

2019 Citizenship Report

Message from the CEO

Dear Stakeholders,

We've built Citizenship into our business, and it's not only doing good, it's building trust and equity with consumers, and driving growth and value creation—allowing us to be a force for good and a force for growth.

The force for good and force for growth concept is important. We serve shareholders and investors, but we also serve employees, business partners, suppliers, communities, governments and the broader world around us. We have a responsibility to all our stakeholders. That's why our Citizenship platform is built in, not bolted on. It's not a separate thing we do on the side—it's how we do business every day around the world.

In fact, one of the reasons why I believe we're delivering stronger results is because we've activated the full capability of P&G people—a key tenet of our Diversity & Inclusion work. A diverse team with an inclusive environment that values every individual will outperform a homogeneous team, and that's what the 97,000 employees of P&G are demonstrating.

In the following pages, you will find stories that illustrate our commitment to Diversity & Inclusion, Community Impact, Gender Equality and Environmental Sustainability, all executed with a strong focus on Ethics & Corporate Responsibility.

For example, we used our voice to shine a light on bias and promote diversity, inclusion and equality with inspirational films like "Out of the Shadows" and "The Look." We've helped victims of natural disasters all over the world, providing the comforts of home. We challenged the myths that hold women back in the workplace at global leadership and industry forums. And, we were the first CPG company to join Loop, a circular e-commerce platform that provides reusable, refillable packaging for some of our most popular products which can be collected, cleaned, refilled and reused.

ACTIVATE SERIES ↗

ACTIVATE
THE GLOBAL CITIZEN MOVEMENT

P&G partnered with National Geographic and Global Citizen to create ACTIVATE, a six-episode series focused on eradicating poverty and achieving the UN Sustainable Development Goals. The episodes highlight sustainable sourcing, racial bias, disaster relief, girls' education, plastic waste and the global water crisis.

One program that keeps on achieving terrific results is our Children's Safe Drinking Water (CSDW) Program. In the last year, we delivered our 15 billionth liter of clean water—a year ahead of schedule—and set a new goal to deliver 25 billion liters by 2025. Many of our retail partners get involved with in-store activations, where buying a P&G product leads to a donation of water. This is an excellent example of how doing the right thing and helping others can also grow the business. That's built-in Citizenship, and CSDW is an outstanding example that improves lives all over the world.

Another area we're putting significant effort against is plastic waste, and we're working on a range of solutions to collect, recycle and reclaim the value of plastics. For example, we made a new commitment to reduce use of virgin petroleum plastic in our packaging by 50% by 2030. We developed packaging for e-commerce that uses 50% less plastic, and we invented a technology that restores used polypropylene to ultra-pure recycled resin, making it like new again. We also helped start and have taken a leadership role in the Alliance to End Plastic Waste, which advances infrastructure development, innovative solutions, education and cleanup efforts to end plastic waste in the environment, especially in the oceans. Ending plastic waste will require unprecedented levels of investment, innovation and partnerships, and we're committed to make a positive difference.

As you'll see in this report, it's P&G people who are leading the way in our Citizenship efforts, and they, along with our many suppliers and partners, deserve all the credit. They are the ones who lead P&G's programs with incredible passion and expertise, who work with NGOs to deliver clean water, who invent technologies to help revolutionize recycling, who turn beach plastic into shampoo bottles, and who use our brands to promote positive change. Every day, P&G people demonstrate the power of being a force for good and a force for growth, and I'm proud to share their work.





DAVID S. TAYLOR

Chairman of the Board,
President and Chief Executive Officer

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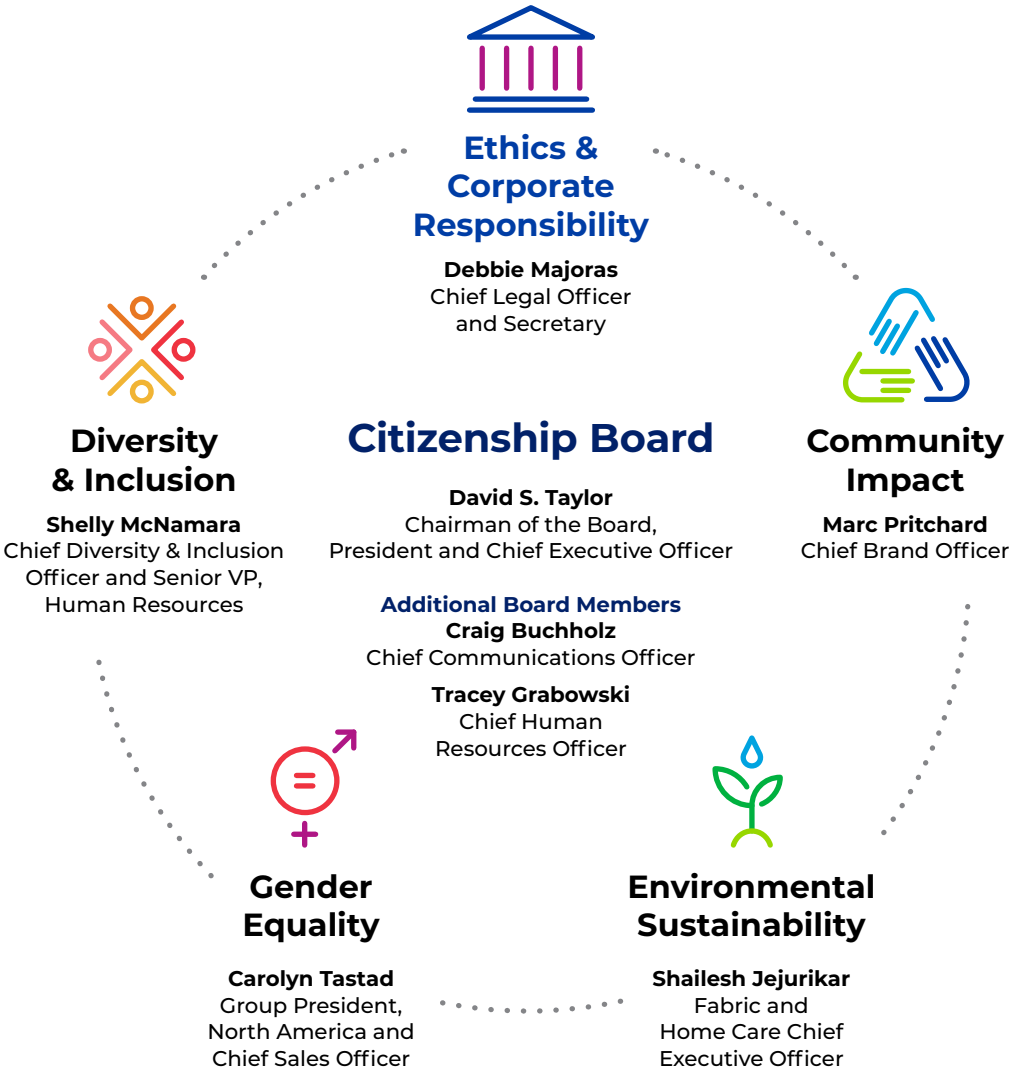


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Internal Leadership

Our objective is to create industry-leading value by maintaining and enhancing our strong corporate reputation. We'll achieve this 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 form the Citizenship Board with P&G's Chairman of the Board, President and Chief Executive Officer as the Chair.



Issue Prioritization

Issue prioritization continues to be an important tool to ensure we understand stakeholder views and address the most relevant issues through our Citizenship focus areas. This year, we validated our previous issue prioritization through application of a software solution platform utilizing artificial intelligence to analyze thousands of publicly available sources such as corporate reports, regulations, news, and social media. We tailored our external stakeholder analysis to cover benchmark peers, regulations, and news coverage most relevant to our company and industry. P&G employee insights formed our internal stakeholder view. The results again highlighted the importance of each Citizenship area, with an emphasis on Ethics & Corporate Responsibility and Environmental Sustainability.

Insight 1
Governance & Ethical Conduct, Corporate Transparency, Data Security & Privacy, Human & Labor Rights, Product Safety, and Ingredient Transparency are substantial priority to stakeholders. Our ongoing commitment and efforts in these areas are outlined in our Ethics & Corporate Responsibility section.

ETHICS & CORPORATE RESPONSIBILITY

Insight 2
Climate & Greenhouse Gases, Water Resources, Waste Management, Energy Conservation & Renewable Energy, and Forest Resources continue to be high priority for stakeholders and are fundamental focus areas of our environmental sustainability work.

ENVIRONMENTAL SUSTAINABILITY

Insight 3
Last year we launched our Ambition 2030 framework, with a focus on how our brands are striving to be a force for good and a force for growth. We know this is important for stakeholders as well and ranking Sustainable Product Design & Innovation again remains one of the top priorities. You can read more about how we're considering impacts throughout the entire lifecycle of our products and leading innovation to drive positive growth.

AMBITION 2030



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.

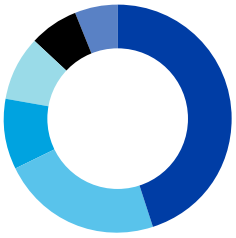
Amounts in billions, except per share amounts	2019
Net Sales	$67.7
Operating Income	$5.5
Net Earnings Attributable to P&G	$3.9
Net Earnings Margin from Continuing Operations	5.9%
Diluted Net Earnings per Common Share from Continuing Operations[1]	$1.43
Diluted Net Earnings per Common Share[1]	$1.43
Operating Cash Flow	$15.2
Dividends per Common Share	$2.90

2019 NET SALES BY BUSINESS SEGMENT[2]



- Fabric & Home Care 33%
- Baby, Feminine & Family Care 27%
- Beauty 19%
- Health Care 12%
- Grooming 9%

2019 NET SALES BY GEOGRAPHIC REGION



- North America[3] 45%
- Europe 23%
- Asia Pacific 10%
- Greater China 9%
- India, Middle East & Africa (IMEA) 7%
- Latin America 6%

1 Diluted net earnings per common share are calculated based on net earnings attributable to Procter & Gamble.
2 These results exclude net sales in Corporate.
3 North America includes the United States, Canada and Puerto Rico.

A Company of Leading Brands

Our portfolio is organized around 10 product categories and about 65 brands. These 10 category-based business units have historically grown faster with higher margins than the balance of the Company. These are categories where we have leading market positions and where product technologies deliver performance differences that matter to consumers. Across all 10 of our categories, we're focused on meaningful and noticeable superiority in all elements of our consumer proposition—products, packaging, brand communication, retail execution (in-store and online) and superior value—in each price tier where we compete.

Fabric and Home Care



Fabric Care



Home Care

Baby and Feminine Care



Baby Care



Feminine Care

Family Care and P&G Ventures



Family Care

Health Care



Personal Health Care



Oral Care

Beauty



Hair Care



Skin & Personal Care

Grooming



Grooming



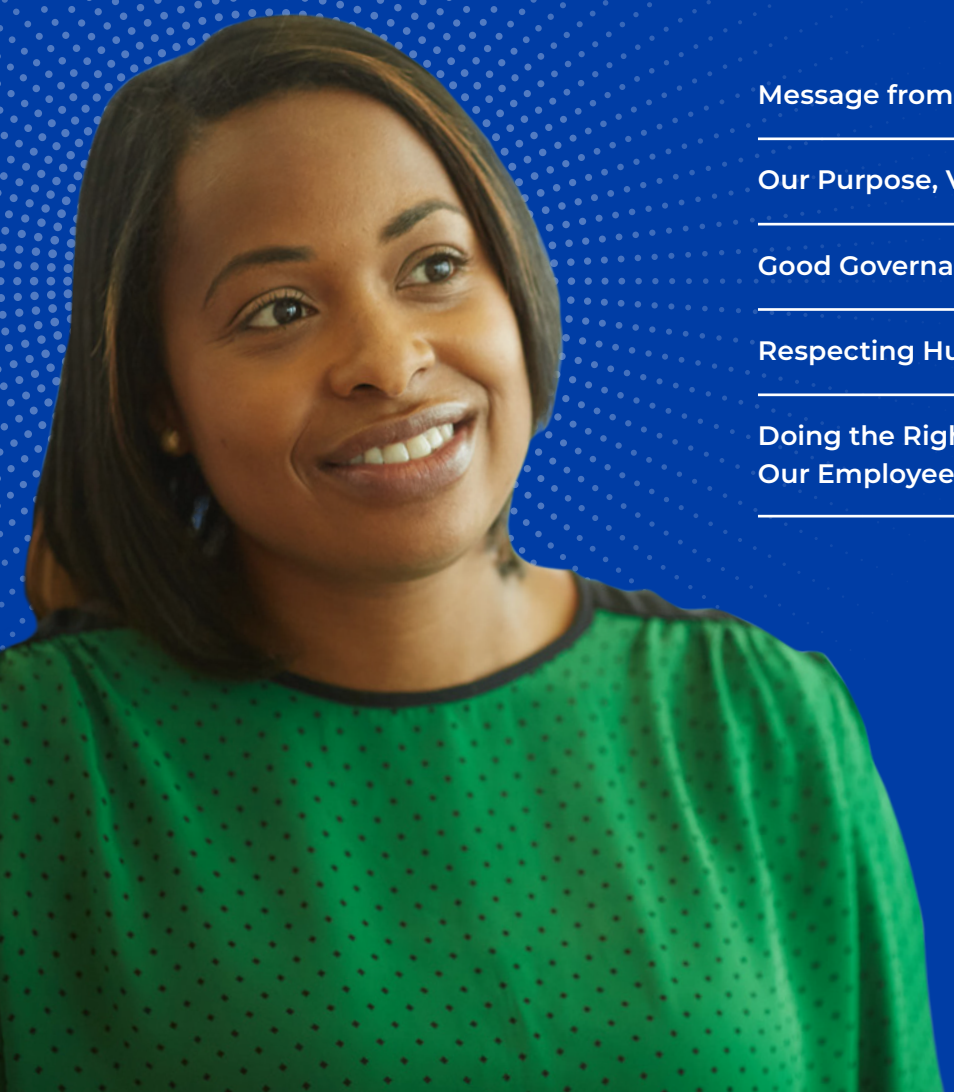
Ethics & Corporate Responsibility



At P&G, we serve nearly five 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.

VIEW STORIES

Ethics & Corporate Responsibility



Message from Debbie Majoras

Our Purpose, Values and Principles

Good Governance

Respecting Human Rights

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

Message from Debbie Majoras

Chief Legal Officer and Secretary



"A reputation for trust and integrity must be earned every day—action by action, employee by employee. With change a constant in our business, it is more critical than ever that we remain grounded in our Purpose, Values and Principles as the foundation for how we operate. Strong governance and compliance practices build trust, which, in turn, creates value for consumers, customers and shareholders."

Our Purpose, Values and Principles

Our Purpose, Values and Principles (PVPs) are the foundation of who we are. Our Purpose is to improve consumers' lives in small but meaningful ways, and it inspires our 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 our deliberate approach to conducting work every day. We know that P&G employees believe in the personal and business value of this PVP foundation—our PVPs are consistently cited in our annual employee survey as the Number 1 aspect of our culture that employees would not change. Our philosophy is that a reputation of trust and integrity is built over time, earned every day, and provides lasting value for our stakeholders.

PURPOSE, VALUES AND PRINCIPLES







Good Governance

Our PVPs further inform our approach to corporate governance. We believe that strong governance practices contribute to better results for shareholders. We maintain governance principles, policies and practices that support board and management accountability and serve the best interests of our Company, our shareholders and other stakeholders.

Board Leadership and Oversight

Recognizing our Company's role as a global leader, the Board of Directors has adopted the Corporate Governance Guidelines, which describe our commitment to and guiding principles for strong governance. Among the key principles and practices we follow are:

- Significant director interaction with senior business leaders and access to other employees as desired
- Annual board and committee self-assessments and one-on-one reviews with individual directors
- Fully independent board committees
- Annual assessment and determination of the board's leadership structure
- Election of a lead director, with significant governance responsibilities, if the chairman/CEO roles are combined
- Term limits and mandatory retirement age, with exceptions granted only in special circumstances

CORPORATE GOVERNANCE GUIDELINES ↗

As we hold ourselves to a high internal standard, we strive to reflect external best practices in our governance approach. We listen to the expectations and insights of our investors and stakeholders and continually assess where we can make further progress in key areas. For example, we are a signatory to the Commonsense Corporate Governance Principles 2.0, reflecting our commitment to a foundation of effective governance. Further, we assess our practices against external benchmarks like the Investor Stewardship Group's Corporate Governance Principles, generally finding that our practices closely align with these ideals. Overall, we believe our approach to governance strengthens the board's ability to provide meaningful oversight, review and counsel to the Company, as it acts on behalf of all of our shareholders.

We believe strong governance practices contribute to better results for shareholders.



Good Governance

As a key component of its oversight, the board and its committees devote substantial time not only to strategy, but to the review of core matters of corporate culture like ethics and compliance, cybersecurity, pay equity, environmental sustainability, and human capital management. The full board provides strategic oversight and monitors emerging priorities and risks in these and other areas, while each committee devotes further attention to particular matters within its scope.

Audit Committee

Oversees the Company's overall risk management process, including financial controls and integrity, and meets regularly with the chief ethics & compliance officer, reviewing key enterprise risks and cybersecurity programs.

Governance & Public Responsibility Committee

Oversees matters related to the Company's corporate governance practices and policies, including board composition, director succession planning, and independence, and oversees the Company's geo-political risks and community and environmental impact, assessing our practices and progress against key benchmarks.

Compensation & Leadership Development Committee

Oversees the development and succession planning of the Company's CEO and other executive officers, monitors gender pay equity, and ensures our executive compensation practices are balanced in rewarding holistic, long-term growth.

Innovation & Technology Committee

Oversees the Company's innovation and technology programs, including the responsible integration of new technology into our innovation strategy, while also considering how these programs incorporate the Company's sustainability and ingredient safety priorities.

This broad scope of board and committee oversight and the resulting active engagement of our directors help ensure that our Company's values, our leadership's behaviors and our employees' efforts are ultimately linked to our Company strategy in a meaningful and effective way.

BOARD COMPOSITION

As a global, diverse consumer products company, we strive to reflect the diversity of our workforce in our boardroom. Not only do our directors bring to the board significant and varied leadership skills and experiences, they represent a mix of background, age, gender, race and international experience that informs their leadership and strengthens their oversight.

On Our Current Board:



5/12 (42%)
members are women



2/12 (17%)
members are ethnically diverse



6/12 (50%)
members have served fewer than 6 years, with average tenure of about 7 years



4/12 (33%)
members joined within the last 3 years



9/12 (75%)
members are current or former public company CEOs

The board's overall diversity is a key priority and significant consideration in our director nomination process.

Respecting Human Rights

Respect for Human Rights is fundamental to the way we manage our business. Our Human Rights Policy Statement communicates our support for the UN Guiding Principles on Business and Human Rights, which respects and honors the principles of internationally recognized human rights consisting of those rights expressed in the International Bill of Human Rights (i.e., Universal Declaration of Human Rights and the International Covenants on Economic, Social and Cultural Rights and Civil and Political Rights) and the principles concerning fundamental rights as set out in the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

We recognize that it is the sovereign state's duty to protect against human rights abuses by establishing and upholding appropriate laws and policies. We also recognize that some states do not have adequate legal and regulatory frameworks or enforcement mechanisms or have laws that conflict with these internationally recognized human rights. Wherever this is the case, we are committed to doing the right thing by respecting human rights in every aspect of our business operations. We embrace this commitment and responsibility of ensuring that human rights are upheld all along our end-to-end value chain, which in turn encompasses all our stakeholders, particularly our employees, our consumers, the communities where we do business, and our business partners.

We have been working to strengthen education and develop awareness-raising tools for the company and extended supply chain. As part of a wider learning program, we have developed a series of short videos (less than 2 minutes each) to help our employees and those of our vendors and contractors recognize human rights issues in the workplace. By educating them to spot problems in the office and manufacturing facilities, we empower them to speak up and get help for others.

WHAT DO YOU SEE AT THE OFFICE? ↗

WHAT DO YOU SEE AT THE PLANT? ↗

WHAT HAPPENS WHEN YOU SPEAK UP? ↗



Respecting Human Rights

No Child Labor

The ILO states that "Child Labor is often defined as work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development. It refers to work that: is mentally, physically, socially or morally dangerous and harmful to children; and interferes with their schooling by: depriving them of the opportunity to attend school; obliging them to leave school prematurely; or requiring them to attempt to combine school attendance with excessively long and heavy work." We do not permit the exploitation of children, and will not use child labor in our end-to-end value chain.

No Forced Labor

We support the Consumer Goods Forum Priority Industry Principles, which state: "Forced labor is an unacceptable human rights violation that can take multiple forms, and must be addressed. While certain employment and recruitment practices may not initially appear problematic, in aggregate or combined with other forms of leverage, they can result in forced labor, particularly among vulnerable workers. We will take active measures to apply these Principles across our global value chains and own operations, to cases where such practices may lead to forced labor. We will seek to apply these Principles to all workers regardless of their employment status, location, contractual arrangements or role. We do this as part of our collective journey to advance the human rights of workers and positively shape global labor markets."

PRIORITY INDUSTRY PRINCIPLES



I. Every worker should have freedom of movement.

The ability of workers to move freely should not be restricted by their employer through abuse, threats and practices such as retention of passports and valuable possessions.



II. No worker should pay for a job.

Fees and costs associated with recruitment and employment should be paid by the employer, not the employee.



III. No worker should be indebted or coerced to work.

Workers should work freely, aware of the terms and conditions of their work in advance, and paid regularly as agreed.

PRIORITY INDUSTRY PRINCIPLES ↗

Non-Discrimination

We are deeply committed to an inclusive culture and do not discriminate against individuals on the basis of race, color, gender, age, national origin, religion, sexual orientation, gender identity and expression, marital status, citizenship, disability, veteran status, HIV/AIDS status or any other legally protected factor. P&G supports the UN Global LGBTI Standards for Business. In November 2018, P&G participated in a panel session at the 2018 UN Forum on Business and Human Rights on how to create accountability and build trust on corporate engagement on rights of LGBT+ people.

Freedom of Association and Collective Bargaining

We respect our employees' right to choose to join or not to join a trade union or to have recognized employee representation in accordance with local law. Where employees are represented by a legally recognized union or employee representative, we are committed to establishing a constructive dialogue regarding the interests of both the employees and the business. The Company will negotiate a labor agreement in good faith with such representatives in accordance with local law. Whether the facility is union or non-union, we strive to create a high-performing work force—where employees are highly engaged, multi-skilled and process owners.

Doing the Right Thing with Our Employees

We bring our values to life as we focus on improving consumers' lives now and for generations to come. We recruit, hire and retain the best talent from around the world, reflecting the diversity of the markets and consumers we serve. Developing and retaining a diverse workforce provides us with a sustained competitive advantage. We recognize that a diverse mix of backgrounds, skills and experiences drives new ideas, products and services. This maximizes our ability to achieve our goals together.

Confidence and Trust

We strive to promote a work environment of confidence and trust. Our **Worldwide Business Conduct Manual (WBCM)** and **Employee Rights Policy** provides employees with clear guidance on specific situations they may face and directs them where to go when they have questions or concerns. We are a recognized leader in providing a safe, healthy, secure and productive work environment. We are committed to maintaining a workplace that is free of violence, harassment, intimidation or other unsafe or disruptive behaviors or conditions due to threats inside or outside of our facilities. Each employee has a personal responsibility to their fellow employees and to the Company to follow all Company safety and security procedures, as well as applicable laws and regulations.

Our "Do the Right Thing" training series enables continuous learning and support for our employees. The all-employee general training session is derived from our WBCM principles: Respect, Integrity and Stewardship and other ethics and compliance topics related to the given theme. In addition, we deploy breakout training sessions based on organizational needs. In 2018, the general training session was: "Doing the Right Thing—Respect at P&G," and the breakout training session, "PVP Illustrated—Our Culture of Integrity" was focused on how to apply our PVPs as a practical guide in order to maintain integrity in challenging situations.

We also have 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. These address conflicts of interest, stopping retaliation, opposing bribery and other areas. In 2017, we 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. Powerful, authentic documentary footage of P&G executives and employees from the series were leveraged in creating that PVP Illustrated training.

We recruit, hire and retain the best talent from around the world, reflecting the diversity of the markets and consumers we serve.



Doing the Right Thing with Our Employees

Celebrating Our Do the Right Thing Culture

Every year, we celebrate our shared Purpose, Values and Principles (PVP) foundation with the "Do the Right Thing Celebration." Our locations around the world create their own employee engagement events tied to a global theme derived from our Worldwide Business Conduct Manual (WBCM) principles of Respect, Integrity and Stewardship. The 2018 celebration theme was "Winning with Respect." Events feature activities and contests to engage employees and raise awareness, leadership townhall discussions and inspiring videos from employees making a difference. Sites are recognized for the outstanding results in the areas of creativity, engagement and passionate leadership. Though we set 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. Since its inception in 2016, hundreds of employees have been recognized. In addition to these local activations, our 2018 celebration featured a global webcast keynote address by John Quiñones, ABC News correspondent and host of TV's hidden camera ethical dilemma show "What Would You Do?" His P&G talk, "Respect Changed My Life," chronicled his inspiring personal journey from a poor, non-English speaking immigrant to award-winning journalist, highlighting the perils of implicit bias, and providing powerful insight on how we can confront our own biases to help ensure a more respectful workplace, community and society.



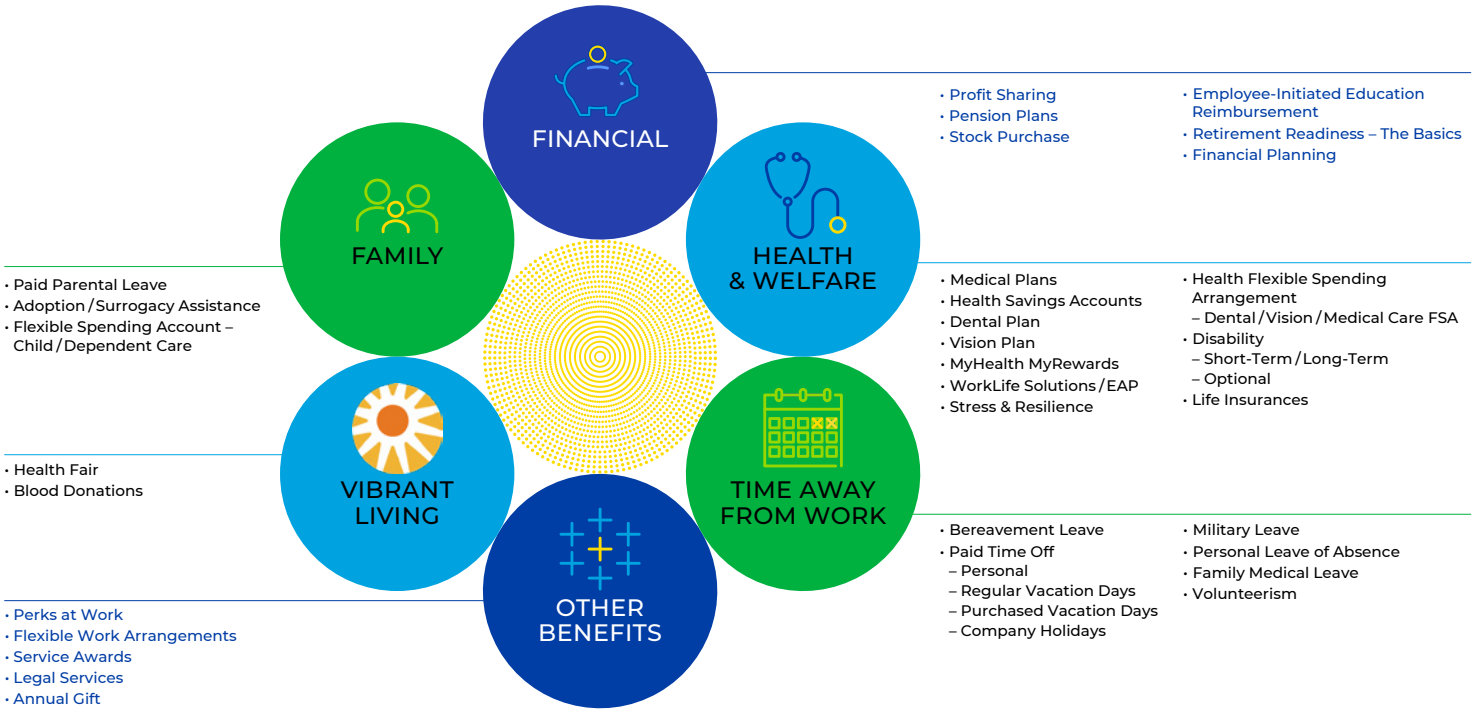
Doing the Right Thing with Our Employees

Compensation and Benefits

P&G supports paying employees competitive total compensation, as benchmarked against other leading companies. Consistent with our principle of valuing personal contribution and mastery, we provide employees the opportunity to develop their skills and capabilities to enhance their abilities to succeed in their careers consistent with the needs of the business. The Company is a recognized leader in employee benefits, which have been developed to help protect the financial security of employees. While offerings vary depending on each country's market practices, they include benefits like comprehensive coverage for health care, a competitive pension scheme, vacation and holiday time, and other work/family balance benefits, including flextime, and less-than-full-time schedules, all subject to local requirements.

We are also committed to recognizing and rewarding individual and team performance that reflects behaviors consistent with our PVPs and PEAK Performance Factors (Lead with Courage, Innovate for Growth, Champion Productivity, Execute with Excellence and Bring Out Our Best). Recognition helps confirm achievements, contribute to employees feeling valued and encourages them to give their very best. It provides evidence that others believe in what we do and that we are doing the right things to help us succeed.

EMPLOYEE WELLBEING



BENEFITS NAVIGATOR

Image describes the types of benefits that P&G offers to its employees around the world. Some of the benefits described in the Benefits Navigator may not be available to all employees at all locations. P&G also may offer some benefits not described in the Benefits Navigator to employees in some locations.

Doing the Right Thing with Our Employees

Employee and Labor Relations

At P&G, we believe an engaged and capable workforce is critical to the Company's success. A key strategy to winning in the marketplace is to create a highly-skilled, agile and flexible workforce that delivers business initiatives—better than our competition. We offer an expansive array of skill-building programs that allow employees to grow their individual skills, leading to better business results and career advancement. These programs help to ensure a strong and highly-skilled labor workforce that benefits the Company as well as the communities in which we operate.

We regularly assess employee and labor relations through standard Company tools like our Corporate Employee Engagement Survey and the Labor Relations Compliance & Health Assessment Tool. These assessments allow us to proactively identify and address any individual or employee group concerns that may potentially impact employee engagement, company policies or compliance with local laws or regulations.



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.

Earning Your Trust Through Product Safety and Transparency

Nothing is more important to us than ensuring that our products are safe for consumers and the environment. Providing people the information they need to make more informed choices, while continually improving our product portfolio with the product performance and ingredient preferences they seek, remains a core focus for the company. Last year, we committed to sharing more about our safety science and ingredient choices. We looked across all our product offerings and innovations to develop our Ingredient Citizenship Principles, which guide how we evaluate and share the ingredients we choose for our products:

- **Relentlessly pursue the best and safest ingredients from both science and nature**
- **Lead by sharing the what, where and how of our ingredients**
- **Collaborate to solve big ingredients and materials challenges**

INGREDIENT CITIZENSHIP PRINCIPLES ↗

Throughout our history, P&G has stood for products of superior value and performance. This requires the best and safest ingredients available—whether sourced from science or nature. Innovation with ingredients is an ever-evolving area where we invest many resources to develop new options and continually consider what is possible. This is evident in several of our recently launched products, which integrate new ingredients for a superior consumer experience.

