



Gender Equality

We aspire to build a better world for all of us—inside and outside P&G; a world free from bias and with equal voice and equal representation for all individuals. A world where everyone sees equal. We know that gender equality contributes to stronger economies, healthier communities and thriving businesses.

We are focusing on three areas where we can have the greatest impact: leveraging our significant voice in advertising and media to tackle gender bias; removing gender-biased barriers to education

for girls and economic opportunities for women through our corporate programs and policy advocacy efforts; and 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.

In each of these areas, we partner with highly-engaged organizations that share our commitment and where we can combine our resources, talents and skills to have a bigger impact.



HIGHLIGHTS

Busting Workplace Myths and Opening Minds

In January 2018, a thought-provoking exhibit arrived at the small Alpine town of Davos, Switzerland during the annual World Economic Forum. This Women at Work: Myth vs. Reality interactive exhibit dispels the gender “myths” that get in the way of women’s representation and advancement in the workplace. It’s designed to expose and challenge the myths that hold women back from achieving 50/50 representation at all levels of management, changing the way we think and talk about women and creating a new narrative that will accelerate progress. The Women at Work exhibit is appearing at additional events across the world, continuing to open minds and challenge outdated thinking.



HIGHLIGHTS

Sesame Street Muppets Fuel Girls' Aspirations

Chamki is a vibrant 5-year-old girl Muppet who lives on Galli Galli Sim Sim, the Indian version of Sesame Street. The Growing Up Chamki series airing on TV in India explores issues of gender equity in child-relevant ways, with girls and boys role-playing different careers and family roles. P&G partnered with Sesame Workshop to produce the episodes and make them available to Sesame Street co-productions around the world, aiming to set a new expectation that values girls' education equal to boys'—so that both boys and girls can reach their full potential. Sesame Workshop and P&G also launched an advocacy campaign featuring a 60-second video promoting girls' education and gender equality. This video launched on the KweSé TV network in ten countries throughout Sub-Saharan Africa, airing more than 1,000 times, and has been viewed more than two million times on social media. P&G will continue to support Sesame Workshop, local educators and producers in developing engaging, inspiring female Muppet characters around the world. From Zari in Afghanistan to Chamki in India, Lola in Latin America, Kami in South Africa and Raya throughout Sub-Saharan Africa and South Asia, the girl Muppets have become the most popular characters among girls and boys alike.



HIGHLIGHTS

P&G Commits \$100 Million to Women-Owned Businesses Outside the U.S.

When women have the tools to fully participate in the economy—through increased access to training, loans, credit, economic literacy and more—they build businesses, and we see entire communities transformed. P&G has made women's economic empowerment a priority and developed a program supporting women entrepreneurs across our supply chain, from suppliers to distributors to agencies primarily in the U.S., but now we're expanding the effort. In October 2017, we made a commitment to spend \$100 million with Women-Owned Businesses (WBEs) outside the U.S. over three years. In December 2017, we joined with U.N. Women and Sharjah's ruler to host the first Women's Economic Empowerment Summit held in the Middle East, driving awareness about the importance of active intervention and long-term advocacy. P&G developed a customized training program targeting the private sector to help guide businesses on how to get started with WBEs. This, combined with other interventions, helped jump-start a new generation of women entrepreneurs. And we're proud to report that the 3-year, \$100 million goal was surpassed in less than one year.



P&G's pledge to spend \$100 million with Women-Owned Businesses outside the U.S. over three years was surpassed in just one year.

