

2017

Citizenship Report

START ›

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Leadership Statement

Dear Stakeholders,

I'm pleased to share our 2017 Citizenship Report, which details how P&G's Citizenship efforts are built into the way we deliver our business results. This report provides a holistic view of how P&G's Citizenship work comes together—across brands, employees, operations and business partners—to make meaningful differences in people's lives around the world.

Every day, we work to be a force for good and a force for growth. Our aspiration is to positively impact all our stakeholders in each area of our Citizenship work: Ethics & Corporate Responsibility, Community Impact, Diversity & Inclusion, Gender Equality and Environmental Sustainability.

(continued on next page)



David S. Taylor

Chairman of the Board,
President and Chief Executive Officer

Leadership Statement

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P&G has been a leader in environmental sustainability for decades and continues to make strong progress—meeting our 2020 energy, transportation, waste and water goals ahead of schedule. We're committed to continuing to innovate in these areas. For example, we partnered with TerraCycle and SUEZ to bring to market in France the first-ever recyclable shampoo bottle made from beach plastic. And we recently created a new partnership with Innventure called PureCycle, the basis of which is a new-to-the-world technology that has the potential to revolutionize the plastics recycling industry. This technology purifies recycled polypropylene plastic back to a virgin-like form and can open up billions of pounds of plastic material to meet an unmet demand for like-new recycled plastic—something that was not possible before.

P&G makes an impact in communities around the world through our people, brands and partners by delivering the comforts of home, health and hygiene. We do this with programs like Tide Loads of Hope, which provides laundry services to those affected by disaster; P&G Children's Safe Drinking Water Program, which has provided more than 12 billion liters of clean drinking water in communities around the world; and our Pampers UNICEF campaign, which has helped eliminate maternal and newborn tetanus in 20 countries—more than halfway to our goal of eliminating neonatal tetanus from the world.

We treat all employees with respect and encourage them to bring their full selves to work, knowing that fully leveraging our diversity elevates our collective thinking and improves our ability to win. To accelerate our progress in diversity and inclusion, we recently joined 300 other companies to form the CEO Action for Diversity & Inclusion. This initiative focuses on three key areas: creating a trusting workplace environment for dialogue, understanding unconscious bias, and sharing best—as well as unsuccessful—practices to learn from. This is important not only for P&G and the other members of the coalition, but also for our society. By creating an environment where diverse people can come together and offer their best thinking, ideas and performance, more ideas for growth are realized. As a testimony to this effort, we received a perfect score on the Human Rights Campaign Foundation's Corporate Equality Index for the fourth consecutive year.



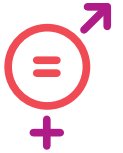
Ethics & Corporate Responsibility



Community Impact



Diversity & Inclusion



Gender Equality



Environmental Sustainability

We aspire to build a better world for all of us—inside and outside of P&G—free from gender bias and with equal voice and equal representation for women and men. As the world's biggest advertiser, we can spark conversations that motivate change such as with our Ariel #ShareTheLoad, SK-II #ChangeDestiny and Always #LikeAGirl campaigns. In addition, this year, in conjunction with International Women's Day, we launched our #WeSeeEqual video, which has been widely recognized for the inclusive way it promotes equality.

P&G's commitment to Citizenship is supported by our Purpose, Values and Principles. They are the foundation on which this Company was built, and they have been our guiding force for 180 years.

I want to acknowledge and thank P&G's many valued partners—businesses, NGOs and governments across the globe. In addition, our efforts align with the United Nations Sustainable Development Goals, which are focused on ending extreme poverty, fighting inequality and injustice, and tackling climate change.

We're proud of what we've accomplished, but we know there is more to do to continue to make progress in each area. This is important work. Consumers care about the company behind the brands they purchase and use. They want to know that the products they are buying come from a trusted source. We're working to build on that trust every single day, and we'll do it within our Purpose, Values and Principles. We'll always do it the right way, with integrity and with competitive passion. That's P&G at our best.



David S. Taylor

Chairman of the Board,
President and Chief Executive Officer

Issue Prioritization

We conducted an issue prioritization exercise to better understand stakeholder views on citizenship issues relevant for us. We consulted around 80 stakeholders through a combination of on-line surveys and interviews. Stakeholders included investors, civil society groups, retailers, suppliers, industry organizations, experts and P&G employees. The results from the issue prioritization exercise reinforced our strategic focus areas of Ethics & Corporate Responsibility, Diversity & Inclusion, Gender Equality and Environmental Sustainability.



We asked our stakeholders in surveys and interviews to share their top citizenship issues.

It included the following learnings:

Insight 1
Governance & Ethical Conduct, Human & Labor Rights, Corporate Transparency and Product Safety & Ingredient Transparency were rated as high priorities by stakeholders. Our ongoing commitment and efforts in these areas are embedded within our entire Citizenship report and highlighted in our Ethics & Corporate Responsibility section.

Ethics & Corporate Responsibility ›

Insight 2
Climate, Water, Waste, and Packaging are the current major focus areas of our environmental sustainability pillar, and results of the issue prioritization exercise reinforced the importance of these issues for our stakeholders. You can read about our current efforts throughout the Environmental Sustainability section of this year's report.

Environmental Sustainability ›

Insight 3
The topics of "Promoting Sustainable Lifestyles" and "Sustainable Product Design & Innovation" were also important to our stakeholders. Our brands continue to play a leading role in driving innovation and engaging with our consumers on a wide range of topics. In this year's report, you will see multiple examples of our brand efforts and this will continue to be a focus area for P&G moving forward.



P&G at a Glance

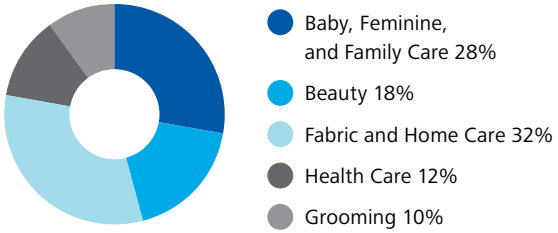
Our aspiration is to serve the world's consumers better than our best competitors, in every category and every country where we choose to compete—creating superior shareholder value in the process. We work hard every day to make quality products and services that improve people's lives, now and for generations to come.

Amounts in billions, except per share amounts	2017
Net Sales	**$65.1**
Operating Income	**$14.0**
Net Earnings Attributable to P&G	**$15.3**
Net Earnings Margin from Continuing Operations	**15.7%**
Diluted Net Earnings per Common Share from Continuing Operations[1]	**$3.69**
Diluted Net Earnings per Common Share[1]	**$5.59**
Operating Cash Flow	**$12.8**
Dividends per Common Share	**$2.70**

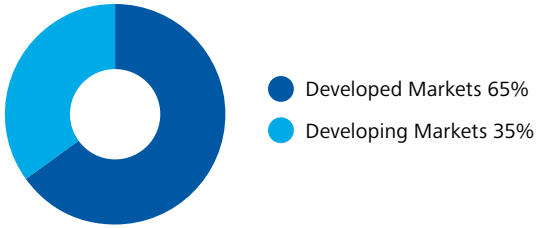
[1]Diluted net earnings per common share are calculated based on net earnings attributable to Procter & Gamble.

2017 NET SALES BY BUSINESS SEGMENT

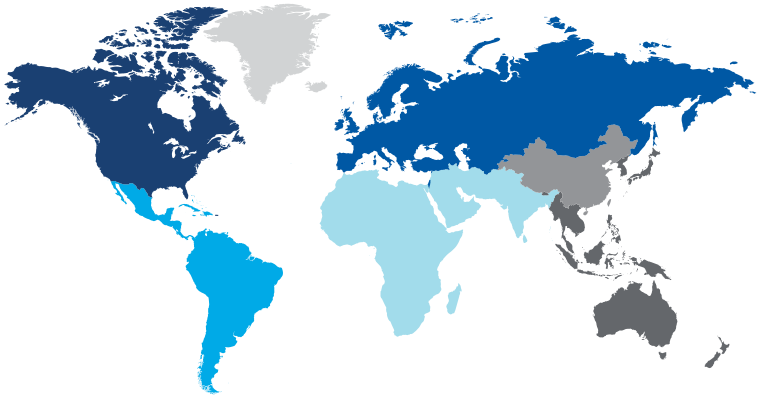
(Excludes net sales in Corporate)



2017 NET SALES BY MARKET MATURITY



2017 NET SALES BY GEOGRAPHIC REGION



A Streamlined and Strengthened Portfolio in 10 Categories

During fiscal 2017, P&G completed the transformation of its brand portfolio. We now have a much stronger, more focused portfolio that is better positioned to win. P&G has leading market positions in these 10 categories, and they leverage the Company's core strengths—consumer understanding, branding, product and package innovations, and go-to-market capabilities. These are daily-use categories where purchase intent and choice are driven by a specific job to do and the product's effectiveness in doing it. Daily-use categories drive shopping trips and sales, and loyalty to brands is often higher in these categories.



Fabric Care



Home Care



Baby Care



Feminine Care



Family Care



Grooming



Oral Care



Personal Health Care



Hair Care



Skin and Personal Care

Partnering with our Suppliers

PARTNERING WITH OUR SUPPLIER FOR SUCCESS

Our External Business Partners, or Suppliers, play a critical role in advancing Citizenship at P&G. Through our Supplier Citizenship program, we partner with our Suppliers to drive Citizenship throughout our Supply Network and deliver even greater impact and innovation. Throughout this report, you will see examples of how we are bringing our Suppliers together to collaborate more closely with P&G in all of our Citizenship priority areas. When we are synchronized with our Suppliers, the possibilities are endless.

Learn more about Supplier Citizenship

BRINGING SUPPLIER DIVERSITY TO LIFE THROUGH THE COMMUNITY OF PARTNERS

Supplier Diversity has been a business strategy at P&G since 1976 because we know that when our Supply Network reflects the diversity of our consumers, employees, and stakeholders, our business grows and our community thrives. We partner with organizations like the National Minority Supplier Development Council (NMSDC) to identify and develop strong diverse-owned businesses. The NMSDC Annual Conference is the largest annual gathering of the Supplier Diversity industry, and last year, we leveraged this conference as a platform to bring our supplier ecosystem together. We invited more than 50 of our suppliers, both diverse-owned and majority-owned, to attend the conference with more than 100 P&G leaders to connect, collaborate and grow. We helped our majority-owned suppliers make over 200 connections with prospective diverse suppliers to ensure the spirit of Supplier Diversity penetrates all levels of our Supply Network.

NMSDC
National Minority Supplier Development Council



CREATING GENDER EQUALITY THROUGH GLOBAL BUSINESS TRAINING

In 2016, we expanded our Supplier Diversity efforts to include woman-owned businesses outside of the United States in partnership with WEConnect International and UN Women. Our goal is create a transformational impact in our business and community, and we believe it's important to uplift the capability and confidence of women entrepreneurs to work with large corporations like P&G. Last year, we partnered with WEConnect International to launch Women's Business Development Programs in five countries—Turkey, Mexico, Nigeria, China, and South Africa. We brought together local women entrepreneurs to learn from P&G leaders and each other to develop their business strategies and skills, tailoring the program to meet the needs of each country. Through this initiative, we helped develop more than 100 women entrepreneurs last year, all who will make a lasting impact on their communities.

PARTNERING FOR SUSTAINABLE INNOVATION

In 2016, P&G launched the Sustainability Partner Innovation Network (SPIN), a unique network that aims to accelerate our Environmental Sustainability journey through external capability and partnerships. We brought together twenty of our key Suppliers representing all spending areas, including Chemicals, Packaging, Logistics, Marketing and Services to collaborate directly with P&G business leaders on problems and opportunities in sustainability. We know that collectively with our suppliers, we can drive transformational change for the business and the planet through innovation, and this team is directly engaged in many new P&G projects thanks to this initiative. Here are a few examples of how we've partnered with Suppliers to bring Sustainable Innovation to Life:

Febreze One Package Development
We partnered with Netherlands-based AFA Packaging to bring to market a package for the Febreze brand that meets consumer needs while delivering an aerosol-like performance without the use of propellant.

Enzyme Compaction
In partnership with Danish Supplier Novozymes, we developed a new technology that enables us to deliver the same cleaning benefit at significantly less volume, reducing emissions from transportation and production.

novozymes®
Rethink Tomorrow

Our partnership enables us to reduce emissions from transportation and production.



Ethics & Corporate Responsibility

- Overview
- Message from Debbie Majoras
- Internal Management and Controls
- Doing the Right Thing with Our Employees
- Doing the Right Thing with Our Consumers
- Doing the Right Thing with Our Supply Chain
- Speaking Up
- Stakeholder Engagement

Ethics & Corporate Responsibility Overview

At P&G, we serve nearly 5 billion people around the world with our brands. We have operations in nearly 70 countries and have one of the strongest portfolios of trusted, quality and leadership brands. As we serve the world's consumers, we believe in and have publicly committed to doing what's right and being a good corporate citizen.

We define this as improving transparency, building collaborative partnerships, respecting human and labor rights, and sourcing responsibly. This influences all we do, and we take this responsibility seriously. Our philosophy is that a reputation of trust and integrity is built over time, earned every day, and is what sets us apart.

Our **Purpose, Values and Principles** are the foundation of who we are. Our **Purpose** is to improve consumers' lives in small but meaningful ways, and it inspires P&G people to make a positive contribution every day. Our **Values** of Integrity, Leadership, Ownership, Passion for Winning, and Trust shape how we work with each other and with our partners. And our **Principles** articulate P&G's unique approach to conducting work every day.

We operate within the spirit and letter of the law, maintaining high ethical standards wherever we conduct business. We believe that good governance practices contribute to better results for shareholders. We maintain governance principles, policies and practices that support management accountability. These are in the best interest of the Company, our shareholders and all stakeholders, and they are consistent with the Company's Purpose, Values and Principles.



Learn more about our PVPs



Message from Debbie Majoras

Doing the right thing at P&G is foundational to how we work together. Even under the pressures of complex business issues in a highly volatile environment, how we create value is as important as the results themselves. As our employee survey reminds us every year, employees take great pride in our Purpose, Values and Principles, and these PVPs consistently remain a source of strength and advantage to this Company. The understanding that we will operate responsibly, ethically, and with integrity not only binds and guides us internally, but it builds trust externally. This trust then leads to increased value creation for our consumers, customers and shareholders.

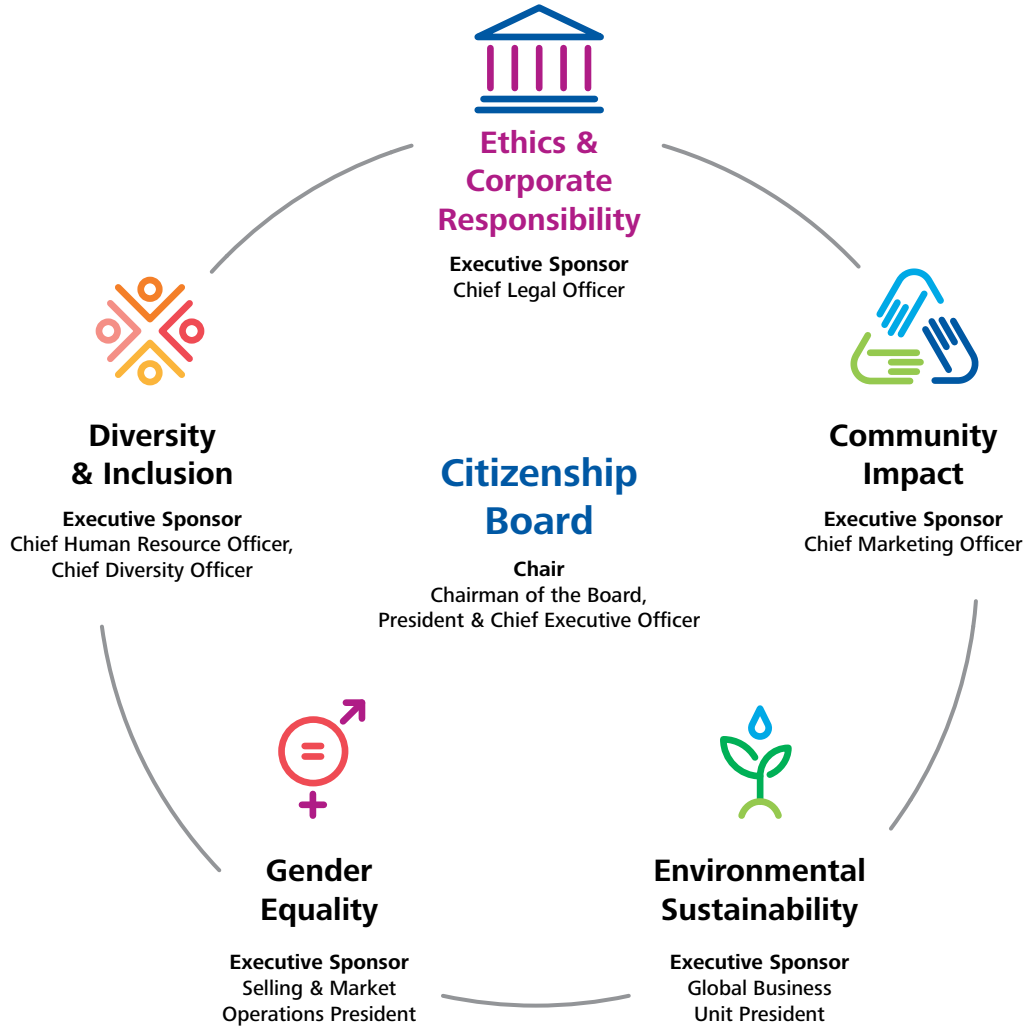
—Debbie Majoras
Chief Legal Officer and Secretary



Internal Management and Controls

Our objective is to create industry-leading value by maintaining and enhancing our strong corporate reputation through a strong ethics and compliance culture that supports conserving resources, protecting the environment, improving social conditions, respecting human and labor rights, and empowering individuals and the communities in which we live, work and serve.

We start with Ethics & Corporate Responsibility as the foundation for the other four priority areas: Community Impact, Diversity & Inclusion, Gender Equality and Environmental Sustainability. Each of these areas is led by an executive sponsor committed to ensuring we achieve our specific objectives. The executive sponsors of the priority areas come together to form the Citizenship Board with the Chairman of the Board, President and Chief Executive Office as the Chair.



Internal Management and Controls

Our Citizenship efforts are governed by:

Our Worldwide Business Conduct Manual, which contains the global standards P&G employees must follow to ensure they uphold P&G's Purpose, Values and Principles in their daily work

Worldwide Business Conduct Manual

Our Privacy Policy, which outlines our commitment to maintaining your trust by protecting the personal information that we collect and use

Privacy Policy



Our Employee Rights Policy, which outlines our commitment to our employees to uphold our PVPs and respect international labor standards

Employee Rights Policy

Our Product Safety and Compliance, which details the steps we take to ensure the safety of consumers who use our products

Product Safety and Compliance

Our Sustainability Guidelines for External Business Partners, which outline the values we seek in the suppliers we do business with

Guidelines for External Business Partners

Our Environmental Policies & Practices, which outline our commitments to preserving our planet for generations to come

Environmental Policies & Practices

Our Human Rights Policy Statement, which outlines our commitment to respect human rights and the expectation that our business partners share this commitment

Human Rights Policy Statement

Our Social Policies & Practices, which outline the additional commitments we have made to responsible operations

Social Policies & Practices

Doing the Right Thing with Our Employees

Collectively, our PVPs articulate who we aspire to be as an organization and as individuals. We know that P&G employees and senior leaders throughout the organization believe in the personal and business value of this PVP foundation—our PVPs are consistently cited in our annual employee survey as the top aspect about P&G they would not change. We seek to hire individuals whose personal values are consistent with our PVPs, and—through training, communication and other employee programs—we work to sustain and promote our strong culture of ethics and compliance.

HEALTHY PEOPLE; HEALTHY BUSINESS

We touch and improve the lives of our employees by having health and wellbeing programs at all P&G locations around the world. We ensure that sites provide employees with: the appropriate level of occupational health assurance programs and services; comprehensive and effective emergency care for our employees, onsite contractors and visitors at all our facilities; quality health services and Vibrant Living programs to enable peak performance by inspiring meaningful, happy, healthy lives; WorkLife Solutions and Employee Assistance Programs to support employees and their families; and best-in-class compensation and benefits policies and programs.



We educate employees to do the right thing through events, contests, and fun and inspiring videos.

CELEBRATING AND BUILDING OUR CULTURE

Every year, we celebrate our shared PVP foundation with the "Do the Right Thing Celebration." P&G locations around the world create their own employee engagement events tied to a global theme from our Worldwide Business Conduct Manual: Respect, Integrity or Stewardship. Events feature games to engage employees and raise awareness, contests, and fun and inspiring videos. Sites are recognized for outstanding results in the areas of creativity, engagement and passionate leadership. Though P&G sets high standards for all employees, those who personally demonstrate commitment to ethics and compliance can also be recognized by peers or managers with a special "PVP Champion" designation.

In addition to on-site activations, we have invested in a library of engaging, custom-built training courses, which are available to all employees as a resource and are further assigned based on role and location to maximize relevance and impact. We also recently partnered with a renowned behavioral scientist and an award-winning documentary filmmaker to create a series of short films that spotlight clinical research on integrity and feature P&G leaders and employees reflecting on "doing the right thing." This miniseries of five episodes has been hailed for its cinematic style, the genuine and unscripted participation by executive leadership, and its candid discussion of human vulnerability to the challenges, pressures and unseen psychological factors for which we all must be vigilant.



We created five short films that spotlight clinical research on integrity, with P&G employees reflecting on "doing the right thing."

Doing the Right Thing with Our Consumers

Since 1837, we've built a rich heritage of positively impacting consumers' lives with brands that make each day a little better.



BEING SAFE, FEELING SAFE AND INGREDIENT CHOICES

Ensuring the safety of consumers who use our products, and the safety of the world we all live in, has been at the heart of what we do. Before we market a new product, we thoroughly evaluate its safety through a science-based process and ensure compliance with all global and local regulations. We want our consumers to be able to trust the quality and safety of all our products, and we provide information to enable consumers to make informed choices about the products they use every day. We understand that feeling safe can be a different matter altogether. Consumers may be curious about the actual ingredients we choose, so we share information on both what's in our products and what's not in our products, based on common questions that have been asked.



We thoroughly evaluate the safety of a product before it is marketed, and ensure it's compliant with local and global regulations.

Read about our science-based process

Read about our ingredients



We ensure critical business and personal information and operations are maintained with the appropriate confidentiality and integrity.

KEEPING SECURITY STRONG PROTECTING INFORMATION

Our Global Privacy, Cybersecurity and IT team works with business and risk management experts around the globe to address evolving consumer and employee privacy and technology laws, and to protect our Company and its stakeholders' business and personal information. Our stakeholders—whether consumers, employees, shareholders or vendors—trust that P&G will have appropriate privacy and information security controls will be in place to ensure critical business and personal information and operations are maintained with due confidentiality, appropriate integrity, and are available when needed. This team provides guidance daily, from small local market promotional programs to enterprise-wide technical architecture solutions, to ensure we are meeting relevant legal requirements and, as importantly, our stakeholders' expectations of trust.

Doing the Right Thing with Our Supply Chain

Our supply chain is the backbone of our products, and we are making intentional choices to leverage the footprint of our suppliers, buyers and manufacturing sites to be a driver for good. From the transparency of our sourcing practices to aid consumer decision-making, to growing shareholder value through innovation-driving programs like global supplier diversity, P&G is proud to be a leader in supply chain responsibility.

RESPONSIBLE SOURCING

Responsible Sourcing is a critical pillar in our Citizenship program, and one that every P&G buyer touches through his or her work to drive environmental sustainability and human and social rights. Our vision is to be the company with the most responsible, ethical and transparent supply chain. Further, we intend to move beyond basic compliance, not resting on the status quo of "doing no harm," to striving to be a force for good. We will execute this vision by focusing across the global business, with greater emphasis on high-risk countries and spend areas. We will partner externally with key NGOs and suppliers to ensure we are focusing on the most critical areas. We mapped our salient issues and have proactively developed strategies to not only reduce supply chain risk, but also to protect our environment and the workers who directly and indirectly support our supply chains. Further, we will operationalize this work by driving accountability with our buyers, suppliers and internal stakeholders through training, incentives and sourcing process integration.



Our vision is to be the company with the most responsible, ethical and transparent supply chain.



We empower responsible supply chains through a supplier education and audit system. Our risk-based program supports this effort by assessing partners through third-party audits that identify and remediate issues with labor standards, health and safety concerns, environmental issues and business ethics. We screen new vendors through a robust third-party risk management process to identify and remediate top risks before hiring. In these and other efforts, we build a robust system of business partners that is fully integrated and synchronized with P&G's business and values.

Doing the Right Thing with Our Supply Chain

SUPPLIER DIVERSITY

P&G is committed to growing and developing our business with diverse suppliers, because we believe that a diverse group of business partners will out-innovate and outperform a non-diverse group of business partners. Supplier Diversity is P&G's program to grow and develop supply-side business: globally with women-owned businesses, and in the United States with minority-owned businesses; Lesbian, Gay, Bisexual and Transgender-owned; disability-owned; and US Military Veteran-owned businesses. This program is managed by Purchases with a Corporate Supplier Diversity Manager who reports to our Chief Purchasing Officer. Supplier Diversity is predicated on creating value in our business and value in our community. When we invest with diverse suppliers, we not only strengthen our innovation and go-to- market capabilities, but also touch and improve the lives of the women and men who work in these companies—and through them, their families and the communities in which they live and work.

We invest with diverse suppliers to touch and improve the lives of those who work for these companies, as well as their families and communities.

Supplier Diversity is a competitive advantage for P&G. Since we launched this program four decades ago, we have developed economic inclusion for all business owners while delivering Total Shareholder Return (TSR) in qualitative and quantitative ways.

- Diverse suppliers outperform non-diverse suppliers in our formal Supplier Performance Development Process surveys.
- Our diverse supply base delivers above-average results in key metrics like hiring diverse employees and engaging in community impact activities.
- Our strong Supplier Diversity program delivers value to P&G's key retail customers who support and encourage diverse supplier inclusion.
- The adversity that diverse suppliers often face results in their ability to drive step-change innovation, and some of our most innovative programs have been driven by our diverse suppliers.
- P&G's diverse consumer base is increasing buying power at a rate that is disproportionate to its population growth; diverse consumers are loyal to P&G brands and are committed to continuing to purchase products from companies like P&G who support diversity in the supply chain.

From a principles standpoint, we believe in the power of economic inclusion. When the ownership of our supply base reflects the diversity of our employees, consumers and stakeholders, our business grows and our communities thrive.

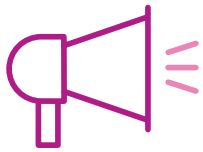
SUSTAINABLE INNOVATION

P&G aims to reduce our environmental footprint through partnership with our business partners. We have connected a team of key suppliers to collaborate with P&G to solve our supply chain's most challenging problems, driving innovation that is sustainable for both the business and the planet. We are developing unique plans to deliver value to our supply chain that can both develop consumer-noticeable innovation and also drive environmental sustainability.



Speaking Up

At P&G, we strive to promote a work environment of confidence and trust. Our employees hold themselves and one another accountable for operating with trust and integrity, for stepping up as leaders and owners of the business, and for balancing stewardship with a passion to win. P&G is committed to creating a work environment that fosters open communication and supports employees in reporting potential violations. Violations of the law or Company policies can be reported at the Worldwide Business Conduct Helpline, which is staffed by an independent third party and provides an anonymous way to report concerns about potential violations 24 hours a day, 7 days a week. P&G is committed to reviewing all allegations of wrongdoing with trained teams who ensure thorough, impartial and fact-based investigations. Proper investigation is essential to promoting a culture of integrity, reducing the likelihood of incidents occurring and increasing willingness to proactively raise concerns. It is an important part of our commitment to prevent and detect wrongdoing. Retaliation of any kind is inconsistent with our Values of Integrity and Trust and simply will not be tolerated.



Employees are encouraged to "speak up" and report concerns to a 24/7 hotline staffed by an independent third party.

Worldwide Business Conduct Helpline



Stakeholder Engagement

We seek meaningful collaboration and engagement with our stakeholders to be a good corporate neighbor and to improve lives in the communities where we live and work.

CONSUMERS

We are committed to providing products and services that can help improve the lives of our consumers all over the world. In developing and marketing our products, we adopt a "Consumer Is Boss" approach to ensure that we delight consumers by launching only new products and product improvements that genuinely meet their needs. We actively encourage consumers to Contact Us because we want to hear about our consumers' experiences with our products. We feel very privileged that consumers care enough about our products to contact us.

We want to hear from you—contact us

COMMUNITIES

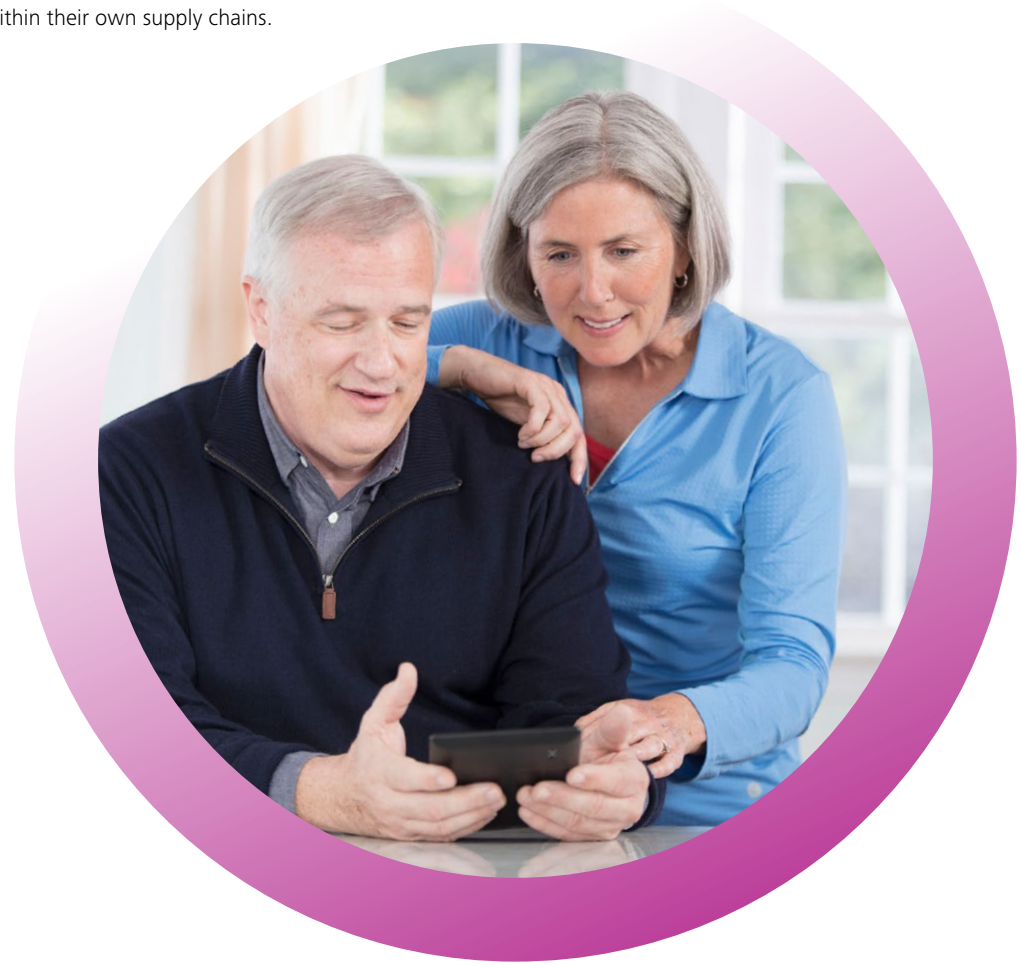
Each P&G production facility has site-specific activities to build appropriate and constructive relationships with local authorities, industry associations, residential and business neighbors, action groups, thought leaders and news media. Depending on the cultures and interests of individual communities, this can range from regular official meetings, during which new information is shared or questions are answered, to more informal meetings.



