



Leading in Gender Equality:  
The History of Women and P&G

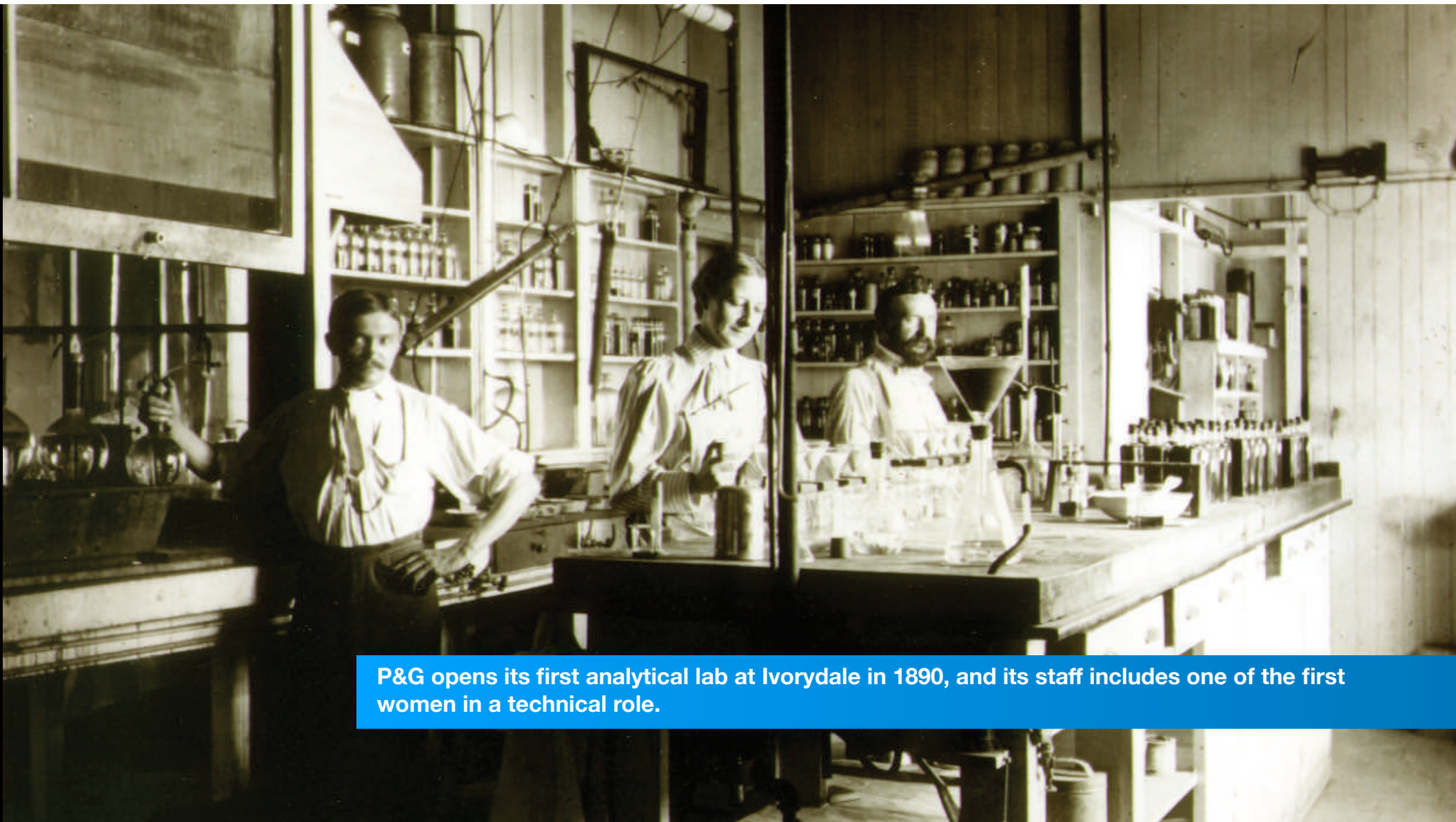


## See how P&G has challenged gender bias throughout the Company's history.

For almost 140 years, P&G has aspired to build a world free from gender bias, with equal voice and representation for all individuals. In 1884, we started employing women at our Ivorydale soap making plant - providing them with increased financial security and independence - and we haven't looked back. Learn more about the women behind P&G and our commitment to gender equality throughout the years.