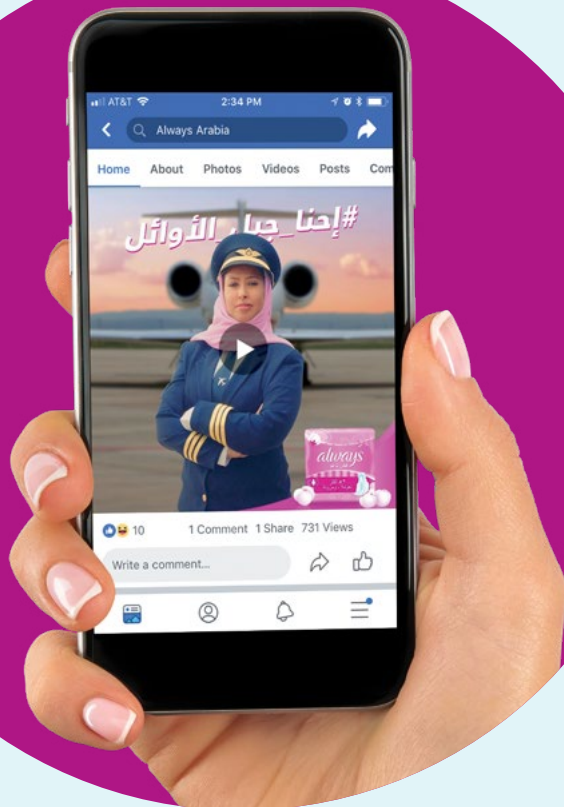


HIGHLIGHTS

Using Our Voice

To use our voice in advertising to help eliminate bias and promote equality, we announced at the 2018 Cannes Festival of Creativity an industry-wide aspiration to get to 100% of ads and media accurately portraying women and girls along with specific steps to get to 50/50 equality in creative directors and other production roles. We're partnering with #SeeHer and the U.N. Women Unstereotype Alliance, investing to expand Free the Bid and supporting content created by and for women—with partners like Katie Couric Media and The Queen Collective.

Gender-equal ads perform 26% higher in sales growth according to the same #SeeHer study. Some of P&G's best-performing brands have the most gender-equal campaigns such as Always Like A Girl and SK-II Change Destiny—demonstrating that equality is a force for good and a force for growth.



HIGHLIGHTS

Generation of Firsts

Our Always brand continues to tackle societal barriers for women around the world and in April launched the campaign “Generation of Firsts,” which celebrates Saudi women achievers. With this campaign, Always is supporting women to embrace being the first to achieve a career ideal that had been traditionally challenged. The film was made with not only an all-Saudi cast and crew but an *all-female* Saudi cast and crew including the director, producer, cinematographer and full production team.

The film was viewed more than 1.5 million times and generated a social media flurry with more than 1,000 stories, pictures and videos of Saudi girls proudly posting what they had accomplished.

always

The Always campaign “Generation of Firsts” celebrates Saudi women achievers, inspiring consumers to share their own stories.

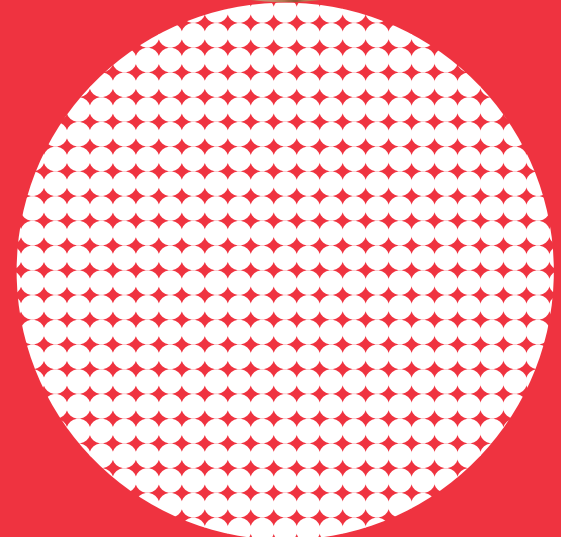


HIGHLIGHTS

Men Advocating Real Change™

At P&G, we believe that the requisite skills to succeed as leaders in 2018 and beyond include the ability to be empathetic and inclusive. Given the critical role men play in advancing women and to achieving gender equality, we have partnered with Catalyst on their MARC™ (Men Advocating Real Change) initiative. Through this effort men better understand the impact stereotypes, unconscious bias and male-dominant culture have on women's career progression. In less than two years, MARC workshops have reached almost 800 P&G managers across more than 15 countries. And by inviting other Fortune 500 companies to join our P&G-hosted workshops, several companies have been inspired to launch their own MARC initiatives.

Gender Equality



Message from Carolyn Tastad

“At P&G, we want a world free from bias—a world with equal voice and equal representation for all individuals.

We believe in gender equality. Equality for women of all races, LGBT+ women, women of high and low economic status, women with disabilities, with more and less education—in however individuals define themselves. We’re making progress, but there is more to do.

This past year, we made a conscious choice to look deeper into understanding why women are so massively underrepresented in the top levels of companies, of governments, of industries everywhere. The answer, at least in part, is that society continues to operate with a set of outdated assumptions—or myths—about women that hold them back. We’ve all heard the clichés that feed these myths: Women question and doubt themselves. Women dread confrontation. It’s hard for women to master their emotions. They lack ambition.