Each P&G facility uses site-specific activities to build constructive relationships with local authorities and neighbors.

EXTERNAL BUSINESS PARTNERS

We work closely with our external business partners. P&G's Sustainability Guidelines for External Business Partners set our expectations with our supply base regarding Social and Environmental Responsibility. We actively seek business relationships with partners that share these values, and that promote high standards within their own supply chains.

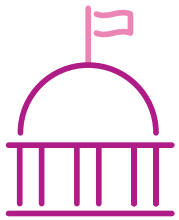


Stakeholder Engagement

AUTHORITIES: LOCAL – REGIONAL – GLOBAL

P&G is focused on meeting consumer needs in the countries where we do business, while creating value for our shareholders and continuing to be good corporate citizens. Guided by our PVPs, P&G engages in the political process to ensure that the interests of our employees, consumers and shareholders are fairly represented at all levels of government around the world. We are committed to being transparent about our political involvement globally, and our policies and procedures on appropriate contact with government officials prohibit bribery and any kind of improper influence.

P&G's approach to taxes is also based on our PVPs. Consisten with the law and international norms, we believe tax should follow business substance and that profits are generated whe key business activities take place. P&G is committed to the highest level of tax compliance. In doing so, we observe and adhere to the tax law, the underlying tax policy intent, and th disclosure and reporting requirements.



We engage in the political process to ensure that the interests of our employees, consumers and shareholders are fairly represented.

Our political involvement

P&G Core Tax Principles

NON-GOVERNMENTAL ORGANIZATIONS (NGO): LOCAL – REGIONAL – GLOBAL

P&G frequently enters into dialogue with NGOs to understand their concerns and cares. NGOs and our engagement with an NGO can vary by area of interest (e.g., environmental, consumer, human rights) and by geographic links (from local to global).

PRINCIPAL INDUSTRY AND BUSINESS ASSOCIATIONS

P&G holds membership in many industry and business associations whose activities are related to P&G's activities. These associations provide a forum for us to promote and defend our interests in the broader industry context while providing a lawful platform for joint research, issue monitoring and sharing of best practices. Participation in business associations is controlled by Company policy.





Community Impact

- Overview
- Message from Marc Pritchard
- Corporate Programs
- Brand Programs
- Regional Programs
- Employee Well-Being
- Recognitions

Community Impact Overview

Our brands are part of everyday life. We're there with people when they wash their hair, clean their clothes, diaper their babies, and care for their homes. We're also there in times of greater need—when our products and our help matter more than ever. We focus our efforts where we can uniquely add value—health and hygiene and comforts of home. These are just a few examples of our work in communities around the globe.

BRINGING THE POWER OF CLEAN WATER TO FAMILIES AROUND THE WORLD

Now in its 13th year, the P&G Children's Safe Drinking Water (CSDW) Program continues to make a meaningful difference by providing clean water to communities in rural areas and during emergency situations. When families are forced to drink water from contaminated sources, the impact to daily life is significant. Health suffers, children miss school, and families struggle to earn stable incomes. Working with more than 150 global partners, we are contributing to the worldwide effort to achieve UN Sustainable Development Goal #6 — clean water and sanitation for all. We have delivered more than 12 billion liters of clean water and are on our way to our goal of 15 billion by 2020. The life-changing technology, invented by a P&G scientist, packs the power of a water treatment plant in a four-gram packet. With just a bucket, a spoon, a cloth and a P&G Purifier of Water packet, a family can clean 10 liters of water in only 30 minutes.



P&G has delivered more than

12 billion liters

of clean water.



We've responded to more than

20 global disasters

with product donations and services this year.

IMPROVING LIVES IN TIMES OF NEED

P&G provided product donations and services in response to more than 20 disasters globally, and helped millions of people through our disaster relief programs, working in collaboration with numerous disaster relief partner organizations. Brands such as Always, Gillette, Head & Shoulders, Oral-B, Pantene, Pampers, Vicks and many others donated thousands of products to those in need around the world. We provided disaster relief grants to partners on the ground to help bring some of the comforts of home to those impacted by natural disasters.

BIG IMPACTS COME IN SMALL SIZES

Pampers believes that when babies enter the world, they deserve to feel love at first touch. This is why P&G has partnered with Neonatal Intensive Care Unit (NICU) nurses to design and introduce the new Pampers Preemie Swaddlers Size P-3 diaper, which is three sizes smaller than newborn diapers. It is designed to fit the tiniest and most vulnerable premature babies, who can weigh as little as one pound, wrapping them in Pampers most trusted comfort and protection. Moreover, in honor of World Prematurity Day, Pampers went on Facebook, Twitter and Instagram with its #TouchesOfLove campaign and donated more than $100,000 to the March of Dimes.



Pampers Preemie Swaddlers Size P-3 diaper is designed to fit the tiniest and most vulnerable premature babies, weighing as little as 1 pound.

Community Impact Overview

HELPING HAND IN THE REFUGEE CRISIS

In Turkey, we donated more than 300,000 P&G products to help touch and improve lives of people needing assistance, including thousands of Syrian refugees. The Turkish Red Crescent acknowledged the contributions with two gold medals. The Turkish President hosted the ceremony recognizing P&G, and the Minister of Family and Social Policies presented the awards. We are privileged to be part of the solution, through a long-term partnership with the Turkish Red Crescent.



P&G has introduced a community Centre in Kenya, providing basic sanitation and empowerment through pay-per-use services.

COMING TOGETHER IN THE COMMUNITY

P&G has introduced a first-of-its-kind community Centre, located in the poverty-stricken region of Kibera, Nairobi in Kenya. Together with our NGO partner, Human Needs Project, P&G is pioneering innovative ways to make sustainable lifestyles irresistible and affordable, even in such a stressed environment. It is a life-transformational 1-stop-shop providing much-needed, pay-per-use services such as laundry, sanitation and hygiene to the challenged community. Since it opened in March 2015, the Centre has served more than 230,000 people with an estimated 750 transactions every day, helping to improve the quality of life for those in need in Kibera.

A GREATER GOOD

In line with the P&G Citizenship goal to bring comforts of home to those who need them the most, P&G Italy, in partnership with the Office of Papal Charities and the Whirlpool Corporation, led the creation of a free laundry service for homeless and disadvantaged people in Rome. P&G supplies Dash and Lenor fabric care products, and Whirlpool donated washing machines, dryers and irons. P&G Italy first partnered with the Office of Papal Charities in 2015 when we began supplying razors and shaving cream to the facilities in St. Peter's Square established by Pope Francis that offer free showers, haircuts and shaves to Rome's homeless population.



P&G supplies Dash and Lenor fabric care products for a free laundry service for the homeless and disadvantaged people in Rome.

Message from Marc Pritchard

Giving back to the communities where we live and work is not new to P&G. Helping people in need has been part of our Company's Purpose and Values since P&G was founded. We work hard to make every day better for those who use our brands, and for those in need of our brands and our helping hands. We provide support where our Company, our people and our brands can uniquely add value.

For years, we've invested in people and communities around the world, because it's the right thing to do and because it's crucial for building a Company that will thrive for generations to come. We want to ensure the communities where we operate remain strong, and we need to help the communities we hope to serve begin to thrive. These investments are good for the world and good for our business.

—Marc Pritchard
Chief Brand Officer



CORPORATE PROGRAMS

Children's Safe Drinking Water

P&G's signature community impact program is our Children's Safe Drinking Water (CSDW) Program. As a company with deep expertise in cleaning technologies, P&G innovations are touching and improving lives every day. A P&G Fabric Care scientist, who was studying how to reuse dirty laundry water, discovered a new formulation that could clean dirty water and make it drinkable. In a world where nearly a billion people struggle every day to have clean drinking water—P&G Purifier of Water—is helping to address this challenge. Since the program began in 2004, we have delivered more than 12 billion liters of clean drinking water working with more than 150 partners in emergencies, rural areas and community health programs.

We are on our way to providing

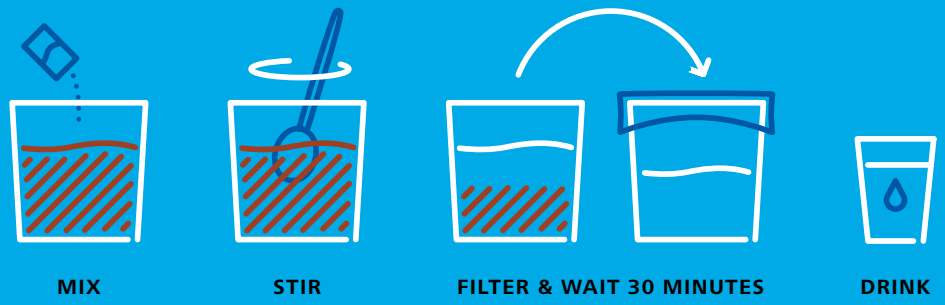
15 billion liters of clean water

by 2020.





Bechibila, a woman from Northern Ghana, educates her community with the help of the Children's Safe Drinking Water Program.



Each 4-gram water purification packet treats 10 liters of water by effectively killing bacteria and viruses and removing parasites and solid materials. The P&G packets are easy to use—with just a bucket, a spoon, a cloth and a packet, a family of five can have clean drinking water for a day in just 30 minutes.

Check out the Power of Clean

Clean water can transform lives, and the P&G packets are an important tool to help progress toward UN Sustainable Development Goal #6—universal access to clean water and proper sanitation for all. Clean water improves the health of communities and enables education and economic opportunities. Through the Children's Safe Drinking Water Program, we've met and been inspired by incredible women like Bechibila who is educating her community in Northern Ghana about the need for clean water, proper sanitation and hygiene in the midst of her own personal challenges. Strong women like Joana, Fusenia and Nena and their families living in sub-Saharan Africa are thriving economically as they are empowered by clean water.

Meet Bechibila

Meet Joana, Fusenia and Nena

Corporate Programs

DISASTER RELIEF EFFORTS

At P&G, giving back is part of who we are as a company. In the aftermath of disaster, our goal is to help bring some sense of normalcy and the comforts of home through our brand and monetary support. This year, we responded to more than 20 disasters globally and helped millions of people through our Disaster Relief programs. We worked in collaboration with many partners and provided more than $1 million in disaster relief grants to organizations on the ground including AmeriCares, CARE, Direct Relief, Global Medic, Habitat for Humanity, International Medical Corps, Matthew 25: Ministries, PSI, Red Cross, Save the Children and World Vision.

"In times of disaster, it's wonderful to know that we have such a great partner in Procter & Gamble. Because of their generous support, we are able to help thousands of people who are in great need each year, recovering in the aftermath of a catastrophic disaster. I have seen firsthand the relief that comes over people's faces when they receive the different brands they trust provided by Procter & Gamble. These products not only provide them with practical assistance, they provide them with the assurance that they are not alone. So on behalf of these people, I would like to say thank you to Procter & Gamble for their care and concern."

—Tim Mettey, CEO, Matthew 25: Ministries



In October 2016, there was severe flooding in central Vietnam impacting thousands of homes. Our employees made donations that were matched by the company to help those suffering from the after-effects, and we were able to help more than 4,200 families in Quang Binh and Binh Dinh—two provinces that suffered heavily from this flooding disaster.

Heavy rain hit 13 provinces in southern Thailand in December 2016, leaving 1.8 million people impacted. P&G Thailand and P&G Thailand Foundation for Society joined hands with several organizations providing relief and recovery assistance to flood disaster victims. We partnered with Princess Pa Foundation, Thai Red Cross Society to provide regular training session on how to use P&G Purifier of Water packets to the local governments, aids officers and community leaders in impacted areas, and provided about 720,000 liters of clean drinking water.

In January 2017, P&G Malaysia partnered with the National Disaster Management Agency (NaDMA) and non-governmental organization iM4U to provide 3,000 hygiene kits filled with essential items to flood victims in Kedah, Perlis and Sarawak. P&G committed a total of 5,000 hygiene kits which benefited 10,000 people in flood-affected areas. Volunteers from P&G Malaysia and iM4U came together to pack hygiene kits consisting of Oral B toothbrushes, toothpaste, Gillette disposable shaving kits, Rejoice shampoo, and Whisper sanitary pads and towels.

As Japan is a country that has been impacted by natural disasters in recent years, we created the P&G "Disaster Preparedness Manual" for families who have younger children to help raise preparedness level at each home to help in times of natural disasters. By collaborating with the local government in Kobe City, P&G distributed the manual to about 50,000 families.



We donated

5,000 hygiene kits

which benefited 10,000 people in flood-affected areas.



Corporate Programs

HABITAT FOR HUMANITY PARTNERSHIP

P&G and Habitat for Humanity are celebrating their five-year partnership anniversary. Below are a few highlights of the work we've done together to provide the comforts of home to those touched by the program:

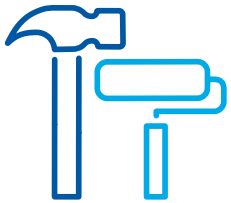
- Habitat for Humanity of Greater Cincinnati's strong partnership with P&G in its headquarter city has contributed to recent growth in the number of families the local Habitat for Humanity can serve. In the last two years alone, six homes have been built in the East Price Hill neighborhood, a historic urban community with strong growth and revitalization potential. The homes have been built with the help of financial support and employee volunteers from P&G, with three more homes to come in 2017-18, improving the lives of even more families. In addition, every new Habitat for Humanity homeowner who moves into a Habitat Greater Cincinnati home receives a gift basket filled with P&G products.
- P&G partnered with Habitat for Humanity Thailand along with two key trade partners, Krabi Benjamin and Mother Department Store at Krabi province, to organize the fifth year of "Making A House A Home" in collaboration with 60 volunteers from Krabi Technical College. At the same time, we donated P&G brands like Safeguard, Head & Shoulders and Oral-B to the families and extended help to 150 college students.



In Thailand, P&G donated brands like Safeguard, Head & Shoulders and Oral-B to families and college students in collaboration with Krabi Technical College.



- In the past three years, in collaboration with Habitat for Humanity, P&G Vietnam continued to support disadvantaged families in Long An Province—one of the poorest in the Mekong Delta, where many families are unable to afford a basic house. We have built several new houses, repaired 20 houses and provided Water, Sanitation and Hygiene (WASH) trainings for students and community villagers. In the program, we are proud to engage hundreds of P&G employees volunteering their time and efforts to touch and improve the lives of Vietnamese consumers.
- In Latin America, our volunteers helped renovate homes, bringing independence and peace of mind to many families in the region. During the last year, nearly 45 families from Argentina, Brazil, Chile, Colombia, Costa Rica and Mexico have seen their lives improved, thanks to the hard work of our P&G volunteers.
- More than 60 P&G volunteers from South Africa helped build homes in Orange Farm, south of Johannesburg. P&G helped build three houses, working alongside families living in poverty, most of whom have never lived in formal housing. One of the homeowners is Merriam, 74, who has lived in a shack for 23 years. Today, she has a decent, affordable brick and mortar home, thanks to Habitat for Humanity and P&G.
- In May 2017, P&G Indonesia partnered with one of our biggest customers, Borwita Citra Prima (BCP), to build ten houses in Gresik, East Java, Indonesia. Eighty volunteers from P&G and BCP joined hands to give 640 labor hours to build and paint walls which will help to protect nine families from sun and rain, and ensure better sanitation facilities.



80 volunteers gave

640 labor hours

to build and paint nine houses in Gresik, East Java, Indonesia.

- P&G Indonesia started to partner with Habitat for Humanity in 2015 in providing houses with sanitation facilities. This year alone, hundreds of P&G volunteers and partners have been working together hand in hand to build 19 houses with sanitation facilities in the Banten and East Java areas as we continue to improve the lives of the people around the world.

Brand Programs

PAMPERS/UNICEF

Maternal and Newborn Tetanus (MNT) affects families in some of the poorest areas of the world and it occurs when newborns are infected as a direct result of unhygienic birthing practices, such as cutting the umbilical cord with non-sterile instruments. Once newborn tetanus has been contracted there is no real cure and MNT still claims the lives of 34,000 newborns every year, equivalent to one baby's life every 15 minutes.

The Pampers/UNICEF campaign has helped eliminate maternal and newborn tetanus in 20 countries. With 18 countries left, Pampers and UNICEF are now over half way towards achieving the goal of eliminating MNT from the world.

Since the Pampers/UNICEF "1 pack=1 vaccine" campaign began in 2006, more than half a million newborn babies have been saved and a vaccine has reached a mother and her baby every second.

PAMPERS PREEMIE

Pampers believes that when babies enter the world, they deserve to feel love at first touch. This is why P&G has partnered with Neonatal Intensive Care Unit (NICU) nurses to design and introduce the new Pampers Preemie Swaddlers Size P-3 diaper, which is three sizes smaller than newborn diapers. It is designed to fit the tiniest and most vulnerable premature babies, weighing as little as 1 pound, wrapping them in Pampers' most trusted comfort and protection.

TIDE LOADS OF HOPE

Tide Loads of Hope provides mobile laundry units in times of need to help families impacted by disaster by providing clean clothes. This year, the program cleaned more than 4,000 loads of laundry during six deployments.

"A big thanks to the Tide Mobile Truck! After my house flooded, they helped by washing my curtains from 4 rooms and lots of towels. So grateful! It freed me up to do other things like ripping my kitchen out and took some pressure off of me. Thanks so much."

—Rhoda, Louisiana Flood Victim



Brand Programs

DAWN WILDLIFE

Cleanup from an oil spill is long, labor-intensive work. Safely removing oil from bird feathers, animal fur and marine wildlife requires a gentle touch and powerful, yet safe cleansers. Dawn dishwashing liquid has been the answer for animal rescuers since the mid-1980s because it removes tough grease while being gentle on animals' delicate skin and feathers. Our Dawn Wildlife Program partners with International Bird Rescue and the Marine Mammal Center to give volunteers the cleaning help they need. In all, 100,000 donated bottles have helped save about 75,000 wild animals from oil contamination.



We've donated more than 100,000 bottles to help save

75,000 wild animals

from oil contamination.

AUSONIA CANCER CARE

Ausonia is a local iconic Feminine Care brand of pads, liners and adult incontinence products. In 2008, Ausonia started its partnership with the Spanish Association Against Cancer (AECC) focusing on the fight against breast cancer, the most common type of cancer in Spanish women. Thanks to overall investment in research, social awareness and early diagnosis, Spain increased its survival rates by 1.4%, and chances of survival 5 years from diagnosis is now 83%—15% better than 20 years ago. Ausonia brand's collaboration with the AECC consists of:

1. Breast cancer research funding where more than $1 million US has already been donated in 9 years to support prevention, treatment and resistance.
2. Help on prevention by creating awareness with pink ribbons on all our Ausonia pad packs and airing advertising every year close to Breast Cancer Awareness Day.
3. Support to all patients and their relatives through media messages including more than 45 celebrities in the past 10 years, along with women's testimonials. The symbol of this collaboration is a pink scarf tied around the head, which has evolved as a national symbol to support breast cancer sufferers.

aecc Contra el Cáncer



Ausonia partners with AECC to help prevention by creating awareness with pink ribbons in packaging and advertising.



DODOT DIAPERS

The Spanish diaper brand Dodot cares for babies' development and health, and invests in different babycare programs including a yearly pediatric research grant for pediatric students. Dodot diapers have collaborated for more than 20 years with the Spanish Pediatricians Association (AEP).

Regional Programs

LATIN AMERICA

Our **CSDW** efforts since the program began have provided more than 750 million liters of clean drinking water to families in 18 countries: Argentina, Brazil, Colombia, Costa Rica, Chile, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Mexico, Nicaragua, Panama, Peru, Dominican Republic, Santa Lucia and Venezuela.

Our **Born Learning** program, a United Way education platform, seeks to ensure more children live and develop in healthy environments. In 2016, the regional program improved the quality of more than 1,000 early care and education centers in 11 countries, benefiting more than 105,000 children aged 0 to 6 years in vulnerable communities.





For more than 3 months, Peru suffered the effects of the "El Niño" climate phenomenon. The frequent rain and flooding left several provinces of Peru in a State of Emergency and destroyed more than 100,000 homes, impacting more than 626,000 people. Marleny was one of them. She is a resident of José Leonardo Ortiz, a district located in Chiclayo (in northern Peru), which was heavily affected by the rains and floods. She is grateful for the many cleaning products and personal care items P&G has donated to her community." My children have had a very bad time, and we do not even have a place to stay, which is why I thank P&G very much for these donations, which, above all, help our children and the elderly. I'm very grateful." This help was possible thanks to our **Disaster Relief** program, which was executed with World Vision and helped 280 families.

In the last week of November 2016, Costa Rica was struck by Hurricane Otto. As the hurricane reached the coast, one of our organizations (Records to Report) had to cancel their community service, but we took this as an opportunity to lend a helping hand by donating to the Red Cross the food, beverages and oral hygiene products intended for the activity. We helped the Red Cross with an immediate need for the emergency personnel and volunteers that were going to be deployed at the emergency zones. We gathered and donated toothpaste, shampoo and feminine pads for these courageous heroes. We also brought potable water to those communities with no access to drinking water during the disaster. Our P&G packets were dispatched through the Ministry of Health to the community of Upala, providing 225,000 liters of clean water to 1,000 people in need. We also brought potable water to communities affected by other emergencies such as rains and floods in Peru, Mexico, Argentina and Colombia.

We were also able to launch our Disaster Relief program to positively impact those affected by the hurricane. Around 100 P&G volunteers helped build 500 kits of P&G products with brands that helped bring some normalcy to those in need. Thanks to their collaboration and great commitment, we built the kits in record time. These kits were dispatched through the National Food Bank through the Ministry of Health.

P&G also made sure to coordinate and execute the donation of products that initially were intended for sale in the country and were available in our warehouses. These products have reached the communities in Upala with the help of the Food Bank and Red Cross.

American Red Cross

We donated food, beverages and oral hygiene products to the Red Cross and their emergency personnel in the aftermath of Hurricane Otto.

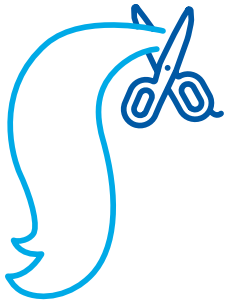
Regional Programs

EUROPE

In the UK and Ireland, our employee Community Impact programs have benefited more than 160 charities and grassroots projects through fundraising and volunteering. Our product donations have reached nearly 2,000 voluntary and community organizations. P&G partners nationally with **In Kind Direct**—a charity which distributes products to those in need and in times of disaster, as well as industry charity Grocery Aid and Look Good Feel Better.



In Greece, we supported our communities with regular product donations to more than 30 NGOs helping families, kids and vulnerable social groups. In parallel, we stood by young professionals who are chasing their dreams through the **P&G "Together we build your future"** program. This year, we equipped 400 young professionals with knowledge and experience through five skill building programs. For more than 20 years, we've also been supporting education through our long-lasting scientific grants to help young scientists. We've also joined forces with our customers to run several activations such as **Pantene Give Strength** program, which is in its third year and has provided more than 16,000 ponytails to a local NGO that creates wigs for women suffering from breast cancer. This program was recognized as a Corporate Social Responsibility Excellence program by the Retail and Advertising Association. We also provide home essentials to kids in need—sheltering abandoned kids, providing school meals around Greece, and covering the daily needs of 40 families in partnership with the Municipality of Athens. We supported health and hygiene through a vaccination program in partnership with Red Cross.



Pantene Give Strength has provided more than

16,000 ponytails

to a local NGO that creates wigs for breast cancer patients.



In Germany and Austria, we supplied a large number of arriving refugees with vital products through **Hand in Hand for Refugees.** This program also builds on strong employee engagement in our communities, helping to integrate refugees into society.

In Eastern Europe and Central Asia, the **P&G Care to Every Home** program includes local partnerships with SOS Children's Villages, UNICEF, Red Cross/Red Crescent and foodbanks. Through these partnerships, we provide the comforts of home, health and hygiene for those who need it most.

Regional Programs

EUROPE

In Spain and Portugal, our Community Impact programs have benefited more than 1,000 institutions, through fundraising, volunteering activities and by our product donations that have reached more than 100,000 people in need. We partner with Fundacion Valora and La Nau in Spain and ENTRAJUDA in Portugal—three organizations which distribute products to charities and institutions in each country.



Our volunteers and product donations have reached more than

100,000 in need.

In Spain, our solidarity journey with **Aldeas Infantiles SOS** (SOS Children's Villages) celebrated its tenth year of partnership. We co-produced a campaign in conjunction with the Rio 2016 Olympic Games featuring Olympic swimming champion Mireia Belmonte and her mother Paqui García, in addition to Aldeas Infantiles SOS mothers. The campaign honored mothers' strength and carried a message of solidarity to help others who are in need. Funds raised during the campaign helped provide 13,000 meals served in Aldeas Infantiles SOS programs. This donation was made possible because of consumer support and our retail partners.

Check out the inspirational video

Employees in France, the Netherlands and Belgium continued the solidarity journey by providing help and P&G products to local communities. Employees can take a full day to volunteer with social or environmental causes that support the homeless, elderly, disabled children and adults, children from less privileged areas, job seekers or the LGBT population. More than 1,430 employees participated, providing help to more than 16,000 people.
In addition, we donated more than 30,000 products:

- In Belgium: 1,700 gifts packs were wrapped and donated to moms in need on Mothers' Day.
- In France: 400 employees packed more than 10,000 hygiene kits with Head & Shoulders, Oral-B and Gillette products, benefiting more than 11,000 people.
- Also in France: 300 employees created a contest where 2,600 Pantene bottles were donated to one of our charity partners.



In France, we continued our partnership with SOS Children's Villages and co-produced a campaign on Children's Rights, with the help of more than 10 employees' children who acted in the video, launched for the International Day of Children's Rights. The video was viewed more than 750 million times. Through this partnership, we provided help to more than 600 children.

SOS CHILDREN'S VILLAGES

P&G gives back to the Geneva community through employee volunteering and product donations. Employees are eager to donate time and resources to make a positive impact where they live and work, in team-building activities and through mentoring sessions with local charities. Last year, P&G Geneva provided the equivalent of 100 working days to volunteering, and donated everyday essentials to the NGO Partage, which helped about 800 families in need.

Regional Programs

EUROPE

In Hungary and Poland, we have partnered with **Habitat for Humanity** to help provide the comforts of home by building and cleaning houses for more than 70 families to date, and last year, 133 P&G volunteers joined forces to help.



P&G is supporting education through student scholarships with the expansion at the Urlati plant in Romania.

P&G and **Habitat for Humanity Romania** continued their partnership started in 2013 and announced the expansion of the Technical High School Brancoveanu Voda Urlati with a new classroom. The Company's financial support and employee volunteers will not only contribute to building the new facility, but also strengthening the curricula and training opportunities at the Urlati plant. This project is part of P&G's commitment to the local community of Urlati, where the Company has a state-of-the-art hair care plant. Moreover, the new facility complements a series of activities that aim to support education, like giving scholarships to students, supporting participation in regional and national competitions, or providing professional opportunities within P&G.

Following an earthquake in August 2016 that hit the center of Italy, P&G donated products to the Red Cross from brands such as Oral-B, Pantene, Head & Shoulders and Gillette. Through the internal initiative "Christmas Market," P&G employees donated 250,000 euros to Save the Children to build a recreational space where kids can meet, play music, read and study. Importantly, when the earthquake occurred, Save the Children was able to intervene in less than 24 hours, thanks to the Emergency Unit funded by the donations of P&G employees during previous Christmas Markets. Also, when the earthquake hit Norcia, Perugia in October 2016, P&G, in collaboration with the Civil Protection and Whirlpool Corporation, built 10 laundry containers for the families affected and donated Dash and Lenor products.

We helped build

10 laundry containers

in Norcia for families affected by the earthquake.

Regional Programs

ASIA PACIFIC

In Japan, we have been helping about 1,400 children in infant homes/orphanages by donating much-needed products such as Pampers, Ariel and Joy. We also help women and their children through domestic violence shelters. We have been contributing to these two causes for nearly 15 years.

"I would like to commend Procter & Gamble Trading (Thailand) for its confidence in Thailand as a regional production-base, and for its leading role in corporate social responsibility in Thailand for the past three decades. I wish to extend my sincere congratulations to Procter & Gamble Trading (Thailand) on the important occasion of its 30th anniversary."

—Prime Minister His Excellency General Prayut Chan-o-cha

In Thailand, P&G and its partners donated 88 recycled playgrounds in remembrance of His Majesty the Late King. The colorful playgrounds are manufactured from recycled Pantene, Head & Shoulders, Rejoice and Herbal Essences bottles. The project aims to enhance the development and improve personal health and hygiene, build confidence for children with special needs, and help cultivate a consciousness of conservation of natural resources and the environment. At least 20,000 children will benefit from these projects.

Check out this video

P&G Vietnam has partnered with the Vietnam Red Cross to carry out humanitarian activities focused on the P&G **Children's Safe Drinking Water Program**. Our strategic partnership aims to reach more than 200,000 households within three years in the six disaster-prone provinces of Ha Tinh, Nghe An, Quang Binh, An Giang, Dong Thap and Long An, where thousands of local people have suffered serious shortage of clean drinking water in the flooding season every year.

P&G Vietnam also celebrated the 20th anniversary ceremony of the **"For a brighter future"** scholarship program. This initiative, jointly organized by P&G and the Binh Duong Federation of Labor, is aimed at opening the door to a brighter future for young, talented people. Over the past two decades, more than 2,000 scholarships have been granted to disadvantaged students. Many of these students have now graduated from universities.

Over 20 years, we have granted

2,000 scholarships

to disadvantaged students.



Regional Programs

ASIA PACIFIC

Every year on the occasions of Children's Day, mid-autumn festival and Tet, P&G Vietnam has organized trips to visit and provide gifts to disadvantaged children and the elderly in three orphanages and nursing homes in Binh Duong. Through these efforts, we reach more than 500 disadvantaged people every year.

P&G **Beyond Borders** empowers employees to make a meaningful impact. This skills-based volunteering program is the first of its kind in the region. P&G employees share knowledge and frameworks on various topics (followed by hands-on training with P&G volunteers dedicated to each NGO). We completed five consultation projects with non-profit organizations. These are 3- to 4-month consulting projects where P&G teams tackle the business challenges of non-profits and share the action plan or strategy. We also provided one employee with an opportunity to work with UNICEF on a 3-month sabbatical.

P&G fosters an inclusive society in partnership with Special Olympics Singapore. More than 150 P&G employees and their families volunteered in two key events with Special Olympics Singapore: American Chamber of Commerce Corporate Community Day and Special Olympics National Games.

Special Olympics

More than

150 P&G employees

and their families volunteered with Special Olympics Singapore.

P&G is committed to building capability across our local partners and small and medium enterprises (SME) in line with our commitment to strengthen and support the local economy. In Singapore's 2nd **P&G Leadership College for SMEs**, P&G and external experts shared their expertise with 40 SMEs to build their digital capabilities.

Through the **P&G Berbagi Asa (Sharing Hope)** program, P&G Indonesia helped expecting moms and toddlers improve their health through medical checkups and additional nutritional information. We provide trainings to local communities and better access to electricity and sanitation to orphanages in the Karawang area. Through the **P&G Sweat for a Cause** event, employee and family volunteers worked at a local mangrove area and planted around 4,000 trees in the Marunda coastal area in North Jakarta.

Employee and family volunteers planted around

4,000 trees

in North Jakarta.



Regional Programs

GREATER CHINA

2016 was the 20th anniversary of P&G China's support of **Project Hope**. Having renovated more than 200 schools and helped more than 300,000 children, we are going into our fifth "five year plan." Based on the new problem that rural children's parents go to urban places to make a living and the lack of companionship makes children feel lonely and helpless, the fifth "five year plan" will focus on caring for children's spiritual needs instead of merely material needs.



Encouraging children to participate and express themselves actively, we are using the most advanced concepts and technologies to give children comprehensive education that includes drama, sports, arts and music to fulfill the inspiration of "believe in ourselves and believe in the power of love."

In 20 years, we have renovated

200 schools

helping more than 300,000 students.

We have made many breakthroughs this year:

- 37 students took part in the first children's drama summer camp and public performance in the history of Project Hope.
- Rural children experienced a more advanced educational concept than their peers in urban places.
- We hosted a professional children's drama tour performance in three cities in China, with more than 6,000 viewers.