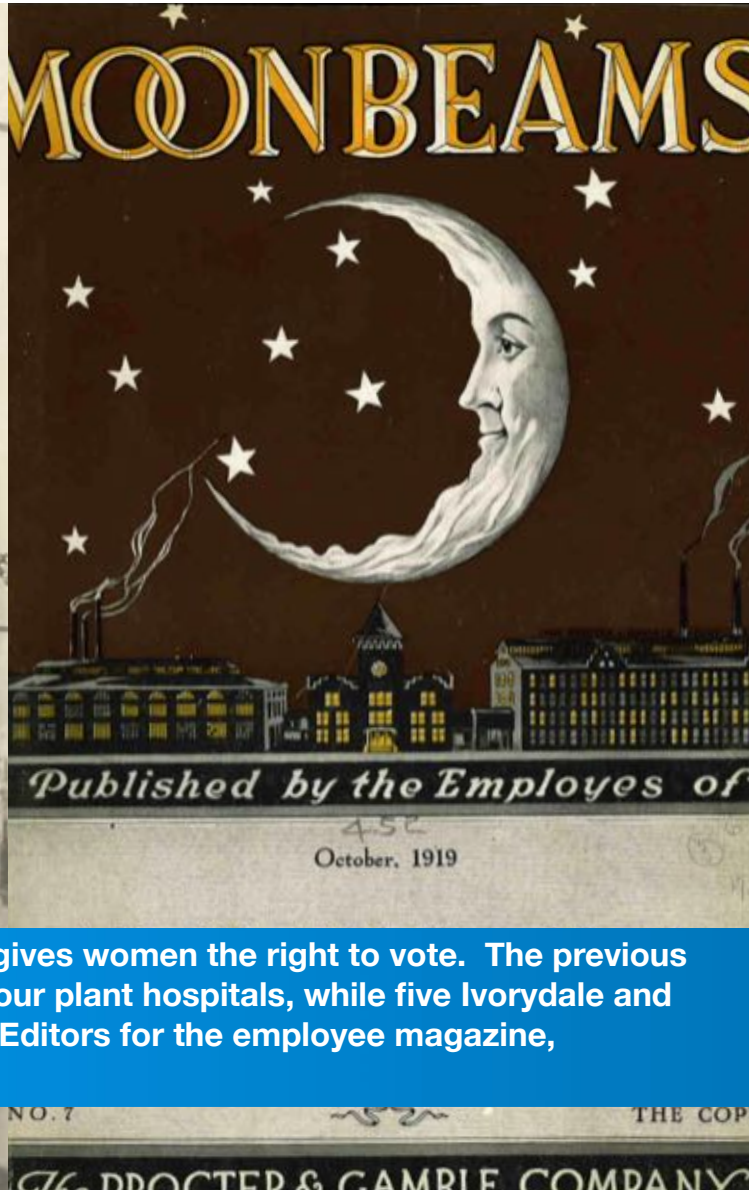
In 1884, P&G begins employing women at the Ivorydale plant to work on the Lenox Soap packing lines.



**P&G opens its first analytical lab at Ivorydale in 1890, and its staff includes one of the first women in a technical role.**



In 1903 as Gillette initiates its first production of razors, it also hires its first female employee. Ida Davidson (second from left) was recognized as adept, a quick learner, and was soon promoted to management where she would hire additional women.



In 1920 the 19th Amendment to the US Constitution gives women the right to vote. The previous year P&G hired female registered nurses to serve in our plant hospitals, while five Ivorydale and two Port Ivory female employees work as Associate Editors for the employee magazine, Moonbeams.



**From 1919 to 1929 women account for 13% of Ivorydale's workforce. In 1921 P&G establishes the Home Economics Department, employing 17 home economists over the next 40 years.**



In 1924 P&G began recruiting female recent college graduates to serve as Field Investigators for the new Market Research Department (CMK). These young women traveled the country going door-to-door to ask consumers what they thought of P&G products & advertisements.





P&G hired its first female PhD in 1926 - Else Schulze. Schulze would eventually head her own department and was responsible for hiring 37 additional women with chemical degrees to follow in her footsteps.