Women bump up against the notion that it’s their own behavior or style that holds them back. We know this is false. We need to create a new narrative—we need to unlearn the myths and replace them with the reality that we see every day. Women are highly effective leaders. That’s what we believe at P&G.”



Carolyn Tastad
Group President,
North America

Using Our Voice

Generation of Firsts

Our Always brand continues to tackle societal barriers for women around the world. Saudi Arabia is at the cusp of transformation as Saudi women are coming into their own, challenging expectations in careers and at home. In April 2018, Always launched the “Generation of Firsts” campaign, which celebrates Saudi women achievers. Through this campaign, Always is supporting women to embrace being the first to achieve a career ideal that had been traditionally challenged. The film was made with not only an all-Saudi cast and crew, but with an *all-female* Saudi cast and crew—an unprecedented undertaking.

The film was viewed more than 1.5 million times and generated a social media flurry with more than 1000 stories, pictures and videos of Saudi girls proudly posting what they were the first in their families to accomplish.

Brand Campaigns Champion Gender Equality

Ariel France

By highlighting the important role parents play in role modelling, this Ariel ad challenges the idea that laundry is a woman's job. French authorities have called it “the first time that an ad explicitly points to sharing responsibilities in the home. It is an evolution of our society.”

Joy Japan

In Japan, while 60% of married couples today have careers, 90% of household work is performed by women. “Sharing the housework – job to JOY” encourages family members to talk about sharing chores and uses male and female perspectives to tell a compelling story.

Olay North America

From being told they are “too emotional” to “too ambitious,” women constantly face conflicting expectations for how they should look, feel or behave. An Olay campaign is ready to put an end to that by encouraging women to “Face Anything”.

Olay China

Olay is encouraging all women to be fearless about their age, using meaningful numbers instead of years to tell their story: “59”, for instance, because she has won 59 championships, or “8”, because she has been a singer for 8 years.



We are using our brand advertisements to change cultural perspectives about gender norms around the world.

Using Our Voice



Sesame Street Muppets Fuel Girls' Aspirations

Chamki is a vibrant, five-year-old girl Muppet on Galli Galli Sim Sim, the Indian version of Sesame Street. Chamki loves school and dreams of becoming a scientist one day. The Growing Up Chamki series airing on TV in India explores issues of gender equity in child-relevant ways, with girls and boys role-playing different careers and family roles. This teaches girls and boys alike that they can aspire to be anything they want to be.

P&G partnered with Sesame Workshop to produce the episodes and make them available to Sesame Street co-productions around the world, aiming to set a new expectation that values girls' education, so that both boys and girls can reach their full potential. Empowering girls is critically important because they face barriers boys do not. Early marriage, gender discrimination, lack of adequate sanitation and differences in how parents value education for girls versus boys often keeps girls from enrolling and staying in school.

Sesame Workshop and P&G also launched an advocacy campaign featuring a 60-second video promoting girls' education and gender equity. This video aired more than 1,000 times on the Kwesé TV network in ten countries throughout sub-Saharan Africa and has been viewed more than two million times on social media.

P&G will continue to support Sesame Workshop, local educators and producers in developing engaging, inspiring female Muppet characters around the world. These characters appeal to both children and adults, and they encourage audiences to respect girls, appreciate their diverse likes and dislikes, advocate for their education and support their dreams—planting the seeds for societal change. They are often able to challenge stereotypes in ways that human characters could not, without threatening or disrespecting cultural norms. From Chamki in India to Zari in Afghanistan and Lola in Latin America, these, and other girl Muppets, have become the most popular characters among girls and boys alike.



Using Our Voice

Always Increases Efforts to Help Keep Girls in School

Girls in many parts of the world don't have access to sanitary pads, causing them to miss school during their period. Always has been helping the most at-risk girls with access to pads for more than 10 years through initiatives like the Always Keeping Girls in School Program in Africa. When Always learned, in early 2018, that there were still a significant number of girls in developed countries missing school because of lack of access to period products, the team expanded their efforts by launching programs like the #EndPeriodPoverty campaigns in the UK, U.S. and Canada.

The campaigns have been critical in raising awareness and sparking conversation around the issue, as well as providing access to products for girls in need. To date, more than 25 million pads have been donated through these campaigns. Similar campaigns will continue to be rolled out in other countries in the coming year. These programs are just one way Always is helping to champion girls' confidence by keeping them in school and focused on reaching their full potential.