Another program is **"Onward Moms."** Hong Kong moms are under enormous pressure when raising their children. They face challenges from all aspects—from children's education and workplace competition to inflated expectation from families. Based on this insight, P&G Hong Kong started the "Onward Moms" movement in April. We leveraged our strong assets across moms and community leaders to support Hong Kong moms. A series of workshops were rolled out to help moms better deal with the stress of raising a child in a demanding society.



P&G 6 Minutes Protect a Life is Taiwan's leading community impact program and has been active since 1994. The idea of this program is to help women manage cervical and breast cancer risk. Over the past decades, thanks in part to the program, 80% of cervical and breast cancer cases in Taiwan were diagnosed at an early stage for better treatment options. Death rate of cervical cancer also has decreased greatly (65%) since P&G started the program. With support and recognition from local governments, we are committed to women's health protection and continue to promote the importance of regular cancer screenings.

Regional Programs

INDIA, MIDDLE EAST, AFRICA (IMEA)

CSDW has provided clean water in more than 45 countries in the IMEA region, and we have entered our 3rd year of partnership in Pakistan with METRO Cash & Carry and Health Oriented Preventive Education (HOPE) to provide clean drinking water to disaster-struck communities in Pakistan. Additionally, after a series of particularly harsh summers, P&G is making clean drinking water available in urban disadvantaged areas across Karachi with P&G Purifier of Water packets. P&G has provided more than 12 billion liters of clean drinking water around the world since the program began in 2004 and has reached approximately 57,000 people across Pakistan this year. In South Africa, we partnered with Gift of the Givers (the largest disaster relief organization of African origin) for disaster relief efforts including helping with floods in Mozambique. This was also our first year of partnership with Walmart in South Africa to donate one day of clean drinking water for every P&G product sold during a 1 month period. We raised 1.2 million days of clean drinking water, more than doubling our goal.



We provided

57,000 people

in Pakistan with clean water.



The **Always School** program gives puberty and hygiene education to millions of girls every year, helping them understand and remain confident through the many physical and psychological changes they undergo in puberty. The **Pampers New Moms Education** program reaches millions of moms annually in hospitals, home gatherings or neonatal clinics with essential health and baby care information, including breastfeeding, nutrition, diapering, immunization and post-natal check-ups. **Safeguard** drives hygiene habit changes by educating school children on the importance of hygiene and proper hand-washing to help prevent illness and the spread of disease.

P&G India's signature community impact program, **P&G Shiksha**, in partnership with a number of NGOs, has built and supported approximately 1,500 schools across the country, which is an increase of more than 500 since last year. This will positively impact the lives of more than 1.2 million children.

Since the program started in 2005, P&G Shiksha has empowered consumers to contribute to the education of underprivileged children by making conscious brand choices. This has enabled us to share a part of the sales towards this movement. P&G Shiksha has made a cumulative donation of more than $10 million US dollars towards building new schools, providing critical infrastructural amenities at existing schools or reviving non-operational government schools. During the year, Save the Children, in partnership with P&G Shiksha, has continued to empower marginalized girls through improving learning effectiveness.

P&G shiksha

Reading and writing ability has increased to 70%, versus 20% before the program's invention.

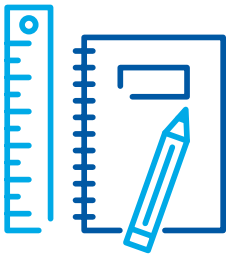
Two years ago, we entered into a partnership with Pratham Education Foundation, a leading NGO in India in the educational space, to help with remedial learning and early childhood education. P&G Shiksha partnered with Pratham's Read India initiative aiming to bridge the existing gap between current and existing learning levels. The results were phenomenal; we reached out to more than 500 schools and 65,000 children and saw the learning levels in the schools rise at the end of the year following our interventions. Before the intervention, only 20% of children in these schools were able to read and write as per their curriculum level—after our invention, this increased to 70%! Similarly, there was more than a two-fold increase in the percentage of children who were able to do basic arithmetic after our intervention. P&G also identified "Early Childhood Education" as a key opportunity area in the educational landscape of the country.

Regional Programs

INDIA, MIDDLE EAST, AFRICA

The **P&G Home at SOS Children's Village in Islamabad** provides orphan children the chance to live a normal life. The P&G Home fulfills the primary needs of these children and provides them with security, love and care in an environment which has a "mother," "brothers" and "sisters." P&G employees visited the SOS Children's Village in Karachi and spent an inspiring day with the children. Interactive sessions with employees play an important part in the lives of these children, giving them a sense of belonging and being cared for while helping build their social and interpersonal skills.

P&G's partnership with Health Oriented Preventive Education (HOPE) and READ Foundation has provided quality education to around 4,800 underprivileged children in low-income communities of Karachi, Thatta, Islamabad and Muzaffarabad. Girls constitute around 53% of the students at the P&G HOPE and P&G READ Foundation schools. Students of the P&G READ Foundation schools and P&G HOPE schools continue to excel academically. The P&G HOPE school program has come full circle; one bright and talented girl who completed her graduation from the **P&G HOPE Home School** now runs her own P&G HOPE Home School. To date, more than 6,000 underprivileged children have received quality education through these programs.



P&G HOPE Home School has provided quality education to more than

6,000 children.

The **Kibera Town Centre**, located near Nairobi in Kenya, is a fully functioning social enterprise at the heart of the biggest low-income area in Kenya and is the result of a partnership between P&G and NGO The Human Needs Project. The Centre is designed to help improve the lives of local residents in an environmentally and financially sustainable way. This is done by offering pay-per-use sanitation and empowerment services and by employing smart systems for water and energy management. The pay-per-use services offered at the Centre include Ariel laundry services, showers and toilets, clean drinking water, a cafeteria, high-speed Internet, computer classes, adult education classes, and savings and credit cooperatives for low-interest loans.



More than 750 transactions

occur at the Centre daily.

The Centre has a borehole, a full gray water recycling system, and is partly powered by solar energy. The Centre has served more than 230,000 people to date with more than 400,000 purchases of products and services, and approximately 80% of the customers have returned to the Centre. More than 750 transactions are happening at the Centre daily, each contributing to improving the quality of life for the residents of Kibera.

See the new Town Centre

Regional Programs

INDIA, MIDDLE EAST, AFRICA

P&G in the Arabian Peninsula joins hands with retailers and consumers to support local causes. As part of P&G Arabian Peninsula's backing for the United Arab Emirates' "Year of Reading" and "Year of Giving," national initiatives to promote literacy, corporate social responsibility and community engagement, the organization launched a number of local cause-related marketing initiatives. The first, a partnership between P&G, the Abu Dhabi-headquartered LuLu Hypermarket and Dubai-based charity Dubai Cares, resulted in an in-store campaign that benefited tens of thousands of children. For every select P&G brand purchased during the ten-day campaign at participating Lulu Hypermarkets across Abu Dhabi, Dubai and Sharjah, we donated the cost of a book to Dubai Cares. The initiative, which was backed by the Mohammed Bin Rashid Global Centre for Endowment Consultancy, supported the UAE's Year of Reading campaign that aimed to create a generation of book lovers and promote education through reading. In total, more than 40,000 US dollars worth of books were donated through shopper purchases during the campaign.

Our partnership with Lulu Hypermarket and Dubai Cares resulted in an in-store campaign providing a total of $40,000 worth of books.



In partnership with Majid Al Futtaim-Carrefour and as a tribute to the country's push to promote happiness and well-being, we gave UAE consumers the chance to both share their great moments of happiness with their families and loved ones and create new ones by winning family experiences. During the campaign, consumers who visited Carrefour stores across the UAE could express their gratitude to family and friends for the quality time they'd spent together and become a part of a Guinness World Record attempt for the longest line of photographs. In total, UAE consumers contributed more than 10,000 images to the campaign to say thank you to their loved ones for all the great moments they'd created together.

"We believe that we have an important role to play in supporting local causes across the region. Reading and access to books are key to developing creativity and learning among young minds. Likewise, being with the people you love may just be the most valuable gift anyone can ask for. We live in one of the most vibrant places in the world, which is moving at such a fast pace. We want to encourage our consumers to step back for a moment and think about what difference they can make to others and who makes them happy, and give them an opportunity to share this thought with that person as well as offer them a chance to give back through shopper causes. Thank you to everyone who made these campaigns come to life."

—Khaled Adawi
Director, P&G in the Arabian Peninsula

Regional Programs

NORTH AMERICA

In our **Green Bay plant**, two P&G grant programs made significant impact in the local community. The first one used matching P&G grant funds to supply Caring Closet with hygiene items, household cleaning supplies, school supplies and clothing. Another program used matching P&G grant funds to support the Boys and Girls Club of Northeastern Wisconsin, Inc., where volunteer mentors serve as role models to youth supported by ongoing, professional monitoring, changing the lives of both the mentors and youth for the better, forever.

BOYS & GIRLS CLUBS OF AMERICA

P&G provided financial support to the Boys and Girls Club of Northeastern Wisconsin.

The P&G Military Team is improving the quality of life for America's Military Families around the world. Through their cause-related Marketing activations, the Military Team invested $1.5 million in support of the Military Community this past year. Contributions included sponsoring 13 NFL ProCamps Worldwide for military children, donating 40,000 "Toys for Holidays" through partner Operation Homefront, handing out "Welcome Home Kits" at USO facilities, and supporting the efforts of Fisher House (a foundation that provides free temporary housing to family members while their wounded loved ones are recuperating at military base medical centers). These are just a few of many ways the Military Team, through their Start Strong/Stay Strong Campaign, improves the quality of life for the men and women who serve, and their families.

Feeding America® does much, much more than the name implies. North America's largest domestic hunger-relief and food rescue charity not only distributes nutritious and wholesome food, but also household essentials and personal care items through a nationwide network of 200 food banks and 60,000 agencies. As a long-term partner, we have been providing basic essential products like Crest, Gillette, Charmin and Pantene to help families struggling to make ends meet. In just two years, Pampers has donated 15 million diapers and 10 million baby wipes to help families care for their youngest members.
For several years, we have helped support Feeding America's School Pantry Program for kids and partnered together on brand campaigns such as the Crest Healthier Smiles Project.



As a long-term partner, we have been providing products like Crest, Gillette, Charmin and Pantene to struggling families.

In Canada, we continued our longstanding tradition of generously giving back to the community with a new employee engagement campaign called **P&G Gives Back**. As part of our P&G Gives Back efforts, we encouraged employees to give back to the community through their time, talent and treasures. P&G Canada employee donations to the United Way, along with a corporate match and product sales, generated more than 1 million US dollars for the Canadian communities. Employees also volunteered their time through corporate partners like Habitat for Humanity and United Way.



P&G Canada donated more than 200,000 units of in-kind product to provide comforts of home to those in need, especially for newly arrived Syrian and Yizidi refugee families. By engaging employees, community groups and government officials in kit-packing events with our Canadian disaster relief partner Global Medic, we donated more than 1,900 **"Welcome to Canada"** kits.

Regional Programs

P&G IN ITS GLOBAL HEADQUARTERS CITY

United Way of Greater Cincinnati brings people and organizations together to do what no one person or one group can do alone. With the help of more than 90,000 supporters, United Way of Greater Cincinnati improves the lives of 365,000 people a year in 10 counties across Ohio, Indiana and Kentucky. Through our partnership with and support of United Way, we're tackling some of the toughest problems in the Greater Cincinnati region by advancing community solutions that work. Together, we ensure our community has access to good jobs, education and healthcare because we know when those needs are met, everyone has an opportunity to thrive. P&G and its employees donated more than $10 million to the United Way of Greater Cincinnati's annual campaign, making us United Way's largest local donor.



P&G is the largest contributor to the **Cincinnati Center City Development Corporation – 3CDC**. This is a private, non-profit, real estate development organization focused on revitalizing Cincinnati's urban core in partnership with the City of Cincinnati and the Cincinnati corporate community. P&G's partnership with 3CDC is fundamental in helping attract and retain top talent. When 3CDC approached us with their vision for creating programming and events that bring the city together in celebration, growth and revitalization, it fit well with our corporate vision, and we saw it as a way to help power and support the momentum of our city. Our employees have gotten behind everything we support, from running groups in the Flying Pig Marathon, to participation in Salsa on the Square, to sharing their love of music at events like Cincinnati Music Festival and performances at Fountain Square and Washington Park.



Employee Well-Being

P&G VIBRANT LIVING

In 2017, Vibrant Living continues as P&G's health and well-being program with a presence across 55 countries. After launching our expanded vision in 2016—"Enable peak performance by inspiring meaningful, happy, healthy lives"—this year we saw even more momentum engaging not just our employees but also our families. Our Vibrant Living vision is supported by three pillars:

"Meaningful" Heart—Feeling proud to be part of P&G and connecting with others, at home, at work and in the community, who share similar interests and passion to bring out our best.

"Happy" Mind—Enriching our overall well-being, building resilience and strengthening relationships to enjoy the best in life.

"Healthy" Body—Optimizing our physical strength and energy to meet everyday challenges and enjoy an active lifestyle. That's the core of Vibrant Living.

P&G Vibrant Living
Make every day a healthy day

More than 600 employees

participated in the Cincinnati General Offices Vibrant Living 5K Walk/Run event



Employee Well-Being

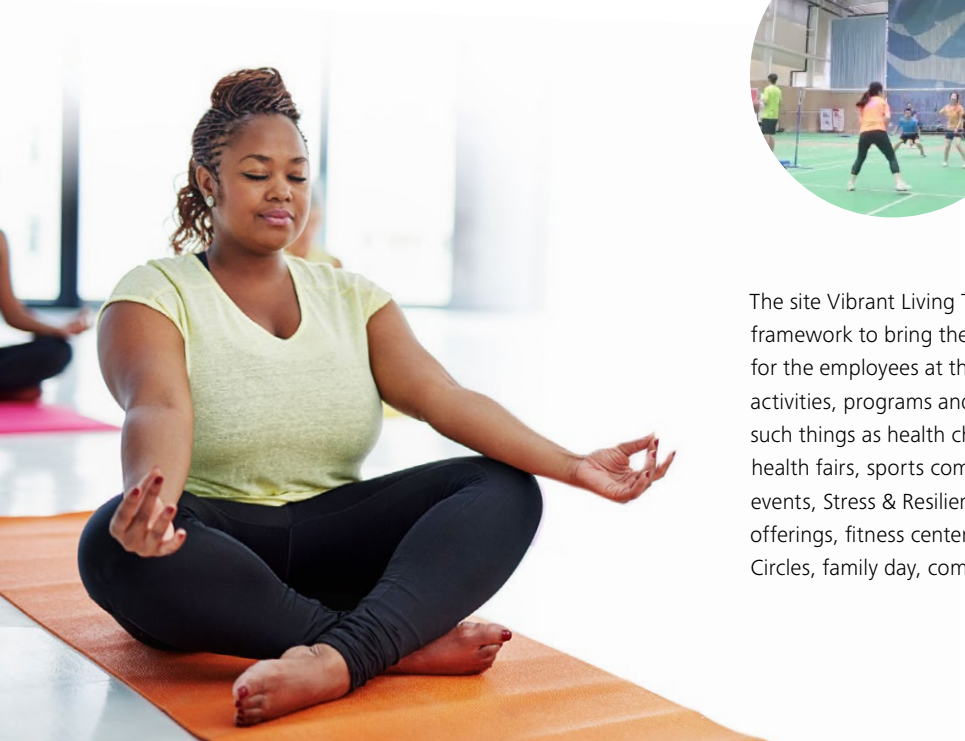
P&G VIBRANT LIVING: HIGHLIGHTS OF OUR PROGRESS

Positive P&G Employee survey trends

For the second year in a row, 81% of employees participated in Vibrant Living events, activities and programs. This is having a favorable impact with our overall Personal Well-Being score increasing 9 points over the last six years.

Global Vibrant Living Awareness Day

While site Vibrant Living Teams plan Vibrant Living activities and events throughout the year, during two weeks in April sites participate in Global Vibrant Living Awareness Day. With a theme of "Vibrant Living, Better Together!", 72% of our sites around the world celebrated our fourth annual Global Vibrant Living Awareness Day.



A workplace culture of health and well-being

- We now have 107 certified Vibrant Living sites that support the health and well-being of our employees.
- With the help of Vibrant Living Health Coaches and Champions throughout the world, employees can connect to Vibrant Living resources they need most.
- Our global online wellness assessment is available to employees in more than 30 languages.
- We are continuing a progressive 10% utilization rate with our WorkLife Solutions Program, which reaches more than 90% of employees worldwide.

Summer Vibrant Living Carnival in China engaged 500+ employees and family members through 12 different activities.

The site Vibrant Living Teams leverage the Vibrant Living framework to bring the program to life in a meaningful way for the employees at their site. The types of Vibrant Living activities, programs and events vary by location and can include such things as health checks in the Vibrant Living Health Center, health fairs, sports competitions and tournaments, 5K Walk/Run events, Stress & Resilience Promotions, health food and snack offerings, fitness center promotions, massages, Vibrant Living Circles, family day, community outreach events and many others.

Highlights from Sites Around the World

5K Walk/Run

The Cincinnati General Offices

More than 600 employees from around the city participated in this Vibrant Living event.

Global Vibrant Living Awareness Day

Damman Plant, Saudi Arabia

Employees participated in fitness activities, nutrition awareness and a vision campaign.

Summer Vibrant Living Carnival

Xiqing Plant, China

The plant launched a brand-new Vibrant Living series of campaigns named VL Summer Carnival and successfully engaged 500+ employees and family members with 12 rounds of VL activities such as a health lecture, parent-child interaction, sport competitions, themed family day and outside sports.

Health Fair

Geneva G.O.

Included an information booth where employees could learn about their Vibrant Living Health Center and programs.

Blood Drive

Santiago Plant, Chile

As part of Global Vibrant Living Awareness Week at the plant, employees were able to give back to the community.

Sweat for a Cause

P&G Indonesia

To celebrate Vibrant Living Week and Earth Week, employees and their families ran for a healthier life and replenished the earth by planting five trees for each lap run by an adult and half lap for children.

Employee Well-Being

GLOBAL MEDICAL

We touch and improve the lives of our employees with focused delivery of our five Global Medical priorities.

1. Save a Life
(Protect Our People)

2. Obey the Law
(Protect Company Reputation)

3. Protect Key Technologies
(Protect Brand Integrity)

4. Enhance Speed to Market
(Support Emerging Technologies and New Business Development)

5. Inspire Health and Wellness
(Vibrant Living, Travel Medicine Support, Global WorkLife Solutions and EAPs)

The P&G Medical vision "Touching and Improving the Health and Well-Being of P&G People – Healthy People, Healthy Business" reflects the importance of the well-being, productivity and innovativeness of our employees. The P&G global Employee Health and Well-Being Standard ensures that we deliver:

- The same corporate Health and Well-Being requirements at all P&G locations consistently around the world, assuring that sites provide employees with the appropriate level of occupational health assurance programs and services,
- Comprehensive and effective emergency care for our employees, on-site contractors and visitors at all our facilities,
- Compliance with related laws and regulations, and sharing this expectation with all of our business partners,
- A culture of health through quality health services and Vibrant Living offerings that support employees in protecting and promoting their health,
- WorkLife Solutions and Employee Assistance Programs (EAPs) to support employees and their families.

Our programs are making a difference. Our 152 P&G Health Services/Vibrant Living Health Centers in 42 countries had more than 297,000 employee visits in the past fiscal year. Based on employee feedback, 93% of visits surveyed received a favorable rating. Our annual ratio of Health Center visits to total P&G employees covered by on-site occupational health services remains at a similar level. Many of these employee visits are proactive, including use of preventive health services such as travel health consultations, seasonal influenza immunizations, and personal health and wellness consultations.



Employees who used health services or on-site health programs reported better personal well-being scores of 13 percentage points or higher on the 2017 P&G Employee Survey. P&G Survey results for the last six years tell a remarkably consistent story of double-digit well-being improvement.

152 centers in 42 countries

logged more than 297,000 employee visits in the past fiscal year.

Recognitions

P&G Community Impact initiatives have received significant recognition this year including the following:

Forbes Magazine named us the **#1 most socially responsible company** in Central America.

P&G Myanmar received the second Annual **AMCHAM ACE Recognition**.

P&G Singapore received the **2017 AmCham Cares Award** from the Singapore American Chamber of Commerce for our corporate social responsibility efforts.

CSDW in Indonesia was named **Best Philanthropic Program 2016** by *Mix MarComm Magazine*.

P&G Thailand-Myanmar-Laos team received the **2016 AMCHAM's CSR Excellence (ACE) Recognition** for our work in corporate social responsibility, receiving 2 awards: "Gold level" AMCHAM ACE Recognition for the 6th consecutive year and 'The US-Thailand Creative Partnership' award by the US Embassy.

CSDW West Kalimantan Project was **shortlisted as Best Corporate Responsibility Program** in APAC by Asia Pacific Excellence Awards.

P&G Colombia has been recognized externally for our community impacts and our good practices in Social Responsibility in Bogota, the capital of Colombia, awarded by the Bogota City Council.

P&G was recognized as **United Way´s Best Regional Corporate Partner** in Latin America.

The Peruvian Ministry of Defense recognized P&G Peru for its work and support during El Niño Costero emergency.

United Way Peru recognized P&G Peru for our commitment with our communities and our efforts on childhood **"Empresa comprometida con la primera infancia"** (Company committed to early Childhood).

World Vision recognized P&G Peru **"Por el apoyo y la solidaridad durante el Fenómeno del Niño Costero 2017"** (Solidarity and Support during El Niño Costero 2017).





Diversity & Inclusion

- Overview
- Message from William P. Gipson
- Building Inclusion as a Business and Cultural Strategy
- Creating Value Through Diversity & Inclusion
- Advocating for Dialogue and Action that Drives Progress
- Bringing Out Our Best Everyday
- Strengthening Our Legacy

Diversity & Inclusion Overview

P&G is a company that believes in diversity and inclusion. With over 145 nationalities represented in our workforce, our own diversity helps us reflect and win with the consumers we serve around the world. The more we understand people, their needs and challenges, the better we can delight them with our products and services. And while diversity is essential in all we do, we believe inclusion changes the game. Every day we strive to get the full value of our diversity through inclusion—fostering an environment where P&G people can be their best, full and authentic selves in the workplace. But our job doesn't end there—our belief and commitment extends beyond P&G's walls. We are driving action on the world stage to make a meaningful difference, and we care deeply about our impact, always striving to make the world a little bit better through our actions.





BUILDING INCLUSION AS A BUSINESS AND CULTURAL STRATEGY

P&G's commitment to an inclusive culture is broad and deep. We are continually improving our culture through policies, training and employee support systems to meet the needs of our changing workforce. We are committed to achieving 50-50 representation of women and men in all parts of our Company and stepping up for our African Ancestry employees. To enable P&G people to be and give their best, we continue to innovate in the area of global parental leave and employee flexibility. All of this underscores our desire to make a difference around the world. We know that when we get inclusion right, we are more able to reach our full potential.

50 50

We are committed to achieving 50-50 representation of women and men in all parts of our company.

CREATING VALUE THROUGH DIVERSITY AND INCLUSION

Our 2017 P&G Diversity & Inclusion Award winners are helping P&G to win through better business, organizational and community-improving results. The link to diversity and inclusion comes through the commitment of these teams and individuals who think differently and challenge themselves and others to take initiative, embrace change and tackle challenges through diverse vantage points and teams. From product innovation for women of African Ancestry, to creating opportunity for people with disabilities, to advancing LGBT inclusion, to driving economic empowerment for women, to winning locally with products and messages that resonate with consumers, we are innovating for growth across our business through our diversity and inclusion efforts.

Diversity & Inclusion Overview

ENCOURAGING DIALOGUE AND ACTION

In June 2017, P&G joined 300 other companies through the CEO Action for Diversity & Inclusion, the largest CEO-driven business commitment to advance diversity and inclusion in the workplace signed by more than 270 CEOs. The power of this commitment is the bias towards action—seeing something, saying something and then doing something about it. Diversity is about making sure we have the right mix of talent. Inclusion is about using that diversity to make us all stronger. It takes both. P&G is taking deliberate steps inside and outside the Company to create a trusting workplace environment for dialogue, understand unconscious bias, and share best practices.

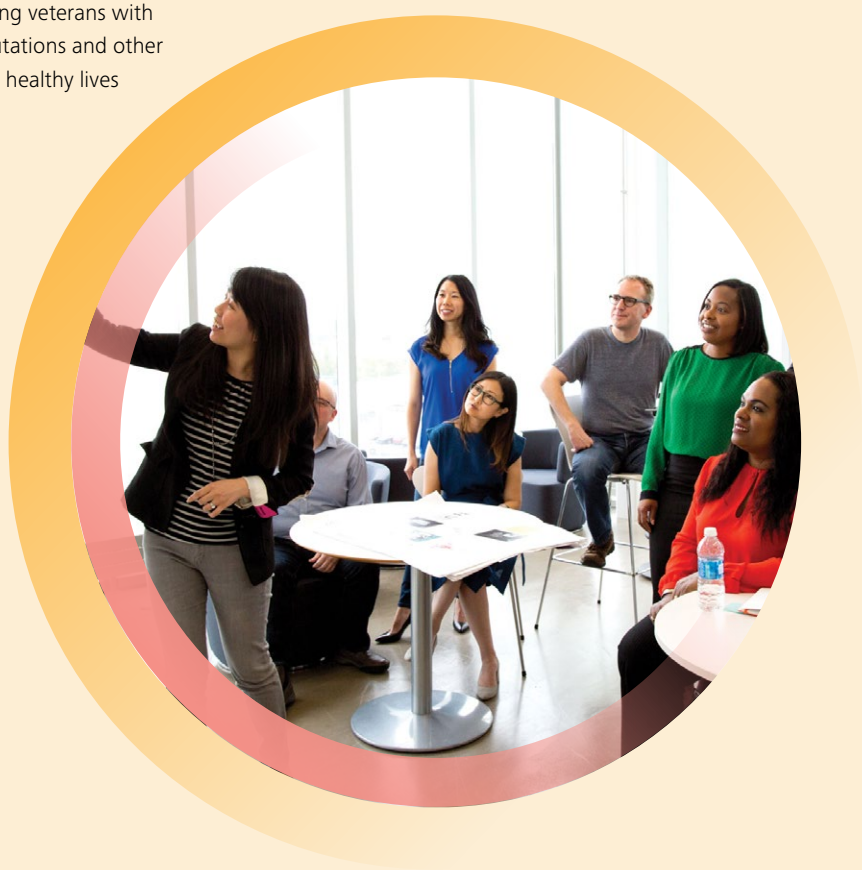
CEO ACT!ON FOR DIVERSITY & INCLUSION

BRINGING OUT OUR BEST EVERYDAY

At P&G, we believe diversity and inclusion comes down to the everyday choices and actions of every individual. When we unite to bring out the best in each other, and when we invest in our communities, we have the power to be unstoppable. In 2017, our People with Disabilities and Veterans Affinity Teams, in partnership with the Department of Veterans Affairs and Paralyzed Veterans of America, co-presented the 37th National Veterans Wheelchair Games in Cincinnati, Ohio. More than 550 veterans competed in this event, empowering veterans with spinal cord injuries, multiple sclerosis, amputations and other neurological injuries to live more active and healthy lives through wheelchair sports and recreation.



Inclusion is about using diversity to make us all stronger.



Message from William P. Gipson

We've been raising the bar across our business, in everything we do—including diversity and inclusion. We are seeing business momentum, and as a Company that is 180 years old, we are committed to a better tomorrow and the next 180 years, and more, of success. I believe diversity and inclusion will continue to be a key way of doing this. We need to continue innovating for growth, across our business, and at every consumer moment of truth, to delight people with our brand and products. We need a workforce and culture that allows each and every employee to bring their full, best and unique self to work each day. If we continue to apply our diverse minds and diverse talent to tackle opportunities or challenges, we will continue to serve our consumers in ways that are meaningful to them and keep delivering better results.

—William P. Gipson
President, End-to-End Packaging Transformation,
and Chief Diversity and Inclusion Officer



Everyone Valued, Everyone Included, Everyone Performing at Their Peak™

Building Inclusion as a Business and Cultural Strategy

P&G is deeply committed to an inclusive culture. We are continually working to improve our culture through policies, training and employee support systems to meet the needs of our changing workforce. We are committed to achieving 50-50 representation of women and men at all levels and in all parts of our Company and standing up for all employees across the globe to ensure everyone can be their best self. We continue to make bold improvements in the area of global parental leave and employee flexibility. All of this underscores our desire to make a difference around the world. We know that when we get inclusion right, we are more able to reach our full potential.

CONTINUING OUR COMMITMENT TO GENDER EQUALITY

We are working to build an equal workforce of women and men at all levels of the Company around the world. Today, women represent 45% of our manager positions and 35% of our executive-level positions. To continue our progress to a 50/50 balance, we believe we must be at our inclusive best for the women and men of P&G. We continue to make notable improvements in our approach to developing and advancing women and policies that support new parents and meet the flex needs of all employees. We believe that P&G women can achieve their goals and ambitions at P&G. Developing the next generation of women leaders is a key priority for us in the coming years.



To support this priority, we have invested in innovative programs focused on the development of women.

P&G Asia's Movement

P&G's Asia-Pacific (APAC) Region has a strong history of developing women leaders. Women represent 50% of all management roles across the region and 32% of all executive-level positions. In 2016, our Asia-Pacific leadership team introduced gender equality through a flagship effort. The initiative supports both an inclusive culture and a commitment to the advancement of women into senior-level positions across the region. Key to their plan is a commitment to new parents. In 2017, APAC updated its maternity leave benefits to ensure that all women, birth and adoptive mothers, have at least 14 weeks of paid leave. They made advancements in supporting child care in Japan and Indonesia, with plans to expand in sites where this need exists. To accelerate the development of top women leaders, more than 100 women have been formally matched with career sponsors. In addition, more than 350 women participate in Lean In Circles. APAC leadership is also engaged in training for the region on subjects ranging from "unconscious bias" to "cultures at work." We believe that when men and women work together, we can co-create an inclusive workplace where employees, regardless of gender, can bring their best and be their best every day.

Building Inclusion as a Business and Cultural Strategy

P&G's North America's Women's Accelerator and Latina SOAR

The Women's Accelerator program and the SOAR Initiative are intensive leadership development programs designed to accelerate the development of women to senior management levels. Both initiatives focus on topics ranging from effective envisioning and leadership to networking and negotiation. SOAR is targeted to our Latina women and focuses on the uniqueness of Hispanic women's leadership. In five years since establishing these programs, we have seen a continual increase in women's progression and a reduction in overall women's attrition.

"SOAR was the first training at P&G that really empowered me to embrace and strengthen all my leadership qualities as a woman executive. The self-discovery insights and the tips I learned at the personal coaching sessions are all tools I am applying today. I also believe the Latina SOAR training has been a key tool to help P&G build a steady pipeline of strong performing and well-connected Latina leaders that will play at P&G top levels and spheres of influence. These future leaders will inspire younger Latinas to believe that they can succeed in our company as well."

—Carolina Rogoll
Fabric Care Canada Commercial Leader

Lean In Circles

P&G is a founding member of Leanin.org with more than 4,000 women participating in Lean In Circles around the world. In June 2017, P&G hosted a fireside chat with Sheryl Sandberg, Chief Operating Officer of Facebook and author of bestselling books *Lean In* and *Option B*, at our Boston and Cincinnati sites. Sandberg commended P&G for continuing to be one of the largest sponsors of Lean In. "Leaning In" is about helping women unleash their full potential. Lean In Circles provide a forum for women to get peer-to-peer support, and to tackle business and career challenges and opportunities in a safe environment. Sheryl also shared a sense of urgency to make faster progress in the area of gender equality. "Women have received 57% of undergraduate degrees in the US, and only occupy 5% of Fortune 500 CEO roles. Women's voices are not heard. Individuals of different races are not heard. Diversity of thought stems from diversity of background—so how do we get there?" It is a question we will continue to work to answer for ourselves and for the world around us.