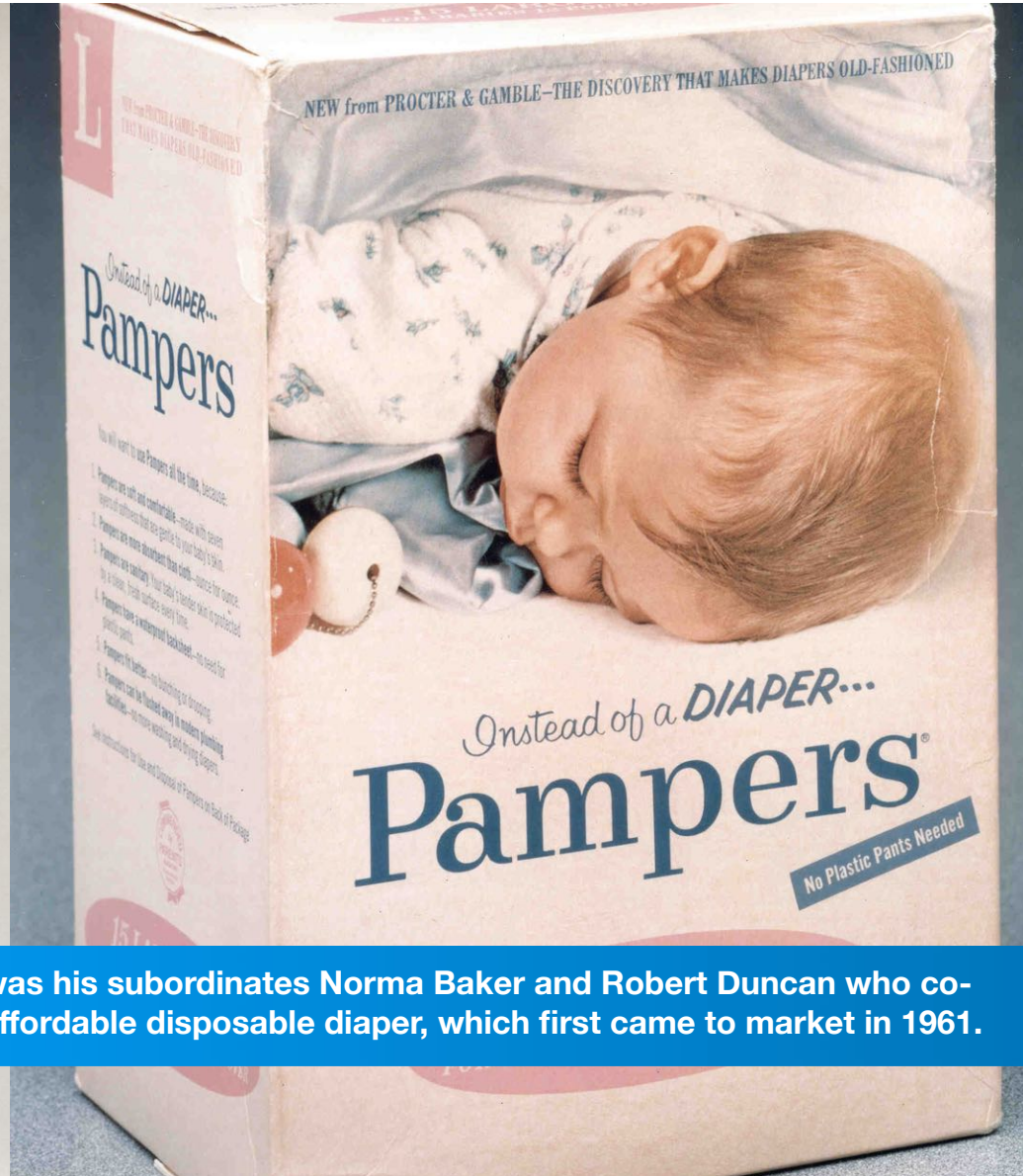
#97 - ELSE SCHULZE



IRNA PHILLIPS (19...)  
Queen of the soap op

Irna Phillips, the “Queen of the Soaps”, pioneered the Soap Opera genre while writing and casting P&G’s *The Guiding Light* and *As the World Turns* soap operas from the 1930s to the 1960s. These shows proved to advertisers that women’s stories were worth investment, and in 2020 she was recognized by Time Magazine as the Woman of the Year for 1957.

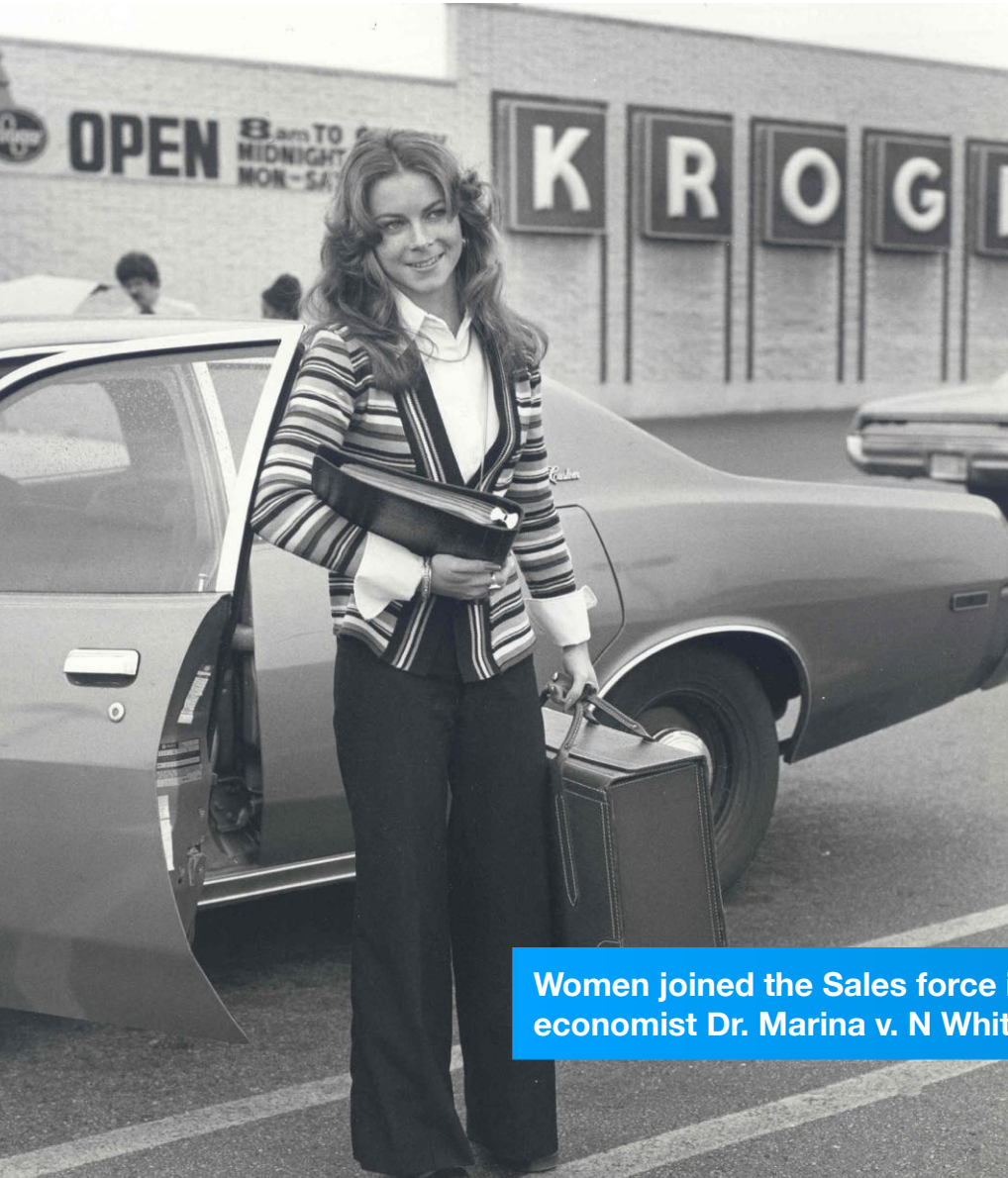




Although inspired by Vic Mills, it was his subordinates Norma Baker and Robert Duncan who co-led the work to develop the first affordable disposable diaper, which first came to market in 1961.



Women would continue to break into the higher levels within P&G functions such as Marketing when Peg Wyant became the first female ABM in 1967; she was later the first Brand Manager and first Associate Brand Director. Wyant was then asked by CEO John Smale to determine P&G's business and growth opportunities "for the next millennium", recommending expansion into the Health Care category among other things.