Not only are we innovating with product ingredients and sourcing choices, we are also sharing more about those choices with greater ingredient transparency. Our brand websites and pg.com offer more information than ever before about our ingredients.

Additionally, our brand websites are offering more information about the safety processes we follow to ensure our products are safe to use as directed.

Safe ingredients and products never go out of style—so we will continue innovating with ingredients to provide new solutions for life's everyday demands. We are committed to collaborating on the biggest ingredient and materials challenges to ensure we continue to be a force for good and a force for growth—in all we do.

HERBAL ESSENCES ↗

SUPER SAVVY ME ↗

PAMPERS ↗

NEW INGREDIENTS, SUPERIOR EXPERIENCE



Tide purclean integrates plant-based surfactants—rather than petroleum-based—to achieve outstanding cleaning.



Herbal Essences Bio:renew offers formulas which are 90% naturally derived—90% naturally derived means that plant derived materials, mineral derived materials and water, all of which undergo limited processing, make up at least 90% of each bio:renew formula.



Pampers Pure is crafted with premium cotton, soft plant-based materials and other thoughtfully selected ingredients to provide outstanding wetness protection and comfort for baby.



Tampax Pure offers a 100% cotton core and a 90% plant-derived applicator.

We've made a choice to step up and use our voice in advertising as a force for good and a force for growth.



Doing the Right Thing with Our Consumers

Our Voice in Advertising and Media

We've made a choice to step up and use our voice in advertising as a force for good and a force for growth—by taking a stand on equality. We recognize that P&G and our leadership brands can make a meaningful impact with our wide reach, as images and portrayals of people in advertising embed memories which can lead to bias. That's why, as the world's largest advertiser, we've committed to use our voice to shed a light on bias and promote equality.

DIVERSITY & INCLUSION: USING OUR VOICE

GENDER EQUALITY: USING OUR VOICE

Keeping Privacy and Security Strong Protecting Personal Information

Our stakeholders—whether consumers, employees, shareholders or vendors—trust that P&G will ensure that appropriate privacy and information security controls will be in place to safeguard critical business and personal information and it is maintained with due confidentiality, appropriate integrity and are available when needed. Our Global Consumer Privacy Policy says that we respect personal information and take steps to protect it from loss, misuse or alteration and where appropriate, these steps can include technical measures like firewalls, intrusion detection and prevention systems, unique and complex passwords and encryption. We also use organizational and physical measures such as training staff on data processing obligations, identification of data incidents and risks, restricting staff access to personal information, and ensuring physical security, including appropriately securing documents when not being used. We are also committed to having an information security program that provides appropriate levels of protection for the types of data we hold.

GLOBAL CONSUMER PRIVACY POLICY ↗

Doing the Right Thing with Our Supply Chain

P&G cannot deliver the products to our consumers without collaboration from our supply chain partners and we are making intentional choices to leverage the footprint of our suppliers, buyers, and manufacturing sites to be a driver for good. From transparent sourcing practices that 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. And for the last three years, we have been enrolling our supply chain partners in our Citizenship work via three strategic pillars: Supplier Diversity, Responsible Sourcing and Sustainable Innovation.

To help with the broad conversation, our key partners are providing information and data on all five Citizenship areas via our annual Supplier Citizenship Survey, and participation in this grows every year. We had approximately 250 suppliers share their data and programs with P&G in 2018. Through this important engagement we were proud to learn that 80% of our respondents have “Defined and articulated their purpose, principles and values” and 84% have “Publicly committed to respecting human rights.” Regarding Sustainability, 78% of our suppliers “Track and report GHG emissions from manufacturing” and the same percentage of respondents “Have zero manufacturing waste to landfill sites.” To help suppliers improve metrics year over year, our Supplier Citizenship team launched Supplier Summits that allow P&G’s experts to share our learning journey in various areas directly with our suppliers. The first summit focused on Diversity & Inclusion and over 300 people joined our executive leaders and human resources professionals at P&G’s headquarters to hear about the programs and processes used within this Company. The intent of the summits is to inspire and catalyze change, creating ripple effects to achieve our Citizenship targets globally.

We are proud to be a leader in supply chain responsibility.



Doing the Right Thing with Our Supply Chain

Responsible Sourcing

Our vision is to be the company with the most responsible, ethical and transparent supply chain, which positively impacts the world's greatest challenges. We refreshed our salient issues mapping and are in the process of summarizing the results and will be sharing on pgsupplier.com. This site houses all of our guidelines, expectations and policies that we ask our supply partners to understand and align to. Just as we take pride in our Purpose, Values and Principles, and employees are required to review our Worldwide Business Conduct Manual every year, we extend these expectations to our external business partners through our External Business Partner Guidelines. Working with likeminded suppliers is important as we will not knowingly condone or contribute to adverse human rights impacts caused by the actions of our business partners. When we become aware of an adverse impact, we engage to be part of the solution to address the issue or dilemma, including seeking to prevent or mitigate the adverse impact. The risk-based approach we employ leans on a network of strong buyers and supportive leadership to continually assess and improve the risk profile of our supply chains.

We have clear owners and action plans to proactively remediate issues with labor standards, health and safety concerns, environmental issues and business ethics. We are in our third year of conducting social audits at our supplier's facilities, focused on suppliers in Asia, South America and Europe. In these and other efforts, we build a robust system of business partners that is fully integrated and synchronized with our business and values.

EXTERNAL BUSINESS PARTNER GUIDELINES ↗



Doing the Right Thing with Our Supply Chain

Supplier Diversity

When our supplier ecosystem reflects the diversity of our consumers, our business grows and the communities in which we live and operate thrive. P&G's Supplier Diversity program in the United States aims to spend with businesses owned by minorities, women, LGBT+, disabled people and U.S. Veterans. For the last twelve years, we have spent more than $2 billion annually with diverse-owned businesses in the U.S. And now we are excited to expand globally. We made a public commitment at the Global Citizen Festival in 2017 to spend at least $100 million with woman-owned businesses outside the U.S., and we are thrilled to have surpassed this target ahead of schedule. Supplier diversity is a competitive advantage for us and we are committed to drive economic empowerment across our end-to-end supply chain. In addition to our focus on spending with diverse-owned suppliers, we are also playing a leadership role to increase the number of women in the creative pipeline via our Gender Equality work. This also connects with workforce Diversity & Inclusion priorities employed within P&G and shared with our suppliers for reapplication.

Supplier inclusion in our Citizenship work is a clear business imperative because:

- Diverse teams are more innovative than homogeneous teams.
- Suppliers with diverse workforces outperform non-diverse suppliers in our formal Supplier Performance Development Process surveys.
- Our strong supplier diversity program delivers value to our key retail customers.
- Building economic equality in our supply chain leads to increased loyalty and purchase power with the consumers we strive to serve.

We are proud to have the hard work of our organization recognized externally this fiscal year by awarding P&G:

- America's Top Corporations for Women's Business Enterprises, Women's Business Enterprise National Council (WBENC)
- Corporation of the Year, Ohio Minority Supplier Development Council (OMSDC)

MORE DIVERSITY & INCLUSION INITIATIVES

Sustainable Innovation

One way we will reduce our environmental footprint is through external partnerships. We are collaborating with a team of key suppliers 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 optimize our supply chains that drive improved circularity in water, waste and climate. This is linked to our Ambition 2030 strategy that aims to enable and inspire positive impact on the environment and the world around us.

AMBITION 2030



We are developing unique plans to optimize our supply chains that drive improved circularity in water, waste and climate.

Speaking Up

Our employees hold themselves and one another accountable for operating with trust and integrity, and for stepping up as leaders and owners of the business. We are committed to creating a work environment that fosters open communication and supports employees in reporting potential violations of Company policies or the law. Employees and individuals in our operations or extended supply chain can report violations at the Worldwide Business Conduct Helpline, which is staffed by an independent third party 24 hours a day, seven days a week and includes, where permitted by local law, an anonymous way to report concerns. We are 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 for raising concerns in good faith is inconsistent with our Values of Integrity and Trust and simply will not be tolerated.

WORLDWIDE BUSINESS CONDUCT HELPLINE ↗

We are committed to creating a work environment that fosters open communication and supports employees in reporting potential violations.





Stakeholder Engagement

We acknowledge that improving transparency, respecting human and labor rights and sourcing responsibly is an enormous challenge, and progress will be made through a journey of collaboration and engagement with our stakeholders. Thus, we seek meaningful collaboration and engagement with our stakeholders as we work to be a good corporate neighbor and to improve lives in the communities where we live and work.

QUOTES FROM THE EMPLOYEE SURVEY

"PVPs are the thing that sets P&G above other companies. I can trust that P&G and its employees will always do the right thing."

"Our PVPs are vitally important; it's what makes me proud to work for this Company."

"Our PVPs give us an edge to stand proud in the community and industry."

Employees

Every year, we survey all employees globally—from plant technicians to our office population—via the P&G Survey. Almost 80% of employees make their opinions count by responding to the survey, and their feedback is extremely valuable in assessing what we do well as a Company and where we can improve, and we develop and execute actions plans in response. When we compare our results against our external benchmarking group, we find P&G scoring higher than the average of our peer group on the majority of our benchmarking questions—showing that we remain an Employer of Choice versus competition. Every year, the P&G Survey proves how ingrained our PVPs are in the organization. Continuing to uphold and safeguard our PVPs consistently is the top response to "What should not change about P&G?"

Investors

We value our relationships with all of our shareholders. Engagement with shareholders builds mutual understanding and a basis for progress, and the input we receive from them significantly impacts and informs our corporate governance practices. Senior management, our investor relations team, and subject matter experts from the Company maintain a year-round dialogue with investors to gain their perspectives on current issues and address any questions or concerns, and we make our board members available for engagement with shareholders when appropriate. The Company's top 100 institutional shareholders collectively own nearly 50% of the Company's outstanding shares of common stock, and we generally focus our proactive shareholder outreach efforts on these shareholders. We conduct meetings with institutional shareholders in person, via telephone calls, and one-on-one at conferences throughout the year. We also routinely respond to individual shareholders and other stakeholders who provide feedback about our business.

Stakeholder Engagement

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 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.

CONTACT US

Communities

Each P&G production facility has site-specific activities to build appropriate and constructive relationships with 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.

COMMUNITY IMPACT

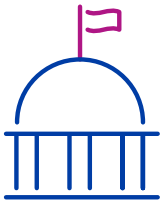
Authorities: Local — Regional — Global

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 a good corporate citizen. Guided by our PVPs, P&G appropriately 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.

Our approach to taxes is also based on our PVPs. Consistent with the law and international norms, we believe tax should follow business substance and that profits are generated where key business activities take place. We are committed to the highest level of tax compliance. We observe and adhere to the tax law, the underlying tax policy intent, and the disclosure and reporting requirements.

OUR POLITICAL INVOLVEMENT

TAX PRINCIPLES



We appropriately engage 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.

External Business Partners

We work closely with our external business partners to ensure that our products are sourced responsibly. 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.

EXTERNAL BUSINESS PARTNER GUIDELINES

Non-Governmental Organizations (NGOs): Local — Regional — Global

We frequently enter 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

We hold membership in many industry and business associations whose activities are related to the Company's. 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 advocacy, and sharing of best practices. Participation in business associations is controlled by Company policy to ensure such industry activities have the right governance and oversight.



Community Impact



As a Company committed to being a force for good and a force for growth, we believe we have a responsibility to give back to the communities where we live and work. Providing support to communities around the world is one of our Citizenship priorities and rooted in who we are. Our innovative technology in the P&G Purifier of Water packets can transform lives. Our brands are well positioned to help people in times of disaster. And each region has unique programs to impact lives at a local level. We can make a tremendous positive difference in the lives of so many, and we embrace the opportunity to make the world a better place.

VIEW HIGHLIGHTS VIEW MORE STORIES

HIGHLIGHT

Transforming Lives Through the Power of Clean Water

This year marked a major milestone for our signature Children's Safe Drinking Water Program. In partnership with more than 150 organizations around the world, we achieved our goal of providing 15 billion liters of clean drinking water. We are now accelerating our efforts to help provide clean drinking water to even more people by delivering 25 billion liters worldwide by 2025. The program uses a powdered water purification technology, invented by a P&G laundry scientist, that has been transforming communities by improving health, enabling education and increasing economic opportunities for more than 15 years. With just one P&G Purifier of Water packet, a bucket, a stick and a clean cloth, a family can turn 10 liters of dirty, potentially deadly water into clean, drinkable water in only 30 minutes.

We pledge to deliver

25 billion

liters of clean drinking water worldwide by 2025.



HIGHLIGHT

There During Times of Need

In times of disaster, having a clean shirt to wear or being able to brush your teeth, wash your hair or put on deodorant can help restore a sense of normalcy. Providing these everyday essentials is why it is important to be there in times of disaster. This year, we provided disaster relief to those impacted by more than 25 global disasters, including the massive wildfires in California and hurricanes Florence and Michael that devastated parts of the U.S. When the worst flooding in a century hit the south Indian state of Kerala, through our partnership with NGOs such as Americares and World Vision, we reached more than 50,000 people through the distribution of health and hygiene products. We also provided enough P&G Purifier of Water packets to provide 15 million liters of clean water. In Indonesia, we provided products and monetary recovery support after the deadly earthquake in Lombok and the earthquake and tsunami in Sulawesi.





HIGHLIGHT

Providing Help in Turkey

For four years, we have been working with the Turkish Red Crescent to provide hygiene products to Syrian refugees living in camps in Turkey. We are also providing necessities to young students and others in Turkey who cannot afford them. Through our partnership with the Red Crescent, we are able to identify these groups and have donated more than 1.7 million products from our Fabric and Home Care, Grooming, Health Care and Baby and Feminine Care categories in the last four years. Our Ariel team is also making a difference through a program that collects clothes at Migros stores, cleans them and donates them to children in need. Since 2013, we have reached tens of thousands of children through this program.

Over the last four years, we have donated

1.7 million

products to those in need in Turkey.





HIGHLIGHT

P&G Hope School Becomes the Experimental Field for Advanced Education

2019 marks the 30th anniversary of Project Hope in China. We have helped build and renovate more than 200 Hope Schools in China and have now shifted the focus of this program to emotional wellbeing, leveraging the power of art to help children in rural areas. We have secured a three-year partnership with the China National Centre of Performing Arts (NCPA). Following a successful first year, a new original Hope School Children's Drama Show, "A Little Wish," premiered at NCPA. This and the previous drama, "Spring Lily," were created based on true stories of P&G Hope School students. Meanwhile, teachers and students completed a three-phase Drama in Education training and performed a musical open class called "Chinese Sights and Sounds" in Beijing. This training enables children to learn abstract knowledge through interesting interactions and role-play. By turning education from passive learning to active learning, P&G Hope Schools are advancing education through creative, experimental playgrounds.

We are also working with our customer RT-Mart to enhance P&G Hope Schools' hygiene facilities through a "buy one P&G product donate one RMB" campaign. This initiative successfully achieved its one million RMB target.

In addition, for years our employees have been teaching students about handwashing, oral care, puberty education, and self defense.



HIGHLIGHT

Vicks Touch of Care Australia

To address the issue of homelessness in Australia, Vicks partnered with Mission Australia, one of Australia's largest not-for-profit community service organizations, for its new 'Touch of Care' campaign. Through a powerful video, Vicks tells the real-life story of a young woman who fled her home to escape domestic violence, leading her to experience periods of homelessness as a high school student. The care she received from a teacher helped her to turn her life around and inspired her to dedicate her life to caring for others. Today she is a mom and a proud case manager with Mission Australia—connecting with the Vicks brand's purpose to touch lives and provide care for millions of families around the world.

VICKS MISSION AUSTRALIA | together we stand

TOUCH OF CARE





Community Impact

Message from Marc Pritchard
The P&G Children's Safe Drinking Water Program
Disaster Relief
Habitat for Humanity
Brand Programs—Baby Care
Brand Programs—Fabric Care
Brand Programs—Health and Hygiene
Education
Skills Training
Product Donation
Employee Contributions/Volunteering
Employee Volunteering—Cleanups
Awards
Employee Wellbeing

Message from Marc Pritchard

Chief Brand Officer



"We use our brands to do good every day and are uniquely positioned to help those in our communities. Being a good corporate citizen is core to who we are as a Company, and our founders made giving back a priority and a bedrock principle in how we do business.

For years, we've been ensuring the communities where we operate remain strong by helping those we serve—and hope to serve—to thrive. This is both good for the world and for our business.

We are leveraging our brands and our partnerships to give back. Our brands touch the lives of the five billion people we serve every day, and in times of disaster, our brands can bring a sense of normalcy and hope to those in need. Our ability to give back to our communities is greatly enhanced by the partnerships we've established, extending our reach and our capability. We are proud to share with you just a few of the stories that show how our brands and our people are making meaningful differences in communities around the world."

The P&G Children's Safe Drinking Water Program (CSDW)

Celebrating 15 Billion Liters

World Water Day 2019 marked a major milestone for the P&G Children's Safe Drinking Water Program—the achievement of its 2020 goal of delivering 15 billion liters of clean drinking water. We are now accelerating our efforts to help provide clean drinking water to even more people by delivering 25 billion liters—more than 100 billion glasses of water—worldwide by 2025.

Since the program launched in 2004, we have worked closely with a network of more than 150 partners to raise awareness of the global water crisis and provide water to families in more than 90 countries through a simple purification process invented by a P&G laundry scientist. With just one packet, a bucket, a stick and a clean cloth, 10 liters of dirty, potentially deadly, water can be turned into clean, drinkable water in only 30 minutes.

According to the World Health Organization (WHO), nearly 844 million people globally do not have access to clean drinking water. UNICEF estimates that women and children spend 40 billion hours each year collecting and managing water that is often contaminated. The United Nations has prioritized the need to address this through UN Sustainable Development Goal #6 which aims to ensure clean water and proper sanitation for all by 2030.

P&G Children's Safe Drinking Water

Since the CSDW Program launched in 2004, we have worked closely with a network of more than 150 partners to deliver our 2020 goal a year early by delivering 15 billion liters of clean water to those in need.



CSDW World Water Day and ACTIVATE

World Water Day 2019

To date, P&G's efforts to provide clean water are transforming communities by improving health, enabling education and increasing economic opportunities.

To help promote awareness of the issue, we partnered with National Geographic during World Water Day to highlight our five "Water Champions."

Our Water Champions represent four of our largest partners and include:

World Vision: World Vision is building on the foundation of two billion liters of water already provided together, and they will use P&G packets as a bridge solution and in emergencies for more than one million people in more than ten countries in Africa and Asia.

Save the Children (STC): STC marked their 100th anniversary in 2019 and will deliver 100 million liters of clean water to families impacted by natural disasters and emergency situations in Ethiopia and Kenya.

Walmart International: Walmart International is supporting the program to provide 100 million liters of clean water through the in-store 1 purchase = 1 liter campaign in 2019.

CARE International Kenya: CARE will celebrate 15 years of partnership with P&G by expanding the CSDW Program in Kenya to reach more than 100,000 people through schools and clinics, while continuing the support of emergency response and hygiene education efforts helping 300,000 people in Ethiopia.

NATIONAL GEOGRAPHIC WATER CHAMPIONS ↗

ACTIVATE

We also partnered with National Geographic and Global Citizen on the ACTIVATE series that brings awareness to some of the world's most pressing issues like plastic, gender inequality and the lack of water and sanitation for so many.

The premiere episode of the ACTIVATE series aired in September in the U.S., with the clean water episode airing on October 10. We worked with National Geographic and Global Citizen to produce two short videos that demonstrate the importance of clean water. View the two-minute character video and the one-minute video about the program below.

ACTIVATE
THE GLOBAL CITIZEN MOVEMENT

CSDW CHARACTER VIDEO ↗

CSDW PROGRAM VIDEO ↗



"We are proud to have reached this 15-billion-liter milestone and inspired by the opportunity to make an even greater impact through our new goal. This life-changing technology has helped many families over the past 15 years, and we're eager to help even more in the years to come."

DAVID TAYLOR
Chairman of the Board, President and Chief Executive Officer

CSDW Country Highlights

Providing Clean Water in South Africa

For the third year in a row, we partnered with Walmart in South Africa to raise awareness of the global water crisis and to help provide clean water to those in need. For every P&G product sold during the promotional period, we donated one day's clean drinking water, totaling nearly 1.5 million days of clean water. P&G's partner for Children's Safe Drinking Water in Southern Africa is the Gift of the Givers Foundation, the largest disaster relief organization of African origin on the continent. When tropical cyclone Idai wreaked havoc across Mozambique and Zimbabwe in early 2019, Gift of the Givers quickly mobilized and were able to bring clean water and other essentials to those in need. Gift of the Givers also distributed the P&G Purifier of Water to communities in Southern Africa where there is no access to clean water sources.

Celebrating World Water Day in Martin Garcia Island

On March 22nd in Argentina, we celebrated World Water Day in a special location: Martin Garcia Island National Historical Heritage and Nature Reserve where the community will benefit from the P&G Children's Safe Drinking Water Program.

Different key stakeholders, such as top management and commercial team of Walmart, key government officials, NGOs, media, influencers and employees visited the iconic island to celebrate this important day. All people traveled more than two hours to get to the island, which due to various problems with the tide of the river, cannot access clean drinking water.

Thanks to the CSDW Program, many people from the island will benefit.





CSDW Country Highlights

Engaging the Community to Transform Lives in Brazil

Rodrigo Faro, Children Safe Drinking Water ambassador, announced the first digital campaign to raise awareness of the water issue in Brazil by demonstrating how the P&G Purifier of Water packets work and asked consumers to do their part. Users participated in the campaign by visiting www.doeaguapura.com.br and clicking on the donation button. After a quick registration form, they donated a day of clean drinking water to families in riverside communities in Amazonas, Minas Gerais and southernmost communities from Bahia. "In Brazil, we have more than 35 million people without access to treated water. It is a very serious problem that affects mainly the children. Our purpose has always been to improve people's lives, and this includes acting directly on issues essential to their day-to-day life. That is why we want to invite consumers and all Brazilians to join us in this initiative that will transform lives. This is the special way we have chosen to celebrate our 30-year anniversary," said Juliana Azevedo, P&G Brazil President. The campaign was able to raise 567,000 days of clean drinking water.

Improving Health and Hygiene in Pakistan

We announced commitments for our Paak Saaf Pakistan initiative over the next three years. The initiative is designed to provide 50 million liters of clean drinking water through the P&G Children's Safe Drinking Water Program, helping an estimated 250,000 people. It also creates cleanliness and hand-washing awareness for five million children via the Safeguard School Education Program.

"The reach and impact of its programs to date and P&G's continued commitment toward this cause will continue to make a meaningful difference in the lives of the Pakistani people."

DR. ARIF ALVI
President of Pakistan

The President of Pakistan, Dr. Arif Alvi, highlighted the importance of clean drinking water and sanitation as key priority areas of the Prime Minister's Clean Green Pakistan Movement. He also emphasized the need for creating awareness about this at the grassroots level commenting, "Ensuring the health of our people requires that we invest in adequate infrastructure to increase access to safe and affordable drinking water, as well as sanitation facilities. It is also very important to create awareness about conservation of water, sanitation and good health and hygiene practices at the grass-root levels. P&G deserves to be commended for making continued efforts to help improve health and hygiene of Pakistani communities. The reach and impact of its programs to date and P&G's continued commitment towards this cause will continue to make a meaningful difference in the lives of the Pakistani people."

P&G was joined by its community partner HOPE, represented by Chairperson Dr. Mubina Agboatwalla, for the third consecutive World Water Day, to raise awareness about the clean drinking water crisis and help transform lives through the CSDW Program.

According to Water Aid, in Pakistan around 22 million people do not have access to clean water, and 19,500 children under five years of age die every year as a result of drinking dirty water and having no access to sanitation.

Through CSDW, we have made available more than 875 million liters of clean drinking water to Pakistani communities. This is enough to provide millions of people with clean drinking water for three months.



We have made more than
875 million
liters of clean water available in Pakistani communities.

CSDW Country Highlights

Inspiring Children to Make a Difference

As part of the CSDW Program in Peru, United Way launched a contest in schools benefitted by the program in Lurin (Lima). Children were invited to participate in a three-step contest that included:

1. Presenting a poster with the correct water purification process,
2. Producing a video explaining the water purification process step by step, and
3. Crafting something with the empty P&G Purifier of Water packets.



Posters and videos presented the process clearly and correctly, and all the art pieces crafted by the children with the empty packets overflowed with creativity and imagination. A group of students who worked together for the contest presented a TV made out of P&G Purifier of Water packets and shared their story behind the work: they got inspired from watching P&G brand commercials on TV. They showed the purifier process step-by-step by channel zapping on their handmade TV indicating they always saw P&G on TV. This team also manufactured purses, wallets and boxes, inspiring the rest of the class to work with their own empty packets.

Coming Together To Support Clean Water

To support the Children's Safe Drinking Water Program, employees in Germany, Austria and Switzerland implemented a 16-week donation campaign. They set an ambitious goal of collecting donations equating to five million liters of clean drinking water. Employees donated via canteen units, in game show-like raffles and in team challenges to raise contributions for the program. The highlight was the distribution of hundreds of thermal bottles in Schwalbach, Germany, enabling us to overdeliver on our target.

Partnering for Clean Water in Vietnam

We introduced the P&G Children's Safe Drinking Water Program in Vietnam in 2016 with the partnership of the Red Cross Vietnam. In 2018, we helped thousands of households—those hit by severe typhoons and floods in An Giang, Dong Thap, Nghe An, Ha Tinh, and Thanh Hoa.

In 2018, we marked the first-ever partnership between P&G Vietnam and the biggest retailer in Vietnam-Saigon CO.OP. With each product sold, P&G contributed one day of clean drinking water. Through the partnership, this meaningful program's message has been spread widely across Vietnam, and clean drinking water has reached more people in need.

Engaging the Community in Toronto

To kickoff the Walmart in-store initiative where buying one P&G product results in the donation of a liter of clean water through the P&G Children's Safe Drinking Water Program, students from a local Toronto high school participated in packing 2,000 hygiene kits that included P&G Purifier of Water packets and hygiene items donated by P&G. Once assembled, the kits were delivered by GlobalMedic, a local disaster relief organization, to families affected by the current crisis in Somalia.

Disaster Relief

Globally, P&G directly responded to more than 25 disasters in FY18/19. This included flooding and an earthquake in Peru, historic flooding in Kerala and cyclone Fani in India, cyclone Idai in Mozambique, Malawi and Zimbabwe, the earthquake in Lombok, the earthquake/tsunami in Sulawesi, Indonesia, and flooding in China. We work with a global network of disaster relief organizations including the American Red Cross, Americares, Direct Relief, Global Medic, International Medical Corps, Matthew 25: Ministries, Save the Children, and World Vision, and we support their efforts when responding to international disasters. Often these organizations are some of the first to send response teams to begin assisting immediately with recovery efforts. Last year, we provided more than 20 emergency relief grants to enable the provision of lifesaving care services and distribution of products and other critical supplies, including the P&G Purifier of Water packets to provide clean drinking water.

Kerala Floods and Cyclone Fani

Through our partnership with NGOs, such as Americares and World Vision, we supported approximately 50,000 families when the state of Kerala in India experienced one of the most devastating floods. We donated health and hygiene kits made of P&G products and distributed P&G Purifier of Water delivering more than 15 million liters of clean drinking water. Our employees also made monetary contributions to set up health camps across the state. In 2019, as a part of the relief operations in the aftermath of cyclone Fani in Odisha, we supported more than 10,000 families with health and hygiene kits comprised of our products.

Comforts of Home After Devastating Destruction

As a proud sponsor of the 2018 PyeongChang Olympics, we felt obligated to help after a massive wildfire hit the east coast of South Korea, leaving thousands in despair. Considered one of the deadliest wildfires a decade, it burned more than 1,757 hectare of mountains and more than 1,000 people lost their homes. To bring the comforts of home to those impacted, we delivered Pantene shampoo and conditioner, Oral-B toothbrushes, and Gillette razors to shelters for those in need.



25+

P&G responded to more than 25 disasters in FY18/19.

Disaster Relief

Earthquake in Lombok

As a result of the 6.4-magnitude earthquake in Lombok, more than half of the homes in that community were destroyed or severely damaged. We provided emergency grant support, which supports the work of our NGO partners, with a focus on child protection, water, sanitation and hygiene (WASH) and education in emergencies. We also partnered with the Ministry of Health to provide Pampers, Pantene and Oral B products to support displaced children and families in the most affected communities. Our employees assisted by collecting essential items to support business partner employees and their families who were impacted by the earthquake.

Hurricanes Florence and Michael and the California Wildfires

We know that after a natural disaster, our brands can play an important role in helping provide the comforts of home and bring a sense of normalcy to those in need. This year in the U.S., we responded to disasters across the country including hurricanes Florence and Michael in the southeast, the California wildfires and the Dayton, Ohio, area tornados. In partnership with Mathew 25: Ministries, the P&G mobile relief program distributed almost 6,000 P&G personal care kits and tens of thousands of products from brands including, Always, Bounty, Charmin, Dawn, Mr. Clean and Pampers. The Tide Loads of Hope program washed, dried and folded more than 6,300 loads of laundry and distributed almost 10,000 Tide Pods. We're thankful to be able to help communities to by providing products and services which can make a meaningful difference during a very difficult time. We've heard time and time again from that simple acts of being able to wash your hair, apply deodorant or slip on a clean shirt can have an uplifting effect on a person's day. Check out the ACTIVATE videos showing the impact of this work:

TIDE LOADS OF HOPE

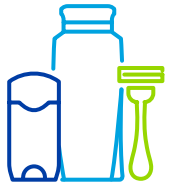
VISITING ROCKPORT

We also introduced a new product, Zevo, an insect prevention system that uses friendly ingredients, that is new to our disaster relief efforts and included in our distribution program. Learn more about that story:

ZEVO AND DISASTER RELIEF

Floods and Landslides in Japan

Record-breaking torrential rains across western Japan in early July 2018 created widespread flooding and landslides that killed more than 200 people. The disaster was said to be the worst of its kind in the country in the past 36 years, as more than 800,000 households were affected. In addition to damage to homes and infrastructure, hundreds of thousands of families were left without electricity or clean water. Communities that grappled with the flooding were also affected by scorching summer temperatures near 90 degrees. P&G Japan immediately worked with several key stakeholders to support people in need in the affected area. We donated products such as Febreze, Ariel, Joy and Pantene for people at temporary shelters. We also donated $75,000 to Save the Children Japan, who supported local government's organizing spaces for children, preparation for school to reopen after summer vacation, material support for afterschool facilities, and more. In May 2019, the Minister of Economy, Trade and Industry (METI) provided a Certificate of Appreciation to P&G Japan recognizing our contribution.



P&G distributed nearly

6,000

personal care kits in the U.S.