Queen Collective Inspires Female Filmmakers

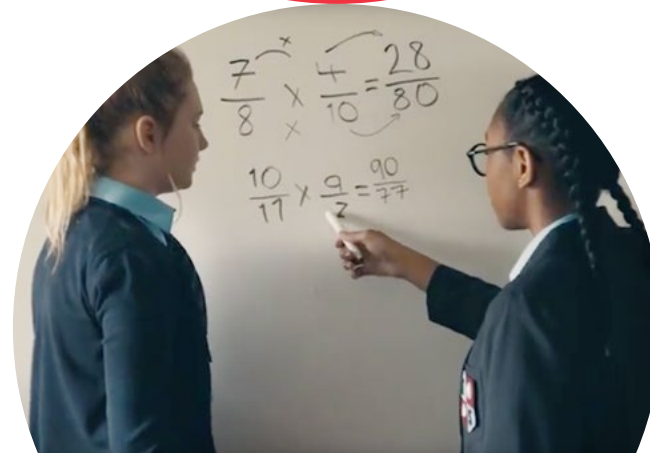
Legendary artist Queen Latifah is helping to accelerate gender and racial equality behind the camera by creating U.S. distribution for films produced by diverse female directors. The Queen Collective—a program developed in partnership with Queen Latifah, Tribeca Studios, P&G and other partners—issued a call for women directors of color to submit a treatment for an original short documentary. Brittany "B.Monét" Fennell and Haley Elizabeth Anderson were chosen as winners and participated in a mentorship session hosted by Tribeca Studios. They will make films with financing and distribution support from the Queen Collective.



Partnered with Queen Latifah and Tribeca Studios, P&G is distributing films produced by diverse female directors.



The Always Keeping Girls in School program in Africa has expanded to include #EndPeriodPoverty campaigns in the UK, U.S. and Canada.



Making an Impact

P&G Commits \$100 Million to Women-Owned Businesses Outside the U.S.

When women have the tools to fully participate in the economy—through increased access to training, loans, credit, economic literacy and more—they build businesses, and entire communities are transformed. P&G has made women's economic empowerment a priority and developed a program that supports women entrepreneurs across our supply chain, from suppliers to distributors to agencies.

While initially conducted primarily in the U.S., the effort has been expanded. In October 2017, P&G committed to spend \$100 million with Women Owned Businesses (WBE) outside the U.S. over three years. In December 2017, P&G joined with UN Women and the ruler of Sharjah to host the first Women's Economic Empowerment Summit in the Middle East, driving awareness about the importance of active intervention and long-term advocacy. P&G also developed a customized training program targeting the private sector to help guide businesses on how to get started with WBE. Combined with other interventions during the summit, this helped jump-start a new generation of women entrepreneurs. We're proud to report that the three-year, \$100-million goal was surpassed in less than one year.

Mexico, Nigeria, Malaysia, Spain Champion Women Entrepreneurs

P&G Mexico and P&G Nigeria partnered with WEConnect International to develop 20 female entrepreneurs in each market by providing a multi-session training course, tailored to meet local market needs. P&G experts and external speakers facilitated the sessions to develop participants' business strategies and skills in areas such as marketing, sales, finance and leadership. At the end of the course, the entrepreneurs were able to present their pitches to representatives from P&G Purchases to receive valuable feedback. P&G and WEConnect will continue to make more economic opportunities available through high-value training sessions in additional markets.

Initiated in 2015, Ibo Nakhoda Hidup is a collaborative program between P&G Malaysia, top retailer MYDIN, and the non-governmental organization WOMEN:girls. This program aims to help mother entrepreneurs (momprenuers) not only generate household income but to also pursue their dreams of running a successful small business. Every year, five winners are selected for funding and special support opportunities in branding, business strategies and given access to machinery and equipment to bring their business to the next level. As of 2018, the program has received 600 submissions from mompreneurs from 10 states across Malaysia, generating more than \$90,000 of support.

P&G Spain partnered with Womenalia, a network of more than 280,000 professional women, and retailers Arenal, Marvimundo and Primor to enhance economic opportunities for women through the launch of "Sigue Adelante" (Keep Going) grants. This year, grants were given to three women entrepreneurs to launch their businesses, and they were given access to funding, training, mentoring and a co-working space.