**Women joined the Sales force in 1974, and the Board of Directors in 1976 when esteemed economist Dr. Marina v. N Whitman became P&G's first female Director.**

Dr. Marina v. N Whitman

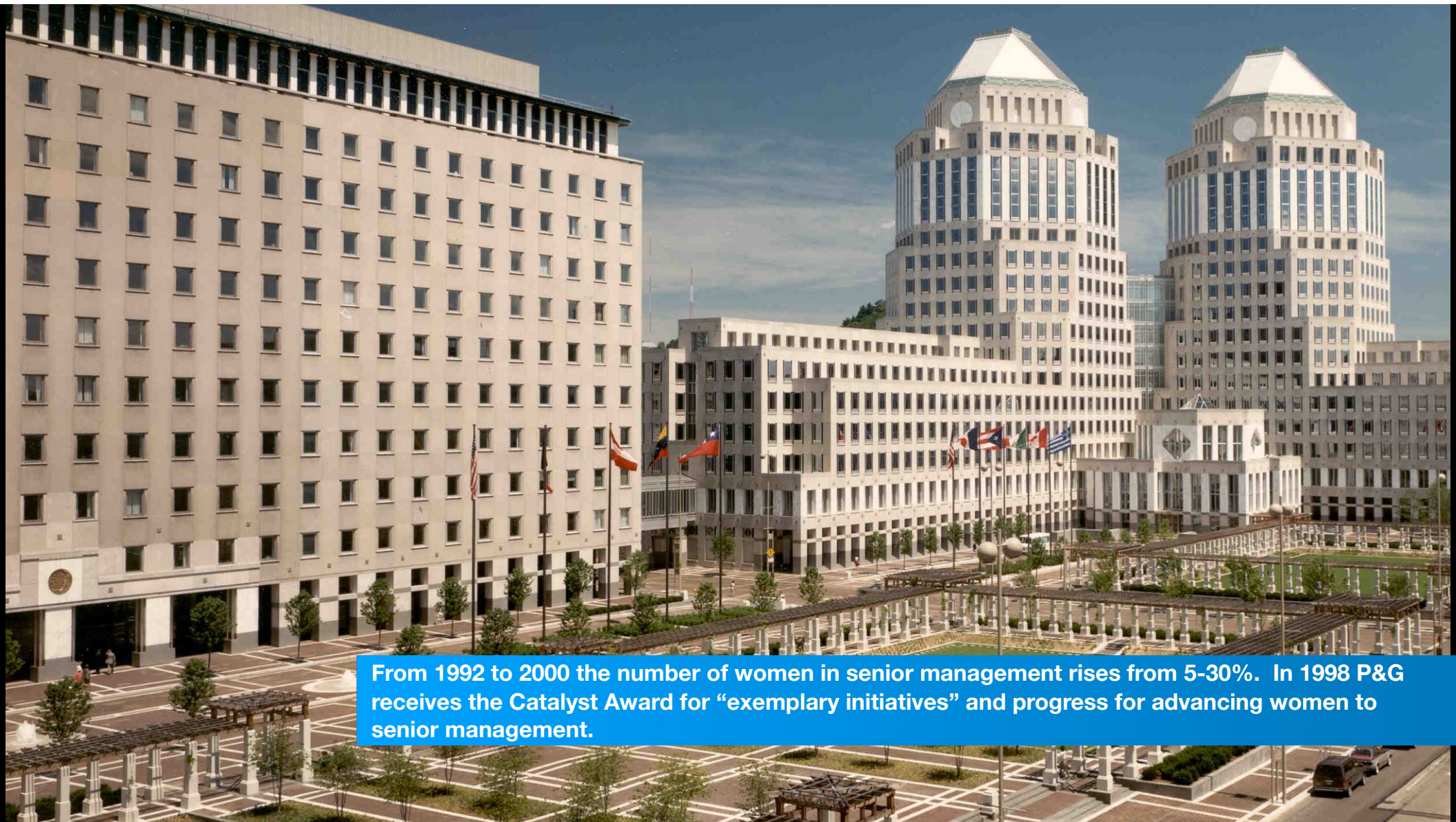


Mary Anne Gale



Martha Miller de Lombera

**Mary Anne Gale was the first female Plant Manager (Mehoopany) in 1987, and Martha Miller de Lombera and Barber H. Fraser were announced as the first female Vice-Presidents in 1991.**



**From 1992 to 2000 the number of women in senior management rises from 5-30%. In 1998 P&G receives the Catalyst Award for “exemplary initiatives” and progress for advancing women to senior management.**



Carol Berning

The first female winner of the Vic Mills R&D award is Carol Berning in 1998. The following year Charlotte Otto became the first female corporate officer (Communications).



Charlotte Otto



# WWW.BEAUTYBIZ

A FAIRCHILD PUBLICATION

## Surviving Retail's Seismic Shift

Hot **Shopkeepers**  
On Beating the Pack

How **Brands**  
Can Hold On to  
Customers

Lessons From  
The "**It**" Bag  
Phenomenon

**PLUS**  
Fall Makeup  
Knockout Hair

## CHANGING THE GAME

*Procter & Gamble's Susan Arnold Bets Big on the Beauty Consumer*  
Susan Arnold



Susan Arnold is named P&G's first female Vice-Chairman in 2004. The following year on February 14, 2005, P&G became the first consumer goods company to be granted a license to hire females in Saudi Arabia.



P&G ranked as a “Top 10 Company” by the National Association of Female Executives (NAFE) in their 2009 Top Companies for Executive Women list due to recognition of female role models at top management levels and the commitment to talent development and diversity programs.