Secret: Redefining Feminine Strength

The Secret brand is unwavering in its portrayal of strong, confident women in its advertising. Secret was one of the first brands to represent women in the workforce and men as fathers in advertising. The "Stress-Tested for Women" campaign is built on Secret's rich history of supporting all women who show courage in redefining feminine strength. The campaign highlights a variety of stressful situations that are culturally relevant and shows how women face those challenges with courage every day. Secret knows it takes guts to redefine cultural norms and proudly supports all women's efforts—big or small—to take life and stress head on. The clip below is one of our favorites and has more than 6.5 million views to date.

Check out the Secret campaign video



Building Inclusion as a Business and Cultural Strategy

STEPPING UP FOR AFRICAN ANCESTRY EMPLOYEES

We have a long track record of hiring outstanding African Ancestry (AA) talent, and we want to keep that talent at P&G. We are addressing opportunities and investing in purposeful plans for hiring, retaining and developing AA talent to the executive level. In 2017, we continued on an innovative approach to building strong manager-employee relationships, challenging bias, and focused career planning to better support and develop our valued AA talent.



Cincinnati Winton Hill Site Pilot

We know that strong manager-employee relationships are what lead to higher levels of job satisfaction, the ability for individuals to contribute to their fullest potential and lead to better results. As part of our Stepping Up plan, we created a pilot program to strengthen the manager relationship with our AA employees. The 3-part learning experience, based on a principle of shared responsibility, required the individual participant, the manager, and the organization to all be responsible for ensuring the program objectives were met. Sponsored by senior leaders in Family Care, Feminine Care and Baby Care, African Ancestry employees at our Winton Hill site in Cincinnati were invited to attend Efficacy, a 2-day workshop focused on concrete strategies to shape their careers with P&G in ways that are most personally meaningful. Managers of these employees were then invited to take a Managing for Inclusive Partnerships workshop and a P&G signature training, Intentionally Inclusive Leadership. The final element of the program paired participants and their managers in Group Success Path two-way coaching and feedback sessions. The hidden value of this program is training P&G managers how to manage people regardless of ethnicity. The forum also gives people the space and permission to grow their relationship with a psychological safety net. Over 120 employees completed the full pilot program and, based on positive results, we are expanding the program.

National Underground Railroad Freedom Center Partnership

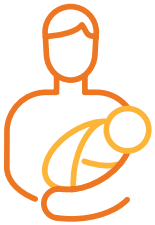
P&G understands that bias influences how effectively employees partner with each other to deliver their work. That's why P&G is helping our leaders, managers and our employees more broadly, understand the impacts of unconscious biases on workplace actions and decisions. In 2016, when the National Underground Railroad Freedom Center in Cincinnati promoted a new exhibit on implicit bias called *Open Your Mind*, P&G executives on the museum's board saw an immediate opportunity to use the exhibit to help build awareness and learning on bias. In partnership with the museum staff, we developed a workshop that leveraged the museum exhibits to create an immersive learning experience meant to open the heart as well as the mind to tackle bias. The initial pilot experience was a success and well received by participants. Going forward, we are exploring how the Freedom Center can add this workshop to their portfolio and offer other business and community groups the opportunity to benefit from this transformational learning experience.

National Underground Railroad FREEDOM CENTER

Building Inclusion as a Business and Cultural Strategy

COMMITTING TO NEW FAMILIES

P&G has always celebrated growth and we believe P&Gers deserve an amazing experience as they expand their families. In 2016, we announced significant improvements in our US parental leave benefits to include increased paid time off for new birth moms, adoptive parents and dads. Through paid and unpaid leave, parents can take off up to their child's entire first year. 2017 brought an expansion of these benefits across the globe, adding enhanced maternity, adoption and/or paternity leave benefits in more than 25 countries to include Brazil, Mexico, Panama, Puerto Rico, Belgium, Egypt, Spain, Singapore, South Korea, Philippines, Thailand, Malaysia, Indonesia, Israel and many more. As employees expand their families, this is one way we help them. For many of our new dads, the access to paid time off to bond with a new child has been life-changing.



"Changing a policy is one thing, but having the culture to support a change like this is really where the true strength of P&G lies."

"Several months after my wife and I found out we were expecting our first child, I was thrilled to learn that P&G had updated our U.S. Parental Leave Policy to allow for four weeks of paid paternity leave. My wife and I were already planning how to manage the first few weeks after our daughter's arrival, knowing that none of our family lives close. But this new policy changed our approach, reduced our stress, and led to a life-changing experience that has empowered me both at home and at work. Changing a policy is one thing, but having the culture to support a change like this is really where the true strength of P&G lies. When I walked into my manager's office, the first thing he asked me about was, 'Andy, you're going to take every day of eligible Paternity Leave, right?' I didn't even realize he knew about it. To have this level of proactive support made my decision much easier and eliminated any anxiety I may have had. My month-long leave was an absolutely fantastic experience. I was able to completely immerse myself with my wife and daughter during the critical first few weeks of our new family's existence—a time I will cherish forever. I relearned



my expertise in house care, cooking, and a myriad of other activities. When I returned from leave, I was refreshed, thankful, and eager to get back to work. Unlike some new fathers at other companies I know, I didn't feel bad about my return to work after leave; I felt great about the fact that I spent a full month with them, and it's allowed me to remain focused on my challenging and exciting job leading P&G's Supplier Citizenship Program."

—Andy Butler, Product Supply Associate Director, North America

Building Inclusion as a Business and Cultural Strategy



CHAMPIONING A FLEXIBLE CULTURE

Our flex@work program rests on a simple principle: The interests of our Company and our people are inseparable. To improve the lives of our consumers, we start by improving the lives of the people behind the products. We recognize the many demands placed on our employees to live a full life while balancing work responsibilities—especially in today's real-time, results-driven environment. Today, more than 60% of our men and women across the globe indicate they are flexing. The core of our latest intervention is designed to better equip our managers with the tools they need to have meaningful and productive conversations about flexibility—whether schedule flexibility, career pacing flexibility or flexible policy and benefits. The discussion of flexibility is an important moment of truth for our employees. When our managers and employees work in partnership to meet the needs of the business and the employee, it's good for all of us.

"I trust you will give me your 100%. Rest assured that you don't have to worry about a thing. We will make this work!"

—Mohamed Shreef, Manager

"I was offered the role of Finance Manager at our Port Qasim Plant in Karachi, Pakistan, upon return from maternity leave. I was thrilled, but also stressed out! My husband worked long hours, so picking up our six-month old from daycare was my responsibility. The commute to and from the plant on a good day is about 90 minutes and the daycare hours of operation were limited. If I were to work full-time at the plant, I would spend barely one hour with my son in the evening and not see him in the morning. Returning to work was not a conducive situation. I told my manager how energized I was about the role, but that I just couldn't live with not being able to spend proper time with my son during the week. My manager was super supportive! We decided that I would work six hours at the plant and cover two hours either at home or over the weekend. My colleagues understand not to plan face-to-face meetings after my working hours, but know I'm available to meet by phone during my commute. I constantly feel grateful towards the Company and my colleagues who, every day, enable me to have the best of both worlds."

—Manah Siddiqui, Finance Group Manager, Port Qasim Plant, Karachi, Pakistan

Creating Value Through Diversity & Inclusion

In 2017, P&G hosted its fourth annual Global Diversity and Inclusion Awards Celebration. The awards recognize and celebrate the outstanding work of P&G employees around the world who have progressed diversity and inclusion through innovation, value creation, inclusion and inspirational leadership. These awards demonstrate our commitment to innovating for growth across our business so that we can delight consumers with our products and brands. The link to diversity and inclusion comes through our people who think differently and challenge themselves and others to take initiative, embrace change and tackle challenges through diverse teams and with diverse points of view. Here's a look at the 2017 winners who are helping P&G deliver better business, organizational and community results.

INNOVATION

Pantene Gold Series Team

The African American (AA) market is one of the biggest and fastest-growing segments in the hair care category. This represents a huge growth potential for Pantene to serve the hair care needs of AA women—including nearly 10,000 P&G employees around the globe. This team of inspiring, courageous and passionate P&G AA scientists, stylists and dermatologists found emotional and historical connections behind AA hair not being accepted as a beauty industry norm. The new Pantene Gold Series—products designed specifically for AA hair—challenges this norm by celebrating strong, beautiful AA women and their incredible hair.



Pantene Gold is designed to serve the hair care needs of AA women—including nearly

10,000

P&G employees.

Learn more about the Pantene Gold Series

Check out the Innovation video

VALUE CREATION

Japan Diversity & Inclusion Team

Embracing women in the workforce is a key strategy of the Japanese government to improve the economy and spur diversity. With 25 years of experience in Diversity and Inclusion in P&G Japan, we were in a unique position to help. The Japan D&I team, in partnership with the Japanese government, established diversity training programs for partners, government agencies and other companies. Through these efforts, more than 150 companies and 1,700 professionals have been reached, and P&G received external recognition from the Ministry of Health, Labor and Welfare for their work in this area. While working to support women externally, this team went one step further to support families inside P&G. In 2016, P&G Japan opened two daycare programs so new parents could be their best upon return to work.

Jamila Bilabidi, Europe Product Supply Purchasing

Jamila is leading the expansion of P&G's US Supplier Diversity Program to Europe, India, the Middle East and Africa. Her partnership with the United Nations Women's Economic Empowerment Panel, and P&G leadership, led to the Company's commitment to helping grow women-owned business together with the UN Women. Inspired by strong women in her family, Jamila is a role model for bringing her full self to work, relentlessly advocating for what is right, and showing courage to help P&G be better positioned to succeed as a leader in supplier diversity and gender equality.

Watch the Value Creation video

Creating Value Through Diversity & Inclusion

INCLUSION

Turkey Project REACH Team

Project REACH is a unique program sponsored by our People with Disabilities Network. The program is designed to provide real-life work experience to people with disabilities. They are trained and assigned to departments with heavy workload needs. What began in 2012 with three students assigned to FemCare in Cincinnati, has since blossomed across the Company including all Cincinnati sites, Mexico City, Greece, UK and now Turkey. The impact of this effort goes beyond the diversity aspect of hiring disabled workers. It is about giving them the chance to be prepared for the job market, growing their self-esteem, and building skills while earning an income. For P&G, the value is evident. This program is an inclusion enabler—helping us focus on abilities versus disabilities as the participants increase our productivity through their meaningful contributions.

Project REACH
Helping students with disabilities reach their potential.

GABLE Latin America Team

The Latin America GABLE Conference has built credibility inside P&G with employees and outside among partners like LinkedIn, Google, Nielsen, Ambev and DOW. Through this event, these leaders are tackling important conversations like combatting LGBT+ phobia to build a more equitable society and advance transgender rights. This team is inspiring others to build a better world for all of us—inside and outside of P&G—reflecting P&G's values and the values of a growing majority of our consumer base.

Watch the Inclusion video



Creating Value Through Diversity & Inclusion

INSPIRATIONAL LEADERSHIP

Ruba Jamjoom, HR Leader, Saudi Arabia

Ruba is a pioneer for female empowerment. As one of the first women to join the Company in Saudi Arabia 11 years ago, Ruba plays a critical role at P&G. Balancing her roles as an HR leader, a wife and mother, she proves that women can be effective professionally and personally, even in a conservative culture. Ruba coaches female employees and their managers on how to be more effective and juggle priorities without compromising work/life balance. She has introduced a number of social and training initiatives and her contributions have made a difference. Increased retention and morale can be attributed to her efforts and women now account for 50% of new hires in our Saudi Arabia general offices. And others have taken notice. Ruba works with many companies in Saudi to help them build a diverse workforce.

Hear from Ruba

Sumaira Latif, People with Disabilities Affinity Leader and Manager, Inclusive Design

Sumaira "Sam" Latif is a role model and inspirational leader who is passionately dedicated to improving the way consumers experience our products. Working in partnership with the University of Cambridge, Sam developed a tool that assesses the inclusiveness of our products and packaging. The Exclusion Calculator analyzes the ease of use along six vectors: brand identification, variant selection, reading instructions, opening pack, product usage and disposal. This provides insight into changes we can make to improve user experience and sales to a broader population. Sam is also encouraging P&G on a journey to champion audio description in advertising commercials. This allows people with visual impairments to experience a full P&G commercial. Our 2016 Olympic ads were Audio Described. Through Sam's leadership, she is making everyday life easier for our consumers.

Hear from Sumaira

Linda Clement-Holmes, Former CIO and Advisor to the CEO

Linda Clement-Holmes will forever be known for leaving a long list of "firsts" at P&G. Linda joined P&G in 1983 as a systems analyst. She went on to become the first African-American senior vice president in the IT function and first female African-American Chief Information Officer at P&G. Her "firsts" didn't stop there. She led the first vision and strategy for P&G's e-mail system, led the partnership with Hewlett-Packard to provide core information technology services, and spearheaded delivery of broad business and employee services to CEEMEA. When she was P&G's Chief Diversity Officer, Linda crafted the first company-wide diversity and inclusion strategy and established P&G's first Global Inclusion & Diversity Council, a foundation for our diversity efforts today. Linda is widely recognized in the community, having received countless awards and honors including Uptown Professional's Top 100 Executives, YWCA's Career Woman of Achievement, and the Howard University Global Visionary Leadership Award. Linda's contributions in leadership, innovation, and diversity and inclusion have helped make P&G the company it is today.

Hear from Linda



Advocating For Dialogue and Action That Drives Progress

We believe the world will be a better place if we can all respectfully listen to—and share our experiences with—one another. This can lead to dialogue, understanding and more equal opportunities for all. For years, P&G has been driving conversations that spark dialogue in support of all the consumers we serve. This has spanned gender, sexual orientation, geography and race. We believe we can be force for good and for growth as we ultimately deliver our Company's mission of improving lives.

CEO ACTION FOR DIVERSITY & INCLUSION

In June, 2017, P&G joined 300 other companies through the CEO Action for Diversity & Inclusion to advance diversity and inclusion in the workplace signed by more than 270 CEOs. The power of this commitment is the bias towards action—seeing something, saying something and then doing something about it. Diversity is about making sure we have the right mix of talent. Inclusion is about using that diversity to make us all stronger. It takes both. P&G is taking deliberate steps with other companies through this effort in three areas: creating the trusting workplace environment for dialogue, understanding unconscious bias, and sharing best practices. The access to other thinking will help us expand our own capabilities and make even more progress in our efforts to create an inclusive environment where diverse people can come together and offer their best ideas and performance.

CATALYST CEO CHAMPIONS FOR CHANGE

In late 2016, we signed onto Catalyst CEO Champions for Change, an initiative that brings together more than 50 global CEOs and senior leaders who are visibly supportive of diversity and inclusion by driving it in their organizations. This affirms our support for accelerating diversity, inclusion and gender equality within our organization with commitments to forward this movement. This includes advancing the representation of women and women of color in senior level positions and on the board of directors over five years, and actively sponsoring a diverse group of women.

MY BLACK IS BEAUTIFUL "THE TALK"

In August 2017, P&G launched "The Talk"—one of P&G's newest campaigns from My Black is Beautiful. "The Talk" is a short video that depicts conversations many black parents have with their children about racial bias to prepare, protect and encourage them. We recognize issues of race and bias are tough topics, but we believe they represent an opportunity for each of us—whoever we are and wherever we come from—to engage in constructive dialogue that lifts everyone up, regardless of background.

Watch the video for "The Talk"



Advocating For Dialogue and Action That Drives Progress

CONNECTING AFRICAN ANCESTRY MALE EMPLOYEES WITH LAW ENFORCEMENT

Hasani Gillispie, a P&G Research & Development leader, reminds us that incredible things can come from crises, that individuals can inspire change on a grassroots level, and that dialogue itself can be the catalyst needed for progress. Hasani has been active in our AA community for years but it wasn't until the summer of 2016 when, amidst fatal interactions between police and AA males, his daughter posed a question to him "What are you going to do?" And with that question, the "Bridge of Life" project was born.

This program creates bridges between local police departments and the AA community through dialogue sessions and shared activities. AA P&G employees and police officers participate in both moderated and 1:1 sessions to develop new and personal understanding and respect for the experiences of each group, which can ultimately build bridges between the communities. While this program is in its infancy, everyone involved has been personally moved by the experience. The impact of Hasani's leadership—his willingness to think outside of the box and take a risk—is improving the lives of employees and the communities in which we work and live.

MARC™ is a dialogue designed to engage the hearts and minds of men as full partners in achieving gender equality inside and outside P&G.

MEN ADVOCATING REAL CHANGE

We aspire to build a better world for all of us—a world free from gender bias with equal representation and equal voices for women and men. P&G is committed to 50-50 representation of women and men of all ethnic backgrounds, at all levels, in all parts of the Company. We believe this is good for our business. We also believe that to achieve this goal, it requires the leadership and voices of men and women. It takes us all. So, in partnership with Catalyst, we are in our second year of an initiative called MARC (Men Advocating Real Change). More than a training program, MARC is a dialogue designed to engage the hearts and minds of men as full partners in achieving gender equality inside and outside P&G.

Hear more about MARC from our head of sales



Jeffrey K. Schomberger
Global Sales Officer

ADVOCATING FOR DIALOGUE AND ACTION THAT DRIVES PROGRESS

Men Advocating for Real Change (MARC)

Attending a MARC workshop affects leaders in different ways. For me, it was transformational. I always thought I was rather "enlightened" in my attitudes towards gender equality. Through MARC, I realized that the depth of thinking and self-awareness I needed to make a real difference was simply not there. It is not enough just to say *"I am for gender equality,"* lead diversity reviews, or ensure that an affinity group has facilities to meet on a monthly basis. To be an effective leader of a diverse workforce, one has to make a deliberate, continuous effort to deeply understand the dynamics involved, engage in dialogue, and act. This is no different from any other area of the business: after all, if we want to launch a new product we need to become knowledgeable of consumer and customer dynamics, and of our capabilities to produce and market the product. The same applies when we aim to lead a diverse workforce and engage people through inclusion. We cannot hope to become effective leaders unless we apply the same quality of analysis, strategic thinking and execution to diversity and inclusion as we do to running the business.



The MARC workshop puts men front and center in gender dynamics. This can be uncomfortable at times. I realized that for me, over the years, most diversity and inclusion talk has been about the "other" (women, non-white, LGBT). When men talk of gender-related issues in the workplace, for example, we really talk about the issues women face in their careers. It's almost like white men don't have a gender, race or ethnicity. We just "are," and others are defined by their difference versus us. Essentially, we leave ourselves unexamined, and in a diverse environment this undermines our growth as effective leaders. Not seeing ourselves under the lens of gender, or other forms of diversity, inevitably leads to assuming that 1) D&I is someone else's problem; 2) it is about "helping someone else," and 3) consciously or unconsciously, think that if "others" just behaved like us, everything would be fine. Don't get me wrong, intentions are usually very good, but we need a much deeper level of understanding and engagement if we really want to make a difference. 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 a man's culture, and the privilege I had in belonging to the dominant culture from the beginning of my career.

I found that once I examined what it means to be a man in the workplace from a gender standpoint, I recognized that there has always been a "light tailwind" behind me. Yes, we can call it privilege, even if it has nothing to do with money. Don't get me wrong, I worked as hard as I could to get where I am today—no silver spoon. Also, it is not my fault that this tailwind exists. However, it is there. If I have a new child, I don't have to worry about others making assumptions on my career ambition, or readiness to travel or relocate. As a man, I am also far less likely to be judged "overly assertive" or "not communicating appropriately." I don't have to worry much about security while on business trip, about being judged on my appearance, or being harassed on the way to work. It's the essence of invisible privilege—not having to worry about things that others have to.

The main question that MARC poses to men is "how do I live my privilege honorably?" It is senseless to feel guilty or blamed about it … it comes from a long tradition and centuries of history. However, we need to accept responsibility to spread this privilege to people who don't have it … it is not a zero-sum game. MARC helps open minds to dialogue, enables leaders to be more effective, and works to make everyone privileged. Isn't this the essence of inclusion?



Giorgio Siracusa
Vice President, Human Resources
P&G Europe

Bringing Out Our Best Everyday

At P&G, we believe diversity and inclusion comes down to the everyday choices and actions of every individual. When we unite to bring out the best in each other, when we invest in our communities, when we are open to the insights and innovation that each of us brings to the workplace every day, when our passions drive the work that we do, we have the power to be unstoppable.



37TH VETS WHEELCHAIR GAMES ROCKS AND ROLLS CINCINNATI

P&G and the Department of Veterans Affairs and Paralyzed Veterans of America co-presented the 37th National Veterans Wheelchair Games in July, 2017. With more than 550 veterans competing this year, this event empowers veterans with spinal cord injuries, multiple sclerosis, amputations and other neurological injuries to live more active and healthy lives through wheelchair sports and recreation.

Each summer, veterans from across the United States, including a team from Great Britain, travel to a new community hosting the games. During the week, veterans compete in 19 wheelchair sports events while providing encouragement, mentoring and education for newly injured veterans on what is possible. Those witnessing the events realize that limitations are only state of mind.

Beyond the participants' impressive display of athleticism, the games strike a particular resonance with our employees—an inclusive, coming together of all people. Several hundred P&G employees joined the games to volunteer and spectate. Impressively, the 37th National Veterans Wheelchair Games was the #1 trending Twitter topic for the week of July 17th, 2017, reaching over 45 million people globally.

"P&G is proud of this connection. We find that veterans bring leadership, discipline, perseverance and teamwork skills that can enhance our work systems and culture, creating competitive advantages that can lead to better business results."

—David Taylor
P&G Chairman of the Board, President and CEO

RESTORING THE HOME OF THE HOUMA NATION

We all desire a better life for our children, but education was not available for Native American Indian children until the 1940s. Given the historical significance of this event, the Houma Tribe is dedicated to bringing their first school building back-to-life as home to the Houma Nation. Currently uninhabitable, and severely in need of attention, the P&G Native American Indian team worked intensively for a day to begin the restoration process. Houma Principal Chief, Thomas Darda, Jr., touched by the miraculous results, gave an emotional speech, thanking each volunteer individually for their work ethic and the support provided by P&G to the Houma Nation.

The P&G Native American Indian team worked intensively to begin restoring the home of the Houma Nation.

Bringing Out Our Best Everyday

PRIDE

Twenty-five years ago, Procter & Gamble stood for inclusion by adding sexual orientation to our non-discrimination policies, reinforcing fair treatment for everyone. Then, and now, we understand people can only reach their highest potential when they are able to work in an environment that values and respects who they are—a place where living their truth is just as important as the bottom line. Today, P&G is proud that we have Gay, Ally, Bisexual, Lesbian and Transgender (GABLE) organizations in 43 countries with more than 5,000 members.

Our Company also sponsored the 2017 World Pride Parade in Madrid, with employees from four of our five regions represented. We were also active in 25 Pride Parades on five continents this year and look forward to expanding that activity in the future. Understanding, valuing and embracing the diversity of those we work with enhances our ability to serve others. Whether through our dedicated LGBT and ally employee network—GABLE, providing equal benefits for same-sex partners, or standing behind the belief that everyone should have the right to marry whomever they choose, we are steadfast in our commitment to a culture of inclusion and respect. We believe labels are for products, not for people which we celebrated during 2017 Pride through our video "100% of Me."

Watch "100% of Me"



P&G has GABLE organizations in 43 countries with more than

5,000 members.

Bringing Out Our Best Everyday

DIVERSITY & INCLUSION WEEK

Each year our annual Diversity & Inclusion Week unites employees in our offices, innovation centers and plants around the world as we continue building a culture that celebrates *Everyone Valued, Everyone Included, Everyone Performing at their Peak™*. Events center on building awareness and encouraging conversations on topics like bias, empathy, race, discrimination and flex@work while opening space for self-reflection and idea sharing. In 2017, we also used the opportunity to celebrate International Women's Day around the world, and reinforced our commitment to gender equality by sharing our point of view with the launch of #WeSeeEqual. Here are a few highlights from this year's Diversity & Inclusion week activities:

Europe

P&G Europe's D&I "week" went from late February 2017 until the end of March 2017, proudly celebrating the uniqueness of each and every employee. Celebrations were held in 70+ sites, reaching nearly 30,000 employees.

Gary Coombe, President, P&G Europe, is helping embrace employees' differences to inspire each other. He believes in gender equality and #WeSeeEqual as the kind of leadership the world expects of big brands and big business, and that we expect of ourselves.

North America

North America experienced one of the most successful D&I weeks yet with widely attended participation across Cincinnati-GO sites, a majority of plants and sales offices. A consistent theme was that it felt different in driving a higher level of inclusion. Innovative new inclusion programs were piloted including a Power of Dialogue and What is Your Truth workshops that a majority of participants said were relevant, led to new learning, and will lead to behavior change.

The annual D&I Fair was three times larger this year. Exhibitors included representatives for all of our affinity networks, other employee support networks like our Vibrant Living Program, and local organizations including The National Underground Railroad Freedom Center and the Cincinnati Chamber of Commerce.

Latin America

P&G LA held its 7th annual D&I Week from February 27th to March 17th, reaching nearly 10,000 employees in the region. To set the tone and open the celebrations in LA, Juan Fernando Posada, President P&G Latin America, kicked off the week, inviting employees to engage in events centered around International Women's Day focused on gender diversity and engaging men as allies in our quest for gender balance in the Company.

The 2nd LA GABLE Conference in São Paulo attracted 140 employees from 10 different countries and drew in external guests from Google, LinkedIn, Nielsen, Ambev and DOW, among others. LA's diverse spirit was alive in celebrations in Argentina, Brazil, Chile, Colombia, Costa Rica, Mexico, Panama, Peru, Venezuela and in LA's plants.

Asia

D&I Week in Asia focused on empowering women with activities coinciding with International Women's Day. Employees, regardless of gender, from all APAC markets came together to help make P&G not only a more gender-equal organization, but also a thought leader in gender equality in the world.

Events spanned topics including dialogue to break down stereotypes and how to build an inclusive culture, and launch of new Lean In Circles in the region.

IMEA

IMEA used D&I Week and the celebration of International Women's Day to become accelerators for Gender Equality. They used the opportunity to invite employees to add their own twist to #WeSeeEqual, inviting them to share what it means to them. Here is the winning video from the Cairo GO Team.

Watch the video

Bringing Out Our Best Everyday

We actively support eight affinity groups in the US and three globally. A senior leader sponsors each group, and they meet regularly with executives on key issues. Each of these groups bring experience and insight to lead change throughout the Company and to influence our brands and products.



GLOBAL AFFINITY GROUPS

Corporate Women's Leadership Team (CWLT)
The Corporate Women's Leadership Team (CWLT) is committed to the advancement of women, helping ensure that women's skills and insights are well represented throughout our global Company, and at all levels of leadership. The team continues to be actively involved in events and programs that promote mentoring, sponsorship, leadership skill development, flexibility and increasing representation of women at all levels. CWLT leaders also support broad-based women's affinity networks across all functions and regions of the Company.

Gay, Ally, Bisexual, Lesbian And Transgender Employees (GABLE)
GABLE is dedicated to fostering an inclusive, supportive global network that enables Gay, Ally, Bisexual, Lesbian and Transgender (LGBT) Employees to contribute to their fullest potential and to bring their whole selves to work every day. What began as largely a North America-centered network for fostering workplace equality for LGBT employees has grown into a supportive and global community, with networks in every region of the world. These grassroots efforts have evolved into chapters representing the diversity of our employees as well as strong allies to support individuality and inclusion.

People With Disabilities (PWD)
The People with Disabilities (PWD) Affinity Group is devoted to raising awareness about issues facing people with disabilities, including supporting employees with disabled dependents. They are also committed to serving as a change agent to foster a more inclusive work environment for every employee, regardless of mental or physical limitations.



Bringing Out Our Best Everyday

NORTH AMERICAN AFFINITY GROUPS

African Ancestry Leadership Network (AALN)
The African Ancestry Leadership Network (AALN) is one of the oldest employee groups within P&G. It is dedicated to helping P&G achieve its vision of being the best place for African Ancestry employees with the best brands for African Ancestry consumers. The AALN helps the Company develop effective action plans that drive accountability, promote employee development and progression, recruit the best talent, and create a more inclusive environment. Beyond employee development, the AALN provides insights about African Ancestry consumers to enable P&G's brands to connect with more consumers in more parts of the world.

Asian Pacific American Leadership Team (APALT)
The Asian Pacific American Leadership Team (APALT) represents the Asian-Pacific Americans working at every level in the Company. The team offers opportunities for networking and is actively involved in recruiting, retaining, developing and advancing employees of Asian-Pacific heritage.

Hispanic Leadership Team (HLT)
The Hispanic Leadership Team (HLT) provides direction to the Company on issues important to Hispanic communities and consumers, and is heavily involved in recruiting to attract top Hispanic talent. Members of our Hispanic Leadership Team were key in P&G establishing support for the Hispanic Scholarship Fund. P&G has partnered with the fund for more than 25 years, motivated by an expanding number of highly qualified, college-bound students in the Hispanic community.

Native American Indian Network (NAI)
The Native American Indian Network's mission is to enable P&G employees with a strong NAI cultural identity to bring their whole selves to work, in a way that leverages and respects the NAI diversity of our workplace and supports the communities in which we live.

Veterans And Reservists Network
The Veterans and Reservists Network, our newest affinity network, wants to be known for attracting and retaining the highest quality US military veterans and reservists to the Company. Their purpose is to attract and place top talent, enable fast starts through mentorship, and build a positive environment through volunteering and community support.



Strengthening Our Legacy

Our journey to be the global leader of diversity and inclusion is far from over. In fact, it will never be over. We will continue to learn and improve for generations to come. We want to have a positive impact on our employees' lives and careers—and the lives and careers of our business partners' employees. And, we're humbled when others tell us the impact we are having through awards and recognition.

GLOBAL SUPPLIER DIVERSITY

Supplier Diversity has been a business strategy at P&G since 1976, because we know that when our Supply Network reflects the diversity of our consumers, employees and stakeholders, our business grows and our community thrives. We partner with organizations like the National Minority Supplier Development Council (NMSDC), Women's Business Enterprise National Council (WBENC) and many others to identify and develop strong diverse-owned businesses. The NMSDC Annual Conference is the largest annual gathering of the Supplier Diversity industry, and last year we leveraged this Conference as a platform to bring our Supplier Ecosystem together. We invited over 50 of our Suppliers, both diverse-owned and majority-owned, to attend the conference with over 100 P&G leaders to connect, collaborate and grow. We helped our majority-owned suppliers make over 200 connections with prospective diverse suppliers to ensure the spirit of supplier diversity penetrates all levels of our supply network. For ten straight years, P&G has exceeded $2 billion in spending with our diverse suppliers and we're proud of our participation in the Billion Dollar Roundtable, an elite group of 28 companies that spend at least $1 billion with diverse suppliers annually. In 2017, we also expanded our Supplier Diversity program globally. We launched Women's Business Development programs in five countries (Turkey, China, Nigeria, South Africa, Mexico) and made a public commitment at Global Citizen 2017 to spend at least $100 million with woman-owned businesses outside the United States over the next three years

Our external business partners, or suppliers, play a critical role in advancing Citizenship at P&G. Through our Supplier Citizenship program, we partner with our suppliers to drive citizenship throughout our supply network to deliver even greater impact and innovation. When we are synchronized with our Suppliers, the possibilities are endless.

Learn more about Supplier Citizenship

Recognition for our Supplier Diversity efforts:

- Corporation of the Year, Ohio River Valley Women's Business Council
- Best Supplier Initiative on Gender Diversity, 2016 LSA



P&G has exceeded

$2 billion

in spending with our diverse suppliers over 10 years.



Strengthening Our Legacy

DIVERSITY RECRUITING

We understand consumers because we attract, recruit, hire and retain diverse people. A culture of diversity and inclusion is deeply rooted into our Purpose, Values and Principles. Diverse thoughts and experiences are valued at P&G every day. It's how we operate. It's an environment where each person can bring their personal best.