Disaster Relief

Celebrating 30 Years By Supporting the Community

In celebration of our 30th anniversary in Indonesia, employees wanted to serve the community and organized the #Gemilangdi30Tahun (#Shiningat30Years) Charity Concert. The event brought together many of our stakeholders, including consumers, customers, distributors, suppliers, media, NGO partners, members of the government, and P&G alumni.

Building on our efforts to provide disaster relief for those impacted by the earthquakes and tsunami that struck Palu, Donggala and Lombok, the charity concert raised $220,000 for the rehabilitation efforts to help build 100 school facilities in these disaster-struck areas. The charity concert was led by our Brand Ambassador, Anggun C. Sasmi, who is also an international singer. There was a strong turnout, with more than 2,700 in attendance.

Helping After Disaster

P&G China supported more than 10,000 households in Sichuan, Shandong and Jiangxi hit by the worst rainstorms and flooding in the last 70 years. In September 2018, 13 cities in Shandong were severely hit by a typhoon. In June 2019, 970,000 people in Jiang Xi province were hit by the heavy storm. P&G China partnered with One Foundation, one of our disaster relief NGO partners, and shipped needed products and Safeguard hand-washing packs to affected areas, helping more than 10,000 families maintain healthy and clean post-disaster lives.



P&G helps with relief efforts after natural disasters in China.

Giving a Helping Hand in Peru

Due to its geography, Peru is a vulnerable country for natural disasters. During the early months of the year, the coast and some areas of the highlands face a tough season of heavy rains and mudslides due to the El Niño phenomenon. This year was no different, with four regions declared states of emergency and in need immediate help. P&G Peru helped those impacted through our brands and P&G Purifier of Water packets, providing a sense of comfort to families whose lives were disrupted by the flooding. In alliance with Soluciones Empresariales para la Pobreza (SEP) and Food Bank Peru, we helped more than a thousand families. The help sent to Piura, one of the most affected areas, assisted one of the overcrowded shelters in the area. The lack of space for storage and the difficulty to transport tons of water bottles were mitigated through our Purifier of Water packets. People worked together to collect rain and river water and turn it into clean drinking water.

Being Prepared

P&G Japan created a booklet of “Family Care and Preparedness (BOSAI)” working with an expert local NGO in 2016. The booklet captured our disaster preparedness thinking and was designed to help families with small children maintain the comforts of home when faced with disasters. Our partner NGO, Olus Arts, interviewed parents who lived through the great Tohoku earthquake in 2011. This manual reflects their learnings and is available for download in Japanese or English.

Since 2017, Kobe City has been distributing this manual at all nursery schools and kindergartens within the city for parents to be prepared in case of natural disasters.

FAMILY CARE AND PREPAREDNESS

Habitat for Humanity

P&G employees around the world continued to put their muscles and talents to good use for the benefit of families served by Habitat for Humanity. Our collaboration with Habitat for Humanity International is our largest participation program worldwide as employees helped build and renovate homes with families in need of a decent place to live in more than 20 locations around the world. Although P&G is not in the construction business, our employees embrace these volunteer opportunities because the brands they work on—Bounty, Swiffer, Tide, Ariel, Mr. Clean, and more—help keep homes and homeowners clean and comfortable. In 2018 and 2019, employees partnered with Habitat families to benefit nearly 2,500 people by contributing thousands of hours of volunteer time. Families from Chile to Indonesia to Canada to Kenya to the UK and countries in between were part of this year's program. We are proud to celebrate this global partnership!

Singapore
We continued our long-term partnership with Habitat for Humanity with multiple volunteer events for Singapore employees. This year, 150 employees volunteered nearly 600 hours to help make their communities cleaner and build homes for families and elderly in need. In Singapore, we worked with Habitat on two home cleaning events and one litter picking event. Employees had their first experience to build in Batam, Indonesia, gifting a young family a new home.

Thailand
In Thailand, we built new houses to support single moms and low-income families in June. The program with Habitat for Humanity has been active since 2013.

Australia
In Australia, Habitat for Humanity aims to build strength, stability and self-reliance through shelter. Five Australian employees were selected to volunteer in a Global Village Build, helping to build an entire home for a family in need. For our 2019 program, this build took place in Nepal.

Vietnam
P&G Vietnam and Habitat for Humanity Vietnam have been working together for years and have built many houses for families in Mekong Delta.

Romania
Between 2018 and 2022, Habitat for Humanity Romania is building 12 homes for low-income families who are in urgent need of decent and affordable homes. Twenty-seven employees volunteered to work digging and pouring the foundation for the first four homes.



In partnership with Habitat for Humanity, P&G volunteers have built homes in more than 20 locations around the world.







Brand Programs—Baby Care

Supporting Parents of Premature Babies

In Turkey, one out of 10 babies are born premature and struggle at the start of life. Not only did Prima (Pampers in Turkey) donate premature diapers to hospitals, we collaborated with a foundation for parents of preemies, El Bebek Gül Bebek Charity, to help. According to the latest research conducted by this foundation, 80% of mothers with a premature child feel guilty about their baby's situation and 25% of them don't get any psychological support during this difficult time. The guilt can make them detach from their babies when they most need their mother's support and has an effect on baby's happy and healthy development. Together with El Bebek Gül Bebek Charity, we created a new curriculum to support moms. To further raise awareness, we shared educational content, press releases and partnered with celebrities and influencers to spread the word. Around World Prematurity Day, we organized a charity run as part of the Istanbul Marathon to benefit El Bebek Gül Bebek and coordinated a special meeting with more than 50 parents of preemies. We also created an education fund with Elbebek Gül Bebek Preemie Charity to organize education seminars for preemie parents.

As a result, we reached more than 800 preemie parents in addition to the donation of hundreds of thousands of preemie diapers. Survey results show:

99% of participants feeling more optimistic about the future

99% of participants felt supported

95% of participants believe that they can handle problems better

98% of the participants feel more confident

97% of the participants feel more relaxed

Pampers—Helping the Smallest of the Small

Pampers has been dedicated to the happy, healthy development of babies since our very first diaper more than 50 years ago and what inspired us to create a diaper for the smallest, most vulnerable babies, as tiny as 800 grams. In the Hong Kong market, we worked with the Council of Early Childhood Education & Services for supporting preemie diapers for premature infants and professional consultation services to ease stress of preemies' parents from different aspects. To date, more than 200,000 preemie diapers have been donated.

In the Taiwan market, we aligned with five hospitals and donated more than 70,000 Pampers diapers to support preemie babies and their families.

Pampers

Pampers is dedicated to the happy, healthy development of babies—from preemie to toddlers.



Brand Programs — Baby Care

Happy Baby, Happy Mom

The Pampers team in Japan supported the “Thank you, Sankyu” Project with Japan Red Cross. The intent is to support all moms and babies around the world. The team collected donations for the Japan Red Cross to help provide necessary goods for babies and moms in Africa. Events were held in the office in Kobe, Tokyo and in plants during the fiscal year.

We supported the “Thank you, Sankyu” Project with Japan Red Cross which aims to support moms and babies around the world.

Doing Good at the Akashi Plant

The 37-year-old Pampers plant in Akashi City, Japan has always been a good partner to our local cities. As part of the city’s tax program that reduces taxes for those who donate to local municipalities, Pampers was registered as an option for taxpayers to choose. The registration of Pampers in Akashi City’s return gift enabled Akashi City to attract 19 times more tax payers versus a year ago with Pampers being ranked in the top four choices among all the return gifts! In addition to this, we wanted to expand our impact on the community. Employees banded together focusing on babies and children in the world suffering from limited access to medical care. Linking this aspiration with our existing recycling program, the Akashi plant launched the “Vaccines with Plastic Bottle Cap” campaign. This campaign converts collected PET bottle caps into vaccines by donating the profit obtained by selling the PET cap pebbles. With the strong passion of our people, the PET bottle cap collection rapidly increased, resulting into a total of 16,000 PET bottle caps, equivalent to 200 polio vaccines. The Akashi plant will continue its efforts to deliver happiness to the world’s babies and children through not just our products, but also through our daily commitments.

Brand Programs — Fabric Care

Tide Loads of Hope

In the wake of six different disasters this fiscal year, our Tide Loads of Hope program washed more than 6,300 loads of laundry at multiple locations in the U.S. These included hurricanes Florence and Michael, wildfires in California, flooding throughout Nebraska and Missouri, and numerous tornadoes across the country. In addition, nearly 10,000 Tide Pods were distributed during this time frame.

In 2005, in the devastating wake of Hurricane Katrina, we created The Tide Loads of Hope mobile laundry program to offer much-needed free laundry services to families on the Gulf Coast. Recognizing that clean clothes can mean so much — particularly at a time when clothes are often all that people have left — the Tide team created a mobile laundromat where survivors, first responders, and volunteers could bring their clothes to be washed, dried, and returned to them free of charge. The resilience and spirit of the people of New Orleans inspired Tide to expand the Loads of Hope program to help more families across the U.S. Since then, the program has washed and dried more than 68,000 loads of laundry for nearly 50,000 families across the U.S. and Canada.

For Sundar Raman, President – Fabric Care North America, whose division runs the program, making a difference is all about teamwork, timing, and a sensitive, personal touch. “When disaster strikes, our Corporate Disaster Relief team reaches out to the people on the forefront — like the Red Cross, Matthew 25: Ministries, and FEMA — and they determine when is the right time and what is the right location for a service like Loads of Hope,” he said. “We want to be able to deliver clean clothes to people at those specific moments when all they have are the clothes on their back. The simple act of wearing your own clean clothes means so much to people. It’s self-esteem, it’s a sense of confidence, it’s like ‘okay I can rebuild starting back up from this point’ and you see all of those emotions encapsulated in that moment when people pick up their clean clothes.”

Tide Loads of Hope has expanded from one truck to two mobile units, allowing us to respond more effectively and to more places when needed. Depending on the scale of the disaster, we will deploy one or both trucks, or we may split the trucks to cover a larger area if there is widespread destruction. One truck is outfitted with 12 energy-efficient Whirlpool washers and dryers and can do 100 wash/dry cycles a day. The second is outfitted with eight washers and nine dryers and can do 200 wash/dry cycles a day. We have been everywhere from New York to Florida to Texas to California to provide people recovering from disaster some of the basic essentials.

VIDEO: LOADS OF HOPE

This fiscal year,
Tide Loads of Hope:

washed **6,300**
loads of laundry

responded to **Six**
disasters in the U.S.

distributed **10,000**
Tide pod samples



Brand Programs



At Free Laundry Day, our team of 15 volunteers sponsored more than 120 loads of laundry for 40 lower-income families.

Laundry Day

In our hometown of Cincinnati, we wanted to use our brands to help those in our backyard, so the idea of Free Laundry Day was born. We took over a local laundry mat in Lower Price Hill, a low-income area and offered to wash clothes for free. In just four hours, volunteers washed many loads of laundry for lower-income families at the P&G-supported Washing Well laundromat during a day that they were closed to the public. We gave out hundreds of scent beads and Tide Pod samples.

ARIEL

Offering Clean Clothes to the Homeless

Clean clothes can empower, be a sign of dignity and lead to new opportunities. In Greece, Ariel Pods is partnering with a new start-up NGO, Ithaca, that undertakes the laundry of homeless people through a mobile laundry/drying unit. In our first year, we washed 22 tons of clothes, and that is just the beginning.

Connecting for a Cause

In Turkey, we embrace the principles of collaboration and solidarity through a clothing donation campaign for children in need. Since 2010, people can bring their clothing donations to a Migros stores (one of largest retailers in Turkey). The Ariel team collects and cleans these clothes and then works with the Turkish Volunteers Association to deliver the clothes to children in need, as well as providing workshops for education and entertainment. In the seven years we have been doing this program, we have collected and cleaned nearly 390,000 pieces of clothing and have reached approximately 280,000 children. Interest in the campaign has increased year after year, thanks to high in-store visibility and launch events featuring influencers, societies, celebrities, social media and word of mouth.

PANTENE

Helping All Women Feel Beautiful in Israel

Pantene wants to empower women coping with cancer gain access to a free wig made from real hair, helping her to feel stronger.

The power of this mission is that deep pockets alone cannot solve the social problem—it is the awareness of the importance to donate hair that Pantene is driving. Pantene is using its voice to engage more women to donate their hair under the campaign of a “Braid of Power.” Today, every women and girl in Israel can get a free wig.

Loic Tasesl, P&G Europe President, joined the opening of a “Braid of Power” a wig making center that transitions wig production from distant countries to Israel, allowing perfect fit and fast response to the patient’s needs.

“Give Strength” to Women with Cancer

Pantene, together with retail partners Delhaize/AB, made a call to all women to donate their ponytail to those who are fighting cancer. The campaign ran for its fifth year in Greece, third in Romania and will start soon in Serbia. This has turned into a movement with large awareness and thousands of women supporting the cause each year.

Brand Programs — Health and Hygiene

Since 2007, Safeguard hand-washing education program has helped 72 million children to develop healthy hand-washing habits. This program is not only strengthening the emotional bond with Safeguard China moms, it is also increasing awareness by educating them about the importance fighting germs.

In FY17/18, Safeguard partnered with One Foundation, an innovative philanthropic organization and China's first non-government public fundraising foundation, to further upgrade this program. More children from urban kindergartens and rural primary schools are now benefitting from hand-washing facilities, products and healthy habits education services.

This year, Safeguard and One Foundation established a new charity project called #Hand-washing action# to turn one-way donations into two-way engagement by gaining more society resources and partners. This will help to significantly increase the number of children in rural areas who can have hand-washing resources and education. We are planning both online and in-person connections with urban and rural children. The brand's current plan is to communicate with 1,000 urban primary schools or kindergarten and recruit five of them for in-depth cooperation.

In Pakistan, we announced that we would continue to play an active role in empowering children across the country to become health and hygiene champions. Safeguard's "Healthy New Year 2019" campaign has educated school children on the importance of promoting a clean, green country by engaging them to conduct cleanliness drives across ten major cities in Pakistan.

Since 1998, Commander Safeguard, Pakistan's first super hero, has become an icon for children and has encouraged them to live a healthy lifestyle. In 2004, we launched the Safeguard School Education Program which has so far reached more than 19 million children, creating handwashing awareness across the country.

Health and hygiene are core to our business, but also core to our commitment to those who need it the most. Oral-B partnered with the Red Cross in Spain to enable families and children in need to have access to proper oral health care, improving their overall present and future wellbeing. This year, we helped hundreds of children in different provinces with oral and dental health. Through the Red Cross projects we can help those who normally would have difficulties and limitations in getting access to this care.

Ausonia has partnered with the Spanish Association Against Cancer (AECC) for more than 10 years to increase awareness and support research to help fight the battle against breast cancer. Ausonia supports a research project and leverages a full marketing program (1 pack = 1 minute of research). This year marked a special milestone as the research we have been supporting had its findings published in the Science Translational Medicine Magazine. The project, led by Dr. Arribas, has addressed one of the most important challenges of immunotherapy: how to guide the immune system to target tumor cells and not healthy tissues. This breakthrough will result in new treatments combining targeted drugs with immunotherapy to be able to attack only the tumor cells of the patient.

Protecting a Life

P&G Taiwan has celebrated the 25-Year of the women's health prevention program, "6 Minutes, Protect a Life," that aims to promote the importance of regular cervical and breast cancer screening. The program has been influential in getting cervical and breast cancer screening covered by Taiwan health care. As a result, 80% of cervical and breast cancer cases in Taiwan are now diagnosed at an early stage, leading to better treatment. When we started the program, cervical cancer was the biggest health threat to women with only 6% being screened. Under the partnership of the Ministry of Health & Welfare and P&G Taiwan's commitment, the screening rate of cervical cancer has increased to 70%. More importantly, incidence rates and death from cervical cancer decreased dramatically by more than 70%. We took another breakthrough step by including breast cancer prevention into the program in 2002, as breast cancer has become another top health threat to women. This year, we refreshed and further extended program participation from women aged above 30 to teen girls by sharing the benefits of human papillomavirus (HPV) vaccinations. The program's continuous efforts protected nearly three million women from breast and cervical cancer. We are committed to continuously help women live a healthy and beautiful life.





Education

Becoming the Experimental Field for Advanced Educational Concept

2019 marks the 30th anniversary of Project Hope in China, and it is also the 23rd year of P&G's cooperation with China Youth Development Foundation (CYDF) on our Hope School program. Since 2014, we have shifted the focus of this program, leveraging the power of art to help children in rural areas.

Last year, we secured a three-year corporate citizen partnership with the National Centre of Performance Arts (NCPA). The first year's practice proved to be a great success with a special edition of the children's drama, "Spring Lily," and a three-phrase Hope School teacher's training on "Theater/Drama in Education." This year, in May, we had an NCPA actor and actress visit our Hope School to conduct an art class. In August, a series of events, including an original children's drama show, "A Little Wish," and a special Open Class were held in Beijing, kicking off the second year's cooperation.

Teachers from various Hope Schools completed a three-phrase training in past years. Together with their students, they also performed a musical open class called "Chinese Sights and Sounds—24 pieces on Chinese Folk Tunes for Orchestra." This represented the first time that the rural Hope School teachers and students had access to learn and practice a more advanced teaching theory and methodology ahead of their counterparts in urban schools. In Hope School daily class, children learned abstract knowledge in interesting interactions and role-play, turning education from passive to active.

Helping Rural Students

One of the school programs in China continued its volunteering efforts this year. This health education program recruits employees to share handwashing, oral care, puberty education and anti-sexual assault information to students in rural areas. This year, employees helped nearly 2,300 students. We are not just providing a health lesson; we are bringing hope for a bright future to rural students.



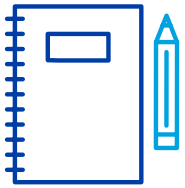
Volunteers help students in rural China.

Education

P&G Shiksha — Improving Access to Holistic Education

Quality education is the foundation of an individual's development and of society at large. Studies indicate that lack of availability of quality infrastructure, gender inequality in access to education, and the gap in learning are significant barriers to achieving universal education.

In 2005, P&G India launched its signature community impact program, P&G Shiksha, with an aim to provide children from underprivileged backgrounds access to holistic education. We focus our efforts in three main areas — improving education infrastructure, empowering marginalized girls through education, and improving learning outcomes.



We have built and supported more than **2,100** schools across India.

In partnership with Save the Children, we have continued to empower marginalized girls through holistic education across 40 state-run Kasturba Gandhi Girls Schools. A key area of our intervention is improving learning outcomes by bridging gaps in the existing and expected learning levels in children. We are working with partners to implement unique and innovative solutions that improve the learning outcomes in children. These include on-the-ground remedial learning camps, interventions in early childhood education, and digital remedial learning. We have partnered with Pratham Education Foundation to implement the Read India program which focuses on improving the learning gaps by engaging children in a combination of activities based on their learning level rather than their grade or age. Last year, we reached more than 500 schools and communities, impacting more than 26,000 children and saw the learning levels rise following our intervention. Before our intervention, only 25% of children were able to read and write as per their curriculum level. After the intervention, this increased to 70%. Similarly, there was a two-fold increase in the percentage of children who were able to do basic arithmetic after our intervention. We also identified "Early Childhood Education" as a key opportunity area in improving learning outcomes in children. The program aims at developing the appropriate school-readiness in children as they transition to formal schooling. We focus on improving the motor, cognitive, social-emotional, pre-language and pre-math skills in children aged 3–5 years. More than 60,000 children in India were helped last year as a result of this program.

In 2017, Shiksha, in partnership with Educational Initiatives, launched a program to implement Mindspark, a computer-based adaptive learning solution in schools. The tool integrates pedagogy, teacher instruction, and a learning management system to help students learn mathematics and language. It analyses the learning levels of students in language and mathematics by presenting them with questions in increasing levels of difficulty. When students answer incorrectly, they are provided



a simple or detailed explanation or redirected to questions that strengthen the basic understanding. The program has been implemented in more than 100 government schools where more than 20,000 students have shown improvement in learning levels using Mindspark. Post intervention, the learning levels among students using Mindspark improved two-fold compared to the control group. The tool also provides teachers with information on the progress and learning levels of students which is used for effective classroom management and instruction. A case study of one of our programs on remedial learning can be found here:

LEARNING PROGRAMS ↗

Education

Turning a Classroom into a Home

In partnership with Penny Market in Romania, we have transformed a second classroom into a totally new space to welcome kids for their first experience with primary school in a classroom that feels like home. International Children's Day came with a big surprise for the preparatory class students in Sohatu, a village from Calarasi County. P&G Romania and Penny Market turned their classroom into a magical world, where they can learn through playing. The space has been completely redecorated, so that children have an amazing experience in autumn, when their first experience in school begins. Omid Ghannadi, the architect involved in this edition of the program, has designed a friendly, colorful and encouraging space to help the little ones adjust to school, right from day one.

Swimming to Succeed

As part of our ongoing effort to be an active and responsible citizen in the communities where we live and work, we are the title sponsor for a local Cincinnati swim program, Everybody In. The Everybody In Program makes it possible for an urban swim complex, Ziegler Park, to offer a free swim team, swim lessons, Saturday Hoops and a nearly-free summer camp to local residents. In its second year, more than 40 children have benefitted from the grant.

Ziegler Park serves all members of the community, many of whom are children who could not afford these programs. The Ziegler Rhinos Swim Team teaches dozens of children how to swim, while also providing programming and opportunities to compete in local swim meets.

According to Rhinos Swim Coach Jane Spooner, the program instills confidence. "It is the most remarkable experience watching children who are afraid of the water conquer their fears and end up being able to swim laps on their own," she said.

Fighting School Dropout Rate in Spain

In Spain, we have partnered with Save the Children and Amazon to fight against school dropout and the consequences of leaving school early. Spain has the highest rate of Early Education Abandonment (AEP) in the EU, which impacts the development and options of children, as well as the county as a whole. The third campaign of "Change Your Future With One Click" was active on Amazon.es and was able to raise a donation equivalent to 432,000 minutes of school support for Save the Children. Among the three editions of this project, we have donated nearly two million minutes to children in the educational reinforcement program of Save the Children, which seeks to reduce school absenteeism, avoid early dropout, and improve their performance.

"It is the most remarkable experience watching children who are afraid of the water conquer their fears and end up being able to swim laps on their own."

JANE SPOONER
Rhinos Swim Coach



Education

Learning Changes Lives

Volunteers from our Takasaki Japan plant created the Super Science High School program with the intent to advance communication skills for students in science, show how science and technology can change lives, and promote careers in the science and technology fields. Throughout the 90-minute class "Life Change Innovation," students learn from, and interact with, volunteers speaking in English—providing a rare and challenging opportunity. Volunteers teach about global issues and how science, chemistry and biology can help, using the Children's Safe Drinking Water Program and our Purifier of Water packets as examples. To close the class, students give presentations in English to share ideas about how science and technology can solve several global issues relevant to water.

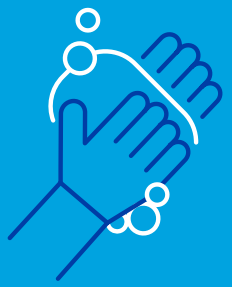
Super Science High School is the system MEXT (Ministry of Education, Culture, Sports, Science and Technology Japan) specifies for high schools that focus their education on science and mathematics with the support from the Japan Science and Technology Agency. As of this fiscal year, 212 schools have been identified since the program started in 2012.

Helping to Stay Healthy

Our Philippines health and hygiene education program, called "Linis Lusog," teaches proper hand washing and oral care to public school children in their habit-forming years to lower absenteeism among students and prevent communicable diseases. Flagship brands Safeguard, Head & Shoulders, and Oral-B provide sinks, products and take-home hygiene kits. To date, this program has supported many public schools in the Philippines.

Helping in Vietnam

We have continue to provide financial assistance to help students in need continue their education. 2019 marked another year of our Vietnam-sponsored scholarship programs aimed at opening the door to a brighter future for young people. Thousands of scholarships have been granted to disadvantaged students. As part of our women empowerment efforts, P&G Vietnam has partnered with Vietnam Women's Union and women's newspaper to grant scholarships to female students with disadvantaged backgrounds.



Our Philippines health and hygiene education program, called "Linis Lusog," teaches proper hand washing.

Skills Training



Sharing Expertise to Make Communities Stronger

Since 2013, our Beyond Borders Skills-Based Volunteering Program in the Asia-Pacific region has helped non-profit organizations overcome their biggest challenges by having our employees share their expertise at no charge. This Skills-Based Volunteering Program redefines how corporations like ours can go beyond donating money to make communities stronger. We are a pioneer in the industry, offering skills-based volunteering opportunities including P&G Pro-Bono School (a half-day boot camp for non-profits), Consultation Project (small group sessions between P&G volunteers and one non-profit over four months), Sabbatical with UNICEF (full-time work project with UNICEF for three months), and Board Matching Program (the appointments of P&G senior leaders to the Advisory Board of influential non-profit organizations). The program's breadth and flexibility make it not only easy to get involved, but also more meaningful to employees. This program has become a beacon for employees, inspiring them to make a difference in society by leveraging what they are best at. This year, many employees participated in several Pro-Bono Schools and short-term consultation projects, volunteering their time and expertise to provide free consultation to more than 30 non-profit organizations.

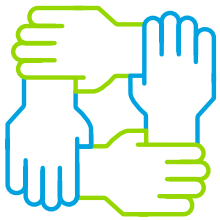
Working to Promote the Benefit of Others in France

Working with the French Ministry of Territorial Cohesion through the PAQTE initiative (mobilization of companies for the 1514 priority areas of the Urban's Policy in France), all three sites in France worked to build the economic ability of those around them. P&G's efforts to help young people from deprived areas include professional coaching to young adults through connections, plant visits, and job and career presentations at P&G and in high schools. A report published by the Ministry shows that these efforts have benefitted our communities.

This year, our Amiens plant developed a partnership with the association "Crée Ton Avenir!!!" ("Create your Future.") Twenty-eight young students from four schools, including three schools from underprivileged areas, were welcomed at P&G. The objective was to show young girls that they can excel in the business world. We also participated with "Nos Quartiers ont des Talents" ("Our Neighborhoods have Talents") on several activities including a workshop for youth employability, individual coaching, and an on-site event with visits, talks, and exchanges between employees and young graduates. Céline Fricourt, Recruiting Manager at the Amiens Plant commented, "Above all, we want our interns to remember that the world of industry has changed, has modernized, and represents a wonderful opportunity for professional development in all sectors. We have built a specific schedule for them to discover the wealth of existing positions in our Company. Young people are often shy but happy to discover an environment different from theirs."

Using our Skills as a Force for Good

In Canada, we started a new program called P&G Gives Back Consulting where we had 30 employees volunteer as consultants to solve business challenges across six partner charities. These projects have significantly benefitted our partner charities by offering them new approaches to simplify work, save money and grow donations. As part of this program, we donated $100,000 toward these charities to help implement the consulting teams' recommendations, further demonstrating our commitment to give back to our community.



We donated

$100,000

toward charities in Canada to give back.

Product Donation

In Kind Direct

We continue our support with In Kind Direct to bring the comforts of home to millions of people around the UK. To date, we have donated more than $56.8 million worth of product. These thousands of products have been donated to many organizations across the country since the program began. This year, we were highlighted in In Kind Direct's Donor Impact Report as one of their In Kind Direct Donor Pioneers.

"Sometimes people join our community with just the clothes they are wearing and a small bag of belongings. We receive toiletries, such as shower gel and razors from In Kind Direct which we put in the room for when the person arrives. Often when someone comes off the street, the first thing they want to do is take a shower, so to be able to give them the things that we take for granted is really special and makes them feel welcome."

EMMAUS GREENWICH HOMELESS CHARITY IN LONDON

Helping Down Under

We support Mission Australia, a leading non-profit organization with an emphasis on reducing homelessness in Australia. Along with corporate funding, our product care kits are donated quarterly along with team volunteering days where P&G employees lend a hand at Mission Australia's facilities. We also support the Foodbank, Australia's leading service to redistribute food and household items to Australian charities. In 2018, P&G Australia donated 11,084 kilograms of products, equating to $254,900 in social return on investment. Employees also complete bi-annual team volunteer days at the foodbank warehouse and distribution centers.

MISSION AUSTRALIA | together we stand

A Treasure Chest

This project began in Singapore in November 2018 to find new uses for "unsellable" product. A team worked across multiple business units and functions to establish a process to intercept products that still have value, including discontinued, short dated, and slightly damaged products. The team established a local charitable partnership and was able to reduce our environmental impact, while providing local community donations and building a positive reputation.

Since December 2018, we have donated more than 70,000 kilograms of products across Singapore and Malaysia through our partners Willing Hearts, In-Kind and The Lost Food Project.

We also donated 100 pallets of diapers in collaboration with Global Medic from Singapore to Turkey to be distributed to Syrian refugees. The Treasure Chest team is working to expand this program to other countries.







Employee Contributions/ Volunteering

Breaking the Cycle of Poverty in our Headquarter City

United Way of Greater Cincinnati is on a mission to break the cycle of poverty in P&G's backyard once and for all. With P&G's strong financial and volunteer support, United Way is the place where Greater Cincinnati can come together to tackle a problem as complex as poverty. It is also driving tangible results. Last year alone, United Way put 2,500 people into jobs, 1,200 families into affordable housing, helped nearly 200 families move out of poverty, and helped thousands of kids succeed in school. Through a workplace giving campaign and corporate contributions, we are the United Way's single largest contributor with nearly $10 million donated this year. Just as important, our employees also volunteer with United Way, serve on its various boards and provide critical advice and counsel. P&G and United Way are truly better together.

United Way

We are United Way's single largest contributor with nearly

$10 million

donated this year.

Working with Global Medic

P&G Canada continued our strong partnership with GlobalMedic to pack and donate hygiene kits to Canadians in need. More than a hundred employees helped pack 12,000 hygiene kits across four events throughout the year. The kits consisted of Crest toothpaste, Oral B toothbrushes, Ivory soap, Pantene shampoo/conditioner, Old Spice deodorant, and Always feminine care products. One of the events happened during International Women's Day where a team packed 3,000 women's hygiene kits which were donated to local women's shelters.

Through just two events, employees in Toronto joined GlobalMedic in packing 16,626 meals for Syrians in Toronto who are displaced by the ongoing war. The meals are nutritious and familiar to Syrian refugees, as well as quick and easy to prepare in a displacement camp. The meal, called Mujaddara, contains bulgur, lentils, fried onions and salt. Each family receives meals for two weeks. Families who receive Emergency Food Kits also receive a Family Emergency Kit, so they will have clean water to prepare their meals safely.

Employee Contributions/ Volunteering

Caring For People in Iowa

At the heart of our Iowa City Beauty Care Plants is our strategy—"Caring for People." It's the enabler for caring for our business. This acute focus on Caring for People has extended to our broader community over the last fiscal year through several impactful community outreach and service efforts benefitting the youth and children in this area:

1. Our support of the local University of Iowa (UI) Stead Family Children's Hospital includes contributions of time, resources, supplies, and financial aid. A $10,000 donation was given to the NICU for ongoing program support.
2. Through our partnership with the United Way, more than 300 employees volunteered to assemble and deliver:
    - **400 healthy snack kits** benefitting the southeastern Iowa area free lunch program for undernourished children and their families.
    - **More than 300 teacher school supply kits** benefitting local educators who in turn serve the needs of the young students in our area.
    - **Many hygiene kits** to supply tenants of the UI Stead Family Children's Hospital with needed hygiene products so they can get back to focusing on what is most important: helping their young ones get well.
3. Employees regularly donate their time, talents, and resources to support other programs such as Junior Achievement, outreach to high school students to promote STEM, and HAVlife, an organization that helps prevent lost potential in youth ages 10–15 in the area.