**In 2008 Fama Francisco is appointed as General Manager, Global Baby Innovation, and is the first female Asian Pacific American GM.**



Linda Clement Holmes

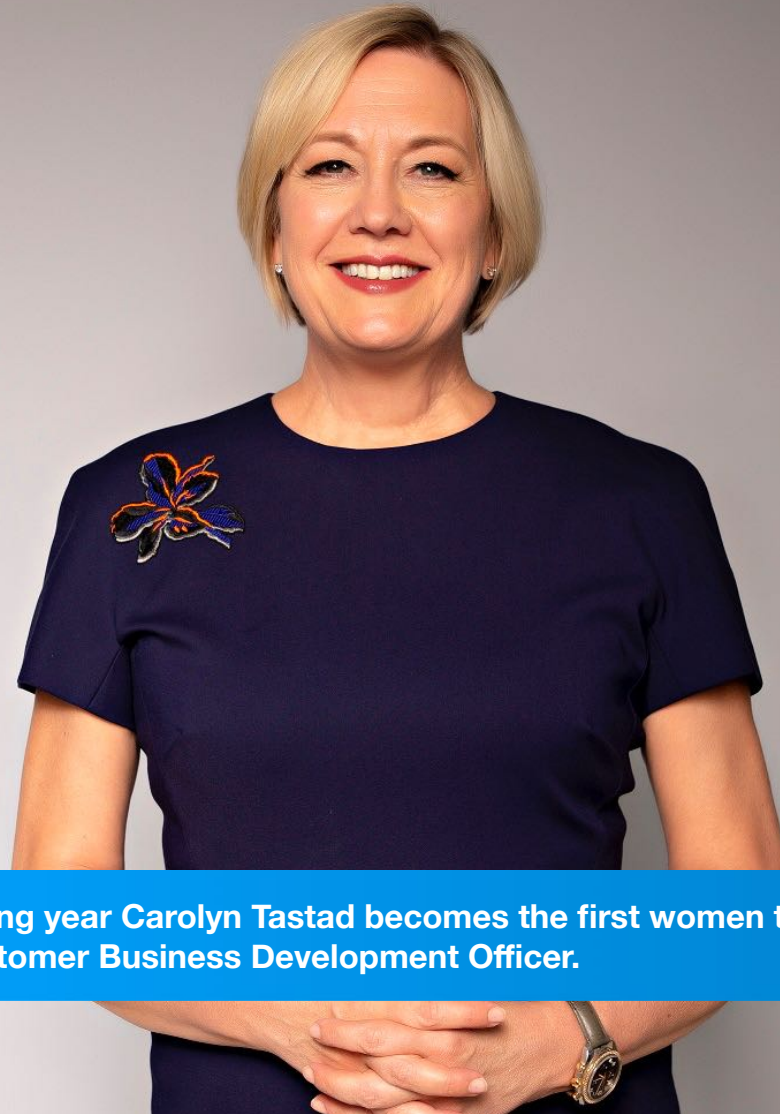


Deb Marjoras

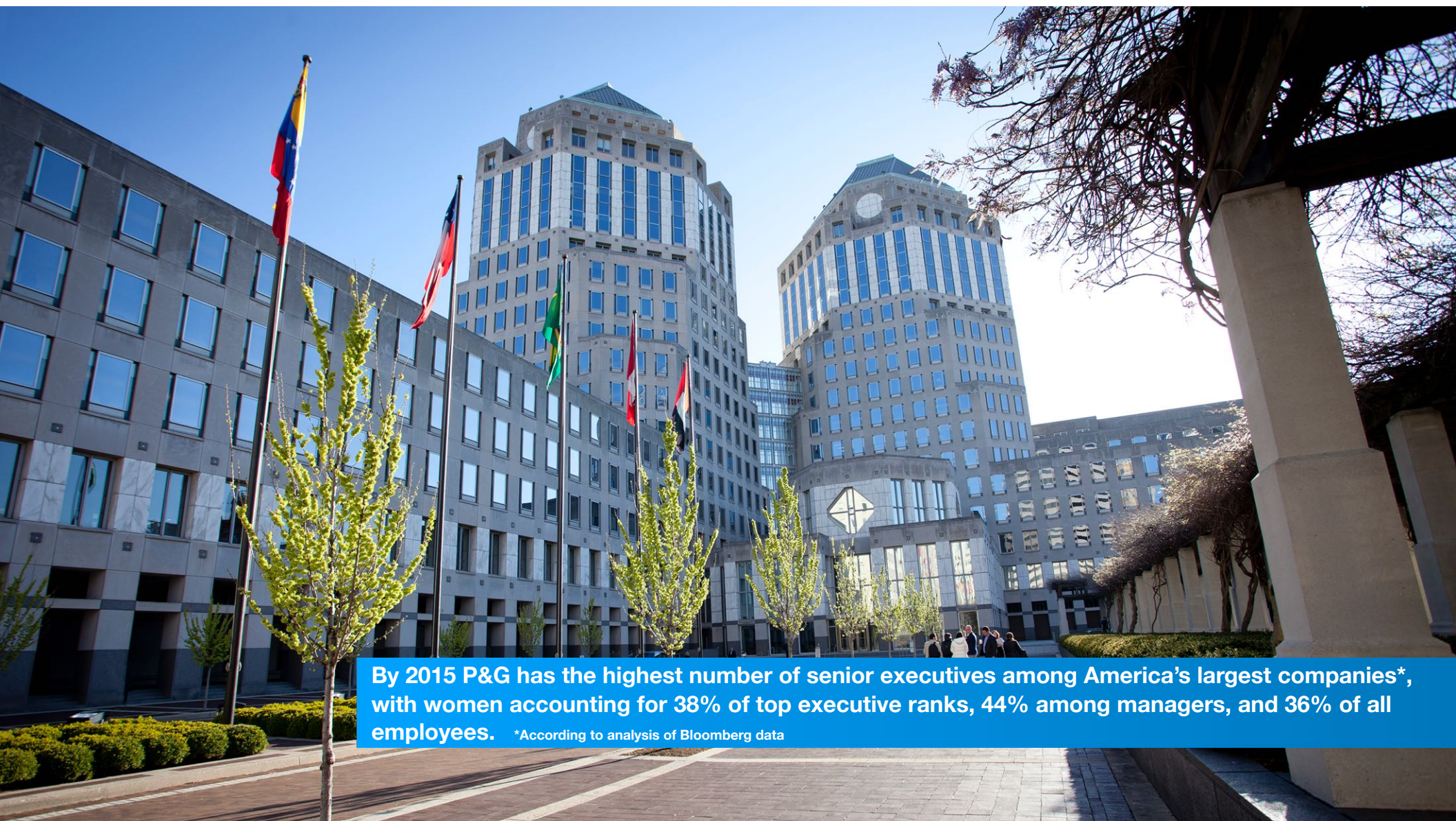
**In 2010 Linda Clement-Holmes is named P&G's Chief Diversity Officer, while Deb Majoras becomes the first female Chief Legal Officer.**