Look for us at these recruiting events:

- Service Academy Career Conferences
- National Society of Black Engineers
- Consortium for Graduate Study in Management
- National Black MBA Association
- Management Leadership for Tomorrow
- Prospanica
- Society for the Advancement of Chicanos/Hispanics and Native Americans in Science
- Society of Asian Scientists and Engineers
- Reaching Out MBA
- Society of Women Engineers
- Society of Hispanic Professional Engineers
- American Indian Science and Engineering Society
- Annual Biomedical Research Conference for Minority Students
- INROADS

EYES ON THE FUTURE

Our P&G Newcastle Innovation Center (NIC), one of our Fabric and Home Care R&D sites, celebrated the 60th anniversary of their facility by focusing on the future. As a company that is built on innovation, the site leader brought our innovation to life for a group of 155 "scientists of tomorrow' from 14 local high schools for a STEM Career Day. The event took place at the perfect time to reach students before making their final college decision. Advances in STEM Innovation is at the core of how our company is celebrating a 180-year legacy of touching and improving lives. We used this opportunity to showcase the dynamic possibilities of a career in STEM, the importance of diversity in the workforce and to help young women overcome some of the cultural and societal barriers to choosing a career in science.



Strengthening Our Legacy

DIVERSITY & INCLUSION RECOGNITION

Asia

- IKUBOSS Award Grand prize for diversity & inclusion by Japan's Ministry of Health, Labor and Welfare
- Kotomi Takagi, SK-II Shinga Plant Manager, received *Forbes* Innovative Woman Award

Europe

- Best Company in LGBT by Spanish LGBT Foundation Federation
- P&G Spain named Employer of Choice for the Consumer Goods by Ranstad

IMEA

- Employer of Choice at East Africa Employer of Choice Awards
- P&G Near East named Best Employer by Aon Hewitt
- Hanan Heakal recognized for her work on Women's Empowerment by Global HR Forum

Latin America

- P&G Chile Ranked #1 Chilean Employer for Youth Ranking as best company for young professionals
- P&G Chile Top 4—Best Companies for Working Mothers and Fathers by *Fundacion Chile Unido and El Mercurio's Ya Magazine*

North America

- Top Company for Executive Women by *Working Mother Media*, National Association of Female Executives
- Top Company for Multicultural Women by *Working Mother Media*
- One Hundred Best Companies for Working Mothers by *Working Mother Media*
- Top 50 Company for Diversity by *DiversityInc.*
- Top 50 Company for Diversity Councils by *DiversityInc.*
- Top 50 Company for Mentoring by *DiversityInc.*
- Perfect Score, Human Rights Campaign's Corporate Equality Index
- Marketplace Award by Disability Matters, Springboard Consulting
- P&G Canada Top 100 Employers Award by *Globe and Mail* newspaper
- P&G Canada listed as a Best Diversity Employers by Mediacorp Canada
- Kara Roede and Kristin Okhuysen, 2017 Honorees for STEP Ahead Awards for women in manufacturing by the National Association of Manufacturers
- Jennifer Biggs, 2017 STEP Ahead Emerging Leader for women in manufacturing by the National Association of Manufacturers

Leadership Development

- Amy Eskoff Garrett, North America Sales, awarded 2016 Women of Influence by the Network of Executive Women
- William Gipson, President, End-to-End Packaging Transformation and Chief Diversity & Inclusion Officer, named to *EBONY Magazine*'s Power 100 List
- Carolyn Tastad, Group President, North America, Selling & Market Operations and Executive Sponsor, Gender Equality, #37 on *Fortune*'s list of Most Powerful Women
- Kelly Vanasse, Vice President Communications, Global Business Units, 2017 Achiever Award honoree by CEW, recognizing women leaders in the cosmetics industry
- Ranked #1 by *Forbes* for developing the best c-level marketing leaders
- Ranked #1 by *Forbes* as top company for MBA marketing students





Gender Equality

- Overview
- Message from Carolyn Tastad
- Leveraging our Voice in Advertising and Media
- Supporting Education for Girls and Economic Opportunities for Women
- Creating an Inclusive Environment within P&G
- The Power of Partnerships

Gender Equality Overview

We aspire to build a better world for all of us—inside and outside of P&G—free from gender bias and with an equal voice and equal representation for women and men. A world where everyone sees equal.

This focus makes sense for P&G, as many of our products are made uniquely for women and girls. We have deep insights into their lives, their challenges and their aspirations.

To create a world where everyone sees equal, we are focusing on three areas where we can have the greatest impact:

- Leveraging our voice in advertising and media to tackle gender bias;
- Removing gender-biased barriers to education for girls and economic opportunities for women through our brand and corporate programs and policy advocacy efforts; and
- Creating an inclusive environment for our employees with 50-50 representation of women and men.

In all 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 broader and bigger impact.

INSPIRING A NEW EXPECTATION WITH #WeSeeEqual

We believe that when we make gender bias visible and bring awareness to it, we have the power to motivate change. We launched #WeSeeEqual in March 2017 to inspire a new expectation and re-set the outdated narrative that has been in place for far too long. The video has been viewed millions of times in more than 180 countries and was named one of the most inclusive ads of 2017 by the Association of National Advertisers.

The #WeSeeEqual video has been seen millions of times in more than

180 countries.



#WeSeeEqual

Gender Equality Overview



LEVERAGING OUR VOICE IN ADVERTISING AND MEDIA

P&G's brands—including Always, Ariel, Dawn, Fairy, Luvs, Pantene, Secret, SK-II, Tide and others—continued to deliver campaigns that break down stereotypes and start conversations that motivate change.

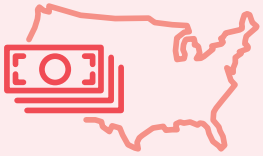
Some of the ads tackle important issues like girls' confidence, while others break down stereotypes and set new expectations by portraying characters in a gender-equal setting. The campaigns, told in each brand's unique voice in a way that connects with consumers, build the business and contribute to a better world.

We've joined forces with other companies, including competitors, to collaborate for good. We've committed to support:

- The Association of National Advertisers (ANA) #SeeHer movement to reflect accurate portrayals of women and girls in advertising and media; and
- The UN Women-led Unstereotype Alliance, a group of about 20 companies around the world focused on addressing and eliminating stereotypes in advertising. (UN Women is the United Nations entity that champions gender equality and the empowerment of women worldwide.)

REMOVING BARRIERS TO EDUCATION AND ECONOMIC OPPORTUNITIES

We're helping to ensure access to education for girls and economic opportunities for women through our public policy advocacy efforts as well as our brand and corporate programs. Our Supplier Diversity program, which has been operating in the United States for more than 40 years, is a great example. This program is focused on awarding purchasing contracts to women- and minority-owned businesses—including military veterans, people with disabilities and LGBT business owners. We have more than $1 billion of spending with women-owned businesses in the United States. With recent expansion into China, Mexico, Nigeria, South Africa and Turkey, the program is now in place in each of the five regions where P&G does business, with expansion into additional countries planned soon.



P&G has more than

$1 billion

of spending with women-owned businesses in the United States.



CREATING AN INCLUSIVE ENVIRONMENT WITHIN P&G

We are committed to achieving 50-50 representation in all parts of our Company and ensuring an inclusive environment where everyone—men and women—can contribute to their full potential.

Our commitment extends beyond the walls of P&G. We are a founding partner of Catalyst CEO Champions For Change, an initiative that brings together more than 50 global CEOs and senior leaders who are visibly supportive of diversity and inclusion by driving it in their organizations.

CATALYST CEO CHAMPIONS FOR CHANGE

Message from Carolyn Tastad

We are making steady progress against our aspiration to create a world free from gender bias.

Our brands continue their ground-breaking work to deliver advertising campaigns that uncover gender bias—sparking conversations that motivate change. We have built or expanded partnerships with organizations that share our commitment to eliminate gender-biased barriers to education and economic opportunity. And internally, we continue to move toward our goal of an organization with 50-50 representation at all levels and an inclusive environment where our people can thrive.

When women have the opportunity for full representation, businesses perform better, economies prosper, communities are healthier and the world is a better place—for everyone.

—Carolyn Tastad
Group President, North America



Leveraging our Voice in Advertising and Media

We are a company of brands, each with their own personality and character. Brands are the heart of our business. And as the world's largest advertiser, we reach a lot of people.

We have committed to leverage our voice in advertising and media to tackle gender bias.

Sometimes we create campaigns that directly address an issue—like gender bias, racial bias or girls' confidence. Other times, it may be as simple—and yet as powerful—as breaking down stereotypes—representing a more "equal world" in how the men and women in the advertising are cast—and how the story is told. For example, we show dads cleaning up messes in kitchens, "swiffering floors," sharing parenting duties and doing laundry.

We believe that when we make gender bias visible, and bring awareness to it, we have the power to influence it.

ALWAYS #LIKEAGIRL

Always, the leader in global feminine hygiene, is a brand grounded in helping girls worldwide feel more confident.

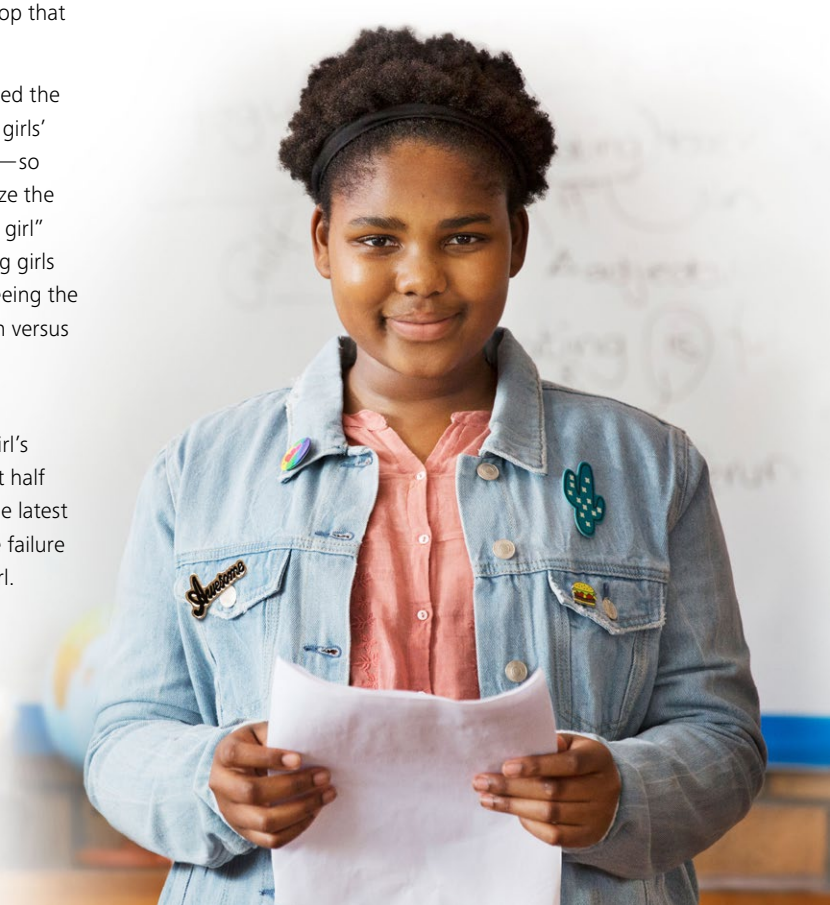
Three years ago, Always discovered that 50% of girls experience a huge drop in confidence at puberty, often triggered by the onset of their first period. Many girls never get that confidence back. As the brand that has championed girls and women for more than 30 years, Always embarked on a mission to stop that drop in confidence.

The first iteration of the #LikeAGirl campaign demonstrated the profound effect the use of the phrase "like a girl" has on girls' confidence. The phrase was commonly used as an insult—so commonly, in fact, that many people didn't even recognize the bias in it. Always set out to change that and make "like a girl" stand for amazing things. They created a campaign asking girls and boys what it means to do things "like a girl." After seeing the campaign, 76% consider "like a girl" a positive expression versus only 19% before.

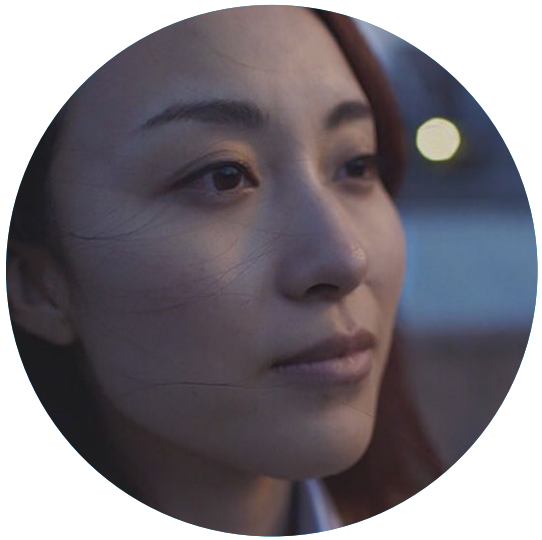
This was the starting point. The latest iteration of Always #LikeAGirl is designed to tackle another key knock to a girl's confidence—the fear of failure. Based on the insight that half of girls feel paralyzed by fear of failure during puberty, the latest Always #LikeAGirl campaign encourages girls to embrace failure as the fuel to build confidence and Keep Going #LikeAGirl.

KEEP GOING
#LIKEAGIRL
always

The newest Always campaign encourages girls to embrace failure as the fuel to build confidence and Keep Going #LikeAGirl.



Leveraging our Voice in Advertising and Media



SK-II #CHANGE DESTINY

Trailblazing women in Asia are challenging the traditional belief that destiny is set at birth. Our SK-II #ChangeDestiny campaign is showing how strong, independent women are breaking stereotypes and pursuing their dreams.

SK-II's "Marriage Market" video put a spotlight on the real-life issue of Chinese women who are feeling the pressure to get married before they turn 25. Most recently, the film "The Expiry Date," follows the journey of three women as they pass through stages in life with growing pressure placed on them by society—manifested as an increasingly visible physical expiry date imprinted on their forearms.

FAIRY HOW FAIR IS HOME

Inspired by the insight that British women still do 70% of all domestic chores, even those in full-time work, Fairy removed the 'Y' from its iconic logo to remind all family members to help around the house, particularly when it comes to washing the dishes. Fairy revealed how there still isn't a fair split of chores in homes today and got consumers to pledge to #MakeItFair.

ARIEL #SHARETHELOAD

Ariel is a market-leading laundry detergent brand that uncovered another insight rooted in gender bias and took a stand on societal norms. The insight is that in India, 70% of children—girls and boys—believe household chores are women's work. It's part of the culture and deeply rooted. Our Ariel team wanted to inspire a new expectation—and ask men to #ShareTheLoad. This campaign is about the bias that exists as part of our day-to-day lives. It shows a father's discovery as he watches his daughter juggle her responsibilities—finishing her work, making tea for her husband, managing her son's laundry, and he resolves to become part of the solution. This campaign prompted more than 2 million men in India to sign a petition to "share the load" and help out at home.



More than

2 million men

in India signed a petition to "share the load" and help out at home.

REJOICE: CELEBRATING WOMEN

Rejoice is a hair care brand in China and throughout Asia that has a history of celebrating women who pursue their dreams. The brand's newest campaign in China, called Pilot, builds on the insight that post-1990s Chinese women have goals they want to achieve, and they know how to be agile in overcoming life's barriers while remaining true to themselves. The advertising depicts women in situations—like pursuing a career as a pilot—that were previously dominated by men. Rejoice continues its legacy as a brand that supports women who hold on to their beliefs and convictions.



Leveraging our Voice in Advertising and Media

All of these campaigns across our portfolio of brands are different, unique and true to the brand's voice. They show the world we all want to live in—and they build the business.

We're doing our part at P&G, but we know we can have broader impact through industry collaboration. We've joined forces with several industry groups—other companies, including competitors—to bring clarity to the problem and showcase the opportunity for change and potential solutions.

We've committed to support:

- The ANA #SeeHer movement to drive awareness of gender bias in advertising and encourage a more accurate portrayal of women and girls in advertising and media. Their study of 30,000 ads found that 28% of ads negatively portray women—through some form of stereotyping, objectification or a diminished character.
- The UN Women Unstereotype Alliance, as one of 20 founding companies around the world to eliminate stereotypes in advertising, as well as the UN Women Study on Gender Attitudes to measure changes in attitudes on gender equality in more than 40 countries for the next 10 years.

#SEE HER seeher.com

A study of 30,000 ads, performed by ANA, found that

28% of ads

negatively portray women.

CAMPAIGN VIDEOS



always

Always #LikeAGirl – Keep Going



Secret

Secret #StressTest – Pitch



SK-II

SK-II #ChangeDestiny – Expiry Date



Secret

Secret #StressTest – Raise



ARIEL

Ariel #ShareTheLoad



Rejoice

Rejoice – Pilot

Leveraging our Voice in Advertising and Media



The 'Flipping the Script' panel in Canada included, from left, news anchor Wendy Mesley, Carolyn Tastad, Madame Sophie Gregoire Trudeau, champion for girls and women's issues and wife of Canadian Prime Minister Justin Trudeau, Madonna Badger and Canadian actress Roseanne Supernault.

GENDER EQUALITY IN THE SPOTLIGHT AT WOMEN IN THE WORLD AND CANNES LIONS

We were proud to join the conversation at the Women in the World Summits in New York and Toronto, events which bring together women leaders, activists and political change-makers from around the world to share their stories and offer solutions for building a better life for women and girls.

Chief Brand Officer Marc Pritchard took the stage in New York City during the 8th annual Women in the World Summit, while Carolyn Tastad participated in the Inaugural Women in the World Canada Summit.

Both highlighted P&G's belief in the role of advertising in uncovering gender bias during panel discussions entitled "Flipping the Script." The panels focused on steps that advertisers, creative agencies and others are taking to promote gender equality in advertising.

"As the world's largest advertiser, we can be a force for good. Indeed, advertising can actively encourage gender equality. Advertising has an impact on how people see themselves."

—Marc Pritchard
Chief Brand Officer

Marc also led a compelling panel at Cannes Lions International Festival of Creativity in June. During the panel, called Creativity + Responsibility (pictured below, from left), Marc and valued partners Madonna Badger, Chief Creative Officer, Badger & Winters, and the creative agency behind #WeSeeEqual; Tina Brown, CEO & Founder at Women in the World; and Sheryl Sandberg, Chief Operating Officer, Facebook, shared how brands use their creative voices both for good and for growth.



LEVERAGING OUR VOICE
IN ADVERTISING AND MEDIA

Inspiring a New Expectation with #WeSeeEqual

We launched #WeSeeEqual in March 2016. The video is our way of sharing our vision and inspiring those around us to consider their own gender bias and take steps to correct negative or outdated stereotypes that weigh us down. With all of us as active participants, we can reach beyond our own walls and encourage society to see the world differently.

The video has been viewed millions of times in more than 180 countries and was named one of the most inclusive ads of 2017 by the Association of National Advertisers.

Watch #WeSeeEqual Advertisement

#WeSeeEqual



Supporting Education for Girls and Economic Opportunities for Women

Through our brands, corporate programs and public policy advocacy efforts, we are working to remove gender-biased barriers to education for girls and economic opportunities for women. These efforts do good in the world and contribute to the United Nations Sustainable Development Goal #5 for Gender Equality.



P&G has several long-standing programs that support this commitment:

ALWAYS AND GIRLS' EDUCATION

The Always Puberty and Confidence Education Program has helped girls, teachers and parents for more than 30 years by providing free educational resources and samples that help girls understand the changes they will go through during puberty and how to cope with them. The program reaches more than 17 million girls and young women in 70 countries per year. Innovative teaching approaches ensure teachers are able to reach their students in a way that best suits their country's needs. The curriculum is also adapted for different contexts and in light of varying cultural sensitivities around menstruation.

Always has several other long-standing programs that support our commitment to tackle barriers to girls' education, especially as they enter puberty. For example, in some parts of the world, one in 10 girls stays out of school three to five days every month when on their periods, and many drop out of school altogether. Our Always Keeping Girls in School program set about to change that, by providing girls in Africa puberty education and free sanitary pads. Since its launch in 2006, the program has distributed more than 8 million pads to more than 100,000 girls, with 78% of schools documenting an improvement in girls' attendance.



Since 2006, we have distributed more than

8 million pads

to more than 100,000 girls in Sub-Sahara Africa.

P&G SHIKSHA

For more than 12 years, P&G India has provided access to education for underprivileged children through the Shiksha program. Shiksha means education in Hindi, and the program has expanded its focus on removing barriers and ensuring marginalized girls are able to attend school.

CHILDREN'S SAFE DRINKING WATER

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. Using our P&G water purification packets, women and girls can easily purify water in their own homes, saving time that can be devoted to attending school and finding other economic opportunities to improve their lives and those of their families.



Supporting Education for Girls and Economic Opportunities for Women

In addition, we have made important progress on other economic empowerment initiatives:

SUPPORTING WOMEN THROUGH TRAINING

Last year, we partnered with WEConnect International to launch Women's Business Development Programs in five countries—Turkey, Mexico, Nigeria, China and South Africa. We brought together local female entrepreneurs to learn from P&G leaders and each other to develop their business strategies and skills, tailoring the program to meet the needs of each country. Through this initiative, we helped develop more than 100 women entrepreneurs last year, all whom will make a lasting impact on their communities.



RAISING AWARENESS ABOUT THE GENDER PAY GAP

At P&G, fair pay practices and an equitable workplace are core Company beliefs and essential to our long-term success. Unfortunately, that's not the norm across the United States, where women on average are paid 20% less than men, and the discrepancy for women of color is even greater.

For Equal Pay Day, which was recognized in the US on April 4, 2017, P&G supported LeanIn.Org's #20PercentCounts, a campaign to raise awareness about the pay gap between women and men in the United States. P&G, along with businesses in 25 US cities, offered 20 percent discounts and special offers on a basket of P&G goods.



In the U.S., women on average are paid

20% less

than men, and the discrepancy for women of color is even greater.



Supporting Education for Girls and Economic Opportunities for Women

ENCOURAGING STUDENTS IN STEM

P&G believes that STEM (Science, Technology, Engineering & Mathematics) Education is critical for developing future innovation leaders. And we are committed to work with the communities where we operate to support students with the potential to be successful STEM professionals. Recent highlights include:

United Kingdom

Newcastle, UK, site leaders hosted a STEM career day with hundreds of scientists of tomorrow from local high schools. P&G team members educated students on the dynamic possibilities of an education and career in STEM, the importance of diversity in the workforce and, in particular, encouraged young women to overcome the cultural and societal barriers to choosing a career in science.

United States

In Cincinnati, Ohio, we partnered with Greenlight for Girls (g4g), an international organization dedicated to encouraging young women and girls to pursue studies and careers in STEM. We welcomed hundreds of girls to Cincinnati and showed them wonderful P&G role models to reinforce that anything is possible.

greenlight for girls
The future is full of possibilities

Singapore

Our Singapore Innovation Center hosted teen girls for a fun-filled day in the laboratory where volunteers shared perspectives from their careers as researchers. The girls were exposed to hands-on activities in the laboratory and got an inside look at the science that goes into our products. They saw first-hand the technology that allows P&G to touch and improve lives every day.

We gave teenage girls the opportunity to experience hands-on activities in our laboratory and receive an inside look into the science of our products.



Creating an Inclusive Environment within P&G

We are committed to being a voice for gender equality globally, and we are committed to achieving gender equality within P&G. We are focused on creating a supportive environment and inclusive culture for men and women where everyone can contribute to their full potential. And we are striving to achieve 50-50 representation in all areas of our Company.

CATALYST CEO CHAMPIONS FOR CHANGE

We signed on to Catalyst CEO Champions For Change, an initiative that brings together more than 50 global CEOs and senior leaders who are visibly supportive of diversity and inclusion by driving it in their organizations. This affirms our support for accelerating diversity, inclusion and gender equality within our organization with commitments to forward this movement. This includes advancing the representation of women and women of color to senior-level positions and to boards of directors.

We have joined more than

50 global CEOs

and senior leaders to drive diversity and inclusion in our organizations.



In 2017, we expanded our parental benefits in

26 countries

to include enhanced maternity, adoption and/or paternity leave.

COMMITTING TO NEW MOMS AND DADS

In 2016, we announced significant improvements in our US parental leave benefits to include increased parental leave for all parents and additional benefits for birth moms and adoptive parents. We believe this is an important time for all parents and want our programs to encourage all parents to be fully involved in their children's lives. Through paid and unpaid leave, parents can take off up to one full year to be with their new child.

2017 brought an expansion of parental benefits across the globe, including enhanced maternity, adoption and/or paternity leave benefits in 26 countries including Mexico, Panama, Puerto Rico, Belgium, Egypt, Spain, India, Singapore, South Korea, Philippines and many more. As employees expand their families, these programs and policies can help them have a rewarding experience, giving both parents the access to paid time off to bond with their new child.



LEAN IN CIRCLES

In June of this year, P&G hosted Fireside Chats at our Boston and Cincinnati sites with Sheryl Sandberg, COO of Facebook, and author of bestselling books *Lean In* and *Option B,*. Sheryl graciously thanked P&G for serving as one of the founding corporate partners of Leanin.org and for continuing to be one of the largest supporters of Lean In with more than 4,000 women participating in Lean In Circles around the world.

Lean In is about helping women unleash their full potential. Lean In Circles provide a forum for women to get peer-to-peer support and tackle business and career challenges and opportunities in a safe environment. This past year, we have expanded the audience for Lean In circles to include all countries around the world.

Creating an Inclusive Environment within P&G



ENGAGING MEN IN GENDER EQUALITY

We believe that achieving a truly gender-equal world requires the leadership and voices of women and men. We are in our second year of implementing an innovative Catalyst initiative called MARC™ (Men Advocating Real Change). More than a training program—MARC is a dialogue designed to engage the hearts and minds of men as full partners in achieving gender equality inside and outside P&G.

CHAMPIONS FOR EQUALITY

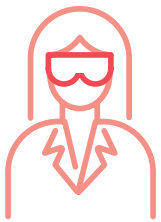
Our commitment to Gender Equality shows up in various ways throughout our organization:

FemPowerment

Our global Feminine Care team launched FemPowerment to bring the Company's Gender Equality focus to life within the Feminine Care organization. The initiative helps ensure that all employees including women can grow and succeed, feel excited to come to work to and still have energy to take back home. Ultimately, the program's goal is to help FemCare retain and advance the best talent to deliver increasingly better results behind gender-balanced teams.

P&G Bangkok

Our Bangkok plant—in a region with a traditionally male-dominated culture—is proud to have achieved 70% women on the plant leadership team, of which 50% are working mothers! This success is largely due to the implementation of supportive parental policies and an inclusive culture.



We are proud to have achieved

70% women

in our Bangkok plant leadership team, of which 50% are working mothers.



Forbes Japan Woman of 2016 Award

Kotomi Takagi, SK-II Shiga Plant Manager, is our first Japanese female plant manager and was recognized with the Forbes Japan Woman of 2016 award "for a person who brings a revolution" as the first Japanese woman in the male-centered manufacturing world. She has directly touched and inspired thousands in countless women's business seminars, networking events and community development forums.

MULAN Movement

In November 2016, we launched MULAN Movement, P&G APAC's flagship program for Diversity & Inclusion, which has made big strides toward making P&G Asia Pacific a more gender-equal organization and has continued rolling out across Asia-Pacific markets.

The Power of Partnerships

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.





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- Low-Energy Washing
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- Global Measurement and Additional Operational Data
- Worldwide Health, Safety and Environment Systems

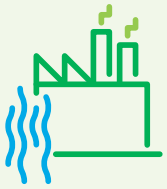
Environmental Sustainability Overview

Environmental Sustainability is not something new at P&G. We have been incorporating it into our way of doing business for decades. We see it as our responsibility, as well as a business opportunity, and want to ensure no one has to choose between the products they use and enjoy today and what they hope to preserve for tomorrow.

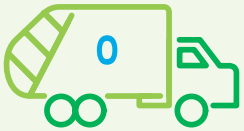


FULL STEAM AHEAD

A unique initiative that has come to fruition after years of planning is our highly efficient combined heat and power biomass facility in Albany, Georgia. This site produces 100% of the steam and a significant portion of the total energy used to make Bounty and Charmin at P&G's Albany manufacturing plant. This biomass project, along with our windfarm in Texas, will nearly double our use of renewable energy, getting us two-thirds of the way to our 2020 goal of 30%. Instead of using natural gas to make the hot air and steam, we produce our own renewable energy through the repurposing of scrap wood, leftover tree tops and limbs, peanut shells and other locally abundant products that would otherwise be discarded. The $200 million+ co-located facility is owned and operated by Constellation, and is another example of how we are using innovative partnerships to help reach our sustainability goals.



Renewable biomass produces 100% of the steam and a significant portion of the total energy used to make Bounty and Charmin in Albany, GA.



P&G has committed that all our manufacturing sites will send ZERO manufacturing waste to landfill by 2020.

FINDING VALUE IN WASTE

P&G has committed that all our manufacturing sites will send ZERO manufacturing waste to landfill by 2020. This requires working with local partners on circular approaches, finding a beneficial use for more than 640,000 metric tons of waste (the weight of nearly 350,000 mid-size cars). Currently, more than 70% of our sites have achieved this status by eliminating or finding alternative uses for waste. This includes all of our manufacturing sites in two of our largest markets, China and India, for a total of 23 countries. In addition, our Always and Tampax Feminine Care business unit was the first business to reach zero manufacturing waste to landfill across all their manufacturing sites. And as an added benefit, it saves money —more than $1.9 billion since the program began in 2007.

HEAD AND SHOULDERS ABOVE THE REST

Head & Shoulders, the world's #1 shampoo brand, partnered with TerraCycle and SUEZ to pioneer the world's first recyclable shampoo bottle made with beach plastic. The bottles, available in Carrefour retail stores in France, hit shelves this summer. In addition, we have a goal to have 99% of all hair care bottles sold in Europe converted to include 25% post-consumer recycled content by the end of 2018, giving consumers yet another way to make more sustainable choices.



Head & Shoulders partnered with TerraCycle and SUEZ to pioneer the world's first recyclable shampoo bottle made with beach plastic.

Environmental Sustainability Overview

CLIMATE LEADERSHIP AWARDS 2017
Organizational Leadership Award Winner

AND THE WINNER IS ...

P&G was recognized as an Organizational Leader in the 2017 Climate Leadership Awards. Sponsored by the US Environmental Protection Agency (EPA), the Center for Climate and Energy Solutions, and The Climate Registry, the award recognizes P&G's active leadership within industry to address climate change and reduce our greenhouse gas emissions. We are proud to be recognized by the EPA for our efforts to not only reduce our greenhouse gas footprint but also that of our consumers.

REVOLUTIONIZING THE PLASTICS RECYCLING INDUSTRY

P&G has been using recycled plastic in our packaging since the late 1980s, but our use of recycled polypropylene (PP) has been limited due to a lack of availability of high-quality material. We needed a solution, so one of our scientists invented a technology to remove the color, odor and contaminants from recycled PP. We are scaling up this innovation with PureCycle Technologies and look for it to unlock the potential for billions of pounds of high-quality recycled polypropylene to replace virgin materials for P&G and many other companies.

PURECYCLE TECHNOLOGIES

"This technology has the capacity to revolutionize the plastics recycling industry by enabling P&G, and companies around the world, to tap into sources of recycled plastics that deliver nearly identical performance and properties as virgin materials in a broad range of applications."

—Kathy Fish, P&G Chief Technology Officer

WATER AWARENESS GUIDING ACTION

P&G celebrates its five-year anniversary partnering with the World Resources Institute (WRI) on water. Over the course of the partnership, we have worked with experts from WRI's Aqueduct Project to develop a detailed water risk assessment process for our manufacturing sites, supplier locations and key countries. This approach enables us to highlight opportunity areas and focus our resources where they can have the largest impact, such as our Bounty and Charmin plant in Oxnard, California. This facility implemented five distinct conservation projects to deliver a 28% reduction in freshwater usage, setting new site and category records for low levels of water consumption. As a result, the American Forest & Paper Association (AF&PA) presented P&G with their 2016 Sustainability Award for Water in recognition of these advances. We are also making it possible for consumers to reduce their water footprint with products like Tide HE Turbo, which helps to eliminate extra rinse time and water usage in high-efficiency washing machines while providing a fantastic clean.



The American Forest & Paper Association presented P&G with their 2016 Sustainability Award for Water.