Partnered with WEConnect, we provide training courses to teach business strategy, finance and sales to women entrepreneurs.

Making an Impact

Forward Together Toronto Nurtures Talent

Five years ago, P&G Canada's internal Women's Network saw an opportunity to further develop high-potential women in the company. P&G's Irena Kahn, supported by her management, took the lead to connect with other large employers in the Toronto area to create a forum called Forward Together. The Forward Together conference is now an annual event, and P&G women who participate say they love to the dynamic guest speakers and the opportunity for peer mentorship and to share best practices across different companies. To date, more than 1,000 women have been touched by this effort, helping to grow the next generation of female business leaders.

JUMP Promotes Women in the Workplace

JUMP is Belgium's leading voice working with organizations and individuals to close the gap between women and men at work, in order to create a more equal society. In March 2018, P&G's Belgium, Netherlands, Luxembourg business leader Caroline Thomaes, a passionate advocate for women, was asked to talk at the annual JUMP Conference about how P&G is working to create a gender equal world inside and outside the Company.



LEAD Develops Europe's Future Female Leaders

At many corporations in Europe, women have traditionally not been part of the retail and consumer goods industry, largely because of an outdated perception that a career in Sales means life on the road and a false narrative that few women can succeed as a corporate executive.



P&G has taken steps to drive change across the continent, starting with our own industry. As a Foundation Partner and longstanding supporter of the Leading Executives Advancing Diversity (LEAD) Network, we've joined forces with other corporations to actively attract, retain and advance women in the retail and consumer goods industry in Europe. LEAD serves as a platform for exchanging ideas and best practices and for inspiring others to find solutions to challenges they may be facing.

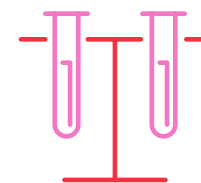
At the 2017 annual LEAD Network event, P&G was recognized as the European CPG (Consumer Packaged Goods) manufacturer with the highest representation of female executives (32%). We are driving our partnership with LEAD Network through local chapters in Switzerland, Netherlands, Germany, Spain, Turkey and the UK.

"We're very proud of the progress we've made at P&G but there is a lot of work ahead. Industry collaborations like LEAD Network are vital for broad and sustainable progress towards true gender equality in business and society."

— Gary Coombe, Group President, Global Grooming, and former President, P&G Europe.

P&G Belgium Supports Girls in STEM

"Greenlight-for-Girls" (G4G) is an international organization aimed at encouraging girls to pursue STEM studies. Since 2013, P&G's R&D team in Brussels has been organizing science workshops for girls in order to educate and inspire them to pursue future careers in science, technology, engineering or math (STEM). The Brussels Innovation Center has spearheaded this effort, and P&G centers in Barcelona and Cincinnati have also adopted the initiative. Plans are underway to expand the effort to additional countries.



Our R&D team in Brussels organizes science workshops for girls to inspire them to pursue careers in STEM.

Changing the Culture

Busting Workplace Myths and Opening Minds

We are working to create an inclusive, gender-equal workplace—within P&G and beyond. While progress has been made, women are still underrepresented at the top levels of most companies. One reason is that society continues to operate with a set of outdated assumptions about women in the workplace.

In January 2018, the thought-provoking exhibit *Women at Work: Myth vs. Reality* was displayed at Davos, Switzerland during the annual World Economic Forum. The interactive exhibit dispels the gender “myths” that get in the way of women’s representation and advancement in the workplace. The brainchild of P&G and Seneca Women, a global leadership community, the exhibit is designed to expose and challenge the myths that hold women back from achieving 50/50 representation in all levels of management, changing the way we think and talk about women and creating a new narrative to accelerate progress. The *Women at Work* exhibit is appearing at additional events and gatherings across the world.



At P&G, we’re challenging the myths that hold women back from achieving equal representation in the workplace.