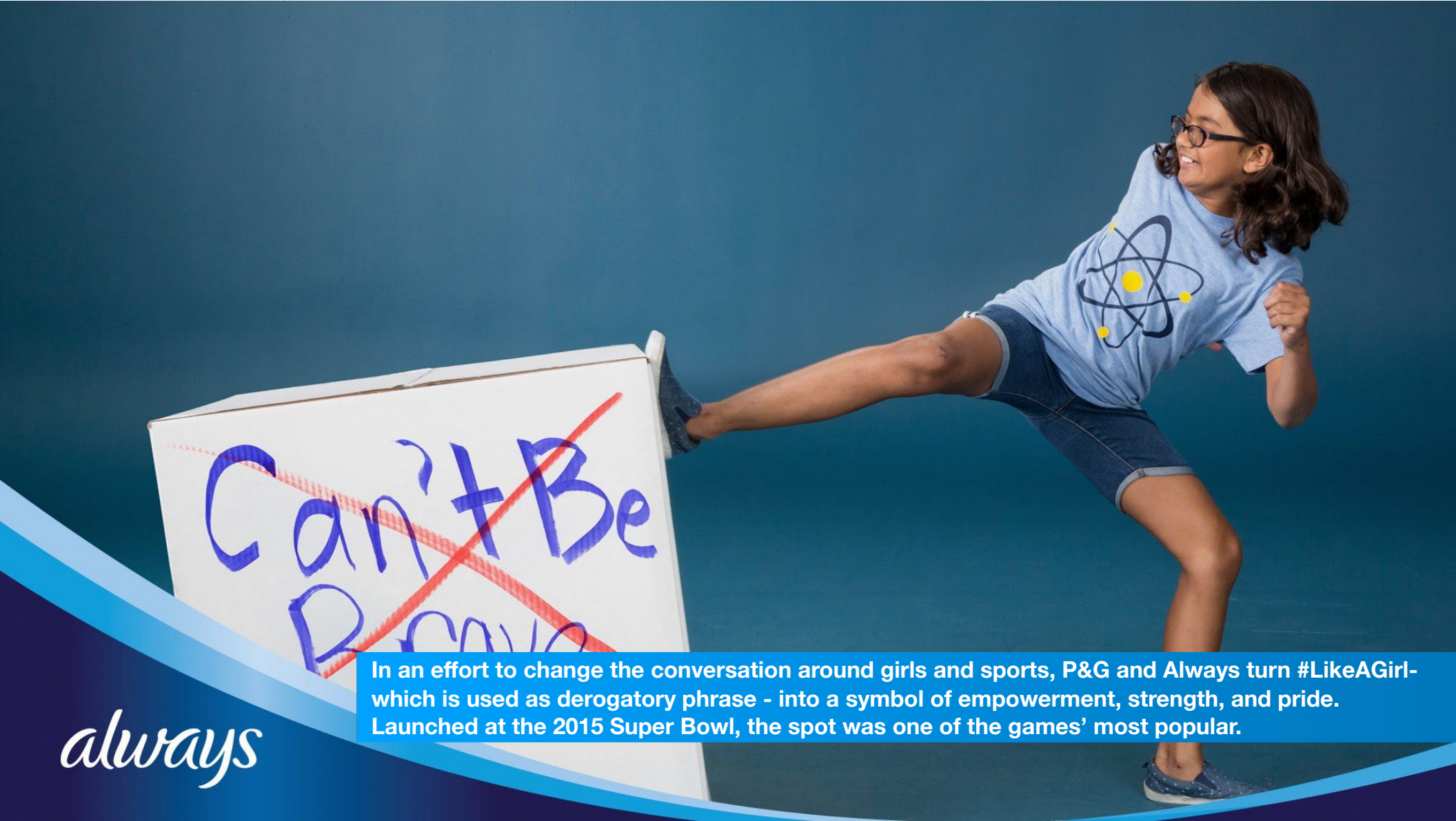
**Kathy Fish becomes the first female Chief Technology Officer in 2013**



The following year Carolyn Tastad becomes the first woman to lead P&G's Sales function as Global Customer Business Development Officer.