Message from Shailesh Jejurikar

At P&G, we help make sustainable lifestyles more irresistible by leveraging our brands to be a force for good. We know that improving consumers' lives also means caring for the world we live in while providing high-performing brands. That's why we make irresistibly superior products that deliver the performance consumers expect while being produced responsibly. Consumers can buy our products without worry and can focus on what really matters.

We focus where we believe we can make the biggest difference—on climate, water and waste. We think about sustainability holistically, partnering with consumers and integrating it into our operations, our brands, with employees and society. We are transparent about the ingredients we use to help build consumer trust in the quality and safety of our brands. This report highlights some of our accomplishments from around the world and across our brands over the last year.

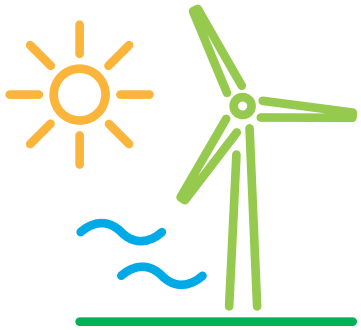
—Shailesh Jejurikar
President, Global Fabric Care and
Brand Building Organization, Global Fabric & Home Care,
and Executive Sponsor, Global Sustainability



VISION AND PROGRESS

Long-Term Environmental Vision

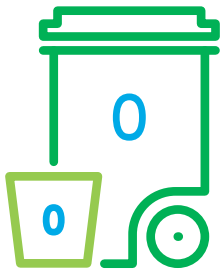
We are working toward our long-term vision of:



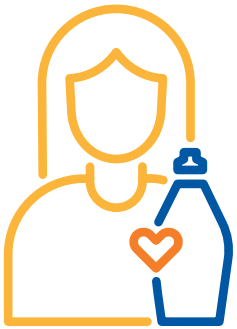
Powering all our plants with 100% renewable energy



Using 100% renewable or recycled materials for all products and packaging



Having zero consumer and manufacturing waste go to landfills



Designing products that delight consumers while maximizing the conservation of resources

VISION AND PROGRESS

2020 Environmental Goals Progress

CLIMATE

Reduce energy use at P&G facilities by 20% per unit of production by 2020



Achieved—22% reduction per unit of production

Reduce truck transportation kilometers by 20% per unit of production



Achieved—reduced kilometers by more than 25%

Reduce absolute GHG emissions by 30% by 2020



We reduced absolute GHG emissions by 16%

Ensure plants are powered by 30% renewable energy



10% of energy is from renewable sources

Ensure 70% machine loads are low-energy cycles



67% of loads are done in low-energy

Implement palm oil commitments

We continue to advance progress against our three pillar strategy

Have 100% of the virgin wood fibers used in our tissue/towel and absorbent hygiene products be third-party certified by 2015



Achieved—100% third-party certified

Create technologies by 2020 to substitute top petroleum-derived raw materials with renewable materials as cost and scale permit

Complete for 2 of the 3 material classes we are focusing on (resins, cleaning agents). Research ongoing for third targeted material class (acrylates).

Numbers are representative of progress since 2010

VISION AND PROGRESS

2020 Environmental Goals Progress

WATER

Provide 1 billion people with access to water-efficient products



610 million consumers had access to water-efficient products around the world

Reduce water use in manufacturing facilities by 20% per unit of production with conservation focused on water-stressed regions



Achieved—27% reduction per unit of production

WASTE

100% zero manufacturing waste to landfill by 2020



72% of our manufacturing sites are ZMWTL

Have 100% of our paper packaging contain either recycled or third-party-certified virgin content by 2020



98% of the volume reported by our suppliers was either recycled or third-party-certified virgin content

Reduce packaging by 20% per consumer use



We have reduced packaging by approximately 13% per consumer use

Double use of recycled resin in plastic packaging



We used approximately 34,400 metric tons of PCR in our plastic packaging, getting us 32% of the way to our goal

Ensure 90% of product packaging is either recyclable or programs are in place to create the ability to recycle it



We have achieved 86% and have strong, ongoing effort to further increase recyclability

Conduct pilot studies in both the developed and developing world to understand how to eliminate landfilled/dumped solid waste

We are making progress implementing a variety of pilot projects with external partners

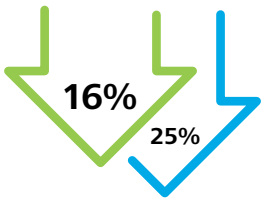
Numbers are representative of progress since 2010

VISION AND PROGRESS

Environmental Progress vs. 2010 Baseline

Within our operations we strive to grow responsibly, constantly improving our efficiency while reducing our footprint. Global production has increased since 2010, however we have successfully decoupled that growth from our environmental footprint, achieving both absolute and production-adjusted reductions in waste, water, energy and GHG emissions.

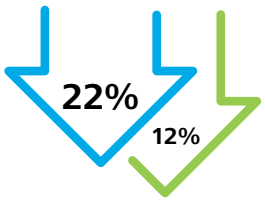
GHG



16% absolute reduction

25% reduction per unit of production

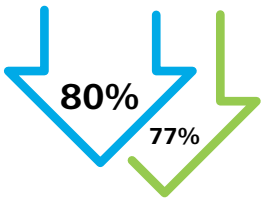
Energy



22% reduction per unit of production (exceeding goal early)

12% absolute reduction

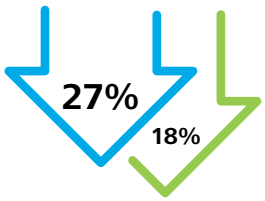
Waste



80% reduction in solid waste with 72% of our sites achieving zero manufacturing waste to landfill

77% absolute reduction

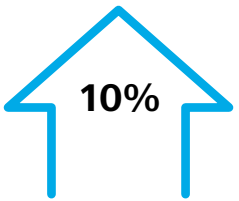
Water



27% reduction per unit of production (exceeding goal early)

18% absolution reduction

Renewable Energy



Currently **10%**, with large-scale wind farm and biomass projects coming online in the back half of the fiscal year that will double our usage to ~20%

Brand Stories

We are leveraging our brands to be a force for good. We know that improving consumers' lives also means caring for the world we live in and providing sustainable solutions. That's why we make irresistibly superior products to deliver the performance consumers expect while being produced responsibly. Below are a few examples of what our brands are doing to provide consumers that confidence:

CASCADE – SKIP THE PRE-WASH

Cascade Platinum Action Pacs clean 24-hour stuck-on food so well you can skip the pre-wash and save more than 20 gallons of water per dishwasher load.*



*Pre-rinsing dishes prior to loading the dishwasher uses up to 20 gallons of water. (Source: Energy Star www.energystar.gov)

DAWN – MORE POWER IN EVERY DROP FOR BIG IMPACT

Dawn Ultra has 3x more grease-cleaning power per drop** so you can get through more dishes with less. By producing the most concentrated hand washing liquids on the market, we save up to 25,000 tons of plastic every year globally.*** Additionally, for more than 40 years, Dawn dish soap has been an important part of rescuing and releasing more than 75,000 wild animals affected by oil pollution. It is tough on grease, yet gentle.



One bottle of Dawn cleans

5,760 dishes†

and contains 3x more grease-cleaning power.

Learn more about Dawn Wildlife

** Cleaning ingredients per drop vs. the leading competitor's non-concentrated brand.

*** Based on Dawn and equivalent P&G brands sold in the key markets globally.

†Number of dishes that a 21.6oz bottle of Dawn Ultra Blue version can clean.

TIDE – PLANT-BASED WITHOUT SACRIFICING THE CLEAN

Tide purclean is made from 65% plant-based ingredients and delivers the cleaning power of Tide. The product has been certified as 65% bio-based by the USDA BioPreferred program, and the formula is produced at a manufacturing facility that uses 100% renewable wind power electricity and has zero manufacturing waste to landfill. Additionally, the packaging is 100% recyclable. Keeping clothes clean and looking more like new offers clothes a longer useful life and avoids the carbon, water and waste impacts of those clothes going to landfill.



Tide purclean is certified 65% bio-based and its packaging is

100% recyclable.

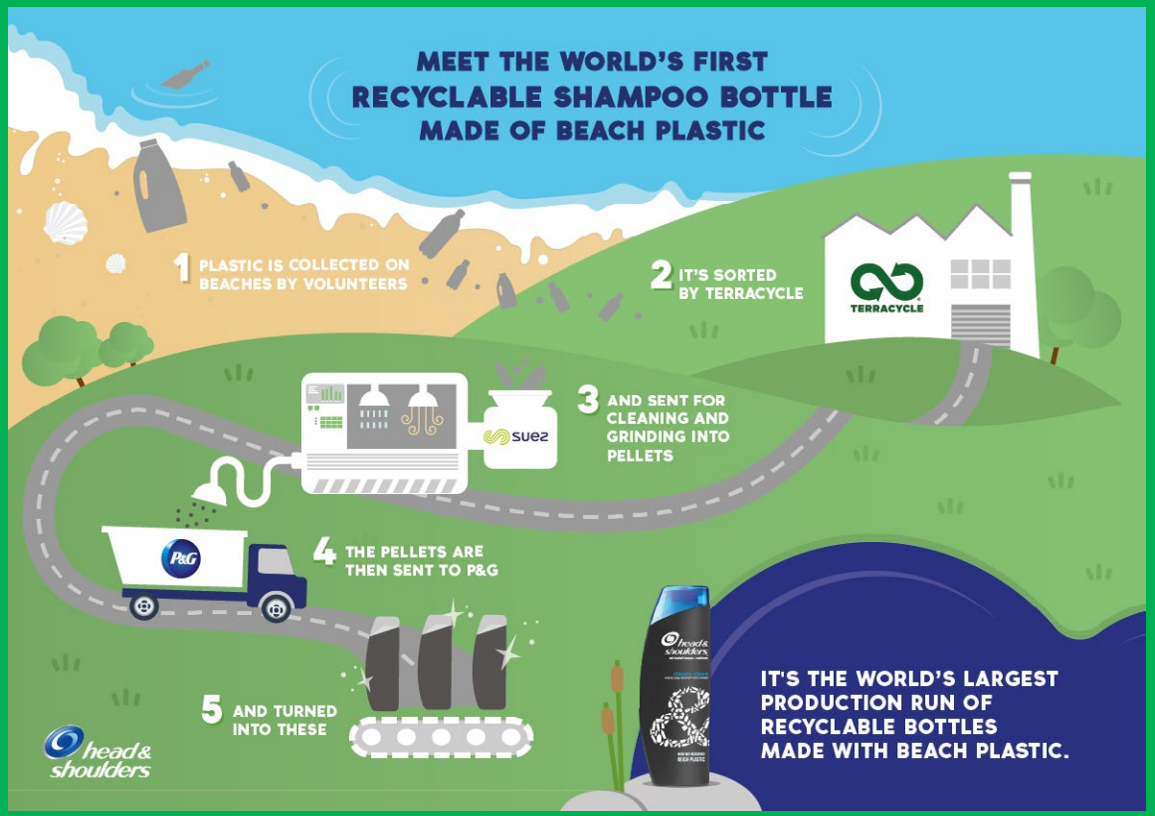
BRAND STORIES

Head & Shoulders – Rethinking Plastic

In partnership with recycling experts TerraCycle and SUEZ, Head & Shoulders produced the world's first recyclable shampoo bottle made with up to 25% recycled beach plastic. The bottle launched in France this past summer and is a first major step in establishing a unique supply chain that involves the support of thousands of volunteers and hundreds of NGOs collecting plastic waste found on beaches. To further expand our positive packaging impact, by the end of 2018, more than a half a billion Hair Care bottles in Europe will include up to 25% PCR plastic.

Check out the campaign video

See how the bottles are made



"This is a great example of the cross-industry partnerships needed to address such daunting challenges as marine plastic pollution. By coming together, we have developed practical, scalable and replicable solutions to reclaim plastic waste from beaches and insert it into the circular economy through innovative packaging, giving consumers yet another reason to choose P&G products."

—Lisa Jennings
Vice President, Global Head & Shoulders
& Sustainability Leader for P&G's Hair Care Portfolio

Brand Stories

DREFT – BIO-BASED FOR BABY

Dreft purtouch HE Liquid Laundry Detergent comes from the #1 pediatrician recommended baby laundry detergent. It's made from 65% plant-based ingredients, yet its gentle formula is also effective, helping to remove up to 99% of baby food stains so you do not need to compromise when cleaning messes left behind by your little ones. The specially formulated plant-based laundry detergent is free of dyes, chlorine, phosphates and optical brighteners, and it gently cleans fabrics making it perfect for the very first wash and every wash after that. Dreft purtouch is an essential for keeping baby's clothes clean and fresh, from prewashing clothes before baby's arrival to those first giggles and steps.



Dreft purtouch removes up to 99% of baby food stains while being free of dyes, chlorine, phosphates and brighteners.

PANTENE – REDUCING SHOWER TIME SAVES WATER

California has recently experienced drought conditions, and water conservation is essential. Showers account for nearly 20% of all household water usage and last, on average, about 10 minutes. Cutting shower time in half could save up to 12 gallons of water per shower. By providing a 5-minute timer with the products in some stores in California, Pantene helped consumers to reduce their time spent in the shower.



Cutting shower time in half could save up to

12 gallons

of water per shower.

HERBAL ESSENCES

Behind their new bio:renew line-up, this shampoo is focused on products that are good for her hair, good for her and good for the planet. With this launch, Herbal Essences is our first Beauty brand to share the Green-e® credential on our product pack, celebrating our commitment to renewable energy at the Company's Iowa City manufacturing plant.



Herbal Essences bio:renew line-up is our first beauty brand to display the Green-e credential on the packaging.



Households using Swiffer Wet or WetJet can save more than

70 gallons

of water per year.

SWIFFER – SAVE MORE THAN 70 GALLONS OF WATER PER YEAR

For decades, people have used the simple mop and bucket to keep their floors clean. The Swiffer Wet and WetJet systems offer an all-around better experience. They're easy to use and use less water than the typical mop and bucket. Households went from using gallons of water to ounces of solution to clean their floors. Every household that uses Swiffer Wet or WetJet can save more than 70 gallons of water per year versus mop and bucket cleaners.

Learn more about Swiffer

Brand Stories



BOUNTY – HELPS YOU CLEAN MESSES WITH LESS

Bounty Select-A-Size offers a choice of a smaller size for smaller messes so more can be done with less. In addition, each sheet of Bounty is 2X more absorbent than one sheet of the next leading Custom-Size-It brand. When people choose Bounty, they can also be sure that 100% of the wood fiber used to make our paper is from responsibly managed forests, as determined by third party criteria.

All of our pulp is 100% third-party certified and comes from responsibly managed forests.

PUFFS – SAME SOFTNESS, LESS WASTE

Puffs softness provides comfort to noses, but people can also use less and reduce waste because of its strength. Each sheet of Puffs Ultra Soft and Puffs Plus Lotion protects skin and is 3X stronger than the leading bargain brand. This means it only takes one to be done. This is also a sustainable choice since Puffs partners with leaders in the forestry practices. This summer, the Forest Stewardship Council® (FSC®) and Rainforest Alliance logos were added to packs in the US.

FSC www.fsc.org FSC® C100701 The mark of responsible forestry

RAINFOREST ALLIANCE CERTIFIED

CHARMIN – PARTNERING WITH LEADERS IN FORESTRY PRACTICES

Charmin is soft and strong, which keeps families comfortable. It also helps reduce paper waste because people can use 4X less Charmin Ultra Soft and Charmin Ultra Strong than the leading bargain brand. Charmin also helps consumers make sustainable choices by partnering with suppliers and NGOs on developing and implementing sustainable forestry practices. All of our pulp is 100% third-party certified and more than half of our wood fiber supply is Forest Stewardship Council (FSC) Chain of Custody certified.

FEBREZE – LEAVE NOTHING BEHIND BUT FRESH AIR

That's the Febreze way of thinking. Our focus is on recognizing the incredible value of fresh air and ensuring that every aspect of our business is guided by the imperative to create and protect it. We've reduced the weight of packaging by 25% over the past five years, and we're working to ensure that more than 90% of our packaging can be recycled conventionally by 2020. In 2016, Febreze partnered with TerraCycle to make all Febreze products 100% recyclable. Since we've started working with TerraCycle, we've collected more than 13 tons of waste! New Febreze ONE moves Febreze along the journey to offer consumers the benefits of odor removal with fewer ingredients. It offers pure, light freshness that gently cleans away odors—no propellant, no dyes, no heavy perfumes.



The new Febreze ONE uses no propellant, no dyes, and no heavy perfumes while still removing odors.

Climate

We recognize the scientific consensus linking greenhouse gas emissions and climate change. As a global citizen, we are concerned about the negative consequences of climate change and believe prudent and cost-effective action by governments, industry and consumers to reduce emissions to the atmosphere are necessary. We are committed to doing our part to reduce greenhouse gas emissions including adopting science-based targets to ensure we are contributing our fair share.

We are striving to reduce emissions from our own operations via increased use of renewable energy and have a relentless focus on energy efficiency. We are also helping consumers reduce their own emissions through our efforts to convert more machine washing loads to low-energy cycles.

We are reducing GHG emissions by increasing our use of renewable energy and driving energy efficiency.

Read our full policy on climate change



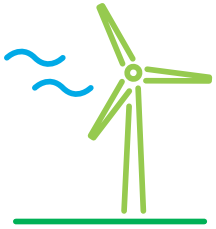
Representatives from P&G and WWF Climate Team at the Climate Leadership Award Ceremony.

In 2017, we received a Climate Leadership Award from the US EPA, the Center for Climate and Energy Solutions, and The Climate Registry. This award recognized companies for their extraordinary leadership in their response to climate change and their engagement of peers, partners and supply chains. We also became a founding member of the Climate Leadership Council, a multi-stakeholder group seeking to advance consensus-based climate solutions in the US that bridge partisan divides, strengthen the economy, and protect our shared environment.

Learn more about this effort from the CLC

Renewable Energy

2017 was a milestone year for P&G's Renewable Energy program, with two large-scale projects coming on-line—the Tyler Bluff wind farm in Texas and the onsite Albany Biomass combined heat and power facility in Georgia.



With our partners, we brought an additional

52 wind turbines

and more than 125 megawatts of electricity to the grid.

TYLER BLUFF WIND FARM

January was the first full month of production from the Tyler Bluff wind farm. The project is an example of the importance of partnerships in bringing additional renewable energy generation to market. P&G partnered with EDF Renewable Energy and Southern Company on a project that brought an additional 52 wind turbines and more than 125 megawatts of electricity to the grid. P&G purchases 80% of the project's output, which is enough to power 100% of our Fabric & Home Care plants in the US and Canada. Consumers in these regions are now able to purchase products such as Tide, Gain, Downy, Dawn, Cascade, Febreze and Mr. Clean that are produced with 100% wind electricity. This wind project demonstrates P&G's commitment to reducing GHG emissions through increased use of renewable energy.



Consumers in the US and Canada can now purchase Fabric and Home Care products produced with

100% wind electricity.



One of the windmills in the P&G wind farm in Texas.

Renewable Energy

ALBANY BIOMASS FACILITY

Earlier this year, P&G and Constellation partnered on the completion of a 50-megawatt biomass-fueled combined heat and power plant located at one of P&G's largest US facilities.

This highly efficient approach provides P&G with 100% of the steam energy needed to manufacture Bounty paper towels and Charmin toilet tissue at this plant.

Constellation owns and operates the facility, which supplies steam to P&G's Albany, Georgia paper manufacturing plant and generates electricity for the local utility, Georgia Power, and their customers. Additionally, steam from the facility will be used to power an 8.5-megawatt steam-to-electricity generator for the Marine Corps Logistics Base in Albany, helping the base increase its energy security and making them the first Net Zero Navy base in the United States.

The plant's fuel supply will come from locally abundant biomass that would otherwise have been left to decay, burned or potentially sent to landfill, including discarded tree tops, limbs, branches and scrap wood from local forestry operations; crop residuals, such as pecan shells and peanut hulls; and mill waste, such as sawdust. For more about the process, watch the video below.

Watch to learn more about this process

Read the press release about our partnership

"By powering our Bounty and Charmin plant with renewable energy, consumers can feel good about putting these products in their carts. We are using our innovative capabilities and those of our external partners to drive meaningful change that is good for the environment and good for business."

—Stefano Zenezini, P&G Vice President Product Supply and Sustainability

Next year will represent the first full year of operation for the Tyler Bluff wind farm and Albany biomass projects, and we expect our levels of renewable energy to approach about 20%, keeping us on track to hit our 2020 goal of 30%.

At our Albany plant, Bounty and Charmin are made from

100% renewable

steam energy.



Constellation Combined Heat and Power Biomass facility co-located with P&G's Albany, GA plant.

Photo Credit: Constellation

Energy Conservation

P&G continues to make solid progress in reducing our energy footprint. We have reduced energy usage per unit of production by 22% since 2010, exceeding our 20% by 2020 goal several years ahead of schedule.

To drive energy conservation, we are applying many of the same loss analysis and focused improvement tools used to drive innovation within our manufacturing processes as a way to reduce our heating needs.

One of the large energy and water users within many of our global sites is the need for robust cleaning and sanitization. Working across the seamless technical community of R&D, Engineering, Quality and Manufacturing, our teams have found innovative new approaches to cleaning with moist heat as opposed to traditional hot water and chemicals. This moist heat approach has already been actively rolled out to several pilot sites.

Innovative approaches like this allow our sites to deliver best-in-class quality systems that assure we deliver our promise of "Quality our consumers, customers, regulators and employees trust—everywhere, every time" while reducing our environmental footprint and that of our consumers.

Our R&D, Engineering and Quality teams are partnering with Manufacturing to find new, innovative approaches to cleaning that not only deliver outstanding cleaning results but also drive energy conservation.

Our sites are also looking for ways they can drive additional efficiencies onsite. One example is our Groß-Gerau site in Germany that partnered with E-ON to build a combined heat and power (CHP) facility. This highly efficient approach allows the site to take advantage of waste heat during power production to operate other parts of our process. The CHP unit will supply approximately 50% of the plant's needed electrical power and 50% of the steam generated on-site. Sustainability is smart business, delivering savings while eliminating 3,000 tons of CO_2 emissions annually, equivalent to 10% of the plant's total carbon emissions.

The Groß-Gerau plant is eliminating

3,000 tons

of CO_2 emissions annually.



Greenhouse Gas Emissions

SCOPE 1 & 2 GHG EMISSIONS

In 2015, we collaborated with World Wildlife Fund (WWF) to develop a new science-based goal for GHG emissions. Our new goal of a 30% absolute reduction in Scope 1 and 2 GHG emissions by 2020 versus 2010 is aligned with climate science and will help ensure that we are supporting global efforts to prevent temperature increases from exceeding two degrees Celsius.

Learn more about science-based targets

Our progress on both renewable energy and energy efficiency are the underlying enablers that will assist us in obtaining our goal to reduce absolute greenhouse gas emissions. Thanks to progress in these two areas, we are currently delivering a 16% absolute GHG reduction vs. our 2010 baseline.

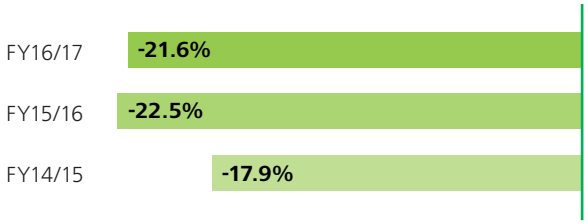
Over the last year, we have taken several additional steps to strengthen the quality of our GHG accounting program. We built a partnership with Schneider Electric to automate our energy invoice and data collection systems and retained Lloyd's Register Quality Assurance (LRQA) to provide independent verification of our GHG program to ensure it meets the intent of the World Resources Institute/ World Business Council for Sustainable Development (WRI/WBCSD) GHG protocol.

Lloyd's Register LRQA

Lloyd's Register Quality Assurance Statement

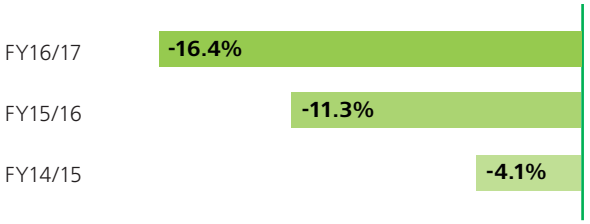
Reduction in Energy Consumption

Percent reduction versus FY09/10—production adjusted



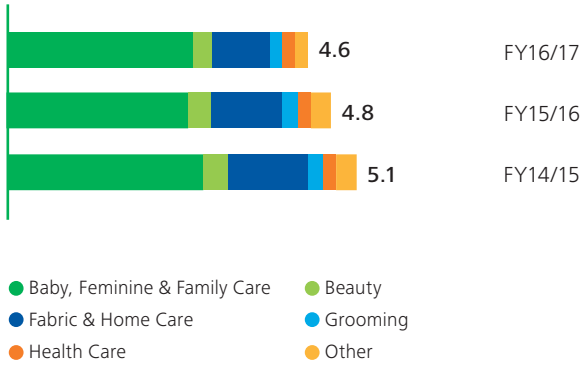
Total Greenhouse Gas Emissions (Scope 1 & Scope 2)

Percent reduction versus FY09/10, absolute



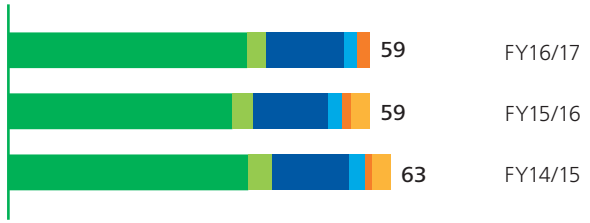
Total Greenhouse Gas Emissions (Scope 1 & Scope 2)

Millions of metric tons



Energy Consumption by GBU

Millions of gigajoules



Greenhouse Gas Emissions

SCOPE 3 GHG EMISSIONS

Last year, we reported estimates of our Scope 3 emissions. We derived this data from lifecycle assessments that we have completed for all of our major categories as well as other sources such as employee travel miles. This exercise reinforced that the "use phase" or our products, especially those that use hot water during consumer use, is our single greatest opportunity for Scope 3 emissions.

This year we were able to expand our Scope 3 inventory by including new estimates for Capital Goods, Fuel & Energy Activities, Waste Generated in Operations, and employee commuting. This updated data is included in the table here. As noted in the table, some data was derived in FY15/16 and was based on LCA data. We do not expect large changes in these numbers from year to year, and it is clear from the data that the product use phase is the overwhelming majority of Scope 3 emissions. As a result, we plan to update LCA derived estimates on an every-other-year basis.

Scope 3 categories	Tons CO_2e
Purchased goods and services—upstream transport & distribution	8,560,000*
Capital goods	246,508†
Fuel & energy activities	495,398†
Waste generated in operations	9,035†‡
Business travel	100,000*
Employee commuting	117,412†
Upstream leased assets	Not material
Downstream transport & distribution	3,195,000*
Processing of sold product	Not material
Use of sold product	186,500,000*
End of life treatment of sold product	10,950,000*
Downstream leased assets	Not material
Franchises	Not material
Investments	Not material

*FY15/16 estimate
†FY16/17 estimate
‡Scope limited to material sent to landfill



Learn what you can do to help

Low-Energy Washing

The impact of energy used during the machine washing of laundry is one of the biggest impacts on our corporate GHG emissions footprint and, as such, we have been focused on helping consumers take positive steps towards reducing their energy consumption. Our goal is to have 70% of all global washing machine loads being conducted in low-energy cycles by 2020. We define an energy consumption of 0.4 kwh or below as low-energy cycle. This includes cycles in cold / low temperature water, quick cycles and most HE machine cycles.

Our goal is to have 70% of all global washing machine loads conducted in low-energy cycles by 2020.

This fiscal, we estimate a 6-point increase in the number of low-energy cycles—from 61% to 67%, which keeps us on-track to achieve our goal of 70% by 2020. In the past year, we continued to innovate all our detergent formulas for best performance in low-energy cycles, we increased sales of Tide HE Turbo, which is specifically designed to perform well in HE machines and shorter washing conditions, and we continued to educate consumers on more sustainable washing.

Tide HE Turbo is specifically designed to perform well in HE machines and shorter washing conditions.

Consumer Engagement

Ahead of Earth Day, Tide purclean, World Wildlife Fund and program spokesperson Kristen Bell launched the Sustainable Laundry Pledge, an effort to convert as many households as possible to energy-saving laundry habits. In celebration of the thousands of #CleanPledge responses, Tide purclean made a donation of $250,000 to support WWF's global conservation efforts.

Outside of North America, we also continued to drive consumer education on energy-efficient washing with Ariel. In the UK, consumers can find extensive information and tips on our website. We also received a Good Housekeeping Institute (GHI) testing seal for Ariel Excel Gel for washing at 30°C, and we reinforced washing at 30°C at the point of sale. A great example on how this comes to life is the Tesco display claim for Ariel Excel Gel – "BRRRRRRRRilliant clean at 30. Save 66 percent on energy."

Read more Ariel washing tips

We also continue to partner with top washing machine manufacturers globally to help educate consumers about the benefits of quick and cold water washing cycles and will again reach about 20 million households next fiscal year.



Ariel continued to drive consumer education on energy-efficient washing.

Kristen Bell helped us launch the Sustainability Laundry Pledge to help households adopt energy-saving habits.



Renewable Materials

We are continuing our efforts to develop the ability to replace our top fossil-derived materials with renewable materials. We have identified cleaning agents, resins and acrylates as our top fossil-derived materials. We have previously reported on establishing our ability to replace resins and cleaning agents with renewably derived materials, and this year have focused our update on ongoing research efforts related to acrylates.

Acrylates are a key constituent of the superabsorbent materials used in our absorbent hygiene products. We have developed two technologies to produce renewable superabsorbent polymers from lactic acid which have identical properties as fossil-derived superabsorbent polymers. These patented technologies have been demonstrated at lab scale and were developed with partners such as the Friedrich-Alexander University Erlangen-Nürnberg (FAU) in Germany. We are currently seeking to license these technologies to external parties with hopes of enabling production and commercialization at scale.

FRIEDRICH-ALEXANDER UNIVERSITÄT ERLANGEN-NÜRNBERG

With partners such as FAU in Germany, we developed two technologies to produce renewable superabsorbent polymers from lactic acid.

BIOPLASTIC FEEDSTOCK ALLIANCE

We remain committed to advancing progress against our long-term vision of using either recycled or renewable materials in our products and packaging. As we drive forward with research on renewable materials, we do that with the recognition that renewable does not always mean "better." As we evaluate materials, we must ensure there are no trade-offs in performance or value for our consumers and ensure responsible sourcing of renewable feedstocks.

The Bioplastics Feedstock Alliance (BFA) is a multi-stakeholder alliance founded by WWF focused on encouraging the responsible development of plant-based plastics, and we were a founding member. Read more about BFA's efforts to advance sustainable sourcing.

bfa Bioplastic Feedstock Alliance

Bioplastic Feedstock Alliance



DREFT PURTOUCH

The launch of the new Dreft purtouch in North America follows last year's launch of Tide purclean with 65% plant-based ingredients. This new plant-based version of Dreft baby detergent is made solely with wind-powered electricity and manufactured at a plant in Ohio that sends zero manufacturing waste to landfill. The hypoallergenic detergent's formula is made with naturally derived ingredients and is 65% plant-based. Dreft purtouch is free from dyes, chlorine, optical brighteners, phosphates and ethanolamine.

Dreft baby's hypoallergenic detergent is

65% plant-based.

Packaging

Our products need a package. Packaging protects our products and provides important safety and use information. P&G puts just as much thought and research into our packaging as we do our products. We are always making improvements, so our containers are as efficient and sustainable as possible while still delivering against key performance criteria.

One example of this is our Head & Shoulders team. They have partnered with TerraCycle and Suez to create the first recyclable shampoo bottle made from beach plastic.

Check out the Head & Shoulders story

DRIVING INNOVATION

One area where we are using our innovative capabilities is by leading the industry-wide "Holy Grail"* project aimed at developing an additional dimension for sorting of plastics at material recovery facilities and/or recycling plants. This will allow more plastics to be recycled and improve purity of recycled material—allowing more widespread use.



