choose, stay longer in role if needed)
7. I have been more focused on 'in meeting' inclusiveness, including calling out people to share opinions in meeting but also in private. When focusing on it you also see how much of an opportunity it is in many meetings!
8. I became a lot more aware of the differences as it refers to styles vs. genders. I am more aware that men also may struggle with the 'box' they are put into (strong, leaders, never fail, always win, don't show emotions etc.). I started to think more about 'dominant'

cultures and the privilege we have when we're part of the dominant culture. Soon I will be integrating a team from Merck – and regardless of their gender, I am a representative of the 'dominant' (P&G) culture.. These thoughts help me be better prepared for business and be more useful for these new employees. I hope it will help to deliver better business results

9. I realize I have been much more conscious in my communication to think if the way I say things can be strongly biased or can be interpreted that way. I also try to refrain myself from interrupting people talking, whoever, but even more with women as I know our potential differences might bring more this behavior to happen. I also talked through that experience with colleagues who have not attended this type of MARC session and I realize that they are very interested about it. Also it appears often that they don't realize the presence of biases and what it can bring as behaviors and consequences
10. Prior the MARC workshop, I had a bias regarding the group lessons at the gym. There is a perception that those group lessons are only for women, mainly because they are easy and men are supposed to be strong. Well, I decided to join a lesson, the only man in a class of 10 woman, and realized how hard the lesson is. I am now joining as the only men and proudly telling my other male colleagues what I am doing and that they should join
11. I cannot claim that I have made any significant change since I joined the session. I have however conveyed the concepts of majority/minority and privileges to people on my team and increased awareness of unconscious bias, I hope. In a recent project to remodel an office area for an engineering team of about 40 people, I have requested that we add a specific person to the team. I didn't explain why, but the person is a female engineer and my motivation was to include this diversity aspect to ensure needs of females are considered in the final design
12. Unexpectedly, the MARC session has really impacted how I approach all types of diversity, not only gender. I went into the session thinking it would mostly be to help men understand better but came out and the first thing I did was apologize to one of my reportees. I had been trying to make her more like the P&G profile we all have in mind instead of helping her thrive in her own style. I have also been made much more aware of the small things that can help or hurt to make people feel included. I feel more empowered to point them out and at least have the conversation. Hopefully I have contributed to the shift that is necessary in the Southern Europe and that is a journey we all need to be on
13. Integrating the notion of bias in all business conversation. Ensuring I take enough distance to recognize the biases I have and thinking of what other people's biases are when they are formulating their point of view. This allows me to put perspective on the information/opinions being shared and I believe leads to better, more objective decision making. Everyone's point of view is influenced by the biases they have. Ensuring women in the lead team have equal voice/impact in business discussions and decisions. Yesterday I was in a meeting where a woman said something and it was immediately "brushed off" by 3 men. Her immediate reaction was to remain silent, while she had a very valid point that influenced the business direction. I asked her to explain her point of view and made it a discussion point. Being conscious of my privileges. Because I am a Mom I feel comfortable coming to the office a bit later so I can see my children off on the first day of school. I made sure all the Dads around me knew that this is an option for them too, and that they feel totally comfortable (and proud) to do it
14. We have also worked interventions on our talent management process to include triads and fundamentals review across the year

## 6. MARC: Summary of "I Feel / I Will"

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### Feel

- ...I've learnt more about who I am and my privileges as a man...that I must definitely share. It's key to change the behaviors rather than just filling a scorecard.
- ...very inspired with additional arguments / tools to face gender equality in a different way. Less big plans, move to small actions but meaningful ones.
- ...more open to listen and understand about certain behaviors and how can I maximize benefits from becoming more inclusive
- ...much more conscious about the reality faced by women. Realized how much biases I can still have...but also who I can act.
- Inspired to see a group of P&G leaders who are so open and engaged on the topic of gender diversity.
- Aware of the pressure of men and how they are forced to "conform" from a young age.
- I feel as though I have been awakened to things I just didn't realize were around me. I have learnt so much in these 4 hours it has been very beneficial to myself and also more importantly to the people who work for me.
- Higher appreciation of the differences and similarities with the people around me.
- More aware of unconscious biases which might lead to stereotyping.
- The session was really interesting and made me realize that even if the situation is good at P&G, improvements can still be made on inclusion of the minorities.

## Will

- ...Try to change my behaviors. Try to listen more. Observe what's going around me. Try to be an actor in the change. Honor my privileges to influence others.
- ...work to understand the privileges I have, acknowledge them and share them...avoid perpetuating them where possible.
- Ask more for feedback about my unconscious biases, my blind spots on how I behave.
- Be more aware and supportive of female employees who may not feel so comfortable in a (potentially) more male dominant workplace.
- I will be more aware of how people think and act. This will change my approach to leading my team.
- Understand when I'm in the majority or minority group and act as a responsible leader to create a safe culture.
- I'm going to take these 3 areas (dominant culture, unconscious bias and privileges) in the most important part of my day – my quiet time and prayer time with God and my dinner table conversations with my wife and children. That is the next step in my journey.
- Apply the concept of majority / minority groups to step back and reflect on interactions in my working team, share it with my wife and practice to educate our kids and ourselves. I'll be an ambassador of it
- Keep talking about the subject to others to bring the debate to the table as I believe it's the only way to open minds and change things in the long term.
- I will be vigilant on the differences I have with my colleagues to respect them more and to nurture me more. I will ask my team to help me.
- Try to avoid biases by knowing which ones I have. I will take feedback whatever the context / person. I will put myself in the minority shoes in order to avoid wrong / misunderstood behaviors.