Leading the Way in the Community

Our Tabler Station plant in West Virginia has positively impacted the community in just a few years. We have been recognized as a company of choice by the United Way Campaign and Blue Ridge College. The Burke Street School Holiday Basket, Stuff the Bus, The American Cancer Society Walk, and Blue Ridge Partnership are just a few example of programs we conduct.

Not only do we deliver significant monetary or in-kind donations via our United Way campaign, grant funds, and product donations, but we also invest time on seven boards of directors to drive change and improvement in many areas. Employees embrace this involvement, as evident in the high community impact scores on the annual survey.

At the heart of our Iowa City Beauty Care Plant is our strategy— "Caring for People."



Employee Contributions/ Volunteering

#WeAct in Poland

At the Łódź plant in Poland, employees adopted a five-pillar strategy to build pride in the Company and strengthen employee engagement in our Citizenship efforts. We focused on areas which will help us build further pride in the Company and employee's stronger engagement. The result was the creation of the #WeAct program with two driving strategies: #We Act for sustainability! and #We Act for others! Employees collected hundreds of kilograms of plastic bottles, cups, and aluminum cans, allowing them to co-fund multimedia equipment for children through the local charity Słonie na Balkonie (Elephants on the balcony). This equipment supports therapy for children who have been victims of violence or sexual abuse. Members of our Łódź Emergency Response Team came up with a great initiative called "ERT for Kids." In a Łódź kindergarten, they shared their knowledge and experience about first aid with the children. Two employees prepared specially-developed training for kids where they present rescue skills, while the children practice on rescue-breathing dummies. The kids learn how a defibrillator works and when to use it. They also become familiar with the recovery position and how to call others for emergency help.

#We Act for others!

Ten Years of Providing the Comforts of Home

In Spain, we have been working with Aldeas Infantiles SOS (SOS Villages) for more than 10 years to provide the comforts of a home to children who don't have access to one. This year, in addition to the ongoing Company and employee donations to improve their homes, volunteers organized a breakfast in our office to increase support. Activities focused on helping increase awareness of the importance of proper oral hygiene and training.

A Decade of Solidarity Days

July 4 marked the 10th anniversary of P&G France Solidarity Day. Nearly 100 employees engaged in activities offering a mix of social and environment engagement in the community for more than 570 hours of volunteering.

The team of volunteers supported five different organizations and delivered:

- Layout and improvement of the LGBT Paris Center
- 29 hygiene and food kits made and distributed to families in need
- 10 storage furniture units made
- 30 recycled pallet boards
- cleaning of 2,500 meters of a wharf in Paris (7730 cigarette butts collected ~100kg of waste collected and sorted)



Employees in France give back to the community during the 10th anniversary of Solidarity Day.

- a map of one SOS village designed to make the orientation easier for 70 children
- 14 young adults coached by employees

COMMENTS FROM THE COMMUNITY AND EMPLOYEES REITERATE HOW THIS BENEFITTED THE COMMUNITY:

"Given our limited resources, it is a blessing that P&G comes to help us."

"It was so good to feel valued."

"It was good to see that there was no difference when P&Gers talked to us."

"I am proud to have helped and was so touched by the welcome we have had."

"A lot of positive energy, wonderful."

Employee Contributions/ Volunteering

#FamilyCare — Improving Hospital Visits

In general, young patients and their families don't associate hospitals with joy, especially the wait times and having to be treated for rare diseases. P&G Korea felt the responsibility to help make hospital visits a little more joyful for these patients and their families, so we started our #FamilyCare program. To help make the visits more bearable, we built a library and renovated two nursing rooms and waiting areas inside Seoul Children's Hospital, allowing patients and families to have a more relaxing time while waiting for treatments.

In May, we opened a second P&G FamilyCare space in the Seoul Boramae Hospital, providing a shelter for families waiting a long time in the hospital. Seoul City recognized our effort by awarding us the 2018 Seoul Foreign Business Award in CSR sector for our #FamilyCare Community Impact activities. Beyond the facility renovation, employees participated in various volunteer activities, including eco-bag painting classes for sick children and their families.

We also made Whisper sanitary pad donations to help women in need, such as single moms and those in youth centers. This effort supported more than 300 facilities across the nation, and almost 8,000 women can now live without having to worry about pads for a year.



We strive to make hospital visits a little more joyful through our #FamilyCare program.

Leaving a Legacy

As part of the planned closure at our Brockville, Ontario site, we announced a legacy gift to the city to recognize our Company and employees' contributions over the years to help the community continue to thrive. Our legacy gift will help build a new recreation facility project currently being planned at a local city park.

The project will include an outdoor ice rink, splash pad and roller-skating park. The change rooms and washroom facility that serve this park will be named the "P&G Pavilion." We are thrilled to be able to partner with the city to make this project a reality. This is in addition to the 2018 donation of $175,000 to the United Way which we will continue to support through the end of our transition period.

Employee Contributions/ Volunteering

A Special Mother's Day In Singapore

To pay tribute to Special Olympic Athletes and their mums, we partnered with NTUC FairPrice Singapore for our sixth consecutive Thank You Mum campaign. This year's theme, "Because of You, I Can," celebrated a mother's role as her child's first and greatest enabler—the one who sees her child's true potential and helps them become who they can be. The campaign puts the spotlight on mothers of Special Olympics athletes, who face challenges and struggle to enable their children to excel in their chosen sport and, in the process, become a true inspiration for others. To demonstrate our long-term commitment to Special Olympics and the commitment to be a force for good, along with NTUC FairPrice, we organized a carnival for Special Olympics athletes and their mums, representatives from P&G and NTUC Fair Price Management, employee volunteers and member of the Singapore Government. During the carnival, we also showed a new film highlighting the unconditional love of three of these athletes' mums. This came with a $20,000 donation to Special Olympics Singapore.

Supporting the Family in Munich

Teamwork is everything: This is apparent for the sports team in Germany—FC Bayern Munich. This is also the case with our families. Families have their personal matchday every day and without any halftime break. Parents sometimes have to be striker, defender, goalkeeper, and trainer at the same time. We teamed up with FC Bayern Munich to support the most important team in the word—families. For each P&G product purchased at a participating retailer during the campaign period, a donation is made. 500€ are added for each goal the FC Bayern Munich scores in a league game. A check for more than 75.000€ has been given to the charity foundation RTL Wir helfen Kindern to support sport projects in RTL children's homes. Further, many local social projects have been supported, such as the Hamburger Förderverein KinderLeben e.V. The association helps seriously ill children and their parents. Thanks to the donations, it can develop its parents' café into a meeting place for families. Another highlight were the football camps organized by the FC Bayern Kids Club in Austria for socially disadvantaged children giving more than 200 children an unforgettable experience.

Offizieller Partner

Proud Blue Wave Running For Good

For the past 15 years, the Geneva Marathon for UNICEF has been an extraordinary event allowing our Company, our brands and friends to give back to our community. This year saw a new record participation level, with P&G #1 on the podium of corporations represented. Five hundred colleagues and family came together for a positive impact in Geneva and healthier living. Every runner took the challenge, individually or in a team, or even running 1K with their 2-year-old child.

Always was a proud sponsor of the special race La Genevoise where women and girls proved that running #LikeAGirl is amazing and can mean winning the race. Probably the most demanding, yet rewarding, experience was for the 50 P&Gers running alongside children with disabilities in a joëllette (an adapted wheelchair) from the Clair Bois Foundation.

"This would not be possible without the contagious passion and commitment of the marathon core team and volunteers. Together, we make a difference!"

FRANCOIS CORMORECHE,
P&G Director and Marathon team leader





Employee Volunteering — Clean Ups

Canada

As part of our P&G Gives Back efforts, P&G Toronto general office employees participated in our second annual Park & River Clean-up event in September 2018. Employees collected more than 900 kilograms of trash that would otherwise end up in our waterways and lakes. This event kicked off our annual P&G Gives Back canvassing campaign where employees and retirees, along with the Company match, donated more than one million Canadian dollars to Canadian charitable organizations.

Spain

To increase awareness around plastic pollution in Spain, we joined forces with Carrefour and partnered with Paisaje Limpio to clean local beaches and clean waste from the shores. In addition, a roundtable was organized with the participation of P&G, Carrefour, and Influencer Calleja to discuss the journey behind this effort and the importance of driving responsible consumption.

Cincinnati

Employees from Cincinnati devoted an afternoon to help clean up the Ohio River. This third annual river cleanup was done in partnership with Living Lands & Waters led by Chad Pregracke, a 2013 CNN Hero of the Year, and his wife Tammy, who call the river barge their home. Volunteers navigated the muddy river bed to ascend about 20-30 yards from the river line to find massive amounts of garage. Employees removed thousands of pounds of trash from the shores, including car tires, scrap metal, barrels, Styrofoam, propane tanks, and much more.

Greek Coasts

Through our brands and with the support of retailer AB Vasilopoulos (Delhaize), we supported the organization iSea to clean the waste from the Greek Coasts. This campaign has been the first sustainability campaign in partnership with a customer in Greece and has run for two years. During this period, we have managed to clean many beaches around Greece with the help of volunteers and have collected more than six tons of waste. Employees are engaged in the cleanup, but they also get to enjoy the cleaner coasts during the summer.

Awards

Our Newcastle Innovation Center received **the United Kingdom, North East Region Better Health at Work Award, Ambassador Status.**

We received **the Gold Award from AMCHAM Thailand's ACE Recognition Awards for Excellence in Corporate Social Responsibility.** This award recognizes P&G's commitment to community impact and our long-term sustainability efforts. This is also in recognition for P&G Thailand's ongoing partnership with the Thailand Ministry of Commerce, the Department of Business Development, and the Thai Wholesale & Retail Trade Association in hosting the annual Thailand Wholesale and Retail 4.0 Business Conference to support Small & Medium Enterprise (SME) wholesalers and retailers.

Our Manufacturing plant in Thailand received the **"Responsible Care" award** presented by the Permanent Secretary, Ministry of Industrial Thailand. P&G Manufacturing Thailand is compliant to the Code of Management Practices for Responsible Care and performance of health, safety and in protecting the Environment. P&G Manufacturing Thailand also demonstrates the "Responsible Care" for environment through the assessment submitted to the Responsible Care Management Team on six codes of management practices for conducting the business with responsibility.

The American Chamber of Commerce gave P&G Costa Rica **the award for Social Responsibility in Action in the Community Impact category for the Born Learning program**. In Costa Rica, the program has been added to the curriculum of Ministry of Education and will be taught in elementary schools across the country starting in 2020.

P&G Canada was honored to be selected as one of **Canada's Top 100 Employers**. This is a national competition to determine which employers lead their industries in offering exceptional workplaces for their employees. Employers are compared to other organizations in their field to determine which offers the most progressive and forward-thinking programs. Companies are judged across eight broad criteria that include areas such as community involvement, work atmosphere and social, and training and skills development.

P&G Vietnam was presented with a **Certificate of Merit by the Red Cross** for the contributions on improving the livelihood of Vietnamese nationwide through significant campaigns in the past few years, including our Children's Safe Drinking Water Program, Tet for the Poor and Disaster Relief efforts. This is the highest award offered by the Red Cross for companies that exemplify the mission of the Vietnam Red Cross.





Awards

We were also recognized in Vietnam for **best practices on community impact programs** that facilitate long-term social value for the country. To qualify for the award, our program received high marks in four separate categories: attention to business objectives and societal needs, creation of long-term economic and social gains, communication and sharing of best practices, and program sustainability.

Our Blois Plant was recognized by **the French Chemical Industry and government authorities for its benchmark citizenship and community impact**. Within the last 12 months more than 200 young people were on site for presentations, classes, short discovery internship, and site visits. In total, 160,585 euros were raised for charity organizations and thousands of hours were dedicated by employees to community impact programs. Blois was the first French P&G site to sign a formal agreement with the government to help deliver results in underprivileged areas of the city, including informing about industry opportunities, training with internships, hiring and decreasing local unemployment, and buying from local companies.

We were awarded the **2018 Seoul Foreign Business Award** in the community impact sector for our #FamilyCare activities.

P&G Singapore was recognized by World Vision with its prestigious **Humanitarian Impact Award**. Given by former Singapore President Tony Tan, this award commemorates our long-standing partnership with World Vision to help communities in Asia Pacific. Most recently, we helped reduce the risks of typhoon disaster in the Tho Quang and Man Thai wards in Da Nang City, Vietnam. With support from us, a two-story evacuation center with WASH facilities was completed in 2018 benefitting more than 700 people including more than 200 children.



P&G Asia Pacific received **the AmCham CARES Award (High Distinction)** in recognition of regional community impact programs including our Children's Safe Drinking Water Program and Beyond Borders. This was awarded by President of Singapore, Ms. Halimah Yacob.

Tabler Station received the **Gold Award** for top 2018–2019 campaign performer in the Eastern Panhandle of West Virginia from United Way.

Singapore's National Volunteer and Philanthropy Centre (NVPC) recognized us as a **Champion of Good**. This prestigious award celebrates catalysts of change in Singapore. Awarded by the Minister of Finance, Mr. Heng Swee Keat, this recognizes companies that have not only been exemplary in their corporate giving efforts but have also been a multiplier in engaging partners on a collaborative giving journey.

Singapore President Halimah Yacob presented us with **the SkillsFuture Employer award**, one of the country's highest awards for employers. Our P&G "Professional Conversion Program" created a sustainable pipeline of Associate Researchers in the P&G Singapore Innovation Center.

P&G China received **the 2018–2019 Mercer China's Excellence in Health Employers, Special Practice Award**. The Excellence Special Practice Award is designed to recognize health management programs that are specific to employee's specific health issues or needs.

P&G Singapore was awarded **the Singapore Health Promotion Board Award of Excellence 2019** for our effort in promoting workplace health and in enhancing the wellbeing of employees. The Singapore Health Award distinguished us as a caring employer who values employees' health and wellbeing.

Employee Wellbeing

P&G Vibrant Living

Vibrant Living is P&G's global health and wellbeing program. Our Vibrant Living vision is "Enable peak performance by inspiring meaningful, happy, healthy lives" and 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 wellbeing, 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.

Vibrant Living provides employees offerings in the areas of fitness, nutrition, mental and emotional resilience, health education and training, and hands on activities and events to aid personal fulfillment and peak performance. Many of our Vibrant Living programs are available to family members and through the "Meaningful" Heart pillar Vibrant Living extending to the communities where we work and live.

From our annual survey, we know more than 80% of employees participate in Vibrant Living offerings. Those who do score higher in personal wellbeing and report having more energy for the things they enjoy and a better work and life balance, in addition to feeling supported by their manager.

During the first two weeks in April, we celebrate Global Vibrant Living Awareness Day in conjunction with World Health Day. This is our sixth year celebrating the importance of our health and wellbeing with 94% of sites around the world participating, our highest rate yet. Each year, we have a theme and for 2019 the focus of our celebration was around our mental wellbeing. Emphasis was placed on reminding employees about the Vibrant Living programs available and the importance of taking care of ourselves and all aspects of life integral to our mental wellbeing.

- We have 124 certified Vibrant Living sites that support the health and wellbeing of our employees.
- Our global online wellness assessment is available to employees in more than 30 languages.
- We have a comprehensive WorkLife Solutions Program that reaches 90% of employees worldwide.

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 and resilience promotions, healthy food and snack offerings, fitness center promotions, massages, Vibrant Living Circles, family day, community outreach events and many others.







Diversity & Inclusion



P&G is a Company that believes in diversity and inclusion. With more than 140 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 extend 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.

VIEW HIGHLIGHTS VIEW MORE STORIES

HIGHLIGHT

Celebrating 50 Years Since Stonewall with World Pride

We were a proud supporter of Pride activities all over the world in 2019, using our voice to build a more equal world for all individuals. We teamed up with the Heritage of Pride to become a Platinum sponsor for the 2019 World Pride activities in New York City, recognizing 50 years since the Stonewall uprising sparked the global movement for LGBT+ equality. From Cincinnati to South Africa, Peru to Poland and nearly 50 other places in between, thousands of our employees showed their support for the LGBT+ community through their participation in Pride celebrations. We also marked a milestone with our 2019 expansion of Pride support into Asia with our presence in the Manila Philippines Pride March.

Thousands of our employees showed their support for the LGBT+ community during World Pride events.



HIGHLIGHT

Great Minds Do Not Think Alike

With no two diagnoses the same, Autism Spectrum Disorder is a condition that needs careful understanding to enable the individual to thrive. Full-time employment for adults on the autistic spectrum is disappointingly low given the skills that many autistic people can offer potential employers. To drive diversity and inclusion and create innovative growth, we have stepped into the realm of Neurodiversity—an umbrella term for those who think differently. Programs have been launched in P&G's UK, Boston, Costa Rica and Cincinnati offices to learn as a Company how to hire this dynamic talent and to capture candidates' unique problem-solving methods. Employees from this program are currently working in the fields of R&D and Smart Robotic Automations. We see these programs as an innovation strategy to source diverse talents and drive business results, and early results show both, leading to plans to expand the program in the future.



Neurodiversity programs at P&G are diversifying talent and driving business results.

HIGHLIGHT

“The Look” Elevates Awareness of Racial Bias

In 2017, we tackled racial inequality driven by racial bias, creating an Emmy award-winning short film focused on “The Talk” that many Black parents have with their children to prepare, protect and encourage them.

Continuing the conversation about racial bias, this year we followed with another short film called “The Look,” which follows a Black man throughout his day as he encounters a variety of ‘looks’ that symbolize a barrier to acceptance—and differing levels of bias. These situations are all based on real-life examples that still happen every day. Through these films, in conjunction with educational resources and perspective at www.talkaboutbias.com, we intend to raise awareness, encourage dialogue, and enable change in hearts and minds.

TALK ABOUT BIAS



HIGHLIGHT

Brands Taking a Stand

Pantene and GLAAD Redefine What 'Beautiful' Looks Like Today



As a brand once known for a particular kind of "beautiful hair," Pantene tackled conventional stereotypes in honor of Pride 2019 with the launch of "Don't Hate Me Because I'm BeautifuLGBTQ+." The campaign, made in partnership with GLAAD, took the brand's ubiquitous line from its famous 1986 advertisement to redefine what 'beautiful' looks like in today's world by featuring a range of people within the LGBT+ community and their unique stories of transformation. The launch of "Don't Hate Me Because I'm BeautifuLGBTQ+" also marked the announcement of Pantene's partnership with GLAAD which will continue to uplift members of the LGBT+ community by celebrating inclusion, representation and freedom of expression.

#BEAUTIFULGBTQ

Fairy Drops Y to Support LGBT+ Homeless Youth in the UK

Fairy, one of our heritage brands at the heart of family life for more than 50 years, was at the forefront of our Pride celebrations in 2019. Through research, we discovered that LGBT+ people make up about 7% of the UK population. Sadly, they make up almost a quarter of homeless young people today, often driven from their homes and their families through unacceptance—and that's not FAIR. So, for a limited time, Fairy became FAIR, dropping the 'Y' to support LGBT+ homeless youth by donating a portion of every purchase to the Albert Kennedy Trust charity.



Gillette Believes in the Best in Men

January 2019 marked the 30-year anniversary of Gillette's tagline, "The Best a Man Can Get." Since its debut, it has been an aspirational statement, reflecting standards that many men strive to achieve. But today many men find themselves at a crossroads, caught between the past and a new era of masculinity.

Gillette asked the question, "Is this the best a man can get?" and in turn, they introduced the "The Best Men Can Be" campaign. They released "We Believe," a short film that showcases examples of how men can take actions, large and small, to create meaningful change for themselves, their loved ones, and their peers, and set the right example for the next generation of men. Along with the film, Gillette committed to donate $1 million per year for the next three years to non-profit organizations executing programs designed to inspire, educate and help men of all ages achieve their personal "best."

With "We Believe," Gillette ignited a world-wide discussion about masculinity. The film has been viewed more than 110 million times and shared in school classrooms, universities, churches and more, and has inspired programs from Gillette in India, Canada, Spain and South Africa.



Diversity & Inclusion

Message from Shelly McNamara
Using Our Voice
Making an Impact
Changing the Culture
Awards and Recognitions

Message from Shelly McNamara

Chief Diversity & Inclusion Officer and Senior VP, Human Resources



"At P&G, we aspire to create a better world for EVERYONE — free from bias, with equal opportunities irrespective of race, ethnicity, culture, religion, sexual orientation, gender identity, (dis)ability, and background.

Operating in nearly 70 countries and reaching consumers through our brands in 180+ countries, we strive to represent the diversity of the consumers we serve. With more than 140 nationalities represented in our workforce, our own diversity helps us reflect and win with consumers around the world. This is not only the right thing to do but it is also a competitive advantage for the continued growth of our Company. To win with consumers around the world, we must inclusively leverage and continually strengthen the diversity of our organization. Having an employee base as diverse as the world we live in enables us to create superior brands and services to better meet a range of consumer needs. 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 selves in the workplace. We've seen time and again that when P&G employees bring their full selves to work it leads to superior innovation and helps us better communicate what our brands stand for.

Our work is not limited to our internal efforts. Externally, we believe in using our voice in advertising and media to call attention to bias and equality, spark dialogue and motivate change in the world. We know advertising has the power to shape how communities see themselves and each other. Many of our brands are advancing diversity and inclusion perspectives through accurate and positive portrayals in everyday advertising, and by calling attention to issues like racial and LGBT+ biases. The campaigns we create and the way we tell our stories give us the opportunity to spark conversations that motivate change and create a better world."

Using Our Voice

"I am going to make change happen in the halls and walls of my employer."



"Out Of The Shadows" Film Explores Next Chapter of Our Journey for LGBT+ Equality

Our 2018 award-winning film, "The Words Matter," told our story of employees who worked tirelessly to secure employee LGBT+ rights. We continued that journey of self-reflection with the 2019 sequel, "Out of The Shadows." We partnered with CNN and Great Big Story to tell these stories and each film traces the history of how gay and lesbian employees at P&G banded together to fight for equality in the workplace. "The Words Matter" ended when P&G added "sexual orientation" to its Equal Employment Opportunity (EEO) statement in 1992, but that was only the beginning. Culture, attitudes and behaviors toward lesbian and gay employees in the Company and in the city of Cincinnati had a long way to go. It was a hostile environment and a difficult time for employees to openly be themselves. "Out of the Shadows" shares the stories of a group of P&G employees who rallied against intolerance and hate, and turned the tide of prejudice to ensure that LGBT+ employees received equal benefits within the Company. The lessons learned in this film helped inspire courageous leadership and develop even more inclusive workplaces and communities for everyone. As one employee declares in the film, "I am going to make change happen in the halls and walls of my employer." And they did—the LGBT+ employees and their advocates inspired the Company to do the right thing in the face of opposition. "It's each of those steps that have given us a stronger motivation and a stronger voice to be a positive force of change," shared Brent Miller, leader of LGBT+ Communications at P&G and executive producer of "Out of the Shadows."

This film celebrates the contributions those individuals made—often unrecognized—in changing the fabric of not only our workplace but our culture as a whole. Many companies around the world have gone through similar journeys and by telling our story, we hope to inspire others to stand up for what they believe in and create meaningful change.

Throughout our journey, we have not gotten everything right. We continue to learn, explore and understand the uniqueness of all of our employees and consumers. The lessons we learned have helped us on our journey to make things better. It is more important than ever for companies to create a culture where all people are welcome. We hope that by sharing our journey, we can inspire others to engage in conversation and help create a world free from bias.

Today, our LGBT+ network, GABLE, now has 5,000 members in 40 countries. We encourage you to check out this film and learn more about these courageous individuals who stood up to bias and helped us be a more inclusive company.

OUT OF THE SHADOWS ↗

Using Our Voice

"The Look" Elevates Awareness of Racial Bias

In 2017, we tackled racial inequality driven by racial bias, creating an Emmy award-winning short film focused on "The Talk" that many Black parents have with their children to prepare, protect and encourage them.

We know images in TV, film and advertising shape how communities see each other—and can create bias leading to life-changing personal and societal consequences, especially for people of color. One group that has long been underserved and often misrepresented is Black men. We want to help re-shape and change that narrative. As the world's largest advertiser, P&G and our brands have a responsibility to make a difference. The images we put out there help shape how society sees Black men and have a role to play in whether those perceptions are good or bad.

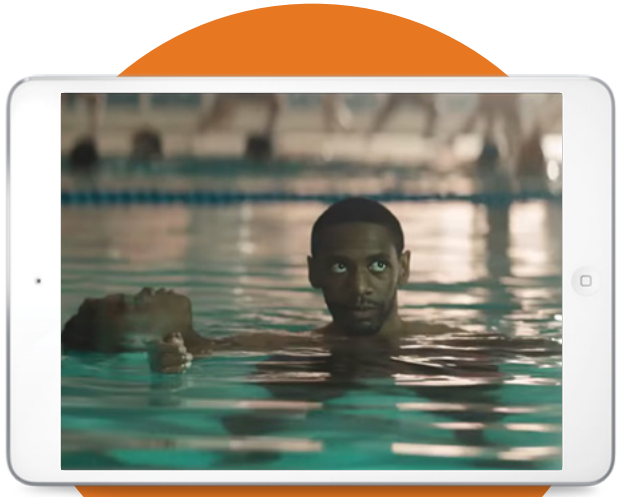
So we followed up the "The Talk" with another short film this year called "The Look." The new film follows a Black man throughout his day as he encounters a variety of 'looks' that symbolize a barrier to acceptance—and differing levels of bias. This two-sided story was inspired by reality, with each scene recounting the experiences of many men of color.

The director and cinematographer duo we brought on board for "The Look," Anthony Mandler and Malik Hassan Sayeed, bring their unique experiences to the project. We made the deliberate decision to represent diversity of thought and opinions with this project.

To gain a better understanding of the Black-male experience in America, we partnered with BET and Seek, to understand how he exists in the world, how the world sees him, and how he sees himself. Over five months, we leveraged nontraditional but immersive research techniques to enable men to openly and comfortably discuss their experiences. What we learned is that there isn't a one-size-fits-all universal Black-male experience, but there are a few universal truths that affect the vast majority of Black men. We found that to connect with him, you must first understand the effects of bias and racism and how that impacts the way he sees the world and how the world sees him. In the U.S.'s history, only the last 54 years have been spent in legal "freedom" and that plays itself out in a variety of ways. It shows up in major challenges and restrictions for Black men when trying to own property, get a quality education and pass down wealth to their families. The impact of bias and racism is a theme that ran through all phases of our research for "The Look." There is no way that we could accurately reflect on the Black-male experience without addressing this topic and understanding how it affects his lens and the lens people see him through.

Our hope is that "The Look" will cause everyone to pause and reflect, to look beyond what we think we see to overcome unconscious biases, recognize microaggressions, and stop overt acts of racism. We believe when we look beyond what we think we see, we recognizing each other as human beings. This will lead to dialogue, dialogue will lead to empathy, and empathy leads to change in behavior and action. We encourage you to join the conversation at #TalkAboutBias.

THE LOOK



Using Our Voice

Fairy Drops Y to Support LGBTQ+ Homeless Youth in UK

When Fairy dishwashing liquid was first introduced in the UK in 1960, traditional heterosexual couples were the mainstay. Same sex couples couldn't be openly together—let alone married. Now 60 years later, Fairy's mission remains the same: to feed family life, whatever that looks like today.

On July 3, 2019, we dropped the "Y" and launched a limited-edition FAIR bottle, donating a portion of every purchase to the Albert Kennedy Trust (AKT) which works to find homes for LGBTQ+ youth who have been driven from their homes due to nonacceptance of who they are.

Currently in the UK, LGBTQ+ people make up 7% of the population, and sadly almost a quarter of the homeless young people living on the streets. While it may seem that our society is more supportive of the LGBTQ+ community, charities like AKT exist because there are still those who feel alone and unsupported.

As a household icon, we believe we can help play a role in progressing equality for all family members.

akt

A donation from each pack sold went to our charity partner, AKT.

By working together, we can help encourage equality for families and ensure a FAIR future for all. When consumers picked up a limited-edition FAIR bottle and placed it by their sink at home, we wanted them to think about the small impact that gesture has made, not only in family life in Britain, but also by supporting equality for everyone. Our hope was that this bottle might make it easier for parents or their children to bring up conversations that were uncomfortable in the past.

The money from this campaign is funding an online resource to help families talk more openly about LGBTQ+ issues. The more conversations are normalized, the easier it will be for young people to open up.

FAIR FILM



Using Our Voice

Redefining What 'Beautiful' Looks Like Today

As a brand once known for a particular kind of "beautiful hair," Pantene is tackling conventional stereotypes with "Don't Hate Me Because I'm BeautifuLGBTQ+," a new message that's part of its recently launched "Power To Transform" campaign. Created in partnership with the Gay and Lesbian Alliance Against Defamation (GLAAD), the campaign takes the brand's ubiquitous line from our famous 1986 advertisement to redefine what 'beautiful' looks like in today's world by featuring a range of people within the LGBTQ+ community as they share their own unique stories of transformation.

"For many in the community, hair plays a pivotal role in their 'transformation moment,'" said Ilaira Resta, Vice President, North America Hair Care. "In fact, from our research we found that 60% of LGBTQ+ persons change their hair when they have a life or identity change. So, whether that means getting a major chop or growing out your locks to defy societal norms or embracing hair that bends the gender binary entirely, hair is an impactful visual cue of transformation, and this new campaign from Pantene aims to show the beauty of all transformations and of all people."

The campaign features three videos in which individuals tell their own stories of transformation and their unique sense of self expression. One video shares the story of Pooya, a transgender woman from Iran who was once jailed for having hair that was considered too long. "I want to be there for people in a way that I didn't experience when I was younger, and let them know that there is nothing wrong with them," Pooya states in the video after joining the initiative in hopes that her story would empower others to see their place in the world and envision the transformations they are capable of.

In addition to being World Pride sponsors, the launch of "Don't Hate Me Because I'm BeautifuLGBTQ+" also came with the announcement of our partnership with GLAAD, which will continue to uplift members of the LGBTQ+ community by celebrating inclusion, representation and freedom of expression. This commitment follows recent global Pantene campaigns in the Philippines and the UK which celebrate and showcase transgender beauty and the stories of that community.

"Pantene has raised the bar for authentic inclusion by shining the spotlight on a diverse group of LGBTQ+ people in this powerful new campaign," said GLAAD president and CEO Sarah Kate Ellis. "Hearing these LGBTQ+ individuals speak about their identities as well as their drive to be their true selves will empower other LGBTQ+ people and remind us all what true beauty is all about."

Pantene's "Power to Transform" campaign launched in April recognizes, celebrates and gives visibility to those who transform their lives and the world around them every single day. The brand has committed to telling stories of transformation that defy bias, celebrate personal expression and show a more inclusive world.





Using Our Voice

Gillette Believes in the Best in Men

January 2019 marked the thirty-year anniversary of Gillette's tagline, "The Best a Man Can Get." Since its debut, it has been an aspirational statement, reflecting standards that many men strive to achieve. But turn on the news today, and it's easy to believe that some men are not at their best. Many find themselves at a crossroads, caught between the past and a new era of masculinity.