We believe in the potential of creating a "barcode of recycling" to reduce the amount of sorting required.

Our specific 2020 packaging goals are:

Goal 1
Reducing packaging by 20% per consumer use

Goal 2
Doubling our use of recycled resin in plastic packaging

Goal 3
Ensuring 90% of our packaging is recyclable or there are programs in place to develop the ability to recycle it

*A participant-led pioneer project from Ellen MacArthur Foundation's New Plastics Economy Initiative

REDUCING PACKAGING BY 20% PER CONSUMER USE

In FY16/17, we reduced packaging by 13% vs. our 2010 baseline. We are proud of this progress but we continue to face market-driven headwinds that are making progress against this goal challenging. This includes customer requests for smaller case counts in some key markets, increasing the amount of corrugate usage per consumer use and shifting some products to smaller sizes to better meet consumer needs.

We remain committed to driving progress, and our Pampers brand, which has been actively reducing its packaging for years, continued significant progress this year by replacing their corrugate with recyclable plastic bags. Not only do consumers prefer this type of packaging, as it is easier to carry, but there are some great sustainability savings including an 80% packaging material reduction and the recyclability of the plastic used for the bags. The move from box to bag was successful in Latin America and is now expanding across all tiers in Europe and Brazil.



Our new Pampers packaging replaces corrugate with recyclable plastic, resulting in an 80% reduction of packaging material.

Packaging

DOUBLING OUR USE OF RECYCLED RESIN IN PLASTIC PACKAGING

This year, we used 34,400 metric tons of post-consumer resin (PCR) which puts us 32% of the way to our goal of doubling our use of PCR. We are advancing our work to revolutionize the plastics recycling industry. Examples of progress include introducing 50% PCR into all transparent Lenor sizes in Europe. With this change, our European Fabric Enhancers will use more than 2,700 tons of recycled plastics in the next year.

In China, we began using PCR in some of the Oral Care packaging. It delivered not only a sustainability benefit but a cost savings too!

Our European Fabric Enhancers will use more than

2,700 tons of recycled plastic

in the next year by introducing PCR.

Read more about our plastics advancements

ENSURING 90% OF OUR PACKAGING IS RECYCLABLE OR THERE ARE PROGRAMS IN PLACE TO DEVELOP THE ABILITY TO RECYCLE IT

For FY16/17, 86% of our packages are considered recyclable, and we continue to optimize designs and advance the recycling infrastructure. Our Family Care business is our first category to have 100% recyclable packaging.* This includes consumer messaging on pack to educate consumers on how to recycle the packaging.



In Home Care, our Febreze business works with TerraCycle, and their partnership is making a big difference. This fiscal, we reached our 500,000 piece of waste collection milestone and tallied a collection of more than 13 tons of waste. Canada and the UK account for nearly 70% of the collection with the US, France and the Netherlands picking up speed. Once the UK is able to add Aerosols to the recycling program, it will make Air Care 100% recyclable through the TerraCycle program.

Fabric enhancers in the UK (and more selected countries) introduced a shrink sleeve (with consumer messaging to remove the sleeve prior to recycling) on their Lenor bottles. This moved the brand from clear/colored PET to transparent PET (containing 50% PCR) thus improving the recyclability.

*Calculated percentage was 98.6% which has been rounded to 100%



Through our partnership, we collected more than

13 tons of waste.

TERRACYCLE

Responsible Forestry

Forests are critical to supporting virtually all life on earth. Increases in world population and pressure from economic demands are increasing threats to the world's forests. These threats are especially high in tropical regions where deforestation and loss of high-conservation-value areas are already occurring. The good news is that forests are one of our most-renewable resources and by collaborating with numerous private and public sector organizations, we can make progress to achieving our goals of protecting habitats, which benefits people, business, wildlife and local economies.



Forests are one of our most renewable resources.

WOOD PULP SUPPLY CHAINS

Third-party Certification

100% of the virgin wood pulp we purchase for use in our tissue/towel and absorbent hygiene products is third-party certified by one of our accepted forest certification programs.

We give preference to Forest Stewardship Council® (FSC®) certified pulp when it is available and meets product performance and business requirements. FSC certification protects water, wildlife and local people by ensuring forests are responsibly managed. FSC standards are recognized worldwide as the most stringent forest management certification scheme and are supported by leading international environmental NGOs.

FSC www.fsc.org FSC® C100701 The mark of responsible forestry

We give preference to Forest Stewardship Council® (FSC®) certified pulp when it is available and meets product performance and business requirements.

Based on the market availability of certified pulp, P&G's supply chain will also source from other third-party forestry certification systems. They include:

- Programme for the Endorsement of Forest Certification (PEFC)
- Sustainable Forestry Initiative® (SFI)
- Brazilian Forest Certification Programme (CERFLOR)
- Canadian Standards Association (CSA) Group Sustainable Forest Management System (SFM)



P&G employees helping with an Arbor Day tree planting event in Detroit.

Responsible Forestry

PROCUREMENT POLICY

As part of our procurement practices, we require that all wood used for pulp supplied to us has undergone a risk assessment in accordance with the FSC Controlled Wood standard. The FSC CW risk assessments ensure that unwanted wood sources are avoided and that wood harvesting is done legally per our procurement policy. Our preference for FSC makes use of both FSC Chain of Custody (FSC COC) and Controlled Wood (FSC CW) inputs.



We require that all wood used for pulp supplied to us has undergone a risk assessment.

We require that the forest certification systems utilized by our wood pulp suppliers adhere to the following criteria for responsible forest management.

Key Wood Pulp Supplier Procurement Policy Requirements

1
Ensure the safety of forestry and manufacturing operations for employees and the environment.

2
Ensure that unwanted wood sources are avoided and that wood is legally harvested and that all legal requirements are met. P&G will not knowingly use illegally sourced materials in our products.

3
Ensure that their supply chain incorporates the principles of responsible forest management and continuous improvement in their own operations and that they are verified by independent forest and chain-of-custody certification.

4
Ensure that trees are not harvested from high-conservation-value forests unless they are credibly certified or verified to not include controversial sources. P&G supports multi-stakeholder efforts to develop information sources and tools that will help suppliers identify these areas on their own forestlands and in their procurement of wood raw materials from third parties (e.g., www.hcvnetwork.org).

5
Ensure that there is no sourcing from genetically modified trees in pulp delivered to us.

6
Ensure that their own and their supplier practices reflect our social values and support of universal human rights through work with local governments and communities to improve the educational, cultural, economic and social well-being of those communities.

7
Ensure that their supply chain used to produce our pulp does not contain fiber from conflict timber (timber that was traded in a way that drives violent armed conflict or threatens national or regional stability).

Learn more about this policy

As part of implementing our responsible sourcing commitments, P&G is a participant in WWF's Global Forest & Trade Network (GFTN).

Learn more about GFTN

Responsible Forestry

PULP FOR OUR TISSUE/TOWEL AND ABSORBENT HYGIENE PRODUCTS

Pulp Sources

In FY16/17, we purchased 1.5 million metric tons of air-dried pulp for use in our tissue/towel, diaper and absorbent hygiene products. The pulp was sourced from the following countries and used the following third-party certified fiber:

Country of Origin	% of Total
Argentina	1%
Brazil	35%
Canada	31%
United States	33%
Total	100%

Certification System	% of Total
FSC COC	33%
FSC CW	2%
PEFC	17%
SFI	47%
CSA-SFM	1%
Total	100%

FSC COC—FSC Chain of Custody
FSC CW—Controlled Wood

Puffs FSC and Rainforest Alliance Certification

In the last part of our fiscal year, we introduced FSC and Rainforest Alliance (RA) certification to our Puffs family of facial tissue products.

FSC certification of our Puffs products is a continuation of our commitment to supporting responsible forest management and the benefits associated with certification throughout our virgin wood pulp supply chain.

P&G is proud of both Puffs and Charmin for obtaining FSC and Rainforest Alliance certification. This was made possible because of our collaboration with our suppliers to source FSC-certified pulp for use in our all our tissue and paper towel products.

FSC www.fsc.org FSC® C100701
The mark of responsible forestry

RAINFOREST ALLIANCE CERTIFIED

Our Puffs brand is proud to join Charmin in being FSC certified by Rainforest Alliance.



Responsible Forestry

Beyond sourcing and product certification, we continue to drive progress in responsible forest management as part of various initiatives. The following are some highlights from this year.

WORKING TOGETHER TO MAKE A DIFFERENCE

Small Landowner Efforts

We have continued to support our existing smallholder efforts such as the Four States Timberland Owners Association. Additionally, we have expanded on those efforts to directly support adoption of FSC forest certification among non-industrial woodland owners.

One such effort is our collaboration with FSC United States to enable Group Certification to reduce costs and barriers to adoption of FSC forest certification. One tangible outcome that will have a lasting impact is a new group certification handbook published by FSC US this March with support provided by P&G.



This new group certification handbook is the result of our collaboration with FSC United States to enable Group Certification.

The handbook is designed to equip group managers with ways to develop outreach materials that can help articulate the value of FSC group certification for non-industrial woodland owners.

Access the handbook



CAROLINAS WORKING FOREST CONSERVATION COLLABORATION (CWFCC)

In May, we helped launch the Carolinas Working Forest Conservation Collaborative along with the American Forest Foundation, International Paper and 3M.

We have joined this collaboration to engage directly with family woodland owners in the US Coastal Carolinas Plain to support sustainable forestry, conservation of bottomland hardwood forests, the enhancement of habitat for at-risk species, and forest certification.

Through the CWFCC, we intend to accomplish the following objectives:

Objective 1

Increase awareness and understanding of the importance of sustainable forestry and active management among 30,000 woodland owners who collectively own 2.4 million acres of forestland in the Coastal Carolinas Plain region.

Objective 2

Work with at least 450 landowners across 36,500 acres in the project counties to connect them with technical assistance and resources to get them started in forest management.

Objective 3

Engage at least 160 woodland owners within the project area to enhance, restore or expand bottomland hardwood forests and quality habitat for at-risk species on at least 13,000 acres.

Objective 4

Certify at least 120 landowners in a recognized forest certification standard.

Responsible Forestry

PAPER PACKAGING

We continually strive to optimize the design of our packaging, aiming to use the least amount of material, ensuring adequate protection, delivery and safe use of our products. As part of our ongoing efforts, we continue to identify source reduction opportunities to decrease overall material usage and to use recycled paper when it offers the best option to meet performance and business requirements.

Our paper-based packaging is derived from wood fiber. As such, we have a responsibility through our procurement practices to ensure that the wood fiber in our packaging has been responsibly sourced. We have made a specific commitment that by 2020, 100% of our paper packaging will contain either recycled or third-party-certified virgin content. Over the last year, we have expanded our efforts to collect data from an increased number of suppliers to assess progress against this goal. This year, we have received data from more than 125 suppliers* that represent more than 95% of our global paper packaging spend. This data, which was self-reported by our suppliers, is summarized in the table to the right.

This year, 98% of the volume reported by our suppliers was either recycled or third-party-certified virgin content. That means 2% of the reported volume was virgin material that was not third-party-certified. Over the course of the next year, we will work with our suppliers to close that gap.

*The number of suppliers is less than in previous years due to our supply base consolidation strategy.

Total volume in metric tons	**~810,000**
% Recycled	**84%**
% Virgin	**16%**
% of virgin fiber that was third-party-certified	**88%**
% of total recycled or third-party-certified virgin	**98%**



We have made a commitment that by 2020, 100% of our paper packaging will contain either recycled or third-party-certified virgin content.

Palm Oil

Palm Oil (PO) is an important, versatile and highly efficient vegetable oil that is used as a raw material by both food and non-food industries. In some regions of the world, the rapid expansion of PO production has threatened environmentally sensitive areas of tropical forests and peat lands and has resulted in incidents where the rights of independent smallholder farmers and indigenous peoples have been infringed.

While we do not use a large amount of palm oil, we do use a byproduct called palm kernel oil (PKO). We are committed to ensuring that our sourcing of palm oil, palm kernel oil and derivatives does not contribute to deforestation and respects the rights of workers and indigenous peoples. We are members of the Roundtable on Sustainable Palm Oil (RSPO) and support their standards to drive responsible palm practices across the industry. In addition, we have established a robust approach to ensuring the responsible sourcing of PO, PKO and derivatives via a three-pillar program:

Procurement Pillars

Pillar I
Supplier Management

Pillar II
Smallholder Program

Pillar III
Industry Influence

RSPO
Roundtable on Sustainable Palm Oil

We are members of RSPO and support their standards to drive responsible palm practices.

PALM OIL PROCUREMENT POLICY

P&G is committed to ensuring our suppliers meet RSPO Principles and Criteria (P&C) and have the necessary policies and procedures in place to ensure:

- No development of high-conservation-value areas and high-carbon-stock forests
- No new development of peat lands regardless of depth
- No burning to clear land for new development or replanting
- Compliance with P&G's existing Sustainability Guidelines for External Business Partners
- Respect for human and labor rights
- Respect for land tenure rights, including rights of indigenous and local communities to give or withhold their free, prior and informed consent for development of land they own legally, communally or by custom

If we find a supplier is violating any of the above requirements, and if that supplier does not acknowledge and resolve the concern, P&G will suspend or eliminate palm oil purchases from that supplier. A supplier would need to have a documented action plan and demonstrate meaningful progress to be considered for reinstating supply agreements.

PROGRESS

P&G has successfully met all our initial palm oil goals. These include:

- Establishing traceability of palm-derived materials to palm oil mills (for palm oil) and kernel crushing plants (for palm kernel oil).
- Requiring all suppliers to submit relevant policies, procedures and action plans to demonstrate how they will meet our sourcing requirements. Review of initial plans resulted in P&G moving supply away from suppliers who did not have adequate plans in place.
- Maintaining 100% RSPO certification for palm oil purchases.
- Improving the lives of the smallholders in our PKO supply—Initial pilot projects with smallholders resulted in significant increases in palm fruit yields for smallholders.



We have successfully maintained

100% RSPO certification

for palm oil purchases.

We also continue to drive progress vs. all three pillars of our program.

Palm Oil

	Metric Tons	RSPO Certified (%)	RSPO MB Certified (%)
Palm Oil/Palm Oil Fractions	**55,834**	**100%**	**94%**
Palm Oil Derivatives	**64,263**	**100%**	**95%**
Palm Kernel Oil	**317,796**	**5%**	**5%**
Palm Kernel Oil Derivatives	**72,164**	**0%**	**0%**

PILLAR I: SUPPLIER MANAGEMENT

The chart summarizes current use and RSPO certification status of palm-derived materials we purchased in FY16/17. Our top three suppliers of palm-derived materials by volume were FGV, Wilmar, and Kuala Lumpur Kepong Berhad (KLK).

Palm Oil

We are proud of our progress on Palm Oil and our intent is to move to 100% RSPO Segregated (SG) Palm Oil by the end of 2018. Our ability to achieve that may be influenced by broader market dynamics and supply availability, but we have already engaged with our suppliers on plans to achieve this goal. This is consistent with our belief that it is the demand for palm oil that is driving forest conversion and peat land pressures and the greatest impacts can be achieved by industry placing a disproportionate focus on driving sustainable palm oil production practices across all categories and regions that use palm oil.

Palm Kernel Oil

The complexity of the palm kernel oil supply chain continues to pose challenges.

Explore the challenges

Thanks to a unique partnership with the Malaysia Institute for Supply Chain Innovation and FGV, our single largest PKO supplier, we have gained significant visibility to the sourcing plantations and regions of FGV's PKO supply chain. In fact, we now know that about 96% of our palm kernel oil was sourced from a known subset of FGV's palm oil mills.

While our partnership with FGV has resulted in significant visibility into our PKO supply chain, as reported last year FGV made the decision to voluntarily withdraw the RSPO certification status of their mills in Malaysia. This has negatively impacted our RSPO certification levels for PKO as FGV supplied a large percentage of our PKO in FY16/17. We are working closely with FGV as they advance their recertification plans and our levels of certified PKO will increase significantly as FGV advances progress over the next two years.



We have gained significant visibility into our PKO supply chain.

Collaboration Opportunities

Driving progress against our supply chain goals has resulted in a much deeper understanding of our supply chain. While we remain deeply committed to driving progress with our individual suppliers, we believe there may be opportunity for multi-stakeholder efforts to drive progress on some cross-cutting issues. These include:

- **Independent Third Party Supply Chains**
  Independent, third party suppliers can feed many parts of the supply chain across multiple regions. Developing effective and efficient approaches for verifying third party supplier practices continues to be a challenge for many of our suppliers and is an area that may require industry-wide efforts and solutions. We believe jurisdictional approaches may offer one effective solution, but they will likely require multi-stakeholder efforts to enable implementation at scale.
- **Social Issues**
  Human and labor rights have always been a core part of our supplier expectations. We will continue to rigorously enforce supplier compliance with our expectations, but we also believe that multi-stakeholder regional initiatives, actively supported by governments, may offer an opportunity to help address regional issues that cut across multiple commodities.

As we advance our efforts in FY17/18, we will be exploring collaborative opportunities to help address these challenges.

Palm Oil

PILLAR II: SMALLHOLDER PROGRAM

The objective of this program is to improve the livelihood of smallholders while verifying production practices meet our sourcing criteria. The program focuses on the fresh fruit bunch (FFB) supply chain from independent smallholders and small growers that supply FFB to FGV's mills in Malaysia. This is a key part of the supply chain which contributes ~80,000 tons of the PKO we purchase from FGV. Supply chain mapping with the Malaysia Institute of Supply Chain Innovation identified that there are approximately 30,000–50,000 smallholders in this network who contribute ~50% of the FFB while the other 50% is from small growers.

MALAYSIA INSTITUTE FOR SUPPLY CHAIN INNOVATION

MISI identified that there are approximately

30,000–50,000 smallholders

in this network, making up about 50% of the fresh fruit bunch supply.



The objective of this program is to improve the livelihood of smallholders while verifying production practices meet our sourcing criteria.

We are partnering with two non-profit organizations, Wild Asia and Proforest, to conduct pilots to trace the source of these FFB and conduct a baseline assessment against our sourcing criteria for roughly 2,000 farmers who supply 7 collection centers. In addition, we have completed initial pilots with the International Plant Nutrition Institute (IPNI) to improve the smallholder yields through an Improved Crop Recovery Program (ICR). Initial results from ICR were encouraging and showed an increased FFB output of 30-50% in pilot locations. Finally, we are also utilizing geospatial technology to develop a satellite imaging system to assess potential risks across the smallholder supply chain and prioritize expansion of pilot efforts. We have built the prototype and are in the process of "ground truthing" to validate the model in our smallholder pilot areas.

proforest

wild asia
www.wildasia.org

Our partnership allows us to conduct pilots to trace the source of fresh fruit bunch supply chains and conduct assessments against our sourcing criteria for roughly 2,000 farmers.

Going forward, we plan to expand the program in four key areas:

Expansion Plan

1
Adding more collection centers and smallholders to trace the FFB supply chain and validate against the P&G sourcing requirements.

2
Focus on livelihood improvement through the creation of model farms with the application of good agricultural practice, crop recovery program and nutrient (fertilizer) management program with full-time agronomists on the ground to build the capability of the smallholders.

3
Continue building and expanding the smallholder risk assessment model to help track and trace FFB from farms to mills.

4
Explore solutions for the challenges of water management in peat areas and integrated pest and disease management, which were the two critical opportunities that will require regional and national coordination.

Watch to learn about our smallholder efforts

Palm Oil

PILLAR III: INDUSTRY INFLUENCE

We are collaborating to help drive harmonized industry approaches that can help advance shared objectives. Below are descriptions of some of these collaborations:

The High Carbon Stock Approach Steering Group (HCSA SG)

As a member of the HCSA SG, P&G continues to support development and implementation of the high-carbon-stock assessment approach to produce a single harmonized methodology for identifying and protecting HCS areas. A major milestone was reached this past year when the HCSA and HCS+ approaches were converged, helping drive further alignment across the industry. While there are areas that need further development such as the application to high-forest-cover landscape and inclusion of smallholders, a key milestone for one aligned industry approach was reached. Integration of this approach into the pending RSPO P&C revision process represents another opportunity to help drive a single methodology and process for HCS forest conservation and land use planning.

HCSA HIGH CARBON STOCK APPROACH

As a member, we continue to support development and implementation of the high-carbon-stock assessment approach.

RSPO P&C and Smallholder Inclusion

The RSPO Principal & Criteria is fundamental to our commitments, and we have been actively contributing to RSPO standard development and smallholder inclusion. We are a member of the RSPO 2018 P&C Review Taskforce and share RSPO's objective of improving the relevance and effectiveness of the most recognized sustainability standard for palm oil. As a member of the Smallholder Working Group, we contributed to developing the Smallholder Strategy (approved in June 2017) to drive productivity and livelihood improvement, and the inclusion of this key supply chain sector into the RSPO system. This revised strategy will be incorporated into the proposed 2018 P&C revisions. For the second year, we supported the RSPO meeting (13 and 14) and supported smallholders from Latin America, Papua New Guinea and SE Asia to join this multi-stakeholders learning and sharing event.



The Sustainable Landscapes Working Group (SLWG)

P&G participates in SLWG (formerly the Traceability Working Group) to advance an industry traceability platform at the landscape level and to promote implementation of supply shed risk assessment and verification as a strategy to advance supply chain risk assessment, especially for independent palm oil mills that may supply multiple palm oil producers. The key next phase is for the industry members to develop more detailed implementation plans that include governance and quality provisions that will allow execution to move forward.

Consumer Goods Forum (CGF)

We are also part of the CGF Palm Oil Working Group to mobilize resources in driving industry progress on policy and goals, as well as alignment on standards and methodologies.

To learn more about our efforts on palm oil, we would encourage you to read a recent case study we released outlining the history and status of our efforts.

Read our palm oil efforts case study ›

Water

FOCUSING WHERE IT MATTERS MOST

Water is an essential part of the manufacturing process for many of our products. Over the past two decades, our engineering and manufacturing teams have partnered to develop innovative ways to reduce and recycle water in our plants. Currently, we have reduced our freshwater usage by more than 27% per unit of production vs. our 2010 baseline, continuing to exceed our 2020 goal of 20%.

We currently have a

27% reduction

in fresh water usage vs. our 2010 baseline.

MANUFACTURING IN WATER-STRESSED REGIONS

P&G celebrates its 5th anniversary partnering with the World Resource Institute (WRI) on water. Over the course of the last five years, we have worked with experts at WRI's Aqueduct Project to develop water risk assessment processes that allow us to determine risk and opportunity at our manufacturing sites, supplier locations and key countries where our products are being used every day. This approach enables us to focus our resources where they can have the largest impact.

Our approach is working, as The American Forest & Paper Association (AF&PA) recently presented P&G with their Sustainability Award for Water for advances at our Oxnard, CA, plant where we significantly reduced our freshwater consumption and set business records for low water consumption levels.

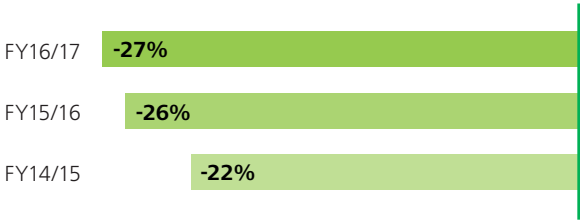
American Forest & Paper Association



Learn more about the Aqueduct Project

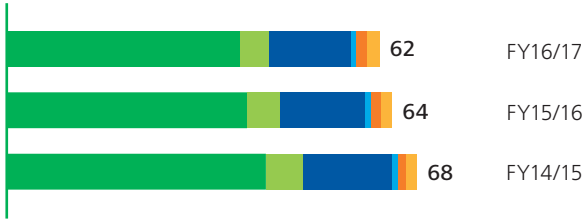
Reduction in Water Consumption

Percent reduction versus FY09/10—per unit of production



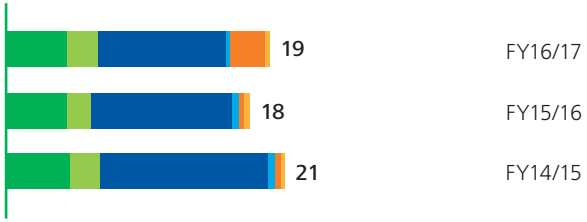
Water Consumption by GBU

Millions of cubic meters



Wastewater COD* Disposed by GBU

Thousands of metric tons



*Chemical Oxygen Demand

Water

In 2015, we completed Tier 1 of our water risk assessment process in an effort to understand where in the world we have manufacturing facilities operating in water-stressed conditions. From this process we found that less than 30% of our sites are located in areas classified as experiencing high water stress. All these sites were then asked to complete the second (Tier 2) part of our assessment process.

Tier 2 of our water risk assessment process includes having each site complete a detailed questionnaire that builds off World Wildlife Fund (WWF)'s Water Risk Filter.

Explore the Water Risk Filter tool

This questionnaire provided a strong basis for developing a rigorous scoring system that would address the unique features of our manufacturing processes. WWF and our partners at WRI were invaluable in its creation, and consultants at Environmental Resources Management (ERM) helped our vision come to life. This included assessing water risk exposure and water management practices occurring both inside and outside our walls. Scoring of the responses and identification of the sites moving to Tier 3 will occur by the end of 2017. This is a very big milestone for us. With the information we've gathered from the Tier 2 process, we will work with our partners to determine the most effective way to implement with Tier 3, ensuring we address risks that fall both inside and outside our four walls.

Circular Water Management Report

P&G WATER RISK ASSESSMENT FRAMEWORK

1 Water Risk Screening (Completed)

Identify risk level of sites based on:

- Baseline Water Stress Score—World Resources Institute
- Gross National Income per Capita—World Bank
- P&G Site Water Use per Year—P&G
- Access to Water—WHO/UNICEF

WORLD RESOURCE INSTITUTE



ALL SITES SCREENED
~70% of sites in lower-risk regions

2 P&G Tailored Site Questionnaire (Completed)

Prioritize sites based on outcome of responses

- The P&G questionnaire was built upon the facility questionnaire in WWF's Water Risk Filter

WWF



PRIORITY SITES FROM 1
~30% of sites have entered the Tier 2 process

3 In-Depth Site Water Analysis (Current Phase)

Prioritize risks for mitigation and develop a site-specific sustainable water management plan



PRIORITY SITES FROM 2
Sites moving to tier 3 will be determined by the end of the year

A great example of how this is already coming to life is on our efforts in Taicang, China where we produce Head and Shoulders, Pantene, Rejoice and Vidal Sassoon. Designing in sustainability from day one, Taicang was built around the concept of a Chinese water garden and is one of our most sustainable sites globally. They have achieved LEED silver certification, utilize 100% renewable electricity from wind, are qualified as zero manufacturing waste to landfill, and have demonstrated breakthrough water/wastewater recycling.

Their recycling efforts were recently recognized in a case study by the World Business Council for Sustainable Development (WBCSD) showcasing best practices in circular water management.

P&G Manufacturing Facility Case Study

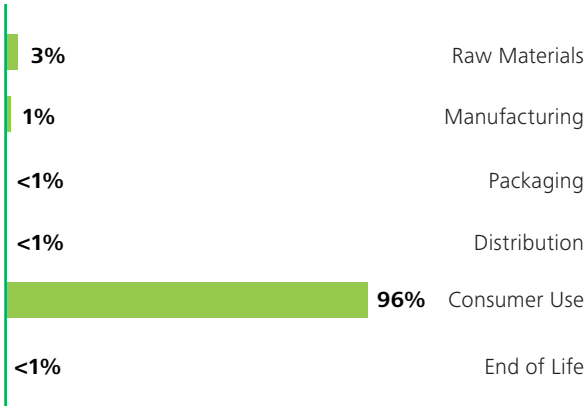
Water

HELPING CONSUMERS SAVE WATER IN THEIR HOMES

Sometimes it seems hard to believe, but for many of our products, more water is consumed when people use the products in their homes than at any other time during the product's lifecycle. While we cannot directly control the amount of water that people use in their homes, we can give our consumers tools to reduce water use without compromising performance. We are doing this via our goal to provide one billion people with access to water-efficient products by 2020. At the end of FY16/17, about 610 million consumers had access to water-efficient products around the world.

This graph represents P&G's overall freshwater use across all lifecycle stages. Individual product profiles may differ from this distribution.

P&G Water Footprint



Tide HE Turbo

High Efficiency (HE) machines can be found in the homes of millions of Americans today. These machines enable people to clean their clothes while decreasing their impact on water and energy. But your HE machine is only as good as the detergent you put inside and not all HE detergents are created equal. Some detergents can add up to 25 extra minutes to your wash cycle, equaling up to 10 extra gallons needed to do your laundry. Tide Turbo helps eliminate this extra time and water usage while giving a fantastic clean. With the suds suppressing technology in Tide HE Turbo, machines can switch from the rinse cycle to the spin cycle easily, saving an estimated 260 gallons per household per year vs. the second leading HE value detergent. 160 million people have access to Tide HE Turbo in the United States.



Tide HE Turbo helps eliminate extra time and water usage by helping machines switch from rinse to spin easily thus saving an estimated 260 gallons per household a year.

Learn more about how Tide HE Turbo can help

PROVIDING CLEAN WATER TO THOSE WHO NEED IT MOST

At P&G, we recognize the importance of looking at water stewardship holistically. We look beyond reducing our water impact through manufacturing and product usage to include increasing access to clean water around the world. That is why we have a goal to provide 15 billion liters of clean water to those who need it most by 2020 through our Children's Safe Drinking Water (CSDW) Program. This year, we made significant progress against this goal and can proudly say that with the help of our more than 150 partners, we've provided more than 12 billion liters of clean water to people around the world since the program began in 2004.

Read about our CSDW Program



Waste

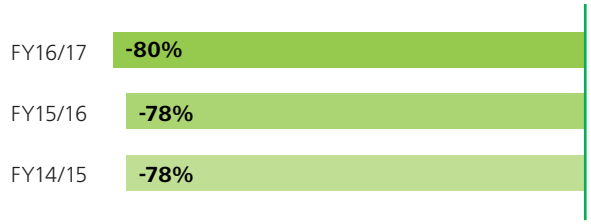
We have a vision that one day zero consumer and manufacturing waste will go to landfill. To help lead the way and demonstrate what is possible, our manufacturing sites are on a mission to get to zero waste to landfill now.

MANUFACTURING WASTE

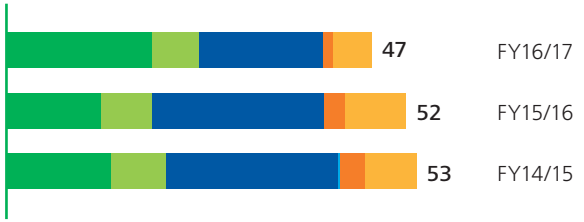
Zero Manufacturing Waste to Landfill (ZMWTL)
In January, we kicked off our New Year's resolutions by committing that all of our production sites would send Zero Manufacturing Waste to Landfill by 2020. Our teams are making phenomenal progress, with more than 72% of our facilities currently being qualified as ZMWTL.