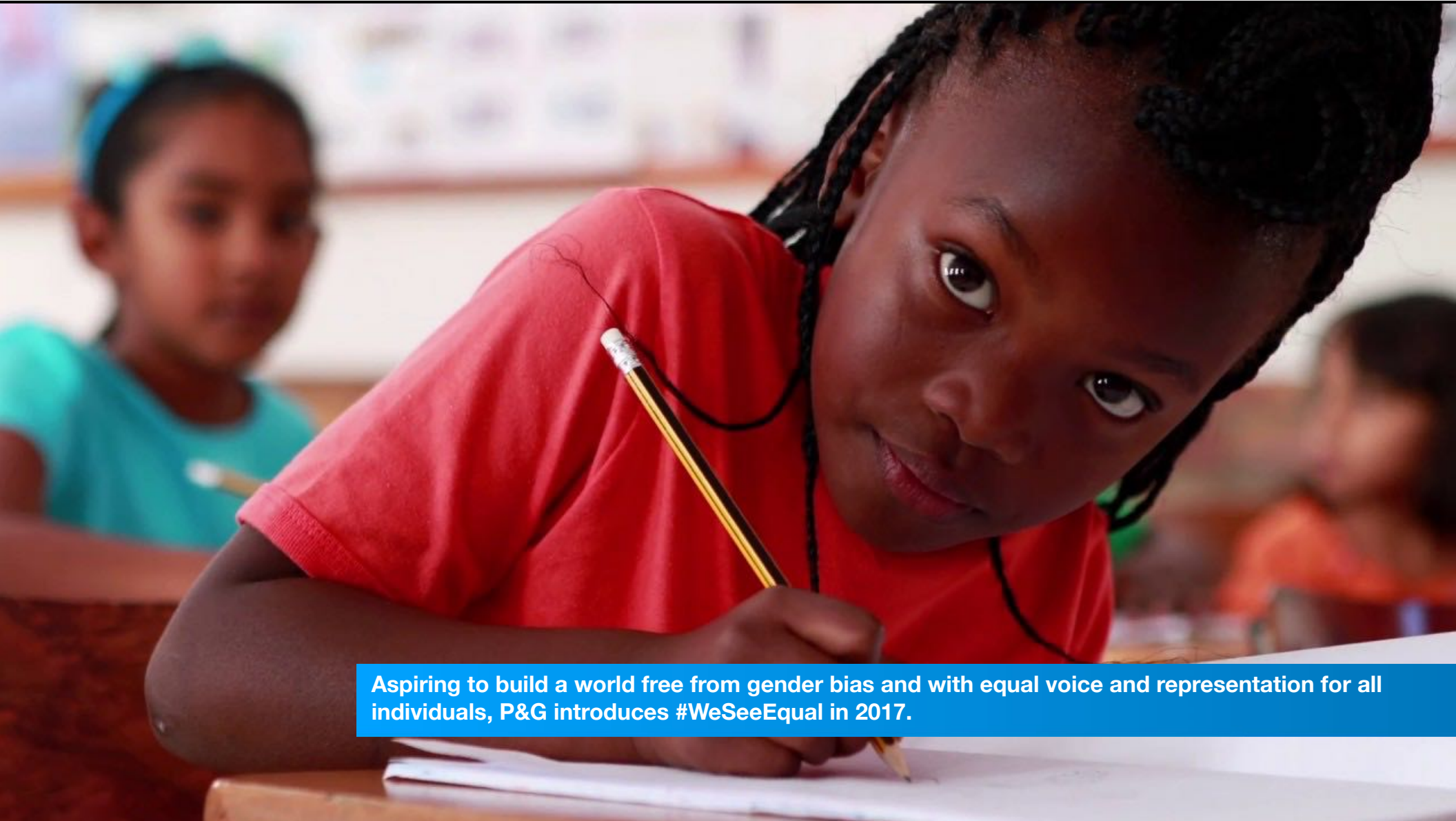
**By 2015 P&G has the highest number of senior executives among America's largest companies\*, with women accounting for 38% of top executive ranks, 44% among managers, and 36% of all employees. \*According to analysis of Bloomberg data**



In an effort to change the conversation around girls and sports, P&G and Always turn #LikeAGirl- which is used as derogatory phrase - into a symbol of empowerment, strength, and pride. Launched at the 2015 Super Bowl, the spot was one of the games' most popular.

*always*





Aspiring to build a world free from gender bias and with equal voice and representation for all individuals, P&G introduces #WeSeeEqual in 2017.