Gillette asked the question "Is this the best a man can get?" and in turn introduced their "The Best Men Can Be" campaign by releasing "We Believe," a short film that showcases examples of how men can take actions—large and small—to create meaningful change for themselves, their loved ones and their peers, and set the right example for the next generation of men. Along with the film, Gillette committed to donate $1 million per year for the next three years to non-profit organizations executing programs designed to inspire, educate and help men of all ages achieve their personal "best." With "We Believe," Gillette ignited a worldwide discussion about masculinity. The film has been viewed more than 110 million times and shared in school classrooms, universities, churches and more. It has also inspired programs from other regions:

WE BELIEVE

In India, we launched #ShavingStereotypes, a film that tells the story of two girls, known as the "Barbershop Girls of India," who are inspiring the next generation of men by redefining gender stereotypes, one shave at a time. We are also expanding Safalta Apni Mutthi MeinGuard, a program that we launched more than three years ago that has reached 8,000+ colleges and universities. This practical training program includes seminars and workshops on resume writing, interview skills and how to succeed in the professional world.

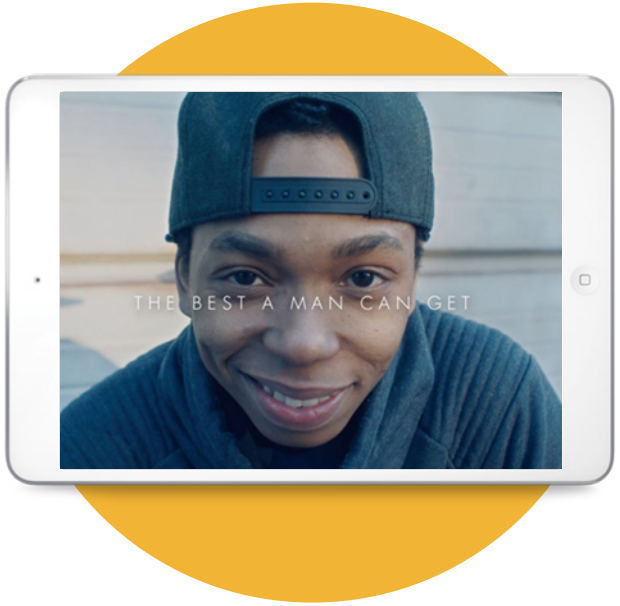
SHAVING STEREOTYPES

In Canada, we released "First Shave," a short film featuring the first shaving experience of a transgender man supported by his father. The ad's release was timed to coincide with Toronto's Inside Out Film Festival, where Gillette was a sponsor and featured the video prior to a film screening.

FIRST SHAVE

In Spain, we launched "Hay Que Ser Muy Hombre" ("It Takes a Real Man"), a campaign that refreshed a famous Spanish saying that means it takes courage to be a "true" man and to be yourself. The campaign portrays prominent Spanish men for whom courage had a very special meaning, far from the traditional stereotypes. The initiative also includes educational materials to enable instructors in high schools and universities to initiate conversations with teenagers about masculinity. We expect to reach more than 300 schools and 20,000 teenagers.

MUY HOMBRE



In South Africa, two out of three children are raised without their father, so many boys can't turn to dad for advice. It's often the women—mothers, grandmothers, aunts and sisters—who step up and play several roles. Gillette used the occasion of Women's Day in South Africa to pay tribute to the women raising the next generation of South African men through a film that tells the story of Gogo (grandmother) Nozizwe and her grandson Akhona. Because we all have a role to play in shaping the next generation, Gillette South Africa is partnering with The Character Company, a non- profit organization whose mentorship programs guide young boys into becoming the best men they can be.

WOMEN'S DAY

Using Our Voice

MBIB Calls for Change: Redefine Black

Words matter. They are foundational to how individuals think about themselves, and they can influence the perceptions of others. Negative associations tied to the word black are pervasive and continue to live through language, as evident in many dictionaries that link it to words like dirty, hostile and evil. That's why My Black Is Beautiful (MBIB), a cultural platform started by P&G, advocated to successfully change the entry for black in American dictionaries, prioritizing identity in the entry and removing outdated uses that can lead to unconscious associations with Black identity. Rather than prescribing a new definition, My Black is Beautiful partnered with social change organization dosomething.org to rally community dialogue and engage the varied and diverse perspectives of people who identify as Black. Because of #RedefineBlack and collaboration with language and cultural experts on the tactical changes that could and should be made, merriam-webster.com and dictionary.com completed updates to the entry for black, driving visual and semantic distance between Black identity and the association with something that is evil, soiled or stained. My Black Is Beautiful is committed to acknowledging and celebrating a robust, flexible and affirming picture of Blackness and continuing to spotlight all that is beautiful about Black culture (shapes, shades, textures, identities, ages and self-expression).

VIDEO: CHANGE THE WORDS



More than 10,000 people in UAE took the Tolerance Pledge, showing their respect for the country's diversity.

P&G's Carrefour Shoppers Show Their Support for Diversity & Inclusion Throughout the United Arab Emirates

We partnered with Carrefour, operated by Majid Al Futtaim in UAE, to encourage people of the UAE to share their respect of and acceptance for the country's diversity and inclusion through a national initiative. More than 10,000 people took the Tolerance Pledge, both in-store and online via their social media accounts, using the hashtag #TolerancePledge as part of the UAE's Year of Tolerance. The number of videos submitted set a new Guinness World Record that underlined how important diversity and inclusion is to everyone who lives in the country. The Tolerance Pledge reflects the openness and acceptance found in UAE society, which is made up of more than 200 nationalities, and dozens of religions and diverse beliefs. Those taking part in the campaign recorded themselves saying the following, "I pledge to respect and accept people whose abilities, beliefs and culture are different from my own."

Using Our Voice

P&G Philippines Uses its Voice to Celebrate Diversity in Many Ways

P&G Philippines is using its market-leading brand voice to spark conversations on diversity & inclusion and gender equality. Some examples include Safeguard's "Pabaon sa Buhay" film featuring the first-ever indigenous Filipino who graduated from the Philippines' premier state university; Vicks' challenge to the stigma associated with children born with HIV; and Pantene's "Stronger Now" campaign featuring a transgender ambassador.

SAFEGUARD'S PABAON SA BUHAY

VICKS CHALLENGE

PANTENE'S STRONGER NOW

Pantene's "Power of Grey Hair" Campaign Shapes Culture in Europe

At Pantene, we understand the power of hair. It is identity; it is self-esteem; it is confidence. That's why we are on a mission to give women more great hair days, creating products and campaigns that transform both her hair and her world for the better. This year across Europe, Pantene launched a new campaign, "The Power of Grey," that proudly celebrates women embracing their grey hair, aiming to transform the cultural narrative around it. While greying is biological and gender agnostic, men with grey hair are considered silver foxes while women are considered to be letting themselves go. By challenging society's views on the appropriateness of grey hair, we intend to remove the cultural shame. Women can now embrace their grey hair with "Pantene Hair Biology Grey & Glowing" collection just for them. #PowerofHair, #PowerofGrey

THE POWER OF GREY





10,000

children and young people with intellectual disabilities have been supported by the Special Olympics Project in alliance with Migros.

Making an Impact

P&G Turkey Celebrates 15 Years of Partnership with Special Olympics Athletes

In 2019, P&G Turkey celebrated its 15th year of partnership with Special Olympics whose mission is to give children and adults with intellectual disabilities continuing opportunities to develop physically and mental to inspire others to open their hearts to a wider world of human talents and potential. Our Special Olympics Project partnership with supermarket retailer Migros has enabled us to make a difference in the lives of 10,000 children and young people since 2004. And in the last three years, we also supported 700 young athletes between the ages of 2–4 with intellectual disabilities. This project has been one of the biggest retailer and brand collaborations, and one of the long-lasting Diversity & Inclusion projects in Turkey.

VIDEO: YOUNG ATHLETES

Great Minds Do Not Think Alike

With no two diagnoses the same, Autism Spectrum Disorder (ASD) is a condition that needs careful understanding to enable individuals on the spectrum to thrive. Full-time employment for adults on the autistic spectrum is disappointingly low given the skills that many autistic people can offer potential employers. To drive diversity and inclusion and create innovative growth, we have stepped into the realm of Neurodiversity—an umbrella term for those who think differently. Neurodiversity is a proven approach to growing innovative thinking and the power comes from combining neuro-typicals with the neuro-diverse to deliver the business. Programs have been launched in the UK, Boston, Costa Rica and Cincinnati offices to learn as a Company how to hire this dynamic talent and capture candidates' unique problem-solving methods. We believe that people with ASD are a source of untapped talent as they are often focused, analytical and have a special appreciation for systems and patterns. That's also the reason why these individuals are adding significant value to our Company. Employees from this program are currently working in the fields of R&D and Smart Robotic Automations. We see these programs as an innovation strategy to source diverse talents and drive business outcomes. Early results are positive, leading to plans to expand the program in the future.

Making an Impact

P&G Germany and REWE Build Inclusive Playgrounds

With the citizenship campaign "Stück zum Glück" ("Piece of Happiness"), P&G Germany and REWE, one of the largest grocery chains in Germany, have joined forces with the non-profit group Aktion Mensch to build inclusive playgrounds across Germany over several years. The campaign demonstrates how a joint citizenship campaign can improve the lives of our consumers while also building the business. The objective is to build more than 30 inclusive playgrounds where children with and without disabilities can jointly experience new adventures every day. The project has built or renovated 17 playgrounds in the first half of its three-year commitment, and will leverage $1.1 million in donations.

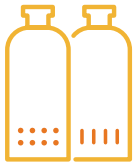


Seventeen playgrounds have already been built or renovated across Germany.

Herbal Essences Introduces Inclusive Bottle Design for People with Low or No Vision

Globally, it's estimated that approximately 1.3 billion people live with some form of distance or near vision impairment, and 36 million people are classified as blind. Alleviating in-shower confusion helps these consumers perform daily tasks like showering with more confidence. P&G's first ever Accessibility Leader, Sumaira (Sam) Latif, joined forces with Herbal Essences to make it easier for vision-impaired consumers to distinguish shampoo and conditioner products through the sense of touch. The new enhanced package features tactile indentations—stripes for shampoo and circles for conditioner—that help differentiate the bottles. Herbal Essences has been recognized by the Business Disability Forum with a Disability Smart Design Award in 2019 for designing outstanding products that recognize the needs of disabled consumers.

WOMEN IN STEM: SAM LATIF ↗



Herbal Essences is making sure their products are inclusive for all consumers with a visual impairment aid—raised indentations that differentiate shampoo and conditioner.

Advancing Conversation and Action Across the Grocery Industry

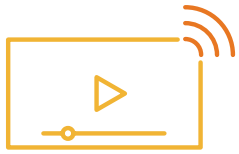
What started out as a small-scale industry mentoring program, grew to become the inaugural Diversity in Grocery Conference held at Wembley Stadium in London on March 7, 2019. We played a leading role as one of five founding partners (Tesco, Accenture, Mondelez and Coca Cola) and one charity partner (GroceryAid) to advance conversations and drive action in the D&I space across the industry. The event was highly-attended with participants at all levels from a wide range of companies and disciplines across the grocery industry all with a common interest to take action in leading change, enabling them to achieve their best without being held back by bias. A mix of industry leaders candidly shared their own experiences and participants attended workshops that focused on inspiring ideas to take back to their organizations. The event enabled us to come together with key partners across the industry and move beyond the everyday business transactions to develop a deeper connection to the people that fuel the industry.



Making an Impact

Moving for Inclusion with Audio-described Ads in Spain

It is estimated that there are 3.85 million people with disabilities in Spain, representing 8.5% of the population. Of these, almost a million have some kind of sight loss. Our diaper brand Dodot is the first one in the Spanish market to broadcast its advertising to visually impaired people by incorporating an audio narrative placed on the content to describe what is shown in the images. As of September 2018, we promoted inclusion through additional brands, with a total of 60 audio-described ads.



We are incorporating audio narratives in ads for visually impaired people, describing what's shown in the images.

Expanding the Talent Pool

Studies show that diverse teams outperform homogeneous teams. The best thinking, best ideas and best innovations come from teams with diverse backgrounds and experiences, which provide different ways of thinking and working together. This year, Gallaudet University, a private university for the hearing impaired, supplied our headquarters in Cincinnati with three summer interns in IT cybersecurity, working on infosecurity across P&G's operations. These hearing-impaired interns excelled in their work and embodied our commitment to leveraging multiple sources of talent to meet business needs. There is a race for talent, specifically in IT fields like Information Security, so we are actively working through many channels to expand the pools of talent we draw from.



Changing the Culture

Celebrating 50 Years Since Stonewall with World Pride

As a Company, we know how important it is to ensure all our employees feel included, valued and able to bring their best selves to work every day. We also know that as the world's largest advertiser we can use our voice as a force for good and a force for growth. In honor of the 50th anniversary of the Stonewall uprising and 25th anniversary of our employee affinity group, GABLE, P&G and our brands celebrated the march toward equality for LGBT+ individuals.

In addition to being one of 12 founding members of the first global coalition committed to fostering LGBT+ equality in the workplace throughout the world, we're also a founding partner in Stonewall's Global Diversity Champions effort.



To celebrate Pride 2019, we were a platinum sponsor of the World Pride celebration in June in New York City. Throughout the week, we participated in various activities:

Queer City: A CNN Experience was a multimedia museum experience that offered an intimate look at the everyday New Yorkers behind queer history's landmark moments.

Herbal Essences Garden Wall featured a selection of biodiverse flowers reaffirming the brand's commitment to all those who express their true nature. Participants were invited to celebrate those who planted the seeds of the gay rights movement by placing a flower on the garden wall in their honor.

World Pride March capped off the week as our employees proudly strode down Fifth Avenue with a large float blasting live music and five P&G brands riding in fancy trikes—Gillette, Herbal Essences, Metamucil, Pantene and Secret. It was an unforgettable moment for employees!

Globally, we actively participated in nearly 50 Pride celebrations on five continents. We also marked a milestone with our 2019 expansion of Pride support into Asia with our presence in the Metro Manila Pride March in the Philippines.



Crest Smile with Pride

In June, Crest Canada executed the #CrestSmileWithPride program for the third year. P&G employees, their families and friends marched with Crest during the Toronto Pride Parade. This was a part of a bigger shopper marketing program and video campaign that brought to life real stories about a time a smile from an ally made an impact on an LGBT+ community member. Crest also donated $50,000 toward Canada's largest LGBT+ community center.

JAY'S STORY ↗

VANESSA'S STORY ↗

JUICE BOXX'S STORY ↗

Changing the Culture



Bangkok Plant Expands its D&I Efforts

At P&G Thailand's Bangkok Plant, we have holistic programs to support working women and working moms throughout their life stages, including extended maternity leave and upgraded medical insurance to cover maternity checkups. We have also developed enhanced trainings, networks and consultation sessions, from internal and external resources, to provide coaching on parenting, career advice and Work Life Solutions services for employees and their families. We also created a formal group to provide a trusting and supportive environment for working parents to share parenting tips and experiences. To advance female representation, we have female leaders join campus hirings and deliver leadership talks to showcase Company efforts in Gender Equality and Diversity & Inclusion as a part of our recruiting efforts.

This year, we also extended our Diversity & Inclusion efforts beyond gender equality, adding four D&I areas that would best benefit the organization: Generations, GABLE—the affinity group for Gay, Ally, Bisexual, Lesbian and Transgender Employees, Flex@Work and Working Parents. Throughout the year, the team organized a full-fledged D&I campaign that included speaking opportunities, video broadcasts, booth activations, email campaigns, etc. To attract millennials, the plant underwent a digital transformation. For LGBT+ employees, the team kicked off trainings, upgraded policies for domestic partners and launched a campaign to be an ally of GABLE. On Flex@Work, training sessions for all employees were held to guide them on how to navigate their careers successfully.

P&G Japan Further Drives D&I Externally

With its Diversity & Inclusion advocacy program, P&G Japan showcases its 25 years of growing D&I culture, systems and people within the organization. The Company also reached outside its walls to inspire Japanese society by its involvement at the "World Assembly for Women (WAW!) 2019, led by the Ministry of Foreign Affairs, and W20, where it conducted inclusion training for managers. This year's efforts helped P&G Japan directly reach more than 80 companies and organizations and more than a thousand business leaders. This is in addition to the more than 300 companies and organizations the Company has worked with in the last 2.5 years.

Changing the Culture

P&G Employee Affinity Groups

Affinity groups connect employees based on similar interests or aspects of diversity, enabling them to feel valued, respected and included, while empowering them to perform at their peak. They foster understanding for the interests and needs of employees in their groups and provide us with assistance in attracting, retaining and developing people. Additionally, affinity groups provide assistance in understanding and meeting the needs of consumers of their group, and expand our opportunities to make a difference in local communities through volunteering.



The Corporate Women's Leadership Team (CWLT) is committed to the advancement of women.

Global Affinity Groups

People with Disabilities Network

At P&G, we value diversity, including disability diversity, that's why 38 years ago we founded the People with Disabilities (PWD) Network aligned with the U.S. enactment of the Americans with Disabilities Act. The global PWD group shares "coping strategies" with each other and with colleagues to enable others with disabilities to perform at their peak in the workplace and enable managers and colleagues to become disability confident. The PWD Network also leverages their diversity to influence Company strategies on things like inclusive product development and inclusive advertising.

GABLE

GABLE is dedicated to fostering an inclusive, supportive global network that enables Lesbian, Gay, Bisexual and Transgender (LGBT+) employees, and their allies, to contribute to their fullest potential and to bring their whole self to work every day. What began more than 25 years ago as largely a North American-centered network for fostering workplace equality for LGBT+ employees has grown into a supportive and global community, with chapters in 40 countries in every region of the world. These chapters represent the diversity of our employees, as well as strong allies to support individuality and inclusion.

Corporate Women's Leadership Team

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 CWLT continues to be actively involved in events and programs that promote mentoring, sponsorship, the development of leadership skills, flexibility and increasing representation of women throughout the Company.

Changing the Culture

Regional Affinity Groups

African Ancestry Leadership Network
The African Ancestry Leadership Network (AALN) was the first employee affinity group established at P&G and reflects P&G's century-old commitment to the African American community. In the early 1950s, the Company reaffirmed its commitment to diversity by hiring black skilled technicians and laborers. In 1958, with the launch of Drene Hair Care print advertising, we progressively evolved our advertising and media communications to include positive portrayals of diverse communities, which was not common at the time. African Ancestry employees have been integral in helping the Company become a corporate leader in innovation, leadership, diversity and inclusion by developing capabilities and insights that improve representation and contributions at all levels of the Company, and this has been a catalyst for other affinity organizations. The AALN's current focus includes recruiting, mentoring and sponsorship, talent development, and community engagement.

Hispanic Leadership Network
There are approximately 60,000 Latinos living in the Cincinnati area, home to our global headquarters. With language, economic and education barriers, life in Cincinnati can be difficult for many Hispanics. A team of dedicated P&G volunteers comprising the Hispanic Leadership Network in Cincinnati are united in their quest to improve people's lives inside and outside the Company. This group volunteers in the community in the areas of health, education and the arts, and actively engages in programs that support young Hispanic talent.

Asian Pacific American Leadership Team
One of the fastest-growing groups in North America, the Asian Pacific American Leadership Team (APALT) represents the Asian-Pacific Americans who have made major contributions to our business, at every level of the Company. The team offers opportunities for networking and is actively involved in recruiting, retaining, developing and advancing employees of Asian-Pacific heritage.

Native American Indian Leadership Team
The mission of the Native American Indian Leadership Team (NAILT) is to enable employees with a strong Native American Indian 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. By strengthening the network across North America, NAILT aims to develop talent of North American Indian employees through mentoring, training, informal connections and talent career support. The group also volunteers in local communities where our employees live and work, aiming to improve the lives of people through education and community service.

Veterans and Reservists Network
The Veterans and Reservists Affinity Network enables P&G to be the employer of choice for military veterans and reservists by unleashing their talents for maximum impact and helping them strengthen local communities. The network focuses on recruiting veterans, enabling our employees still serving in the Reserves/National Guard, upskilling veterans for bigger impact, providing experienced P&G Military Veterans as mentors to veteran new hires, and giving back to the 25 communities where our P&G Military Veterans work.

Affinity groups are key enablers for employees to feel valued, respected and included.



Awards and Recognitions

Human Rights Campaign Corporate Equality Index Perfect Score—6th Year in a Row

Forbes Best Employers for Diversity

Diversity Inc. Top Companies for Diversity

Disability Equality Index (DEI) Best Places to Work 2019

Disability Matters Workforce Award for Marketplace

The National Organization of Disability (NOD) Leading Disability Employer Seal

DiversityComm/U.S. Veterans Magazine—Top Supplier Diversity Program

The Corporate Charter of Diversity Award for Participation in 7th German Diversity Day

Company Agreement for Equal Opportunities and Equal Participation of Disabled People at P&G Germany

Canada's Best Diversity Employer Award 2019

Canada's Top Employers for Young People 2019

Costa Rica Incluye 2018





Gender Equality



We aspire to build a better world for all of us—inside and outside of P&G. A world free from gender bias, with equal voice and equal representation for all individuals. A world where everyone sees equal. When we do this, economies grow, communities are healthier, businesses can thrive, and the world is a better place for everyone.

At P&G, we're focused on three areas where we can have the greatest impact. First, we're leveraging our significant voice in advertising and media to tackle gender bias. We're also removing barriers to education for girls and economic opportunities for women through corporate and brand programs and policy advocacy. And we're creating an inclusive, gender-equal environment within P&G, while advocating for gender and intersectional equality in workplaces everywhere, so that everyone can contribute to their full potential. In each of these areas, we partner with highly-engaged organizations that share our commitment, combining our resources, talents and skills to have a bigger impact.

VIEW HIGHLIGHTS VIEW MORE STORIES

HIGHLIGHT

Always Works to #EndPeriodPoverty and Keep Girls in School

Lack of access to period products is often referred to as 'period poverty,' and it causes girls to miss school, sports and other developmental experiences which can limit girls' confidence and potential far beyond puberty. In countries like Canada, Mexico, Turkey, the UK and the U.S., a surprising number of girls miss school because they don't have access to period products—nearly one out of five girls in the U.S.!

As a brand that has championed girls' confidence for more than 35 years, Always launched the #EndPeriodPoverty campaign to raise awareness of the issue and encourage people around the world to take action—and they have! Since starting in the UK, Always has expanded the campaign to 10 countries and donated more than 50 million period products. In March 2019, the UK government announced free period products in secondary schools and universities. In Canada, the Toronto Public School Board made a commitment to provide free period products across its nearly 600 elementary and secondary schools.

Together with P&G, Always also supported the launch of the Girls Opportunity Alliance (GOA). We matched public donations up to $250,000 to GOA's Go Fund Me campaign for grassroots girls' education projects around the world, including puberty education, period products and other support to help girls stay in school. We know that when we give girls the opportunity, they seize it #LikeAGirl!



HIGHLIGHT

Equal Work, Equal Sweat, Equal Pay

As a brand made for women since 1956, Secret wholeheartedly believes women should not have to sweat being paid fairly. On the heels of the U.S. Women's National Team (USWNT) World Cup win in July, the Secret brand shocked the world when it announced that it would donate more than $500,000 to the USWNT Players Association in an effort to close the gender pay gap in U.S. soccer—making it the first official sponsor to publicly support the team's fight for equal pay.

Pictured right: Crystal Dunn, Member of USWNT

Secret was the first official sponsor to publicly support the U.S. Women's National Soccer Team's fight for equal pay.

EQUAL PAY FOR ALL



HIGHLIGHT

Ariel #ShareTheLoad and Pampers #LoveTheChange Promote Equality

Ariel expanded its 2015 #ShareTheLoad campaign this year with a new film that asks, “Isn’t it time we change the way we raise our sons and teach them what we teach our daughters?” Ariel is hoping to challenge social norms and change hearts, minds and behaviors. Since the beginning of the campaign, the percentage of Indian men who think “household chores are a woman’s job” dropped from 79% to 52%.

Pampers research found that nearly three out of four dads feel society places less value on their parenting role, which is especially evident when it comes to changing table access in public restrooms. So in conjunction with Father’s Day, Pampers committed to install 5,000 changing tables in restrooms across the U.S. and Canada by 2021 in connection with its #LoveTheChange campaign.

#SHARETHELOAD: INDIA

#LOVETHECHANGE



HIGHLIGHT

A New Playbook for Workplace Equality

At P&G, we are exposing and challenging the myths about women at work—and advocating for a new playbook that more broadly addresses the systems, policies, processes and bias that hold women back in the workplace and the world. At P&G-hosted #WeSeeEqual forums around the world, we convened notable advocates for gender equality, industry partners, government representatives and our own engaged employees, inspiring all to continue to advocate for change within the workplace and in their communities.

India

We were honored to be joined in Mumbai by Phumzile Mlambo-Ngcuka, United Nations Under-Secretary-General and Executive Director of UN Women, as well as gender equality champions from Egypt, South Africa and UAE.



Singapore

Julia Gillard, former Prime Minister of Australia, highlighted her experiences in politics and current academic work. We also introduced the graduates of the first Women's Entrepreneurs Development program co-led by P&G and WEConnect International.

Cincinnati

In honor of International Women's Day, a powerful lineup of truth-tellers from sports, comedy, music and more had engaging conversations about gender and intersectional equality. Guest speakers included Abby Wambach, Hannah and Jake Graf, Luvvie Ajayi, Maysoon Zahid, MILCK, Sabrina Jalees and Wade Davis.

WOMEN DELIVER

Beyond the intersectional conversations at the #WeSeeEqual forums, our "Women at Work: Myth vs. Reality" interactive exhibit was a highlight during the Women Deliver 2019 Conference in Vancouver, Canada. This international four-day event championed gender equality and the health and rights of girls and women everywhere. During that event, we were announced as a founding member of the Deliver for Good Business Ally Network and hosted meaningful partner conversations with more than 20 organizations focused on solutions to achieve gender equality.

Pictured below: Julia Gillard with Carolyn Tastad visiting the Myth vs. Reality: Women at Work exhibit.

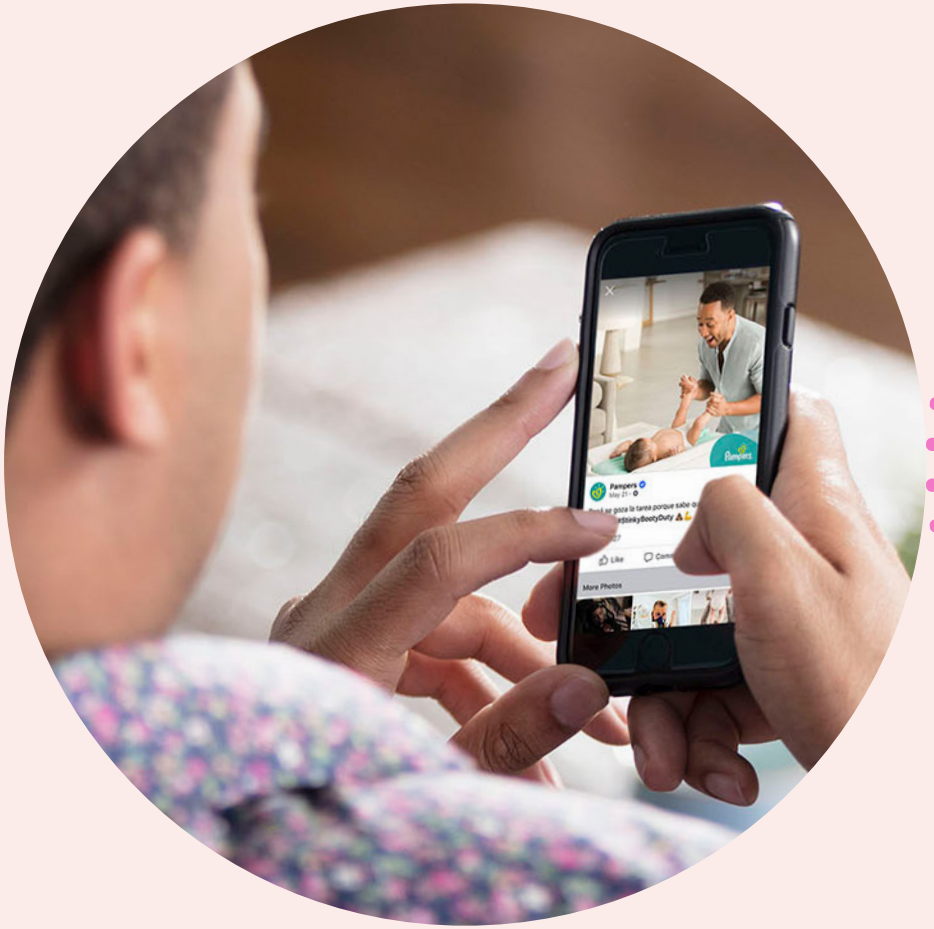


HIGHLIGHT

Influencing Culture Through Media and Advertising

We understand the opportunity we have to influence culture through media and advertising—and we believe that equality in our ads begins with greater equality in the advertising industry. This year, we championed efforts including:

- Association of National Advertiser's #SeeHer Movement, which promotes the accurate portrayal of women and girls.
- Free the Work, which aims to get more women and underrepresented creators involved in all aspects of the creative process.
- #SheIsEqual Summit, co-hosted with Global Citizen and the Association of National Advertisers, to inspire broader action for gender equality during the 2018 UN General Assembly in New York City.



HIGHLIGHT

#ShareTheCare Helps Workplace Equality Begin at Home

We embrace the new expectation that parenting and caring for the home is for all genders. Our new parental leave policy in Europe, #ShareTheCare, enables fathers to take an average of eight weeks of paid leave within the first 18 weeks of their child being born or adopted. More than a policy change, it is a step toward shifting cultural norms by making child caregiving gender unbiased.

Photo Credit: Maryia Ramanava

Our new parental leave policy in Europe seeks to make child caregiving gender unbiased.





Gender Equality

- Message from Carolyn Tastad
- Using Our Voice
- Making an Impact
  - Keeping Girls in School
  - Girls in STEM
  - Economic Advancement for Women
- Changing the Culture
- Gender Equality Partners
- Awards and Recognitions

Message from Carolyn Tastad

Group President North America, Chief Sales Officer & Executive Sponsor Gender Equality



"We have an unwavering commitment to gender equality. Our aspiration is to create a world free from bias—with equal voice and equal representation for all individuals.

Over the past year, we've used our voice to advocate for a new playbook for gender and intersectional equality in the workplace—one that moves beyond targets and quotas for women and the sponsorship of women and women's development programs. While these things are important, they aren't enough.

To go further and faster, we need more robust talent systems, and more intentional planning. We need to drive equality-based policies and practices—like pay and wealth equality and parenting leave for both parents—because caregiving has no gender, and equality at home enables equality at work. And, we need to broaden our definition of what a leader looks like, by developing highly-collaborative leaders with different styles, experiences and skills who can bring people together and build the workplace of the future.

Several of our brands are also raising their voices and taking meaningful action to remove barriers to equality for women and girls, from tackling pay inequality to ending period poverty to showing men as equal partners.

This is what we believe at P&G and it's the change we're trying to drive broadly."



At Dubai Lynx, we shared why we are using our brands to promote positive debate about gender issues.