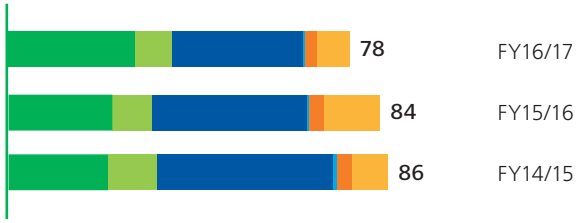
Waste Disposed
Percent reduction versus FY09/10—per unit of production

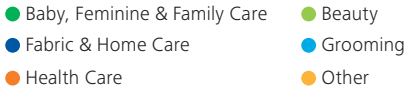


Solid Waste Non-Hazardous by GBU
Thousands of metric tons

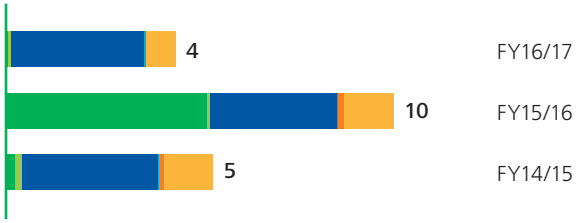


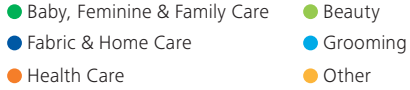
Disposed Waste by GBU
Thousands of metric tons





Solid Waste Hazardous by GBU
Thousands of metric tons

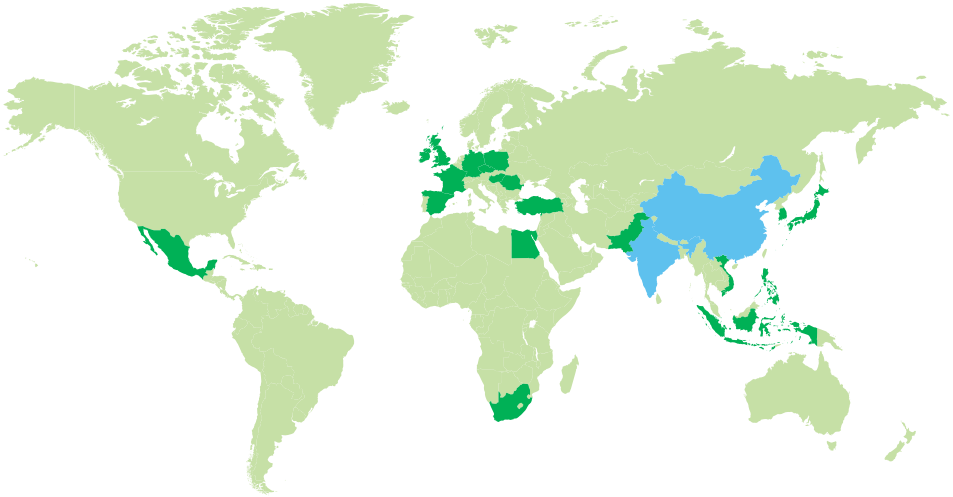




Waste

MANUFACTURING WASTE

In addition to individual sites, our waste teams also look for ways to drive ZMWTL across entire countries or regions. This year we added two of P&G's largest markets, India and China, to the list. The 16 sites within these regions stepped up to lead the way for their sister sites around the globe by finding innovative beneficial reuse, such as turning toothpaste scrap into detergent for cars in China, and making building panels out of scrap plastic laminate in India. In total, we now have 23 countries where all of our manufacturing sites have qualified as ZMWTL.

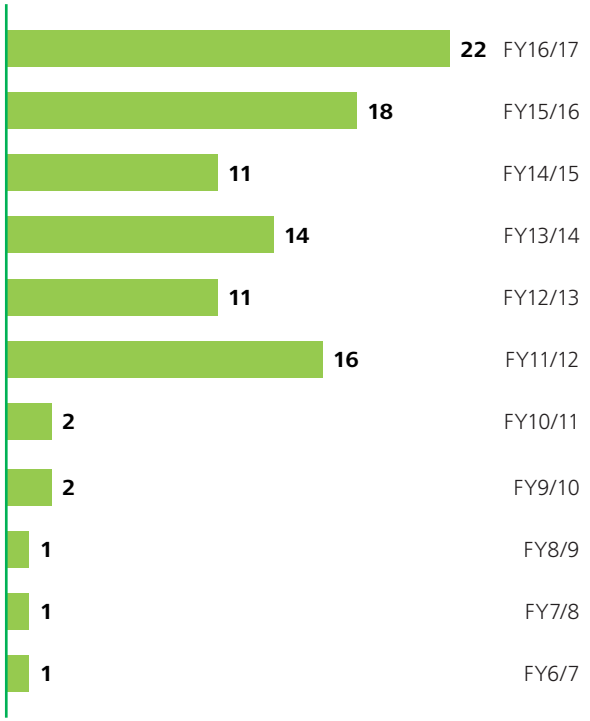


100% of our manufacturing sites in 23 countries have now qualified as ZMWTL:

Belgium
China
Czech Republic
Egypt
France
Germany
Hungary
India
Indonesia
Ireland
Japan
Mexico
Pakistan
Philippines
Poland
Romania
Singapore
South Africa
South Korea
Spain
Turkey
United Kingdom
Vietnam

This year, we qualified 22 sites—more than any other year, and in the process, saved the Company millions of dollars.

Zero Manufacturing Waste to Landfill
Sites qualified by FY



Learn more about what makes a site ZMWTL.

ZMWTL Qualifications

Waste

GLOBAL ASSETS AND RECOVERY PURCHASES (GARP)

Our Global Assets and Recovery Purchases (GARP) program continues to be a great enabler in our waste efforts as we find innovative ways to reduce waste and disposal costs. Since 2007, this program has diverted nearly 700,000 metric tons of trash from landfills, finding alternative uses for this would-be waste. Showing sustainable manufacturing is smart business, it has also saved us more than $1.9 billion.



Employees from Ben Cat and Binh Duong re-purposed shipping drums for the local community.

Here are some the innovative solutions GARP has implemented this year:

GARP Highlights

- At our Auburn Tampax plant, the plastic trim from our wrapping operation is recycled into mudflaps, truck bedliners, Adirondack chairs and patio boards.
- In a joint effort with local schools, shipping drums used to store incoming materials at Binh Duong (Tide) and Ben Cat (Pampers) plants were painted and repurposed into artistic waste bins, school benches and tree containers.
- Waste food from the cafeteria at our Milenio plant is being used as animal feed on local farms.
- At our Akashi site, scrap Always pads are being recycled into absorbent cat litter.
- In China, highly absorbent materials from Pampers are used to create a unique fertilizer that can hold water for extended periods of time, allowing local groups to replant in harsh areas such as the Gobi Desert.



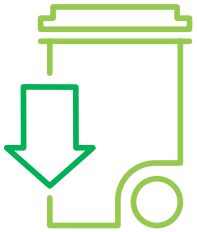
We have diverted nearly

700,000 metric tons

of trash from landfills.

CONSUMER WASTE

P&G is also committed to helping our consumers reduce their waste footprints. We have been involved in post-consumer recycled (PCR) materials for nearly 30 years and continue our efforts to help drive positive change. We are advancing a number of waste reduction pilots in developed and developing regions and know that partnering with others in the industry results in greater impact. On the following pages, we share updates on some of those great collaborative efforts on such projects as Waste to Worth, The Closed Loop Fund, The Recycling Partnership, The Materials Recovery For the Future, PureCycle Technologies, and Fater.



P&G is committed to waste reduction and helping consumers reduce their waste footprints.

WASTE

Revolutionizing the Plastics Recycling Industry

Recycling is a vital part of who we are as a company and, in fact, P&G has been using recycled plastic in products and packaging since the late 1980s. To date, our usage has predominantly been in polyethylene (PE) and Polyethylene Terephthalate (PET) PCR. For polypropylene (PP), one of our top three resins used, the limited supply of high-quality PCR was motivation for us to innovate. One of our lead scientists, Dr. John Layman, developed a purification technology to improve the quality of recycled polypropylene. This technology has the potential to revolutionize the plastics recycling industry by introducing high-quality recycled PP into the market.





"Our approach to innovation not only includes products and packaging, but technologies that allow us and others to have a positive impact on our environment. This technology, which can remove virtually all contaminants and color from used plastic, has the capacity to revolutionize the plastics recycling industry. It will enable P&G and companies around the world to tap into sources of recycled plastics that deliver nearly identical performance and properties as virgin materials for use in a broad range of applications."

—Kathy Fish, P&G's Chief Technology Officer

PURECYCLE TECHNOLOGIES

P&G licensed the technology to PureCycle Technologies (PCT), a portfolio company of Innventure, a Wasson Enterprise Partnership that commercializes disruptive technologies. PCT hosted a ribbon-cutting for a new plant in Hanging Rock, Ohio, that will produce recycled PP plastic with "virgin-like" quality. While this is a P&G-developed technology, the recycled PP produced will be widely available for purchase across the entire plastics industry.

Waste

WASTE TO WORTH

Waste to Worth is an effort to develop an integrated, profitable and replicable waste-management business model that finds value from waste. Three key pilots are currently under development in Angeles City, Cabuyao and Dagupan in the Philippines. The goal of the pilots is to convert more than 1,000 tons per day of solid waste to value. Various business models are being explored to extract value from waste as a means of creating economically viable and thus sustainable infrastructure. We have supported this effort with our partner, the Asian Development Bank, who co-funded feasibility studies that were critical to advancing the project.

This year, we made significant progress with the signing of formal Joint Venture agreements by Angeles City and Dagupan, legally recognizing and awarding the projects. Many important leaders attended the signings including the mayors, government officials from the Philippines and the Deputy Chief of Mission from the US Embassy. The projects have formally entered the engineering and design phase which will enable construction to start in 2018. The facilities are on track to deliver on our goal to have operational pilots in place by 2020.

With the support of the Asian Development Bank, our goal is to convert more than 1,000 tons of solid waste to value per day.



CLOSED LOOP FUND

We are one of the founding members of the Closed Loop Fund (CLF). Now in its third year, this social impact investment fund continues to provide capital to US and Canadian cities for new, expanded and comprehensive recycling programs. CLF investments now exceed $30 million in capital and in turn have unlocked an additional $64 million in co-investments to advance the recycling infrastructure. Co-investors include institutional investors (BoA, CoMerica), municipal bonds and impact investors (RSF Social Finance, Calvert Foundation). Projects have reached 1.4 million households and are diverting 227,000 tons of material from landfill. In the first six months of 2017, CLF projects have more than doubled the tonnage diverted from the previous year and a half.

Our projects have reached

1.4 million homes

and diverted 227,000 tons of material from landfills.

Importantly, the portfolio is performing as expected and initial theories are proving out.

Initial Theories

1

The theory of catalyzing outside investors is working. The portfolio has about a 2:1 co-investment ratio with funds from municipal bonds, impact investor dollars and institutional capital.

2

Investing across the entire value chain is enabling more solutions and better connections between Material Recovery Facilities (MRFs), municipalities and end markets. For example:

- MRFs in southeast US can send mixed plastics to end-users such as IntegriCo.
- MRFs in the northeast US can connect with Aero Aggregates as an end market for glass.

Closed Loop Partners (the parent investment firm) is also supporting the success of the Closed Loop Fund through its other funds—Closed Loop Ventures and Closed Loop Foundation. Learn more about the Closed Loop family of funds on their website.

Closed Loop Fund ›

Waste

THE RECYCLING PARTNERSHIP

We are honored to continue our support of The Recycling Partnership, an industry collaboration transforming the recycling system. While recycling feels universal, the truth is we can do much better. We strive to make recycling (at home and in public) easier than throwing something away. Together with The Recycling Partnership, we are changing the recycling landscape by growing access to recycling, expanding the ability to recycle P&G products, and educating residents about how and what to recycle in their community. Working nationally and in cities such as Chicago, Atlanta, Denver and Santa Fe, this partnership is ensuring that recycling can reach its full potential, delivering powerful economic and environmental metrics. Additionally, in the past three years alone, this group has helped more than 400,000 American families receive a new recycling cart, totaling more than $27 million worth of new infrastructure and has forged several state-wide partnerships to drive best practice adoption.



We strive to make recycling (at home and in public) easier than throwing something away.

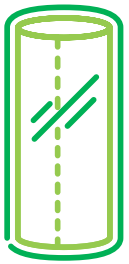


"P&G's dedication to recovering more recyclables has been evident through their very active support of The Recycling Partnership. Regrettably, the US currently disposes of over 20,000,000 tons of recyclables annually. Those lost recyclables, if recovered, would deliver a climate-action savings equivalent to removing more than 10,000,000 cars from the road. With P&G's support, we're delivering a better outcome that builds healthier communities and a healthier planet."

—Keefe Harrison
CEO of The Recycling Partnership

MATERIALS RECOVERY FOR THE FUTURE

We, along with other leading members of this group, are committed to finding recovery solutions for film and flexible plastic packaging. With help across the packaging value chain and recovery community, the Materials Recovery for the Future (MRFF) program, led by experts from Resource Recycling Systems (RRS), has completed large-scale testing of flexible film recovery in material recovery facilities (MRFs). We have advanced our knowledge significantly and are much more prepared to effectively handle film and ensure proper separation in a MRF. There is more work to do, but we are now ready to move to the next phase of learning which is to establish a community MRF collection and processing program with plans for multi-year support. We also have end-market development efforts underway and will connect recycled film with end-market applications. We anticipate this demonstration phase to commence in 2018. We know efficient and economically viable flexible film recovery is a current challenge, but remain committed to this collaborative effort and envision a future where we deliver on the vision where "flexible packaging is recycled, and the recovery community captures value from it."



We are all committed to finding

recovery solutions

for film and flexible plastic packaging.

Waste

DIAPER RECYCLING

Over the last 20 years, we have reduced the weight of our Pampers diapers by roughly 50% while continuing to deliver the outstanding performance that our moms and babies expect and deserve. While we are proud of our source reduction efforts and the positive impact they have had, we continue to explore diaper recycling technologies.

Together with our Joint Venture partner Fater in Italy, we are advancing a new technology that recycles used absorbent hygiene products (baby diapers, adult incontinence and fem care products), turning them to higher value products and applications for a new life. Building on the success of our initial pilot system in Italy, we will launch the technology in Amsterdam (Netherlands) and in Pune (India). The learnings we derive from Amsterdam and Pune will help guide our efforts to grow and expand use of this technology.



We have reached a

50% reduction

in weight of our Pampers diapers over the last 20 years.

WORKING TOGETHER

We recognize that working together with partners and competitors, sharing knowledge and collaborating, is an imperative. Not only will we be able to achieve our environmental goals more effectively, it's also fundamentally the right thing to do. Here are a few examples of how we are working together to use our core capabilities with others' expertise to drive the industry forward.

Example 1

This spirit of collaboration is at the heart of the Ellen MacArthur Foundation's New Plastics Economy initiative, which we joined last year. The New Plastics Economy works with stakeholders to align on competing standards across the value chain, with the aim to create a circular system for plastics.

Example 2

Started in 2015, Pioneer Project is a project led by P&G China in partnership with the China Environmental Protection Foundation to leverage our rich experience in cultivating leaders. P&G China provides funding, training and networking to student environmental protection societies in universities in China, aiming at growing future leaders in environmental protection within China. From April 2015 to April 2017, we supported 92 university societies and 82 environmental protection projects, benefiting more than 970 university students. In 2016 alone, 50 university societies, 40 projects and 470 students benefited from Pioneer Project. Pioneer Project is also leading in integrating P&G business partners. In March 2017, our business partner, Yonghui supermarket, joined Pioneer Project for 5 years.

Example 3

We have been working with about 30 suppliers to explore opportunities in sustainable innovation within the absorbent hygiene products. In April, we launched the Baby & Fem Care Sustainable Supply Chain Innovation Program designed to reduce the environmental footprint of baby diapers, feminine menstrual products, adult incontinence pads and wipes through suppliers' improvements in the next 10 years. These suppliers have been rigorously exploring their resource use, emissions, and environmental and citizenship programs to identify new opportunities. They are setting specific targets in several areas: energy efficiency, renewable energy use, reduced waste/increase recycling, transport/packaging efficiency, robust sustainability reporting, greenhouse gas reduction, water reduction and risk mitigation, optimal material consumption, third party certifications (pulp, cotton), biodiversity and land management.

Example 4

We are supporting the Trash Free Seas Alliance efforts to halt the flow of plastic to the worlds oceans.

Check out TFSA's efforts on ocean plastic ›

We involve our suppliers and share our sustainability standards and expectations. We have been working with them using a supplier sustainability scorecard since 2010.

Check out the sustainability scorecard ›

The Power of P&G People

While the world celebrated Earth Day on April 22, we took the opportunity to recognize the event for an entire week with more than 50 sites around the world participating in some activities to remind employees of our sustainability efforts and reinforce the idea that "You Can Make a World of Difference." Some regional highlights include:



North America
In NA, many of our sites hosted Earth Day fairs, and at our headquarter building and the Mason Business Center, the facilities moved to Centralized Waste, a program aimed at reducing the amount of material going to landfill while increasing the amount of recycled material.

Brussels
In Brussels, they launched their "net positive" energy initiative and beach clean-up event.

Germany
The Groß-Gerau Plant in Germany has supported a local school for the last several Earth Weeks by making collages and posters depicting the Earth Week theme.

Philippines
P&G Philippines celebrated Earth Week by practicing Earth Hour, where all P&G floors switched off the lights during lunch time and raised funds for "Plant for the Planet"— a tree planting activity.

Indonesia
P&G Indonesia ended its Earth Week campaign with an employee tree planting event.



China
The China team created a media tag #YOU CAN MAKE A WORLD OF DIFFERENCE, translated as #美好世界由我创, on Weibo for their social media material and expanded their beloved photo contest to the public for the first year.

Argentina
In Argentina, they conducted a composting workshop and provided plant kits and paper made from seeds, as a gift to all employees.

India
The Baddi plant celebrated with activities including a skit performed by the sustainability team, a tree planting, a sustainability quiz, a video, classroom sessions and adoption of the corporate branding around the site.

In addition, P&G employees associated with our Bounty, Charmin and Puffs brands took time away from their day-to-day responsibilities to learn more about activities we are doing to support responsible forestry. Last year, they heard from FSC smallholder Stacey Locke whose family woodlands were the first in the US Southeast to produce FSC certified timber. In addition to interacting with Stacey, they had the opportunity to meet with representatives from World Wildlife Fund, Rainforest Alliance and Forest Stewardship Council to learn about forestry concerns and actions we can take to protect them. They also learned more about what P&G is doing to support responsible forestry, why P&G prefers FSC, and why buying products like Charmin and Puffs that now carry the FSC logo supports global forests.

P&G people have also given back to their communities by cleaning debris from some of the area rivers. Two major events were the Cincinnati event in September where nearly 100 volunteers got together with Living Lands & Waters to clean up the banks along the Ohio River and a similar event in Brussels where about 75 employees removed trash along the Belgian coast.



Recognitions

This year, Tide purclean received a prestigious Silver Edison Award for Sustainability. Being recognized with an Edison Award is one of the highest accolades a company can receive in the name of innovation and business success.

We were recognized as an Organizational Leader in the 2017 Climate Leadership Awards. Sponsored by the US EPA Center for Climate and Energy Solutions and The Climate Registry, the award recognizes P&G's active leadership in the industry to address climate change and reduce our greenhouse gas emissions.

CLIMATE LEADERSHIP AWARDS 2017
Organizational Leadership Award Winner

In Vietnam, we received the "Green Book" award granted by Binh Duong DONRE as recognition for all contributions to environmental sustainability throughout the year.

In FY16/17, we joined the EPA's Green Power Partnership (GPP) which highlights US companies' usage of renewable electricity. This was enabled by the mid-year start-up of the Tyler Bluff wind farm that provides renewable electricity to all our US and Canada Fabric and Home Care plants. P&G is on the GPP's National Top 100 list, 14th on the GPP's Fortune 500 Partners List and is 2nd for consumer products organizations. As we advance toward our 2020 renewable energy commitments increasing our usage of renewable electricity, we expect to move up the list.

In the Green Power Partnership (GPP), we currently rank

30th out of 100

in the National Top 100 list.

In early 2017, our environmental efforts were recognized by Walmart Canada when P&G Canada received the Vendor of the Year Award for Sustainability. This award recognizes a company's overall progress and efforts in helping Walmart achieve their sustainability goals: to be supplied 100% by renewable energy; to create zero waste; to sell products that sustain people and the environment. We are honored to be recognized by this top customer for our sustainability efforts.



We also received the special award for "resource efficiency" at the German Sustainability Awards for playing "a pivotal role within the industry" in protecting resources and our "numerous initiatives in the value chain" to make this part of our sustainability strategy. This award is a fantastic recognition of the vision, passion and dedication of our R&D, Product Supply and Brand teams to reduce the footprint of our products along the lifecycle.

The American Forest & Paper Association recognized us in November with their 2016 AF&PA Leadership in Sustainability Award for Water for our Water Conservation Response project for our work at the Oxnard, CA facility. Here we have reduced water consumption 28% between 2012 and 2015 and set new records for reduced levels of water consumption.

Recognitions

We are committed to "designing in" sustainability within our facilities, including pursuing LEED certification for all new facilities. We now have more than 24 sites with LEED Silver or Gold certification.

Location	Gold	Silver
Ben Cat, Vietnam		2
Box Elder, UT, United States		1
Cabuyao, Philippines		1
Cincinnati, OH, United States		2
Cruz, Brazil		1
Greensboro, NC, United States		1
Gyongyos, Hungary		1
Guangzhou, China	1	1
Hyderabad, India	1	2
Jakarta, Indonesia		3
Lagos, Nigeria		2
Singapore		1
Taicang, China	3	1
Total	**5**	**19**



Environmental Resource and Waste Summary

The table below reports environmental statistics for Manufacturing Operations in our Global Business Units, Technical Centers and Distribution Centers

	Totals (absolute units x 1,000)			2017 Global Business Unit Detail[1] (absolute units x 1,000)					
	2017	2016	2015	Baby, Feminine and Family Care	Beauty	Fabric and Home Care	Grooming	Health Care	Technical Centers and Distribution Centers
Production (metric tons)									
Product Shipped[2]	**30,007**	25,758	27,998	**5,935**	**1,907**	**20,997**	**767**	**401**	**0**
Raw Materials from Recycled Sources[3]	**715**	694	699						
Waste (metric tons)									
Generated Waste	**676**	632	784	**298**	**77**	**201**	**33**	**39**	**29**
Percent Recycled/Reused Waste	**86%**	83%	87%	**92%**	**87%**	**86%**	**99%**	**87%**	**68%**
Disposed Waste (metric tons)									
Waste Disposed	**78**	84	86	**29.23**	**8.30**	**29.94**	**0.42**	**3.92**	**5.80**
Solid Waste—Non-Hazardous	**46**	46	50	**18.76**	**5.79**	**15.48**	**0.04**	**1.23**	**4.88**
Solid Waste—Hazardous	**3**	8	4	**0.05**	**0.06**	**2.94**	**0.02**	**0.01**	**0.37**
Effluents (excluding water)[4]	**19**	18	21	**4.52**	**2.27**	**9.40**	**0.30**	**2.57**	**0.39**
Air Emissions[5]	**9**	12	11	**5.91**	**0.19**	**2.13**	**0.06**	**0.11**	**0.15**
Energy and Greenhouse Gas (GHG)									
Energy Consumption (gigajoules)	**58,783**	58,697	63,346	**37,269**	**2,897**	**11,799**	**2,453**	**1,817**	**6**
Total GHG Emissions (metric tons)[6]	**4,583**	4,841	5,149	**2,869**	**274**	**864**	**191**	**150**	**235**
Scope 1—Direct GHG Emissions (metric tons)	**2,174**	2,099	2,268	**1,566**	**82**	**355**	**64**	**46**	**62**
Scope 2—Indirect GHG Emissions (metric tons)[7]	**2,409**	2,742	2,881	**1,303**	**192**	**509**	**128**	**104**	**173**
Biogenic GHG Emissions (metric tons)	**105**	209	275	**105**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**
Water (Cubic meters)									
Water Consumption	**62,028**	63,670	67,832	**38,814**	**4,672**	**13,770**	**1,009**	**4,973**	**2,098**

1 metric ton = 1,000 kg = 2,205 lbs.

(1) For 2017, Baby, Feminine and Family Care includes Baby Care, Feminine Care and Family Care. Beauty includes Beauty Care and Personal Beauty Care. Fabric and Home Care includes Fabric Care, Home Care and Chemicals. Grooming includes Blades and Razors and Devices. Health Care includes Personal Health Care and Oral Care. Other includes major offices buildings as well as technical and research centers that support the business units, along with facilities that distribute finished product. Numbers do not include production from contract manufacturing operations.

(2) Estimated from shipment figures. Data was estimated using FY16/17 production volumes and FY15/16 conversion factors.

(3) Data is tracked at a corporate level.

(4) Wastewater chemical oxygen demand (COD).

(5) Air emissions include particulates, SO_2, NO_x, CO and VOC.

(6) Total GHG emissions = Scope 1 + Scope 2. Scope 2 emissions calculated using a market-based method.

(7) Market-based Scope 2 GHG emissions. Note: Location-based Scope 2 emissions for 2017 were 2,750,000 metric tons.

Global Measurement and Additional Operational Data

2020 GOAL MEASUREMENT SYSTEMS

We go to great lengths to ensure rigor, accuracy and transparency in our reporting. Below, we share additional information on some of our 2020 Goal Measurement Systems to help ensure clarity and transparency on the data we are reporting:

GREENHOUSE GAS EMISSIONS

For purposes of monitoring progress against our goal and listing emissions levels in charts and graphs, we utilize market-based Scope 2 GHG emissions. The WRI/WBCSD GHG Accounting protocol provides additional perspective on market—versus location-based GHG emissions.

Learn more about GHG Protocols

Our GHG emissions data has been verified by an external third party, Lloyd's Register Quality Assurance (LRQA).

Lloyd's Register Quality Assurance

LOW-ENERGY CYCLE MACHINE WASHING LOADS

Low-energy cycles are considered to use less than 0.4KWh per wash cycle. In Europe, this would include front load 30°C loads. In NA, this would include traditional and HE Cold Cycles, as well as Normal and Quick HE warm cycles.

PACKAGING REDUCTION

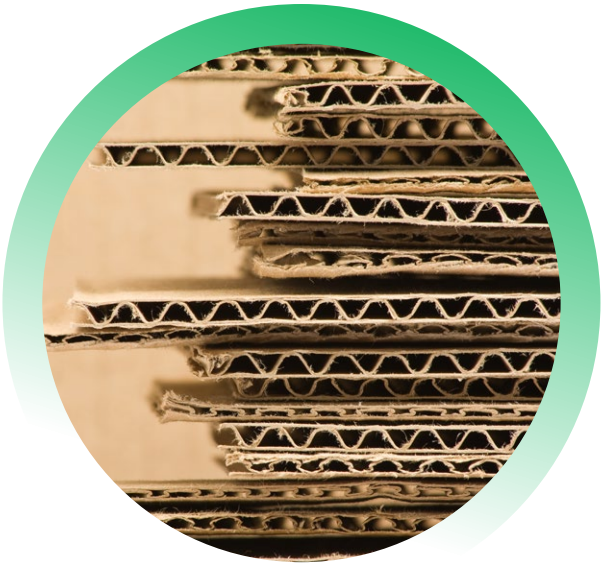
The average packaging reduction is calculated using products that represent the top 70% (by volume) of the categories that have the largest impact on packaging use (Fabric Care, Home Care, Baby Care, Feminine Care, Family Care, Oral Care, Personal Cleansing Care, Shave Prep, Hair Color and Hair Care). While a subset of overall data, we believe it is representative of overall corporate data and focuses resources on the biggest SKUs and categories that have the biggest impact on packaging.

RECYCLABILITY OF PACKAGING

For purposes of tracking progress against our goal, a package is considered recyclable when there is an in-market, at-scale recycling system in place for that material type (e.g., collection, sortation, processing for end use, established end market for collected material). While we require large-scale systems to be in place in at least one geography, we do not require a minimum percent access or recovery rate per package in every country or market where a package may be sold for the package to be considered recyclable for purposes of tracking progress versus our goal.

PAPER PACKAGING

Data for calculating progress versus our paper packaging goal was self-reported by our suppliers. The data collected this year covered materials procured directly by P&G as well as contractor manufacturers and covered over 95% of our global spend.



Global Measurement and Additional Operational Data

RENEWABLE ENERGY

When calculating the renewable energy powering our plants, we include the renewable energy level of the local electrical grid that provides power to the plant.

WATER CONSERVATION

Our goal to reduce water use in manufacturing facilities by 20% per unit of production applies to freshwater consumption, which means freshwater intake from the following sources:

- Tap water—water supplied by municipalities or third-party companies via piping systems or trucks, at any quality they deliver
- Net water via purchased steam
- Ground water from site wells
- Surface water—non-brackish as river, lakes, creeks, etc., at any quality they deliver

BASELINE RESTATEMENT

This year, P&G adjusted our GHG emissions baseline in accordance with the principles in the WRI and WBCSD Corporate Standard for Greenhouse Gas Accounting. Changes included adjustments for acquisitions/divestitures as well as other minor modifications and corrections to historic data. Our original baseline was 5,466,601 metric tons. Our revised baseline, which we will use for calculating progress versus GHG emissions reduction goals, is now 5,488,224 metric tons. As part of this work, we also updated our baselines for energy, water and waste. Original energy baseline was 67,904,220 gigajoules. It is now 66,860,377 gigajoules. Original water baseline was 77,049,114 cubic meters. It is now 75,530,696 cubic meters. Original waste was 354,563 metric tons. It is now 340,688 metric tons. The baseline year remains the same—P&G's FY09/10.



Global Measurement and Additional Operational Data

NOTICES OF VIOLATION

We continually strive for zero notices or penalties. The charts below summarize data from the last three years and provide perspective on notices of violation (NOVs) received during FY 16/17. Note, some fines are still under review but are included in the total numbers.

Year	Number	Fines
2017	24	$102,804
2016	29	$46,250
2015	27	$444,708

A breakdown of NOVs is provided below:

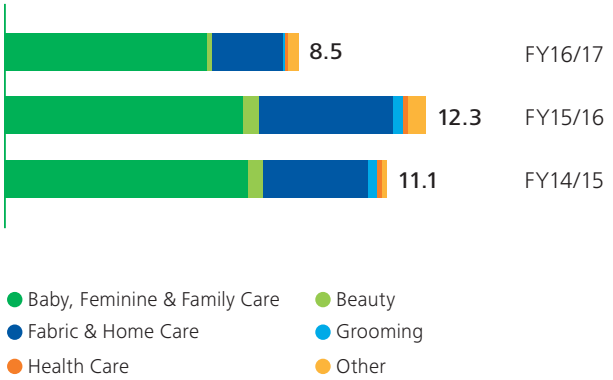
Violation	Number of NOVs	Fines
Water-Based	7	$4,461
Air-Based	2	$63,499
Solid-Waste-Based	0	$0
Paperwork	0	$0
Transportation-Based	0	$0
Other	7	$10,879
Worker Safety	8	$23,246
Total	24	$102,085

AIR EMISSIONS

Each site assesses total suspended particulates, volatile organic compounds (VOCs), carbon monoxide (CO), nitrogen oxides (NO_X) and sulfur oxides (SO_X). The chart below summarizes data from the last three years.

Air Emissions by GBU

Thousands of metric tons



Worldwide Health, Safety and Environment Systems

HEALTH AND SAFETY POLICY

P&G is committed to having safe and healthy operations around the world. Our goals are to protect the lives and health of our employees and the communities surrounding our operations, was well as to protect our assets, ensure business continuity, and engender public trust.

WORLDWIDE HEALTH, SAFETY & ENVIRONMENT ORGANIZATION

Health, Safety & Environment (HS&E) is a global community of resources responsible for ensuring that all sites worldwide—including innovation centers, distribution centers, acquisitions and established plants—are operated safely and are compliant with applicable health, safety and environment regulations; that process hazards are minimized or eliminated; that health risks are identified and managed or eliminated; and that operational wastes are reduced as much as possible. Several thousand employees spend all or a portion of their time on HS&E management.

There are three major components to a site's HS&E organization: Environmental, Technical/Process Safety and Industrial Hygiene & Personnel Safety. In addition each site typically has both a Fire Protection Systems Leader and an overall HS&E Leader. The HS&E site organization closely partners with the site Health Services, or Medical leader. P&G uses a phased, detailed Risk Assessment process to evaluate the safety of process changes and initiatives being introduced at its own manufacturing operations as well as at contractor manufacturing operations. The Risk Assessment process is designed to enable high-speed innovation.



More information about HSE ›

This report was prepared using the Global Reporting Initiative's (GRI's) GRI3.1 Reporting Guidelines.
The GRI has not verified the contents of this report, nor does it take a position on the reliability of information reported herein.
For further information about the GRI, please visit: www.globalreporting.org.



ABOUT OUR CITIZENSHIP REPORT

This report shares a few examples of the work being done across the Company. The information in this report covers the time period from July 1, 2016 through June 30, 2017.

BACK TO START ›