Men Advocating Real Change™

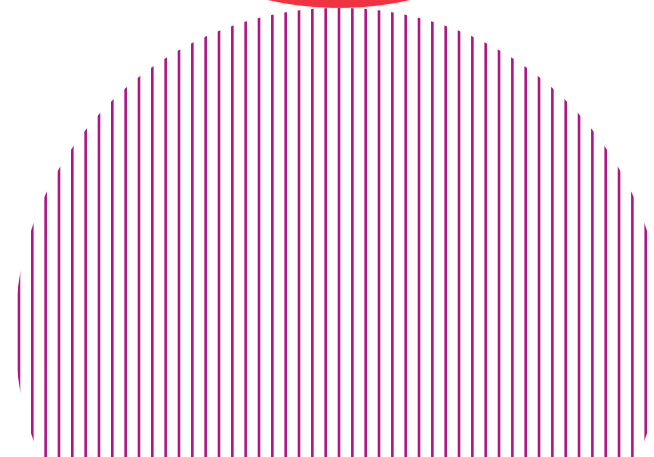
At P&G, we believe that the requisite skills to succeed as leaders in 2018 and beyond include the ability to be empathetic and inclusive. Given the critical role men play in advancing women and in achieving gender equality, we have partnered with Catalyst on their MARC™ (Men Advocating Real Change) initiative. Through this effort men better understand the impact that stereotypes, unconscious bias and male-dominant culture have on women’s career progression. In less than two years, MARC workshops have reached almost 800 P&G managers across more than 15 countries, with plans to expand further in 2019. Several other Fortune 500 companies, invited to join the P&G-hosted workshops, have been inspired to launch their own MARC initiatives.

“For me, MARC boldly started a dialogue with myself and other male colleagues about what we assume to be normal (but it is not), how much business culture is built on male culture, and the privilege I had in belonging to the dominant culture from the beginning of my career.”

— Giorgio Siracusa, Vice President, Human Resources, P&G Europe



In less than two years, MARC dialogue workshops have reached almost 800 P&G managers across more than 15 countries.



Changing the Culture

#WeSeeEqual Forums Held in NA, Europe, Asia

Notable advocates for Gender Equality headlined P&G-hosted events in 2018 to share inspiring stories and galvanize P&G's efforts to build a world free from gender bias. Award-winning journalist Katie Couric, former White House Executive Director for the Council on Women & Girls Tina Tchen and others energized employees, industry partners and government representatives in P&G's Cincinnati, Geneva and Singapore offices, inspiring attendees to become advocates for change within the workplace and in their communities.



P&G's Sue Kyung Lee brought together advocates for Gender Equality to share stories and inspire action within their communities in Singapore.

P&G Manufacturing Site Embraces Equality

P&G's Hyderabad plant was one of the first manufacturing sites in India to aggressively hire and support women across the workforce. In an unprecedented move, the site collaborated with the government to receive approval to allow women to work across shifts. To facilitate this, P&G arranged the necessary support, including providing special secure transport for women and inclusive onsite health and wellness programs. Engagement sessions were held during recruitment with candidates, their parents and the entire Hyderabad Leadership Team to communicate our commitment to safety, security and meaningful long-term careers. Female employees now work across all shifts and have the opportunity to operate manufacturing equipment. Implementing these changes has created tremendous response during hiring drives and has provided a roadmap for sustaining women over the course of their careers.



Our Hyderabad plant in India expanded their transportation and health support to enable women to work across all shifts.

Gender Equality Partners

Achieving a world free from gender bias is not work that any one individual, NGO, government or company—no matter how committed—can tackle alone. In all of our Gender Equality focus areas—leveraging our voice in advertising, removing barriers to education and economic opportunity and achieving 50-50 representation within our Company—we partner with highly-engaged and effective organizations that share our commitment.

We are inspired and proud to work with our partners to combine our resources, talents and skills to have a broader and bigger impact.



Awards & Recognitions

Carolyn Tastad, Alex Keith and Fama Francisco named
to Fortune's Most Powerful Women (Global)

NAFE Top Companies for Executive Women (U.S.)

Working Mother Best Companies for Working Mothers
(U.S.)

Empowerment of Women Bronze Award, Pinnacle
Group Global CSR Awards (Global)

Working Mother Best Companies for Multicultural
Women (U.S.)

Top 10 company – best gender equality practices
(Colombia)

Total E-Quality award (Germany)

Gary Coombe recognized as a male champion for
Women in Business, 2018 Agents of Change Power List
(UK)





ABOUT OUR CITIZENSHIP REPORT

Data in this report covers the period of July 1, 2017 to June 30, 2018. Financial information is given in U.S. dollars.

Questions related to this report can be directed to mediateam.im@pg.com. This report references GRI 102:

General Disclosures 2016. A GRI Content Index for this report can be found [here](#).