Using Our Voice

Influencing Culture Through Media and Advertising

We understand the opportunity we have to influence culture through media and advertising, and we believe that equality in our ads begins with greater equality in the advertising industry. This year, we championed these efforts:

- The Association of National Advertiser's #SeeHer Movement, which promotes the accurate portrayal of women and girls.
- Free the Work, which aims to get more women and underrepresented creators involved in all aspects of the creative process. In order to sustain this movement, we're committed to fostering a creative supply chain that promotes equality—leveraging 50% women in brand teams, agencies and commercial directors who produce ads.
- #SheIsEqual Summit, co-hosted with Global Citizen and the Association of National Advertisers, to inspire broader action for gender equality during the 2018 UN General Assembly in New York City.

These actions underscore our commitment to constructively disrupt media and create a world where everyone feels well-represented, included and valued.

Promoting Gender Equality in India, Middle East and Africa's Ad Industry at the Dubai Lynx Creative Festival

We attended Dubai Lynx, the Middle East's biggest creative festival, to share our views on why gender equality matters, both in front of the camera as well as behind. During an all-brand panel discussion on removing bias from advertising in the Middle East and North Africa (MENA) region, we shared our views on why we believe in gender equality and how we have used our brands to promote positive conversations about gender issues, including Ariel's #ShareTheLoad campaign. We also discussed how we can promote gender equality through the creatives we hire to tell powerful stories locally. We are committed to changing how both men and women are perceived in advertising globally, including in markets across India, the Middle East and Africa.

Using Our Voice

Equal Work, Equal Sweat, Equal Pay

On the heels of the U.S. Women's National Team (USWNT) World Cup win, Secret shocked the world with an announcement that it would donate more than a half million dollars to the USWNT Players Organization in an effort to close the gender pay gap in soccer—making it the first official sponsor to so publicly support the team's fight for equal pay.

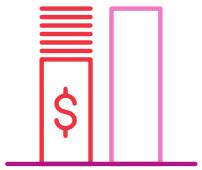
"Secret knows there are many things that make women sweat, but we believe equality should never be one of them. We're committed to using our brand voice and platform for progress, with a focus on fighting for equal pay and equal representation for all women."

SARA SAUNDERS
Associate Brand Director for Secret

"We have supported this history-making team all year long, and we are focused on driving advocacy and action for systemic change," said Sara Saunders, Associate Brand Director for Secret.

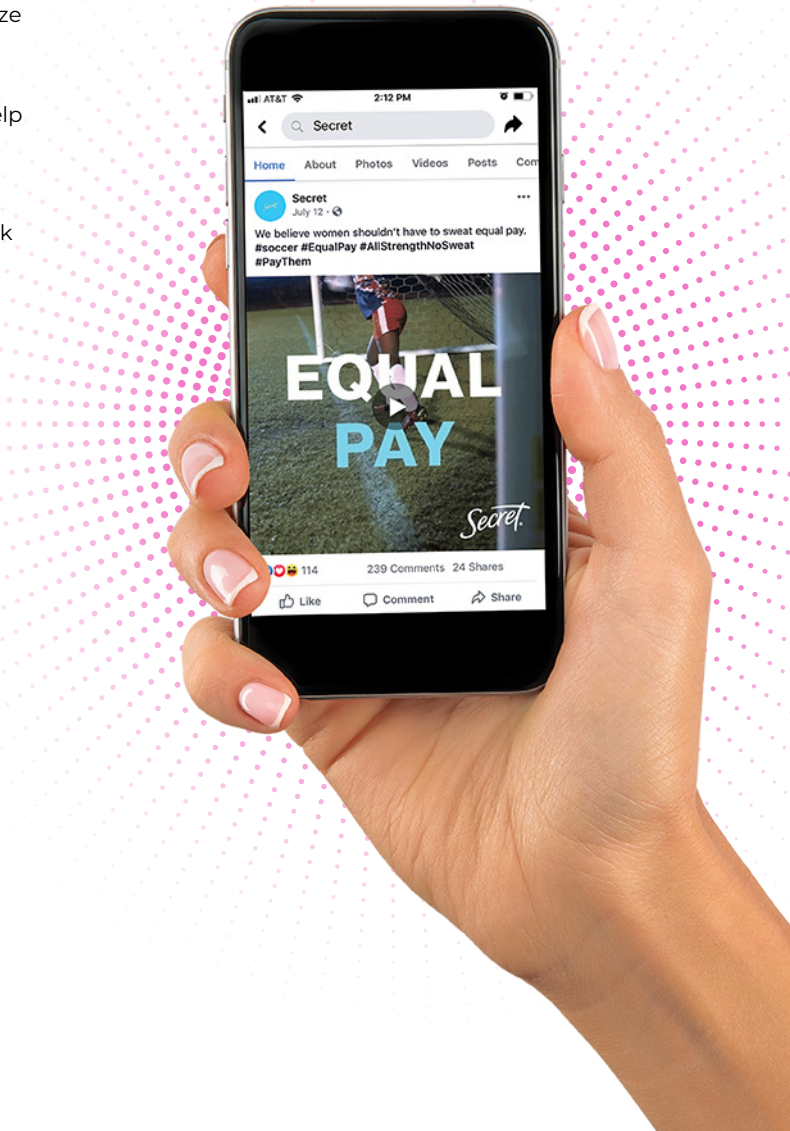
"This change begins with us doing our part to help close the gender pay gap with a contribution of more than $500,000 to the U.S. Women's National Team Players Association. This figure is inspired by the strong women of the USWNT. As a partner of U.S. Soccer, we recognize this is a multi-layered issue, and we look forward to working with the USSF (United States Soccer Federation) and the USWNT Players Association to help recognize that equal work and equal sweat deserve equal pay for all."

First shared via a one-page manifesto in The New York Times, this proclamation was met with widespread enthusiasm and respect from the players, press and public. The announcement sparked coverage by nearly all major news and sports news outlets and on social media.



Secret donated more than $500,000 to the USWNT Players Organization in an effort to close the gender pay gap in soccer.

EQUAL PAY FOR ALL



Using Our Voice

Ariel Urges Families To #Sharetheload

The Ariel #ShareTheLoad campaign in India launched in 2015, aiming to open lines of communication about equal distribution of household chores among family members. The brand started by asking a simple question: "Why is laundry only a woman's job?" In 2016, the campaign and question evolved to, "Why is laundry only a mother's job?" With a third campaign in 2019, Sons #ShareTheLoad, Ariel asked, "Isn't it time we change the way we raise our sons and teach them what we teach our daughters?" Through these provocative campaigns, Ariel is challenging social norms and helping to change hearts, minds and behaviors around gender equality. Statistics show that when Ariel first launched the #ShareTheLoad campaign, 79% of Indian men thought 'household chores are a woman's job.' In 2018, this number was down to 52%, signifying that change has begun.

Ariel is challenging social norms and helping to change hearts, minds and behaviors around gender equality.

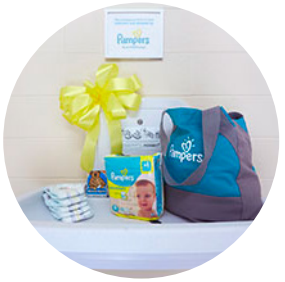
#SHARETHELOAD: INDIA

#SHARETHELOAD: FRANCE

After the successful campaign in India, Ariel continues to engage on the sharing of tasks with a campaign specifically designed for the French market. The #PartageDesTaches campaign aims to promote the idea that there are no more excuses for not sharing household chores. When children see their father doing laundry, they understand that it's not just a feminine task. This campaign has been awarded "Best Responsible Communication Campaign" by the French Advertisers Association (UDM). UDM recognized Ariel's engagement and willingness to renew a societal debate, using its brand image and established reputation.



Pampers Commits to Provide 5,000 Baby Changing Tables in Men's Public Restrooms across North America by 2021



Did you know that dads spend three times more time on childcare versus 40 years ago, but nine out of 10 have experienced a restroom without a changing table? Although legislation in the U.S. has been passed federally (BABIES Act—mandates a changing table in all restrooms in federal buildings) and locally (NY and California), there is still a need throughout the country. Pampers recognizes dads are more hands-on than ever and wants to help enable them to take the best care of their babies. As part of its "Love the Change" campaign and just in time for Father's Day 2019, Pampers announced its commitment to provide 5,000 changing tables for men's restrooms across North America by 2021, so more dads and babies can #LoveTheChange together when they're out-and-about. Pampers is working with partners, such as father Donte Palmer who founded #squatforchange, to champion thousands of dads who have used social media to voice their desire to see changing table equality. Within three months, nearly 1,000 Pampers-sponsored Koala Kare changing tables have been installed across the U.S. and Canada.

#LOVETHECHANGE

Using Our Voice

SK-II's "Meet Me Halfway" Inspires Single Women in China to Overcome Marriage Pressure by Taking the First Step

Millions of young single women in China experience a disconnect from their parents citing marriage pressure as one of the top reasons. Many find themselves having to choose between living up to their parents' and society's expectations and timelines of marriage and their own dreams and aspirations.

SK-II premiered an online documentary film that further broaches the topic of marriage pressure with an emotional appeal to single women worldwide—"Meet Me Halfway." An extension of the SK-II's ongoing #changedestiny philosophy, "Meet Me Halfway" follows the real-life stories of three young single Chinese women as they bravely take on the daunting first steps of reaching out to their parents after years of avoiding and not returning home due to marriage pressure.

The film takes viewers to the heart of the matter, candidly showing the women's first attempts of opening up to their parents about their lives and the marriage pressure they have been dealing with. Through meeting halfway, both literally and figuratively, daughters begin to see their parents in a different light and come to the realization that the questions from their parents causing their burden were coming from a place of love and genuine care. Through bridging daughters and parents and facilitating an open dialogue about marriage pressure, SK-II hopes to provide a platform where mutual understanding can be achieved to empower women to make their own choice, in their own time.

Learn more about SK-II #changedestiny at www.sk-ii.com.

SK-II: MEET ME HALFWAY ↗



SK-II hopes to empower single women to make their own choice, in their own time.





Making an Impact— Keeping Girls in School

Always Works to #EndPeriodPoverty and Keep Girls in School

Lack of access to period products due to economic reasons is often referred to as 'period poverty,' and it causes girls to miss school, confidence-building activities and other developmental experiences, limiting girls' potential and opportunities far beyond puberty. In countries like Canada, Mexico, Turkey, the UK and the U.S., a surprising number of girls miss school because they don't have access to period products—nearly one out of five girls in the U.S.!

As a brand that has been championing girls' confidence for more than 35 years, Always expanded their efforts and launched the #EndPeriodPoverty campaign in 2017 to raise awareness of the issue, spark conversation, and take action with the help of people all over the world. The campaign started in the UK and since then, has launched in 10 countries and donated more than 50 million period products to help girls stay in school. In March 2019, the UK government announced free period products in secondary schools and colleges and was followed by the Toronto Public School Board with free period products in all elementary and secondary schools.

Together with P&G, Always also supported the launch of the Girls Opportunity Alliance (GOA). We matched public donations up to $250,000 to GOA's Go Fund Me campaign for grassroots girls' education projects around the world, including puberty education, period products and other support to help girls stay in school. We know that when we give girls the opportunity, they seize it #LikeAGirl!

India

In 1995, Whisper introduced its flagship Whisper Menstrual Health & Hygiene School Program, a health and hygiene program wherein we educate girls on menstrual hygiene practices and build their confidence to overcome the overwhelming challenges they face during puberty. We also handpick teachers, who are mothers and pad users, to advocate and counsel school girls on the use of sanitary protection and bust the myths and superstitions associated with the use of sanitary pads. Today, we run this program with the active support of 40,000 schools educating about five million adolescent girls annually. Since 1995, we have educated more than 25 million girls about menstrual hygiene. We are also working with the Goa Government to set up an educational module on Menstrual Hygiene Management as part of the value-added education in government schools.

WORLD MENSTRUAL HYGIENE DAY

Making an Impact — Keeping Girls in School

Always Works to #EndPeriodPoverty and Keep Girls in School (continued)

Turkey
Always sister brand, Orkid, sparked a national conversation in Turkey with #KeepGirlsInSchool, a campaign to raise awareness about the lack of access to period products affecting millions of girls throughout the country. In partnership with local NGO TOCEV, Orkid committed to donating four million pads and organizing hygiene education classes across Turkey. The campaign was launched at the first global "Let's Talk!" event, celebrating women's health champions, followed by the kick-off of a nationwide campaign featuring celebrities and influencers.



South Africa, Kenya, Nigeria
The Always Keeping Girls in School program reaches vulnerable girls with essential puberty and confidence education and donations of sanitary pads, so that they can commit to their education and their future. Since 2008, we have reached more than 200,000 girls and donated more than 13 million pads in South Africa, Kenya and Nigeria. Menstruation-related issues are a gender-based barrier to girls' education. There are many reasons that children may miss school — but being a girl should not be one of them.

ALWAYS KEEPING GIRLS IN SCHOOL ↗

France
A survey conducted in late 2018 by Always shows that about 130,000 French girls miss school each year because they do not have access to hygienic protection during their period. This is why the brand partnered with Dons Solidaires — an association that fights against waste and exclusion and launched the campaign #Nonàprécaritémenstruelle (No to Period Poverty).

During March and April 2019, for every Always pack purchased or photo posted on social media with the hashtag #Nonàprécaritémenstruelle, Always donated an Always pad to Dons Solidaires. In total, the brand donated four million pads to the association, to be distributed to vulnerable young girls. We will have a second wave of the campaign next year.



There are many reasons that children may miss school — but being a girl should not be one of them.

Making an Impact — Keeping Girls in School

Always Works to #EndPeriodPoverty and Keep Girls in School (continued)

Malaysia

We partnered with global drug and perfumery retailer, Watsons, to support girls living in orphanages in Malaysia by providing them with access to Whisper sanitary pads. Thanks to the partnership with the local NGO, The Lost Food Project, more than 100,000 sanitary pads were provided to girls enabling them to continue to participate in school and other activities during their periods. The program not only benefitted the girls who received the products but also enabled the orphanages to use the resulting savings to purchase other necessities like food and diapers for babies.

Canada

Always has provided more than five million elementary and secondary school students puberty and education materials through its long-standing partnership with schools across Canada. This year, Always donated more than 1.5 million period products through schools that support the Always Puberty and Confidence Education Program.

Recently, Always and Tampax announced a partnership with United Way. The Period Promise Research Project, funded by the local provincial government will study the magnitude of period poverty, what impact it has on our communities, and determine if agencies working in our communities might be a part of the solution. For a full calendar year, a handful of agencies around the province will be provided with free menstrual products. These agencies and some of their clients will provide the United Way of the Lower Mainland with information about how this product has affected their organization or their personal lives. That data and any policy recommendations that develop as a result will be distilled and reported back to the Government of British Columbia. This is the first research project of its kind in Canada.





Making an Impact — Keeping Girls in School

Introduction of Greater China #LikeAGirl Butterfly Program

The Greater China #LikeAGirl (LAG) program was launched in 2016 and has become an annual corporate responsibility event in honor of Women's Day. The mission of LAG is to empower girls to be whoever they want to be. There are millions of girls who are left behind in villages as their parents go into the cities to work. The program provides pubescent village girls with care toolkits during their period confidence classes. The toolkits include Whisper period products and puberty education brochures. This donation is in addition to the Whisper pads donated to schools in China through our school education programs.

Always — Teachers of Confidence

In 2017 we discovered that one out of five Romanian children abandon school and give up on their dreams. We want to help them build their confidence throughout education and inspire them to follow their dreams. In partnership with Teach for Romania, a local NGO directly connected with children from underprivileged areas, we launched the Teachers of Confidence. The campaign enables professors from Teach for Romania to focus a full year on inspiring children and helping build their confidence. In 2019, we took the partnership to the next level by supporting six "Teachers of Confidence" in teaching history, literature, art and Latin in six different schools.



Millions of "left behind" girls get period products from our school education programs.

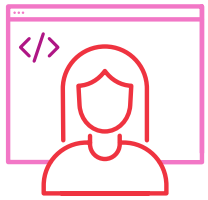
Evax Girls Everywhere

The Girls Everywhere in Spain project is a joint effort of Evax feminine protection pads and the Inspiring Girls Foundation. The mission of the project is to increase the visibility of females in a variety of professional roles, including science, music, engineering and sports. By inviting women from a variety of professions to schools to share their stories with school-age girls, we help remove the biases and mental barriers that can keep girls from achieving their professional ambitions. We hope that by seeing women in a variety of jobs and professions, girls will be more confident in choosing the careers that are best for them.

Making an Impact—Girls in STEM

Coding the Solution: Getting More Girls Into STEM

We are committed to reducing barriers preventing girls from accessing education. This is especially important in science, technology, engineering and math (STEM) fields, where fewer than one in five computer science graduates are women. This year, we signed on as a corporate partner with Girls Who Code, an international non-profit organization working to close the gender gap in technology and change the image of what a programmer looks like and does. Our Chief Information Officer, Javier Polit, also joined the board of directors for Girls Who Code. The partnership is focused on expanding the organization's after-school clubs to include free after-school programs for 3rd–12th grade girls, run by community leaders, teachers, librarians and parents. The club's curriculum is designed to be accessible to girls with a wide range of computer science experience. This summer, Walmart and P&G hosted a Girls Who Code summer immersion program at offices in Arkansas, where dozens of 11th and 12th grade girls spent seven weeks learning to code. During the free program, participants learned about computer science, gained exposure to tech jobs, and joined a national sisterhood of girls who are using computer science to become change-makers. Upon graduation from the program, students enter the Girls Who Code alumni network, where they can connect with tens of thousands of girls across the U.S. who are using technology to make a difference.



We signed on as a corporate partner with Girls Who Code to close the gender gap in technology.

Supporting STEM for Girls in Egypt

In cooperation with the Ministry of Education, P&G Egypt conducted STEM training sessions for school girls in Cairo to raise their interpersonal skills and help them prepare for their professional careers after graduation. The Egypt STEM Schools Project provided a springboard for the country's youth to succeed through innovative STEM education. The students benefitted from the program by attending sessions covering topics such as supply chain, automation, leadership skills, technical writing, project management and presentation skills.

Breaking STEM Myths—Our Mandideep Distribution Center Employs Female Material Handling Equipment Operators

We continue to focus our efforts in achieving gender equality in the workplace and breaking the myths associated with women in STEM in India. We became one of the first companies in India to double the number of female material handling equipment operators. Women employees were trained on handling material with a forklift, warehouse management systems, safety procedures, racking operations and emergency procedures. They were also given training on handling pallets which helped build skills and set them up for success.





With WEConnect International, we support women-owned businesses through training designed to help them grow and scale.

Making an Impact — Economic Advancement for Women

P&G Supports Women-Owned Businesses Globally

In partnership with our external partners — The Ohio River Valley Women's Business Council (ORV-WBC), Women's Business Enterprise National Council (WBENC), UN Women and WEConnect International — we proudly support women through several regionally based women's business development programs. These programs help empower women business owners to grow and scale their companies by creating meaningful opportunities to educate, train and build business networks. Through this program, we have been able to empower 280 women-owned companies in the U.S., India, UK, Turkey, China, Nigeria, South Africa, Singapore, Costa Rica, Brazil, Pakistan, UAE, Egypt and Mexico.

WECONNECT INTERNATIONAL

P&G and WEConnect Partner to Train Women-Owned Businesses

Asia Pacific

P&G's Asia Pacific team, in partnership with WEConnect International, held the first Women Entrepreneurs Development Program in Southeast Asia. The program reflects our commitment to women economic empowerment by focusing on promoting a more diverse supply network. The program offers women-majority-owned businesses the opportunity to access a comprehensive training program across 10 different modules, including Legal, HR, Procurement, and Sales and Marketing. Nineteen women entrepreneurs, representing a diverse range of small and medium-sized women-owned enterprises in Singapore, were selected from among more than 55 applicants to participate on the program. They went through ten training sessions and several special sessions facilitated by our trainers in participation with the Singapore government and U.S. Embassy in Singapore. The 2019 program culminated with the 2019 cohort graduation event during the P&G APAC #WeSeeEqual Symposium in May.

Making an Impact— Economic Advancement for Women

P&G and WEConnect Partner to Train Women-Owned Businesses (continued)

South Africa

In partnership with WEConnect International, we launched the second edition of the P&G Business Development Program in South Africa. This year, more than 20 women-owned businesses were selected to attend the five-week training event designed to develop their capacity as suppliers and, ultimately, help them grow and scale. The program, set in Johannesburg, consists of ten modules (two per week) that are facilitated by senior members of the our leadership team. In the spirit of collaboration, we also welcomed external trainers from other corporate members and governments to provide valuable expertise and experience to the curriculum. "We are delighted to partner with WEConnect International again in South Africa. We had 120 applicants and were unfortunately only able to select 24 women business owners for this year," said Shereen Wardakan, P&G Purchases Leader South Africa.

In addition to the training content, the networking represents a unique opportunity to foster engagement between our senior management trainers and women business owners. This dynamic program enables participants to share best practices, ideas and experiences, increasing the total value of the program for both the women business owners and the P&G team.



Advancing Women's Economic Opportunities for a More Inclusive World

Becoming a strategic partner of the Women's Forum for the Economy and Society marked another step forward in our efforts to promote a world free from gender bias. The Women's Forum is among the top five most influential platforms worldwide, dedicated to highlighting women's voices and perspectives on global issues. Together, we co-created the Supplier Diversity Daring Circle, a collaborative effort with WEConnect, UN Women and other partners of the Women's Forum. This coalition aims to build the foundation for supplier diversity in Europe and the missing infrastructure needed to support women-owned businesses to grow and gain visibility to corporate buyers and governments. Notably, competitors and organizations from multiple industries are coming together with the ambition to create more diverse and gender-responsive supply chains, serving as an accelerator for women's economic empowerment. We were also proud that Shweta Sharma, Director, P&G Global Travel Retail, was selected among the 11 Rising Talents 2018. The Women's Forum Rising Talent initiative strives to recognize highly talented young women who are on their way to becoming influential figures of the world's economies and societies and serve as role models for leaders of tomorrow. Through this initiative, the Women's Forum brings to life the belief that the identification and nurturing of top talent among new generations of women is critical for the future of global business and society.



We are proud that Shweta Sharma, director, P&G Global Travel Retail, was selected among the 11 Rising Talents 2018.

Making an Impact—Economic Advancement for Women

P&G Brazil's First Supplier Diversity Program

P&G Brazil, in partnership with WEConnect International, initiated the First Supplier Diversity Program aimed to strengthen women-owned companies in Brazil. This is part of the Company's commitment to direct two billion dollars of its purchasing budget to women-owned businesses. The initiative that was already kicked off in India, Turkey, Nigeria, UK, Mexico, China and South Africa, was extended to Brazil, Costa Rica and Singapore in 2019. In Brazil, 25 small and medium-sized companies, with at least 51% of ownership and control under one or more women, were selected between November 2018 and January 2019 for the program. The program aspires to provide access of women-owned companies to the global supply chains through the improvement of their business management models. "The female public accounts for about 85% of the purchasing power worldwide, but less than 1% of multinationals' spending on purchases goes to women-led companies. As a Company committed to diversity, inclusion and gender equality, we want to change this scenario and invest in these small and medium-sized entrepreneurs so they have the skills to grow their business," said Juliana Azevedo, P&G Brazil General Manager.

Ibu Nakhoda Hidup Mothers' Entrepreneurship Program in Malaysia

The Ibu Nakhoda Hidup (INH) mothers' entrepreneurship program, in collaboration with the Malaysian retailer Mydin Mohamed Holdings Berhad (MYDIN) and Pertubuhan Pembangunan Kendiri Wanita dan Gadis (WOMEN:girls), celebrated its fifth anniversary in 2019. The program provides support and assistance to mother entrepreneurs across Malaysia with a focus of helping them to extend their businesses. This year, the program also included a bazaar where 20 alumni of previous Ibu Nakhoda Hidup editions showcased their businesses through a discussion/mentoring event with mother entrepreneurs and their partners. They also had a roadshow that traveled to different locations to maximize the impact and support women's economic empowerment in Malaysia.



We're providing support for mother entrepreneurs across Malaysia through a program meant to extend their businesses.



P&G Pakistan Initiative for Women's Economic Empowerment

Through our social cause programs, we have partnered with Health Oriented Preventive Education (HOPE) and UN Women for women's skill-development and girls' education in Pakistan. Now in its second year, this program is expected to benefit an estimated 10,000 women and girls over a three-year period. We have also supported the UN Women-led report on Stimulating Women's Entrepreneurship through Gender Responsive Procurement in the Public and Private Sector to help women-owned businesses access equal opportunities through affirmative procurement, investment and supply chain policies. The report was launched by UN Women and P&G Pakistan in Islamabad in May 2019.

Making an Impact—Economic Advancement for Women

P&G Thailand Partners with UN Women to Promote Gender Equality

P&G Thailand has been partnering programs with UN Women since 2013. This year, we became the first "HeForShe" corporate partner in Asia-Pacific with UN Women for gender equality. We also conducted the "We Care for Others" program for community development in the Samutprakarn province, where our employees helped educate schoolgirls in the community about gender equality. The program gives school girls the knowledge to become more confident in speaking up for gender equality.

The "We Care for Others" program gives school girls the knowledge to become more confident in speaking up for gender equality.

Promoting Women Entrepreneurship Projects in Spain

Many women consider starting their own business as a good professional alternative to working for someone else. However, only about 12% of entrepreneurship projects have a woman as a CEO or founder. For the second year, our beauty brands in Spain have partnered with Womenalia, a recognized network of more than 280,000 professional women and seven perfumery chains, to enhance entrepreneurship opportunities for women via the launch of the "Sigue Adelante" (Keep Going) grants. This year, grants were given to six entrepreneur women to launch their business projects and have access to funding, training, mentoring and a co-working space. This second edition has received incredible support with a total of 700 stores participating. Public relations and social media support also has raised participation to 70 projects.



Creating Opportunities for Female Engineers in Europe

P&G German Technical Center (GTC) Kronberg held a series of recruiting events at The University of Cambridge and Imperial College in London, targeting technical engineers with the aim of identifying female candidates who aspire to pursue R&D careers in historically male-dominated technical roles. With innovation challenges and Women in Engineering dinners, we connected with nearly 100 engineering students. As a result of the events, six female engineers were offered internships/PhD seminars at GTC Kronberg.





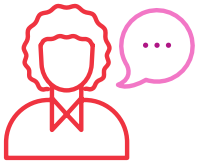
Changing the Culture

A New Playbook for Workplace Equality

We are exposing and challenging the myths about women at work and advocating for a new playbook that more broadly addresses the systems, policies, processes and bias that hold women back—both in the workplace and the world. At our #WeSeeEqual forums around the world, we convened notable advocates for gender equality, industry partners, government representatives and our own engaged employees, inspiring all to continue to advocate for change within the workplace and in their communities.

U.S.

As part of our long-standing commitment to gender equality, we hosted our second annual #WeSeeEqual Forum on March 5, 2019 at our Cincinnati Headquarters. In honor of International Women's Day, a powerful lineup of truth tellers from sports, comedy, music and more had engaging conversations about gender and intersectional equality. Guest speakers, including Abby Wambach, Hannah and Jake Graf, Luvvie Ajayi, Maysoon Zahid, MILCK, Sabrina Jalees and Wade Davis spoke on panels with Company leaders. During the forum, we also discussed a new playbook required to accelerate the progress on gender equality inside companies, suggesting that the focus needs to move away from "fixing the women" to fixing the systems, policies and cultures that perpetuate bias and the global gender gap.



At our #WeSeeEqual forums, we encouraged all to continue to advocate for change.

Changing the Culture

India

In partnership with UN Women, we organized P&G IMEA's (India, Middle East and Africa) first Gender Equality Summit, #WeSeeEqual. The conference brought Company leaders and external influencers together to surface insights around the myths that prevent us from accelerating our progress toward gender equality. The summit highlighted topics that are part of our daily lives, including gender myths in the workplace, sharing the load at home and how girls can be unstoppable. The personal stories of our speakers enabled many to understand the importance of breaking stereotypes and overcoming unconscious biases, and inspired all to play an active role in bringing about a change. We also announced our commitment to:

- Spend $100 million working with women-owned businesses in IMEA.
- Educate more than 23 million adolescent girls on puberty and hygiene across IMEA.
- Use our voice in advertising and media forums, such as the #WeSeeEqual Summit and other multi-stakeholder efforts, to spark conversation and motivate change.

Singapore

P&G Asia Pacific successfully celebrated its second #WeSeeEqual Summit. The summit is the flagship event of the Company's holistic gender equality program which has delivered strong improvements in female representation across all levels in the Company. The program is grounded in a multi-pronged approach, including a plan to drive 50/50 representation at every level in P&G. It also includes a year-long program focused on advocacy for gender equality and women's empowerment beyond our Company's walls.

We are making progress, with 47% representation of women globally at the manager level and more than 40% at the leadership level. This year's #WeSeeEqual Summit also celebrated the first graduate of Singapore's Women's Entrepreneurs Development program which we lead in partnership with WEConnect International.



50 | 50

Today, 47% of our workforce is women, on our way to 50/50.



Changing the Culture

We are committed to increasing the role and participation of women within the economic value chain and actively promoting gender equality.



We LEAD the Way for Gender Equality

As a foundation partner and longstanding supporter of the Leading Executives Advancing Diversity (LEAD) Network, we are committed to increasing the role and participation of women within the economic value chain and actively promoting gender equality. With this in mind, we've joined forces with other corporations to actively attract, retain and advance women in the European retail and consumer goods industry. It is a platform for exchanging ideas, best practice and inspiration to help others find solutions to challenges they might be facing. We are driving our partnership with the LEAD Network through local chapters in Germany, the Netherlands, Spain, Switzerland, Turkey and the UK. After the official launch of LEAD in Switzerland last year, the first LEAD Mentoring Program was held in Zurich where mentors and mentees were brought together to form mentoring pairs that will provide them with the mutual support and trust they need to drive success.

LEAD NETWORK
Leading Executives Advancing Diversity

Dammam Gender Equality Journey

To advance gender equality in our Dammam plant, we initiated a plan to increase female representation, retain more female workers and create a more inclusive culture. This involved broadening our female talent pipeline by reaching out to women in other areas of the Company, leveraging external agencies, and inviting college students for site visits. We hit our female retention target by conducting individual needs assessments, providing monthly connect opportunities with plant managers and key site leadership team members, and redesigning our facilities to meet female employee needs. We also offered Men Advocating Real Change (MARC) trainings and mentorship programs focused on diversity and inclusion.

Changing the Culture

Opening a Daycare Center at Our Jakarta Manufacturing Plant

Our plant in Jakarta had a small female representation, with high female employee attrition largely due to a lack of after-childbirth support. Through open discussions and joint efforts to solve this issue, our P&G Jakarta Plant pioneered a baby daycare facility and had onsite childcare in a manufacturing site. The Jakarta plant female technician leaders increased significantly as did the number of women floor operators. Most noticeable, the attrition rate has dropped. The site has been recognized as the Best Workplace for Women in the region by the local government and aims to retain all working mothers post-maternity leaves in the future.