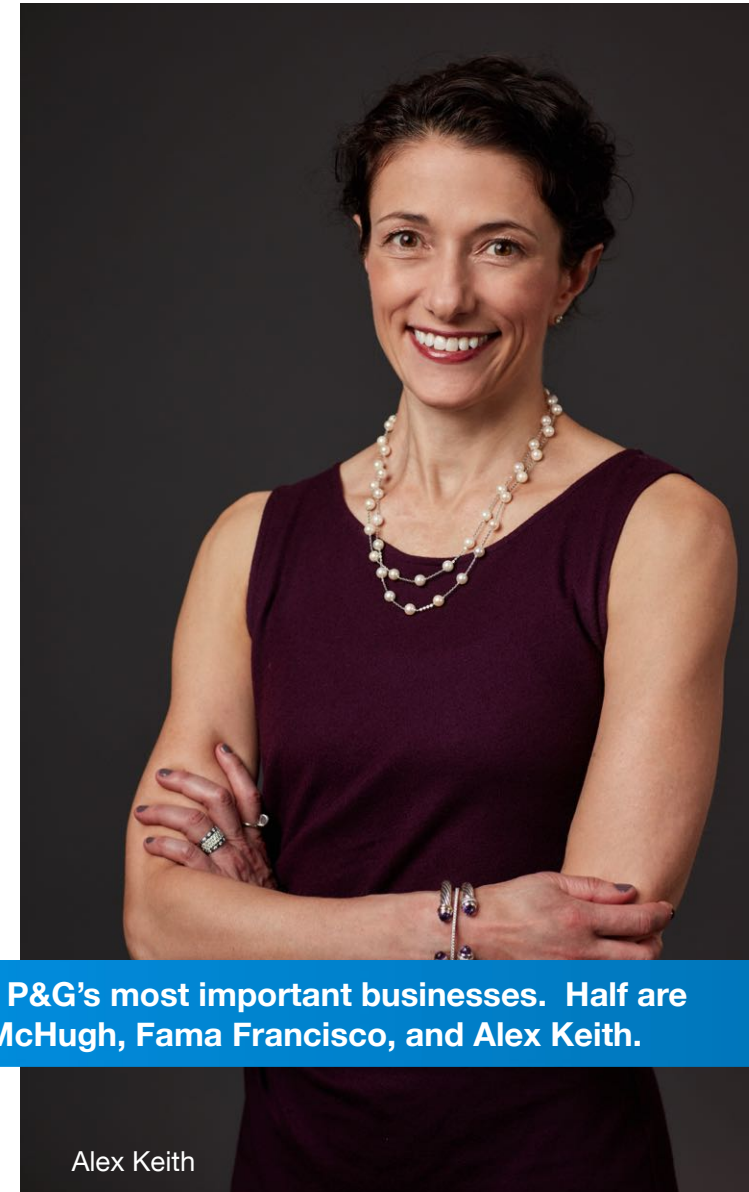
**Tracey Grabowski becomes the first female Chief Human Resources Officer in 2018**



Mary Lynn Ferguson-McHugh



Fama Francisco



Alex Keith

In 2019 P&G names six executives to be CEO to lead P&G's most important businesses. Half are of them are women. They are Mary Lynn Ferguson-McHugh, Fama Francisco, and Alex Keith.



**That same year Shelly McNamara is named Chief Equality and Inclusion Officer.**

## WOMEN JUST MADE HISTORY. BUT THEY HAVE ALWAYS DESERVED EQUAL PAY.

23 is the number of players on one *champion* team: women's or men's.  
23 pairs of chromosomes make up one *winning* athlete: female or male.  
23 is a prime, *whole* number; it can never be divided.  
23 is the number of *strength*.

But we know *strength* is more than overcoming what makes us sweat.  
It's recognizing inequality and working to rectify it.  
It's being true to yourself and your principles.  
It's learning from what's wrong and standing up for what's right.

Today, we proudly stand up and give the number 23 a new meaning.  
We are doing our part to help close the pay gap  
by giving the Players Association over half a million dollars —  
\$529,000 to be exact — the equivalent of \$23,000 for each of the 23 players.

As a partner, we know the *U.S. Soccer Federation* is  
an organization of considerable *strength*.  
It has the *strength* to be on the *right side* of history.

But after all the toasts, cheers, parades and awards subside, *the issue remains*.  
*Inequality* is about more than pay and players; it's about *values*.  
Let's take this moment of celebration to propel women's sports forward.  
We urge the *U.S. Soccer Federation* to be a beacon of *strength*  
and *end gender pay inequality* once and for all, for all players.

And we urge you, our fellow fans,  
friends, supporters, organizations and brands:  
join our team and help close the gender pay gap.

**EQUAL WORK. EQUAL SWEAT. EQUAL PAY.**

*Secret*®

ALL STRENGTH  
NO SWEAT

#WeSeeEqual | 

Secret, a sponsor of the 2019 U.S. Women's National Soccer Team, supports the teams demand for equal pay by donating \$529,000 to the U.S. Women's National Team Players Association to help close the pay gap.





Patricia Woertz, 2008



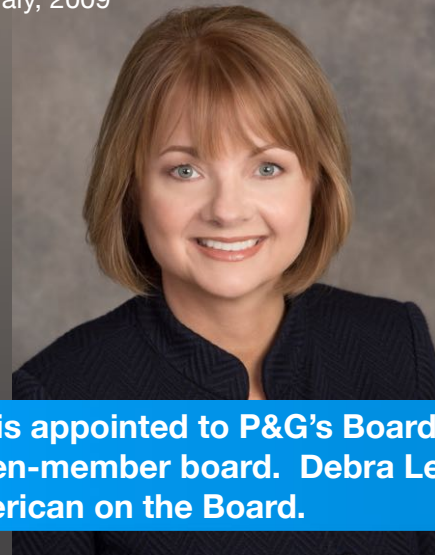
Debra Lee, 2020



Margaret Whitman, 2003-08, 2011



Amy Chang, 2017



Angela Braly, 2009



Christine McCarthy, 2019

**In 2020 Debra Lee is appointed to P&G's Board of Directors, bringing the total number of women to six on the thirteen-member board. Debra Lee is the first woman of color, while Amy Chang is the first Asian-American on the Board.**

# YOUR PAD PURCHASE CAN KEEP HER IN SCHOOL

## #ENDPERIODPOVERTY



PACK



DONATION

In the fall of 2020, during the COVID-19 pandemic, Always has donated more than 4 million pads as 1 in 3 young people feel less confident because they've missed after school activities and 1 of 3 parents worry about their ability to afford period products. Since beginning the #EndPeriodPoverty campaign in 2018, Always had donated more than 30 million pads.



When everyone sees equal, economies grow, communities are healthier and the world is a better place for everyone. As we celebrate the women of our past, we look forward to the future and all the great things women leaders will accomplish in the years to come.