P&G Korea Partners with Gender Equality Ministry

P&G Korea became the first multinational company to partner with the Ministry of Gender Equality and Family (MOGEF) for “Gender-equal and Inclusive Growth” in recognition of the continuous efforts to promote gender equality in corporate culture. The underrepresentation of women is said to be a serious problem in Korea. The female ratio of executive levels in the private sector is only 2.3%, falling far behind that of the Organization for Economic Cooperation and Development (OECD) average of 23%, ranking the lowest for seven consecutive years. Amid this reality, P&G Korea stands out with female representation in executive and managerial levels reaching 46% and 57% respectively. Minister Sun-mi Jin visited the Seoul office to sign the agreement and learn how the Company has incorporated gender equality into the business strategy. “I am deeply impressed, and strongly believe that if P&G Korea can share the experience in ways that local companies can understand, it will bring a positive change to Korean society,” she said. With this agreement, P&G Korea promised to maintain a 50% female ratio at all levels and continue to foster inclusive work environments through strengthening Flex@Work, parental leave programs and need-based policies. In order to drive



a larger impact on gender equality in Korean society, P&G Korea will actively seek opportunities to inspire other organizations by sharing experiences and knowledge at external events in collaboration with MOGEF. This partnership is a strong starting point, and we aspire to get closer to a world where #WeSeeEqual.

Changing the Culture

#ShareTheCare Helps Workplace Equality Begin at Home

We embrace the new expectation that parenting and caring for the home is for all genders. Our new parental leave policy in Europe, #ShareTheCare, enables fathers to take an average of eight weeks of paid leave within the first 18 weeks of their child being born or adopted. More than a policy change, it is a step toward shifting cultural norms by making child caregiving gender unbiased. “We are passionate about changing outdated perceptions around parental roles and want to shift from the stereotype that the women should be the sole full-time caregiver in the early stages of a child’s life. Rather than fathers ‘daring to ask’ to take leave, they are highly-encouraged to prioritize time with their child so that the whole family can enjoy the associated benefits,” said Giorgio Siracusa, Vice President, HR Europe.

A Force for Inspiring Voices in Latin America

In collaboration with Vital Voices Global Partnership, an international NGO focused on the development and training of women leaders, we launched a fellowship in Latin America. The program aims to empower young women by unleashing their full leadership potential to transform and accelerate peace and prosperity in their communities.

Along with Vital Voices, we are transforming what people see as leadership in the region, creating sustainable change and breaking gender bias barriers to education and economic opportunities. The group of 16 participants came from Mexico, Brazil, Argentina, Panama and Guatemala and excelled with their diverse and high-quality projects from human rights and gender equality projects to fighting deforestation. The program celebrated its first milestone with a face-to-face meeting in Buenos Aires to get the participants together in order to discuss their projects and provide leadership, communication and fundraising training.

Following the in-person gathering, all participants will be eligible to apply for grants to support their social impact projects. The program will grant mentoring support by leveraging the Vital Voices mentor network as well as our executive professionals. We are proud to be part of their journey and to help these inspiring voices in Latin America build their tribe.



Gender Equality Partners

Achieving a world free from gender bias is not work that any one individual, NGO, government or company—no matter how committed—can tackle alone. In all of our Gender Equality focus areas—leveraging our voice in advertising, removing barriers to education for girls and economic opportunity for women 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.

#SEE HER seeher.com
care
CATALYST WORKPLACES THAT WORK FOR WOMEN
seneca women
GLOBAL SHAPERS COMMUNITY
WOMEN DELIVER
GLOBAL CITIZEN
LEAN IN
network of executive women CONSUMER PRODUCTS / RETAIL
Save the Children
VITAL VOICES GLOBAL PARTNERSHIP
UN WOMEN
WASH United
SESAME WORKSHOP
WEConnect INTERNATIONAL
WOMEN IN THE WORLD
World Vision
TOGETHER LIVE
WOMEN'S FORUM FOR THE ECONOMY & SOCIETY
Geena Davis Institute on Gender in Media If she can see it, she can be it.
certified WBENC WOMEN'S BUSINESS ENTERPRISE
girls who CODE

Awards and Recognition

Best Company for Female Executives

NAFE Top Companies for Executive Women

Working Mother 100 Best Companies for Working Mothers—Top 100

Working Mother Best Companies for Multicultural Women—Top 10

Bloomberg Gender Equality Index 2019

AmCham Singapore HERo Awards 2019—Outstanding Achievement on Gender Equality. Category: Best Enterprise (MNC)

AmCham Singapore HERo Awards 2019—Individual Award 'Male Champion of the Year' awarded to Magesvaran Suranjan, President, P&G Asia Pacific, Middle East & Africa

JUMP organization Wo.Men@Work Award for being the next "CEO Ambassadors for Gender Equality at Work 2019"

Forbes Japan Women Award 2018

Fortune Most Powerful Women (International)—Alex Keith #36, Fama Francisco #37

Women Inc. Most Influential Corporate Directors—Mary Lynn Ferguson-McHugh and Carolyn Tastad







Environmental Sustainability



At P&G, environmental sustainability is embedded in how we do business. We have a responsibility to make the world better—through the products we create and the positive impact our brands and Company can have in communities worldwide. We've established ambitious goals to minimize our environmental footprint, to innovate with the best and safest ingredients from both science and nature, and to create products that make responsible consumption irresistible for people everywhere.

VIEW HIGHLIGHTS VIEW MORE STORIES

HIGHLIGHT

Ambition 2030

2019 marks the one-year anniversary of the announcement of our Ambition 2030 sustainability goals. These goals leverage our scale to enable and inspire positive impact on the environment and the five billion people our brands touch each day around the world. With these goals, we are focused on where we can make biggest positive difference—our brands, our supply chain, society and our employees.

People know us through our brands, and we will use the power of our innovation and our brands to delight consumers and drive positive impact. In our supply chain, we will reduce our footprint and strive for circular solutions. We can impact society by creating powerful partnerships that enable people, the planet and our business to thrive. This includes finding solutions so that none of our packaging finds its way to the ocean. And finally, we will tap into our greatest resource, our employees, so that they are engaged and equipped to build sustainability into their daily work and communities.



HIGHLIGHT

Brands Take On Responsible Consumption

Our leadership brands are working on innovative programs to create products, solutions and services that make sustainable lifestyles seamless, while continuing to offer the value and superior performance consumers expect from our brands.

The Brand 2030 framework is our next step toward meeting our Ambition 2030 goal of "100% of our leadership brands will enable and inspire responsible consumption." Our new Brand 2030 criteria are embedded in the Company's brand growth model and aimed at driving positive impact while creating value for consumers and our Company.

Ariel

Ariel Europe is striving to make all its packaging recyclable by 2022 and to reduce plastic packaging by 30% by 2025. The first step was to convert their SUD tubs to light-weight bags, starting in the UK as of July 2019, saving 75% plastic. Additionally, the brand announced in September 2019 to increase its PCR in Ariel bottles from 25% to 50% across Europe starting in the first quarter of 2020.

Pampers

Pampers keeps innovating toward more sustainable diapering solutions in an effort to use 30% less[1] diapering materials per baby over their diapering time. Using innovation and more effective materials, the brand has already reduced the average weight of its diapers by 18%[2] in the past three years, with the same trusted dryness. Additionally, Pampers is leading cutting-edge recycling efforts for all brands of diapers and wipes, not just Pampers, with a commitment to launch recycling operations in three cities by 2021.[3]



1 Vs. a typical disposable diaper

2 Comparison of Pampers diapers sold in Western Europe 2019 vs. 2016

3 The recycling technology was invented by Fater, a JV of P&G and Angelini (which makes Pampers in Italy).

HIGHLIGHT

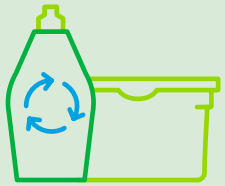
Reduce, Reuse, Recycle

Our goal is to have 100% recyclable or reusable packaging by 2030. In April 2019, we elevated that commitment to reduce global use of virgin petroleum plastic in our packaging by 50% by 2030.

This is an ambitious goal we will achieve via light weighting, increasing our use of recycled plastic, driving conversion to more concentrated product forms, and when it makes sense, using alternative materials. We estimate this will avoid the use of more than 300,000 tons of virgin plastic.

100%

of our packaging will be recyclable or reusable by 2030.





HIGHLIGHT

Testing Reusable Packaging

Loop, a partnership with TerraCycle, is a global circular shopping platform designed to eliminate waste. Using the age-old “milkman” concept, participants purchase a variety of household products—including Tide, Ariel, Cascade, Febreze and Pantene—in durable, refillable packaging conveniently delivered straight to their doorstep. Once empty, Loop collects and cleans the packaging to be put back into circulation for reuse.



P&G was the first consumer products company to partner with international recycling leader TerraCycle in the Loop program.

HIGHLIGHT

Joining Forces to End Plastic Waste

In 2019, we joined forces with more than 40 companies that make plastic, use plastic in their products and packaging, and those who recycle and manage plastic waste to form The Alliance to End Plastic Waste. P&G CEO David Taylor took the lead to serve as the first Chairman of the new Alliance, a not-for-profit organization that plans to invest $1.5 billion over the next five years to help end plastic waste in the environment.

Research shows that nearly 80% of the plastic in oceans begins as litter on land, the vast majority of which travels to the sea down one of ten major rivers around the world. Many of these rivers run through densely populated areas that lack suitable waste collection and recycling infrastructure. The Alliance is supporting an array of projects and partnerships that focus on solutions in four core areas: infrastructure, innovation, education and cleanup, with particular emphasis where the need is most urgent in Southeast Asia.

The Alliance is the foremost CEO-driven international organization focused on bringing together industry, government, communities and civil society in the fight to end plastic waste.



HIGHLIGHT

Protecting Water for People and Nature

Pressure on water resources is increasing in many regions across the globe. Urban populations are growing, demand is outpacing the water supply, and water quality is a recurring issue. We recognize this is a complex issue that requires collaboration across private, public and civil society to solve.

The 50 Liter Home Concept, spearheaded by P&G, brings together companies, policy makers, influencers and communities to develop and scale innovations for the home that help solve the urban water crisis and, at the same time, address household energy consumption and associated GHG emissions.

Major cities around the world face the prospect of a water crisis.



HIGHLIGHT

Impacting Climate Change

P&G achieved a significant 2020 sustainability goal ahead of schedule. We are proud to share that we are purchasing 100% renewable electricity in the U.S., Canada and Western Europe. These three markets are among our largest and represent more than 70% of our purchased electricity, signifying a strong start to P&G's Ambition 2030 goal of purchasing 100% renewable electricity globally by 2030.

We are now purchasing

100%

renewable electricity in the U.S., Canada and Western Europe.



Environmental Sustainability

Message from Virginie Helias

2020 Environmental Goals Progress

Environmental Progress versus 2010 Baseline

BRANDS

Brand 2030

Ambitious Packaging Goals

New Packaging that Changes the Game

Reclaiming Plastic and Giving it a New Life

Loop Tests Refillable, Reusable Packaging

Closing in on Our 2020 Packaging Goals

Responsible Consumption for Energy Savings

Water-Efficient Products

Trust and Transparency at the Core

SUPPLY CHAIN

Supply Chain

Climate

Responsible Forestry

Palm Oil

Water

Waste

SOCIETY

Creating Circular Economies

Keeping Plastic Waste out of the Environment

Responsible Consumption

Protecting Water for People and Nature

Reinventing Water for Urban Living

EMPLOYEES

Employees

Tracking Our Progress

Awards and Recognitions

Environmental Resource and Waste Summary

Global Measurement and Additional Operational Data

Message from Virginie Helias

Chief Sustainability Officer



"At P&G, sustainability is embedded in how we do business—and has been for a very long time. In fact, 2019 marks the 20th anniversary of our environmental sustainability report. While the report's name and design has changed over the years, one element has always remained the same—our commitment to make the world better through the products we create and the positive impact our brands can have in communities worldwide.

2019 also marks the one-year anniversary of our Ambition 2030 sustainability goals announcement. When we designed these bold commitments, our intent was to leverage our scale to enable and inspire positive impact on the environment and the five billion people our brands touch each day around the world. Although there is much to do, I'm proud to say we are already making great progress.

We are progressing with the development of innovations and products that make responsible consumption a reality for people everywhere. We are reducing our footprint and striving for circular solutions. We're actively engaging industry, governments, civil society groups and academics to forge new paths and create breakthrough solutions that drive the greater good. Our employees are staying focused and building sustainability into their work each and every day to have a positive impact on the environment and the communities we serve.

All of this work together will have a tremendous impact to advance solutions against some of the world's most complex and challenging issues. I believe that we can truly be a force for good and a force for growth. I am inspired by our ongoing efforts and optimistic for a bright future."

2020 Environmental Goals Progress

As we approach 2020, we have made significant progress against the goals we set in 2010 around climate, water and waste. As we are well on our way to achieving these goals and closing out 2020, we are raising the bar with even bolder commitments called Ambition 2030.

CLIMATE

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

Achieved—21% reduction per unit of production

Reduce absolute GHG emissions by 30% by 2020



We have reduced absolute GHG emissions by 25%

Ensure 70% of machine loads are low-energy cycles

Achieved—70% of loads are low-energy

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

Reduce truck transportation kilometers by 20% per unit of production

Achieved—reduced kilometers by more than 25%

Ensure plants are powered by 30% renewable energy



13% of energy is from renewable sources

Note: New renewable electric purchases beginning July 2019 will be included in next year's report, helping exceed this goal.

Implement palm oil commitments

We continue to advance progress in our three-pillar strategy: supplier management, smallholder program and industry influence

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

We have developed the ability to substitute our top petroleum-derived raw materials (resins, cleaning agents and acrylates) with renewable materials

2020 Environmental Goals Progress

WATER

Provide 1 billion people with access to water-efficient products



Achieved—1 billion people with access to water-efficient products

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



92% of our manufacturing sites are ZMWTL

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



99% 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 14% per consumer use

Double use of recycled resin in plastic packaging



We used approximately 45,100 metric tons of post consumer resin (PCR) in our plastic packaging, getting us 73% 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 88% 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 continue to make progress implementing a variety of pilot projects with external partners

Environmental Progress versus 2010 Baseline

With our operations, we strive to grow responsibly, constantly improving our efficiency while reducing our global 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	Energy	Waste	Water	Renewable Energy
25%	21%	92%	27%	13%
25% absolute reduction of green house gas emissions	**21%** reduction per unit of production	**92%** of our production sites are zero manufacturing waste to landfill	**27%** reduction per unit of production	**13**% of energy is from renewable sources



Brands

Use the power of innovation and our brands to delight consumers and drive positive impact.

- 100% of our leadership brands will enable and inspire responsible consumption.
- 100% of our packaging will be recyclable or reusable.
- We will reduce global use of virgin petroleum plastic in our packaging by 50%
- We will build even greater trust through transparency, ingredient innovation and sharing our safety science.

BRANDS

Brand 2030

Brands Enable Responsible Consumption

Most consumers are not willing to compromise performance for sustainable lifestyles and expect brands to take action in solving some of the most complex challenges facing the world. In fact, 9 out of 10 consumers feel better about purchasing a brand that supports a social or environmental cause and more than half of those consumers expect it. P&G and its brands have the opportunity to not only create products that offer superior performance, but promote conversations, influence attitudes, change behaviors and drive positive impact on society and the environment.

Brand 2030 is the Company's next step toward meeting its Ambition 2030 goal of "100 percent of our leadership brands will enable and inspire responsible consumption." Our new Brand 2030 criteria are embedded in the Company's brand growth model and aimed at driving positive impact while creating value for consumers and our Company.

To do that, we have asked each brand to implement four **Brand Fundamentals** and one brand-specific **Ambition**, ensuring a thorough long-term integration of meaningful and measurable social and environmental impacts brand strategy and experience versus only an initiative.

In FY18/19, we trained all leadership brands on the requirements and in FY19/20, we will finalize our tracking and reporting process. As our journey will take us through 2030, our intent is to regularly review these criteria and update them as science, stakeholder views, and our own experience evolves.

"Consumers today expect brands to take meaningful action in solving some of the most complex challenges facing the world. This is why P&G is focused on reinventing brands to be a force for good and a force for growth. We want our brands to be growing and creating value while having a measurable, long-term, positive impact on society and the environment."

MARC PRITCHARD,
Chief Brand Officer

The Brand 2030 framework is our next step toward meeting our Ambition 2030 goal of "100 percent of our leadership brands will enable and inspire responsible consumption."



BRANDS

Brand 2030 — The Fundamentals

1) Product and Packaging Innovation

Brands will need to innovate to enable responsible consumption:

- A meaningful impact in the brand's key environmental impact area (e.g. water, raw materials)
- 100% of packaging will be recyclable or reusable
- A meaningful increase in responsibly sourced bio-based or recycled or more resource-efficient materials



- Ariel Europe is striving to make all its packaging recyclable by 2022 and to reduce plastic packaging by 30% by 2025. The first step was to convert their single-use dosage (SUD) tubs to lightweight bags. This started in the UK and as of July 2019, has saved 75% of plastic. Additionally, the brand announced in September 2019 plans to increase its PCR in Ariel bottles from 25% to 50% across Europe starting in the first quarter of 2020.

PRESS RELEASE: PLASTIC REDUCTION

PRESS RELEASE: PCR INCREASE

- Pampers keeps innovating toward more sustainable diapering solutions in an effort to use 30% less[1] diapering materials per baby over their diapering time. Using innovation and more effective materials, the brand has already reduced the average weight of its diapers by 18%[2] in the past three years, with the same trusted dryness. Additionally, Pampers is leading cutting-edge recycling efforts for all brands of diapers and wipes, not just Pampers, with a commitment to launch recycling operations in three cities by 2021.[3]
- Brands like Tide, Ariel, Cascade, Febreze and Pantene are participating in Loop, a global circular shopping platform designed to eliminate waste by transforming the products and packaging of everyday items from single-use to durable, multi-use, feature-packed designs.

MORE ON LOOP

2) Brand Communication

Brands leverage their voice in communication and advertising production to promote social and environmental sustainability

- Ariel is using its voice to help shape a future of equals through campaigns like "Partage des Taches" in France and "Share the Load" in India, which support the idea of men and women equally sharing housekeeping tasks. In addition, it is promoting to washing in low temperatures in its recent WWF Earth Hour pledge in the UK.

SHARE THE LOAD

PARTAGE DES TACHES

- In partnership with UNICEF, Pampers has helped eliminate maternal and neonatal tetanus in 24 countries. In March 2019, one more country—Chad—now eliminated this disease. These efforts have resulted in an estimated 880,000 newborn lives[4] saved since 2006.
- Several of our leadership brands are using their voice to raise awareness for the beach plastic challenge. Fairy and H&S have produced many bottles made of beach plastic.

1 Versus a typical disposable diaper
2 Comparison of Pampers diapers sold in Western Europe 2019 versus 2016
3 The recycling technology was invented by Fater, a JV of P&G and Angelini (which makes Pampers in Italy).
4 Based on WHO and UNICEF estimated figures as of Feb 2019

BRANDS

Brand 2030 — The Fundamentals

3) Transparency

Brands are transparent about ingredients and share the their safety science.

- Herbal Essences is leading the way in sharing comprehensive information about its ingredients, transparently explaining their four-step safety process and being recognized by PETA as a cruelty-free brand. Herbal Essences bio:renew is the first global hair care brand to have its botanicals endorsed by the Royal Botanic Gardens at Kew, a world-leading authority on plants.

INGREDIENT TRANSPARENCY

EWG VERIFIED

FOUR-STEP SAFETY PROCESS

PETA CRUELTY FREE BRAND

KEW

To learn more about our product safety standards, see:

TRUST AND TRANSPARENCY

4) Supply Chain Impacts

Brands reduce supply chain impacts, including responsible sourcing of priority materials. Manufacturing sites are on track to meet the Company's Ambition 2030 goals.

- As of 2019, SK-II is produced with 100% purchased renewable electricity, dramatically reducing manufacturing CO2 emissions. SK-II also recirculates more than 20% of the Pitera wash water back into the process by treating it to drinking water quality. In addition, the latest production facilities for SK-II were LEED Silver certified under the new LEED v4 standard, the first manufacturing site in Japan to achieve this honor.
- Bounty and Charmin are committed to responsible sourcing, ensuring 100% of the virgin wood pulp we purchase is third-party certified by one of our accepted forest certification systems. In addition, the our manufacturing sites for these brands have reduced their energy use by 25% and water consumption by 29% since our 2010 baseline, helping reduce not only our footprint but that of our consumers as well.

Herbal Essences bio:renew is the first global hair care brand to have its botanicals endorsed by the Royal Botanic Gardens at Kew, a world-leading authority on plants.





BRANDS

New Packaging that Changes the Game

There are many pilot projects underway to develop and test new products and new packaging solutions that will accelerate our progress and bring us closer to our global goal of reducing plastic waste.

Tide Eco-Box

Tide introduced this e-commerce solution in 2018 to reduce weight and the amount of plastic used in the package. Its re-engineered formula gives consumers more cleaning per drop than Tide Original liquid detergent in a shipping-safe package made with 60% less plastic.

Olay Refillable Pod



Olay is the first mass retail skincare brand in the U.S. to test refillable packaging, offering its best selling Olay Regenerist Whip moisturizer with a recyclable refill pod that fits right in the jar. The online test kicked off in North America in October 2019.

Olay Strip It

To reduce plastic, four young engineers in our Bangkok Plant came up with #OlayStripIt, carton perforations framing the Olay logo that would clearly show if anyone had tried to open the package prior to sale. It's estimated this simple innovation will eliminate 8,000kg of plastic.

BRANDS

Reclaiming Plastic and Giving It a New Life

Each year, upwards of eight million tons of plastic waste end up in rivers, lakes and oceans. For several years, we have has teamed up with an innovative waste management company, TerraCycle, to create recyclable shampoo, conditioner and dish washing bottles made of plastic removed from beaches and waterways. Organizing beach cleanups and partnering with retailers around the world to feature the bottles helps bring awareness to the issue of plastic waste and encourages people to reduce, reuse and recycle.

Giving Packages and Products a New Life

- In the U.S. in February 2019, Gillette and TerraCycle announced for the first time in the U.S. that all brands of disposable razors, replaceable-blade cartridge units and razor plastic packaging are recyclable on a national scale. Through the partnership, consumers are invited to recycle their razors in three ways: the at-home recycling program, local recycling drop-offs and the Gillette On Demand recycling program.
- In April 2019, P&G Korea, led by Febreze and Oral-B, officially launched the "Plastic-Free Campaign" with local retailer Emart and TerraCycle. We worked with them to install plastic collection boxes at Emart stores, collecting plastic to upcycle into meaningful products such as traffic safety reflectors for children.
- In the UK, Head & Shoulders and ASDA created in-store awareness of the Head & Shoulders shampoo bottles that now contain up to 25% post-consumer recyclate plastic. Because milk bottles are a high-selling products, Head & Shoulders launched its bestselling formula with new artwork with the simple message—"part of me was a recycled milk bottle" to communicate the real difference shoppers and brands can make by taking action on recycling.
- In partnership with the Tokyo 2020 Organizing Committee and the International Olympic Committee (IOC), we kicked off the Podium Project in June 2019. The Olympic Games winners' podiums will be created from recycled materials—and consumers can directly contribute. Retail partner AEON WELCIA Group will encourage shoppers to bring their used plastic back to the store in collection bins. The goal is to collect 1.5 million pieces of plastic packaging consisting of polyethylene and polypropylene from Japanese consumers to produce recycled plastic resin.
- We will unveil the podiums at the Tokyo 2020 Olympic Games. After the games conclude, we plan to recycle the podiums once again to create new packaging and educational materials to explain and promote the Olympic and Paralympic movements and the overall importance of sustainability.





BRANDS

Reclaiming Plastic and Giving It New Life

Bottles Made from Discarded Plastic

Fairy Beach Bottle

Fairy debuted a Beach Bottle across Europe producing more than two million beach bottles made with 100% recycled plastic—10% of it collected from beaches.

Head & Shoulders Surpasses One Million Beach Bottles

Since its introduction in 2017, Head & Shoulders has produced more than 1 million bottles made with recycled beach plastic in more than 10 countries in Europe and Latin America.

Japan's Joy Introduces Beach Plastic Bottle

P&G Japan's iconic dish care brand, Joy, introduced a limited edition hand dish wash detergent bottle made with 25% beach plastic sourced, recycled and manufactured entirely in Japan.

Herbal Essences

To celebrate World Water Day in March, Herbal Essences teamed up with TerraCycle to launch three limited-edition collections in their bio:renew lineup: Sea the Change, Love the Shore and Waves of Change. The recyclable shampoo and conditioner bottles were made of 25% beach plastic and available at select Target stores through June 2019.

Beach Clean-Ups

- In the UK, we joined with Tesco and Keep Britain Tidy to rally UK shoppers to help clean up beaches across the country after the summer season. "The Big Beach Clean" invited shoppers to take action and nominate their favorite beaches to be one of 10 clean ups across the country. Alongside this, in support of the campaign, a combined team of employees from P&G and Tesco went to the UK countryside to clean up discarded plastic. With one team combing the beach at Landguard Point and one riverside at the River Colne, the teams collected dozens of bags of litter.
- In Spain, we partnered with CARREFOUR and Paisaje Limpio to clean local beaches and organized a roundtable discussion with reps from the Company, CARREFOUR and Influencer Calleja to discuss the journey behind this effort and the importance of driving responsible consumption.



Volunteers help clean local beaches in Spain.









BRANDS

Loop Tests Refillable, Reusable Packaging

"Loop aims to not just eliminate the idea of packaging waste but greatly improve the product experience and the convenience in how we shop."

TOM SZAKY
CEO, TerraCycle

Residents in New York and Paris can now get their favorite home and personal care products in durable, refillable and reusable containers collected and returned to their doorstep. Announced in January 2019, we were one of the first consumer products companies to partner with international recycling leader TerraCycle in the Loop program. Some of our brands participating in the Loop test markets in Paris and New York include Tide, Ariel, Cascade, Crest, Pantene, Herbal Essences, Pampers, Always, Oral-B, Gillette, Venus and Febreze.

Through Loop, consumers order household products online such as Tide and Febreze, foods like Haagen-Dazs and Tropicana juice, or beauty icons Pantene and Herbal Essences, all of which arrive in new, durable, refillable containers in a reusable shipping tote that eliminates the need for cardboard boxes. Once consumers are done with their products, they simply put the empty containers back into the tote and use a dedicated website to request a pick up directly from their home. The durable containers are then cleaned, refilled and reused.

"Loop gives us the opportunity to test and learn what a refill and return business model must deliver in order to make it a truly scalable, sustainable proposition. We are also using this test to see how 'collect and recycle' operations for used razor blades, diapers and toothbrush heads can be optimized."

VIRGINIE HELIAS
Chief Sustainability Officer

BRANDS

Closing in on Our 2020 Packaging Goals

Doubling Our Use of PCR

Our goal was to double the use of PCR versus our baseline level of 26,000 metric tons. This year, we used approximately 45,100 metric tons of PCR in our plastic packaging, which represents an increase of approximately 73% versus baseline and puts us on track to hit our goal.

Ensure That 90% of Our Product Packaging is Recyclable or That Programs are in Place to Create the Ability to Recycle Them

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. This includes collection, sortation, processing for end use and an established end market for collected material. Using this definition, approximately 88% of our packaging would be considered recyclable today. This relatively high value reflects the fact that the vast majority of our current packaging is made from materials and forms that are readily recyclable (e.g., corrugated boxes, cartons, high-density polyethylene [HDPE] bottles and polyethylene terephthalate [PET] bottles).

Difficult-to-recycle materials including films, resins not readily collected by curbside programs and mixed material packaging continue to be our biggest opportunity. We partner with other organizations in the recycling value chain to find solutions for these materials. One example is our leadership in the Material Recovery for the Future (MRFF) initiative to recover and recycle films via curbside collection. MRFF is being demonstrated at scale in the J.P. Mascaro & Sons Total Recycle material recovery facility in Pennsylvania. With this program in place, we will exceed our goal of 90% of our packaging being recyclable.

As we have now declared our Ambition 2030 goal of getting to 100% recyclable or reusable packaging, this will be the last year we report separate progress against our 90% target. Going forward, we will simply report against our 2030 objective of 100% recyclable or reusable packaging. As the scope of our 2030 goal is different than the scope of our current 2020 goal, results reported next year may differ from current results. The largest factor will be that our 2030 goal focuses on consumer packaging, as this is what we believe is most meaningful to drive the change necessary in our industry. Packaging that ships to our customers, which is primarily corrugated boxes that are readily recyclable and recycled, will no longer be in scope of our tracking such that we expect our reported recyclable or reusable values to be lower next year.

Our use of PCR has increased 73% versus our 2010 baseline.



BRANDS

Closing in on Our 2020 Packaging Goals

Reduce Packaging by 20% per Consumer Use by 2020

Our goal is to reduce packaging by 20% per consumer use by 2020 versus our 2010 baseline. In FY18/19, we achieved a 14% reduction per consumer use, which is off our glide path for our 2020 goal. We continue to experience market-driven headwinds that are impeding progress against our goal. In some key markets, customer requests for smaller case counts increased the amount of corrugate usage per consumer use of product. We also shifted some products to smaller sizes to better meet consumer needs, which increased the amount of packaging per consumer use.

However, through our ongoing focus on packaging efficiency and several packaging design breakthroughs, we were able to offset these headwinds and deliver a 14 % reduction versus our 2010 baseline. While we will continue our efforts, we do not expect to make much further progress in the next year and do not anticipate hitting this goal in 2020. We also recognize that increased use of corrugate, while impeding progress against our goal, represents a material and packaging type that is recycled at very high rates, has a very high recycle content and is renewable.

Summary of Resin Usage in Plastic Packaging

In FY18/19, we used approximately 714,000 metric tons of plastic packaging. Of this, 45,100 metric tons were post-consumer resin. Resin types and packaging formats are summarized below.

Resin Type	Percent
PE	44%
PET	31%
PP	13%
Other	22%

Package Type	Percent
Rigids (e.g., bottles, caps, tubs, thermoform, injection molded parts)	55%
Flexibles (e.g. pouches, bags, wraps, sachets)	43%
Others (tubes, jars)	2%



Our ongoing focus on packaging efficiency and several packaging design breakthroughs helped us deliver a 14% reduction in packaging versus our 2010 baseline.

BRANDS

Responsible Consumption for Energy Savings

The energy used during the machine washing of laundry is one of the biggest impacts on our corporate greenhouse gas (GHG) emissions footprint and, as such, we have focused on innovating to enable consumers to get clean clothes using less energy. In 2010, we set a goal to turn 70% of all washing machine loads into energy-efficient cycles by 2020. We are thrilled to report that this year, we reached our goal—one year ahead of schedule.

We define low-energy washing as 0.4 kWh or below per cycle. This accounts for cold water and low-temperature cycles as well as most high-efficiency (HE) machine cycles. We knew we couldn't achieve this alone; machines are more efficient and consumers are savvier than ever about their water and energy use. We continue to partner with top washing machine manufacturers globally to help educate consumers about the benefits of quick and cold-water washing cycles and have distributed more than six million informational packets globally to new machine purchasers.

Ariel UK and World Wildlife Fund Pledge to "Turn to 30°"

Ariel has been at the forefront of driving consumer behavior change when it comes to washing at cold temperatures with our long-running "Turn to 30°" campaign. Ariel once again partnered with WWF UK to encourage people to take simple, everyday actions to protect the planet, one of which was "turn washing temperatures down to 30°." For every pledge made with #VoiceForThePlanet, Ariel donated £1 to WWF UK. During March and April, WWF UK saw a large number of pledges made across the country.



Ariel's "Turn to 30°" in the UK donated £1 to WWF UK for each of pledges made.

Tide #QuickColdPledge

Tide has been urging people to take the #QuickColdPledge and turn their washing machine to the quick and cold cycles to lighten our impact on the environment. About 80% of a washing machine's energy consumption comes from heating the water. By delivering a superior performance in quick and cold cycles, Tide helps people get the clean they need while saving time, money and energy.



We aim to reinvent a clean that redefines green, saving 50% of our resources, including the energy used for doing the laundry.

Even after reaching our sustainability goal of 70% of wash loads occurring in energy-efficient wash cycles, we will continue to enable energy efficiency while washing. As part of our Ariel 2030 Brand Ambition, we aim to reinvent a clean that redefines green, saving 50% of our resources, including the energy used for doing the laundry. We want to continue to educate and enable more energy-efficient washing cycles by lowering the average temperature of household washing globally. This will not only help the environment but also help consumers save on their energy bills and better protect their clothes, giving clothes a longer life and keeping garments out of the landfill.





BRANDS

Water-Efficient Products

We Provided More Than One Billion People with Access to Water-Efficient Products

Helping consumers save water in their home has been a key focus of our 2020 water goals. Over the last four years, we've worked to qualify a suite of products as water-efficient products based on the technology they utilize and the habits they inspire. Thanks to the hard work of our researchers, formulators, sustainability team and brand leaders, we have achieved this 2020 goal and provided more than one billion people with access to water-efficient products one year ahead of schedule. But our work is not finished here. Our brands will continue to look for opportunities to reduce in-home water use and to educate consumers on the topic.

We achieved our 2020 goal of providing one billion people with access to water-efficient products.

Tide Plus in India

In many parts of the world, handwashing laundry is part of a household's daily routine. A large volume of the household's weekly water usage goes toward getting their clothes clean. The challenge is even bigger when water is scarce, as it is in many states of India. Tide Plus detergent helps Indian homes save more than 10% of the water in every wash (versus previous Tide Plus technology) by eliminating a rinse in the laundry washing process. Each household can save more than 4,000 liters per year by utilizing the Tide Plus technology on laundry day. Three hundred and seventy million people in India have access to the water saving potential of Tide Plus, which could help save water equivalent to 6 billion showers per year.*

TIDE INDIA ↗

Pantene Foam Conditioners

Pantene's suite of foam conditioners help women reduce the amount of time they spend rinsing conditioner from their hair. Foam conditioners rinse out of hair 50% faster than normal cream conditioners. Each week, users of quick rinse foam conditioners can save up to four gallons of water versus traditional cream conditioner, all while getting their hair silky smooth. Many people have access to foam conditioners across China, Spain/Portugal, U.S., Germany, UK, Russia and Eastern Europe.

*Calculated on 35 liters average amount of water per 10 min shower

BRANDS

Trust and Transparency at the Core

Nothing is more important to us than ensuring our products are safe for consumers and the environment. Providing people with the information they need to make informed choices while continually improving our product portfolio with the product performance and ingredient preferences they seek remains a core focus for the Company. Last year, we committed to sharing more information about our safety science and ingredient choices. We looked across all our product offerings and innovations to develop our Ingredient Citizenship principles. These guide how we evaluate and share the ingredients we choose for our products.

Throughout our history, we have stood for products of superior value and performance, which requires the best and safest ingredients available—whether sourced from science or nature. Innovation with ingredients is an ever-evolving area where we invest in developing new options and continually consider what is possible. This is evident in several of our product launches, which integrate new ingredients for a superior consumer experience.

For example:

Tide purclean integrates plant-based surfactants to achieve outstanding cleaning. Tide purclean is a USDA-certified bio-based detergent with four times the cleaning power of the leading natural detergent. Tide purclean continues to grow ahead of the naturals laundry category and recently has been ranked the #1 natural laundry detergent by a leading consumer publication.

Tampax Pure offers a 100% cotton core and a 90% plant-derived applicator for comfort and protection.

Pampers Pure diapers and wipes were created with responsibly sourced plant-based materials (such as cellulose, cotton and plant-based fibers derived from sugar cane) and other thoughtfully selected materials and made with 100% purchased renewable electricity.

Relentlessly pursue the best and safest ingredients from both science and nature

Lead by sharing the what, where and how of our ingredients

Collaborate to solve big ingredient and materials challenges

INGREDIENT CITIZENSHIP PRINCIPLES



BRANDS

Trust and Transparency at the Core

Not only are we innovating with product ingredients and sourcing choices, we are also sharing more about those choices with greater ingredient transparency. Our Brand websites and PG.com offer more information than ever before about our ingredients, as well as the safety process we follow to ensure our products are safe to use as directed. You can see this come to life through a few examples here:

- The naturals category is growing at an accelerated speed across the industry, yet it is an area with little regulation, lots of variation and potential for irresponsible sourcing. P&G Beauty entered a long-term partnership with The Royal Botanic Gardens at Kew to change how we innovate with natural ingredients, learning from their deep expertise in plants, their usefulness and conservation. Kew Gardens has more than 260 years of expertise in botanical science, 300 research scientists, and is the most biodiverse place in the world. Our first collaborative effort under this innovation partnership can be found in Herbal Essences' bio:renew lineup around the globe. Customers can rest easy knowing the botanicals in Herbal Essences bio:renew have been verified by the plant experts at Kew.

- As more consumers ask for transparency about ingredients used in beauty products, they also ask for their products to use ingredients they trust as safe. Herbal Essences heard this call and brought to market two new sulfate-free shampoos formulated to meet the Environmental Working Group's (EWG) VERIFIED™ stamp of approval. This means Herbal Essences meets the rigorous criteria and provides additional information on the product label in an effort to drive greater ingredient transparency and informed choices. With this credential, Herbal Essences is the first mass hair care brand in mass retailer stores to meet the strict clean beauty standards set by EWG—creators of the Skin Deep® Healthy Living® app—making clean beauty options both affordable and accessible.

HERBAL ESSENCES ↗



EWG VERIFIED™ FOR YOUR HEALTH • EWG.ORG

Herbal Essences is the first mass hair care brand in mass retailer stores to earn the EWG VERIFIED™ stamp of approval.



Supply Chain

Reduce our footprint and strive for circular solutions.

- We will protect and enhance the forests we depend upon.
- We will improve livelihoods of palm smallholders by increasing yields from existing lands.
- 100% renewable electricity and cut GHG emissions in half at P&G sites.
- P&G sites will deliver a 35% increase in water efficiency and source at least five billion liters of water from circular sources.
- Advance at least 10 significant supply chain partnerships to drive circularity on climate, water or waste.

SUPPLY CHAIN

Supply Chain

Reducing our Footprint at Every Stage

Across our global operations, we are making intentional choices to reduce the footprint of our suppliers, buyers and manufacturing sites, sourcing sustainable materials and exploring new business models to drive circular solutions. We are combining resources, reach and knowledge with strategic global partners to drive the scale and speed needed to make a real difference.

Striving for Circular Solutions

Circularity has always been a part of our ongoing conservation and environmental footprint reduction efforts within water, waste and renewable energy. However, as we look toward the next decade, we are committed to being both a force for good and a force for growth. As part of that vision, we have embraced the need to create a more circular end-to-end supply chain. To achieve this, we will need to start thinking differently about the incoming materials, manufacturing work process, distribution and transport of our products. Circularity is not only the right thing to do, it also helps make our operations more efficient and resilient.

We have established specific targets that we intend to achieve by 2030:

- 100% renewable electricity and cut GHG emissions in half at our sites
- Our sites will deliver a 35% increase in water efficiency and source at least five billion liters of water from circular sources
- Advance at least 20 significant supply chain partnerships to drive circularity on climate, water or waste

To learn new methods, find creative partners and to accelerate our circular journey, we joined the Ellen MacArthur Foundation's Circular Economy 100 working group. The Circular Economy 100 is a pre-competitive innovation program enables organizations to develop new opportunities and realize their circular economy ambitions faster. It brings together corporations, governments, cities, academic institutions, emerging innovators and affiliates in a unique multi-stakeholder platform.

CE100

CE-100 MEMBERS GROUP

As we look toward the next decade, we are committed to being both a force for good and a force for growth.



SUPPLY CHAIN

Climate

As a global citizen, we're concerned about the negative consequences of climate change and are committed to doing our part to reduce greenhouse gas emissions. We focus our efforts on reducing the intensity of greenhouse gas emissions (GHG) from our own operations, helping consumers reduce their own GHG emissions through the use of our products, and finally, building partnerships with our suppliers and retailers to optimize transportation of our products, such as reducing the number of trucks on the roads.

For additional perspective on climate change implications that could be relevant for the Company and the steps we are taking to address them, please download our climate change perspective document.

CLIMATE AND ENERGY POLICY ↗

CLIMATE CHANGE PERSPECTIVE ↗

Reducing GHG Emission

Scope 1 and 2

We're on track to deliver our science-based target to reduce absolute greenhouse gas emissions by 30% in 2020 versus 2010. We have reduced absolute scope 1 & 2 greenhouse gas emissions by 25%. The Science Based Targets Initiative recently updated their guidance and validated our target as "well below 2'C."

We have two key strategies to reduce greenhouse gas emissions by 2020:

- Improve operating efficiency by 20%. We have exceeded that target delivery: a 21% improvement this year versus 2010.
- Moving to low-carbon energy sources with a goal of utilizing 30% renewable energy by next year.

In 2018, we made another significant step on our journey to reducing greenhouse gas (GHG) emissions with the announcement of Ambition 2030. We committed to:

- Reducing our Scope 1 & 2 greenhouse gas emissions by 50% on an absolute basis by 2030 (versus 2010 baseline). This is our second science-based target and complements our initial science-based target of a 30% reduction in Scope 1 & 2 emissions by 2020.
- Purchasing 100% renewable electricity in North America by 2020 and globally by 2030. These targets will further advance our efforts to increase our use of renewable energy.

We have retained Lloyd's Register Quality Assurance (LRQA) to provide independent verification of our GHG program to ensure it meets the intent of the GHG Protocol Corporate Accounting and Reporting Standard.

LLOYD'S REGISTER QUALITY ASSURANCE ↗

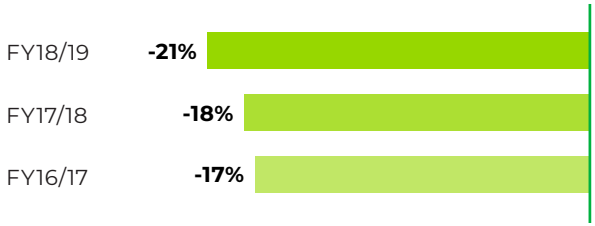


SUPPLY CHAIN

Climate

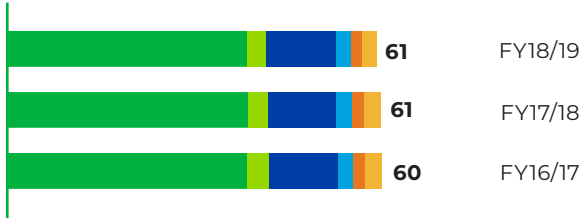
Reduction in Energy Consumption

Percent reduction versus FY09/10, production adjusted



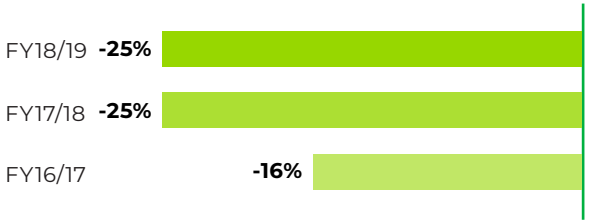
Energy Consumption by GBU

Millions of gigajoules



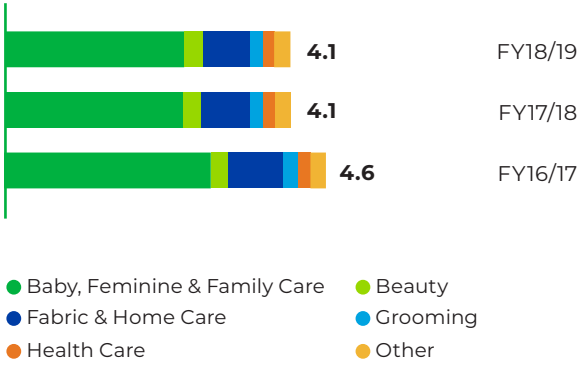
Total Greenhouse Gas Emissions (Scope 1 & Scope 2)

Percent reduction versus FY09/10, absolute



Total Greenhouse Gas Emissions (Scope 1 & Scope 2)

Millions of metric tons



SUPPLY CHAIN

Climate

Renewable Energy

We achieved a significant 2020 sustainability goal ahead of schedule. We are proud to share that we are purchasing 100% renewable electricity in the U.S. and Canada, and most of Europe except Russia and the Ukraine, which currently have not established renewable energy markets and tracking systems. These three markets are among our largest and represent more than 70% of our purchased electricity, signifying a strong start to our Ambition 2030 goal of purchasing 100% renewable electricity globally by 2030.

Our largest individual contributors are our wind farm partnership in Tyler Bluff, Texas which offsets 100% of the electricity needed for our Fabric and Home Care facilities in the U.S. and Canada and our onsite combined heat and power biomass facility in Albany, Georgia, which provides 100% of the Bounty and Charmin steam requirements at this plant.

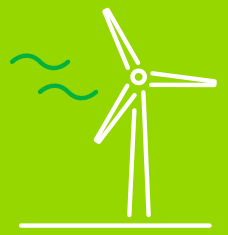
In addition to these large-scale projects, we are reducing emissions in our global operations through a diverse portfolio of renewable energy projects focused on wind, solar, geothermal, hydro and the use of renewable energy certificates, all of which helped us meet our 2020 renewable electricity goal. Our intent is that by executing new projects, while also continuing to purchase electricity from renewable sources, we can spur further innovation, investment and a transition to renewable energy for the regional utilities that provide energy to many of our sites globally.

Achieving this goal was a meaningful step on our sustainability journey, but the work doesn't stop there. We know we can't solve the world's most pressing environmental challenges alone. Continued progress requires collaboration, and we are focused on creating partnerships that will enable people, the planet and the business to thrive.

Reducing Our Carbon Footprint at Manufacturing and Distribution Sites

A great example of how our climate actions are coming to life is through 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. Since their startup in 2012, the plant has continued focus on reducing their footprint, using lean operational strategies to deliver an additional 27% reduction in energy per unit of production.

Our Boston plant produces Gillette Razors and is also the home of Gillette's World Shaving Headquarters and R&D center. Over the last five years, this site has reduced their absolute energy consumption over 10% by partnering with their local utility to improve energy efficiency of their operations.



We are proud to share that we are purchasing 100% renewable electricity in the U.S. and Canada, and most of Europe.

Similar to Taicang above, our Milenio Gillette Blades & Razors Plant in Irapuato, Mexico continues to be a leading example of sustainable manufacturing within their region. The plant sends zero manufacturing waste to landfill, reuses treated wastewater and gets most of their electricity from an offsite wind energy partnership. Recognizing their ongoing efforts to reduce energy (such as major compressed air and cooling upgrades) the plant has won the Energy Efficiency State Award for 4 consecutive years.

SUPPLY CHAIN

Climate

Scope 3 GHG Emissions

More than 99% of our Scope 3 emissions come from just four categories — purchased goods and services, downstream transportation and distribution, use of sold product, and end of life treatment of sold product. Of these, the "use phase" of our products, especially those that use hot water during consumer use, is our single greatest opportunity for Scope 3 emissions.

Given these four categories account for more than 99% of Scope 3 emissions, we focused this year's data update on those categories and derived new estimates for them using life cycle assessment (LCA) data and calendar year 2018 production volumes. Findings were consistent with prior years, indicating consumer use of our products remains our greatest opportunity area. Updated data on packaging materials were included in purchased good and services which and we also updated our business travel emissions. The business travel estimate includes commercial airline travel by employees that were managed by our primary outside travel agencies. Travel arranged by other agencies is not covered in the calculation and would therefore exclude the following markets—Singapore (Prior to March, 2019), China, Taiwan, Indonesia, and Russia. We expect to include those countries in next year's report.

Scope 3 Categories	Tons CO_2e
Purchased goods and services—upstream transport & distribution	16,421,000[1]
Capital goods	247,000[2]
Fuel & energy activities	495,000[3]
Waste generated in operations	9.000[3]
Business travel	151,042[4]
Employee commuting	117,000[2]
Upstream leased assets	Not material
Downstream transport & distribution	5,394,000[1]
Processing of sold product	Not material
Use of sold product	199,133,000[1]
End of life treatment of sold product	13,251,000[1]
Downstream leased assets	Not material
Franchises	Not material
Investments	Not material

1 Calendar year 2018 estimate from LCA data
2 Fiscal year 16/17 estimate
3 scope limited to material sent to landfill
4 Covers period June 1, 2018 – May 31, 2019



Consumer use of our products remains our greatest opportunity area.

SUPPLY CHAIN

Responsible Forestry

We remain committed to sourcing certified wood pulp and to leading international forest certification standards.



Although we do not own or manage commercial forests, many of our products and packages are dependent on raw materials from forest-based supply chains. Therefore, we play a key role, through our procurement and manufacturing practices, to ensure the sustainability of the world's forest resources.

Forests are critical to earth's ecosystem and to the plant, animals and human communities that depend of them. The world's forests hold the potential to mitigate some of the most important threats we face such as climate change, but they remain under pressure from population increases and economic demands. One of the easiest ways to counteract threats to forests is by looking for and purchasing wood products which are sourced from responsibly managed forests and tree plantations.

We remain committed to sourcing wood pulp certified to leading international forest certification standards. We have been working diligently to define Ambition 2030 plans,which go beyond our prior efforts to enhance and protect the world's forests and which help advance our commitments to:

- Increase the area of certified forests globally, while working to strengthen leading certification systems.
- Play a leadership role in developing a collaborative science-based forest-positive approach that supports sustaining and expanding working forests that we and others depend on.

Wood pulp for tissue/towel and absorbent hygiene products, wood fibers used in paper packaging and palm oil for our laundry and beauty products are strategic commodities where our sourcing practices have the greatest impacts on ensuring responsible use of the world's forest resources. Each of these materials has a different supply chain, and their unique complexities led us to develop individual programs as described in the following sections.

SUPPLY CHAIN

Responsible Forestry

Wood Pulp Supply Chains

Procurement Policy

As part of our procurement practices, we require that all wood used for pulp supplied has undergone a risk assessment in accordance with the Forest Stewardship Council® (FSC®) Controlled Wood standard. The FSC Controlled Wood 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 the forest certification systems utilized by our wood pulp suppliers adhere to the following criteria for responsible forest management:

- Ensure the safety of forestry and manufacturing operations for employees and the environment.
- Ensure that unwanted wood sources are avoided, and that wood is legally harvested, and that all legal requirements are met. We will not knowingly use illegally sourced materials in our products.
- 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.
- Ensure that trees are not harvested from high-conservation value forests unless they are credibly certified to the most rigorous forest management standards. We 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.

HCV RESOURCE NETWORK ↗

- Ensure that there is no sourcing from genetically modified trees in pulp delivered to us.
- 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 wellbeing of those communities.
- 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).

WOOD PULP POLICIES & PRACTICES ↗

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



SUPPLY CHAIN

Responsible Forestry

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 systems.

We give preference to 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 trusted forest management certification scheme and are supported by leading international environmental NGOs.

Based on the market availability of certified pulp, our supply chain will also source from other third-party forestry certification systems, such as:

- 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)

Pulp For Our Tissue/Towel and Absorbent Hygiene Products

Pulp Sources

In FY18/19, we purchased 1.3 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	35%
United States	28%
Sweden	1%
Total	100%

Certification System	% of Total
FSC COC	39%
FSC CW	4%
PEFC	22%
SFI	35%
Total	100%

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

FSC Group Certificate Support

In 2016, we met with the Four States Timberland Owners Association (FSTOA), led by Domtar, to discuss expanding the amount of timberland that is under forest management certification.

FOUR STATES TIMBERLAND OWNERS ASSOCIATION ↗

Together, we are committed to lowering the technical and financial hurdles to increasing forest certification in family-owned forests through Domtar's FSTOA FSC group certificate.

Our participation supported the growth in certified lands, and we continue to support the operation and expansion of the association.

We give preference to FSC certified pulp because the certification ensures forests are responsibly managed.

Our Charmin toilet tissue and Puffs facial tissue products are FSC certified by Rainforest Alliance.

SUPPLY CHAIN

Responsible Forestry

Advancing Global Certification

Strengthening Forest Certification

In early 2019, the PEFC Council made a call for volunteers to participate in a new permanent Sustainable Forest Management Working Group. We were nominated to join the working group and selected as a participant, representing customers and consumers. The working group will continue development of PEFC's sustainable forest management approach and provide guidance on the implementation and interpretation of PEFC's benchmark standards for forest management certification. Our participation in this working group will help advance our Ambition 2030 commitment to strengthen the world's leading forest certifications systems.

Continuing Collaboration

Arbor Day Foundation Tree Planting

We worked with Arbor Day Foundation (ADF) and additional collaborators to help ReLeaf Michigan plant trees in Detroit's Corktown neighborhood Muliett Park in June 2019. The trees were planted by volunteers, and the new trees will help Detroit meet its goal of providing all residents with a park within a ten-minute walk. The trees beautify the park and will grow to provide shade for the park's amenities. The two organizations previously collaborated in a similar tree-planting event in Detroit in 2017.

New Forestry Commitments

Today, all our Family Care products are made with 100% certified pulp, sourced from responsibly managed forests. Charmin and Puffs are also Forest Stewardship Council© (FSC©) and Rainforest Alliance certified. For every tree we use, at least one is regrown. And we will go even further to increase acres of certified forests, strengthen certification globally and accelerate research into alternative fiber approaches.

Among its new commitments, P&G Family Care will:

- Work with experts to increase the number of forest acres that are FSC-certified in the U.S. and Canada. FSC is a widely respected certification. We are committed to nearly doubling our use of FSC-certified fiber to 75% across all P&G Family Care brands in the next five years.
- Partner with FSC Canada to protect caribou as outlined in the new FSC Canadian Forest Management Standard. This standard has been recognized by many NGOs for protecting caribou to the highest level available, as noted by the Natural Resources Defense Council (NRDC) in 2019 and the World Wildlife Fund (WWF) in 2018 and 2019.
- Invest a total of $20 million dollars by 2025 to accelerate research into non-wood fiber alternatives and FSC certified fast-growing fibers. Our goal is to develop fibers that are consumer-preferred, sustainably sourced and can be produced at scale. We will work with external experts to strengthen these efforts and find disruptive solutions. We aspire to include greater than 50% of these environmentally preferred fibers in our products.
- Help the Arbor Day Foundation plant two million trees via their California Wildfire Restoration project. Our support will help to restore forests that have been devastated by wildfires.
- Use 100% recycled fiber in our fiber-based packaging by 2025. Fiber-based packaging is the best way to reuse fiber while creating a product that people prefer.
- These commitments will help ensure the preservation of forests now and in the future. For more details, check out a recently published blog post from FSC or our Charmin website and blog post:

FSC BLOG POST

CHARMIN BLOG POST



All of our Family Care products are made with 100% certified pulp sourced from responsibly managed forests.

SUPPLY CHAIN

Responsible Forestry

We continually strive to optimize the design of our packaging, aiming to use the least amount of material while 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, and 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 100 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 following table:

Total volume in metric tons: ~740,000	
% Recycled	**85%**
% Virgin	**15%**
% of virgin fiber that was third-party-certified	**93%**
% of total recycled or third-party-certified virgin	**99%**

This year, 99% of the volume reported by our suppliers was either recycled or third-party-certified virgin content. That means less than 1% of the total reported volume was virgin material that was not third-party certified. Over the course of the next year, we will work to close the remaining gap versus our goal.



99% of the volume reported by our suppliers was either recycled or third-party-certified virgin content.





We are committed to the responsible sourcing of palm that does not contribute to deforestation and respects the rights of workers and indigenous peoples.

SUPPLY CHAIN

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.

We are committed to the responsible sourcing of palm that 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 palm derived materials which includes supplier management, improving lives of smallholders and industry influence.

Palm Oil Responsible Sourcing Policy

P&G is committed to ensuring our suppliers meet RSPO Principles and Criteria (P&C) 2018 and have the necessary policies and procedures in place to ensure:

- No development of high-conservation-value (HCV) areas and high-carbon-stock* (HCS) 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

OUR RESPONSIBLE SOURCING POLICY

All of our suppliers have submitted their relevant policies and procedures to demonstrate how they we will meet our requirements. Our expectation is that our suppliers apply these policies to all of their operations, not just those supplying P&G. If we find a supplier is violating any of the above requirements, and if that supplier does not acknowledge and take action to 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.

*The High Carbon Stock Approach (HCSA) Toolkit was incorporated into the 2018 RSPO P&C and should be applied to identify and conserve HCS forests, and verify our commitments.

SUPPLY CHAIN

Palm Oil

Progress

During FY18/19 key milestones included:

- Greatly increased transparency of our supply chain by publishing both palm oil supplier names and a detailed list of the Palm Oil Mills in our supply chain. We have traced >98% of our supply chain to Palm Oil Mills.
- Maintained 100% RSPO certification for palm oil/ palm oil derivatives and have switched all our PO purchases to RSPO Certified SG and we remain on track to purchase 100% of our palm oil derivatives as RSPO SG by the end of 2020. Our target is to move the remaining palm purchases (PKO and PKOD) used in P&G brands to RSPO Certified (or equivalent) by the end of CY 2022.
- Announced a 3rd party collaboration with FGV, our key PKO supplier and JV Partner in Malaysia, to invest in and accelerate FGV's human rights remediation efforts. Details of this effort can be found here:

FGV REMEDIATION EFFORTS

- Dr. Kuanchun Lee, a P&G Principle Scientist, was elected to the RSPO Board of Governors representing the Consumer Good Forum's manufacturing companies and played a key role in the Principles and Criteria (P&C) 2018 task force which gained RSPO approval at its RT 16 in Kota Kinabalu in November 2018.
- Moved our Smallholders Program in Malaysia from a series of pilots to a full-fledged program through the creation of the P&G Center for Sustainable Small-owners (P&G-CSS) to drive livelihood improvement and supply chain verification to P&G Responsible Sourcing Policy.
- We have participated in the RSPO Independent Smallholder Standard (RISS) development and will guide independent smallholders in the Smallholders Program into the RISS certification process
- We have participated in the RSPO Jurisdictional Working Group to develop the framework and certification structure to enable broader compliance to RSPO standards and our Responsible Sourcing Policy.

3 Pillar Framework

We continue to advance progress against our 3-pillar framework. You can read more about the detailed progress in each of our three pillar areas by clicking on the links below:

PILLAR I: SUPPLIER MANAGEMENT

PILLAR II: PROGRESS

PILLAR III: INDUSTRY INFLUENCE





SUPPLY CHAIN

Palm Oil

Pillar I: Supplier Management

Palm Oil

We use ingredients derived from palm oil and palm oil derivatives in Skin & Personal Cleansing and Fabric Care products.

We are proud of our progress on Palm Oil and achieved 100% RSPO Segregated (SG) Palm Oil purchases at the end of 2018. We're also advancing plans to move our Palm Oil Derivatives to RSPO Segregated (SG) by the end of 2020. Until that time, we will maintain our Palm Oil derivatives to be RSPO Mass Balance (MB) Certified. 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.

Learn more about why we are moving to RSPO SG PO.

RSPO SG PO ↗

Palm Kernel Oil

We use ingredients derived from Palm Kernel Oil and Palm Kernel Oil Derivatives in Fabric Care, Home Care, Hair Care and Skin & Personal Cleansing products. Our major PKO and PKOD suppliers are FGV, Wilmar, ICOF, KLK, GAR and AAA.

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. FGV are currently on a glidepath to re-certify their mills which voluntarily withdrew their RSPO certification in 2016. As FGV progresses their recertification efforts, our percentage of RSPO MB certified PKO will increase. We are targeting to reach 100% RSPO MB PKO and PKOD for ingredients used in P&G products by the end of 2022.

	Palm Oil/Palm Oil Fractions[2]	Palm Oil Derivatives
Metric Tons[1]	63,802	62,667
RSPO Certified (%)	100%	100%
%MB	24%	100%
%SG	76%	0%

1 This represents the total volume of PO and PO derivatives purchased by P&G. Approximately 95% of this is used internally by P&G brands. The remaining 5% is sold to external parties through our P&G Chemicals division

2 We achieved 100% RSPO SG Palm Oil, Palm Oil Fractions at the end of 2018. The data in this table reflect totals over FY18/19 (July 1, 2018–June 30, 2019) which is why not listed as 100% RSPO SG

	Palm Kernel Oil	Palm Kernel Oil Derivatives
Metric Tons*	288,694	85,322
RSPO Certified (%)	16	16
RSPO MB Certified (%)	0	0

*This represents the total volume of PKO and PKO derivatives purchased by P&G. Approximately 65% of this is used internally by P&G brands. The remaining 35% is sold to external parties through our P&G Chemicals division

SUPPLY CHAIN

Palm Oil

Suppliers' Traceability

The map below shows the Palm Oil Mill location from our traceability exercise which cover over 98% of our palm purchases. The key direct suppliers are Wilmar, ICOF, AAA, GAR and Kalmart.



P&G TRACEABILITY TO MILLS

2020 and Beyond

While we are proud of the progress we have made for the oil we procure, we recognize that challenges remain in the broader palm oil industry. As a result, we will be expanding the focus of our efforts to include elements which can help drive broader systemic change within the industry. This includes the following:

Enterprise-wide Monitoring of Supplier Operations
We believe an industry wide monitoring system based on use of aerial/satellite imagery, concession maps, and knowledge of HCV/HCS areas would be a powerful tool to help ensure consistent enforcement of palm oil sourcing policies. The technology needed for such a system exists today but broad collaboration across the value chain will be required to maximize the impact such a system could have. We are committed to working with our peers in the CPG industry and our suppliers to evaluate how such a system could be implemented and maintained and will make this a focus of our efforts in FY19/20.

Jurisdictional Approaches:
We believe that jurisdictional approaches offer an opportunity to help reward positive efforts of regions/states to establish robust responsible sourcing basins. As a first step to understand what we can do to help support regions seeking to advance responsible practices, we have joined the Tropical Forest Alliance to learn more about emerging efforts in our key sourcing regions of Indonesia and Malaysia. As we go forward, we will look to support jurisdictional efforts by preferentially sourcing oil from these efforts when it is feasible to do so.

Conserve and Protect Sensitive Areas
We will go beyond our current sourcing efforts and identify where we can make a positive difference by investing in conservation of sensitive areas. Over FY19/20 we will work with external partners to define specific areas and investments we can make that will help protect sensitive areas.

Focus Areas for FY19/20

- Advance supply chain efforts to reach 100% RSPO SG for POD by Dec 2020.
- Implement PKO and PKOD RSPO Certification glidepath towards 100% by Dec 2022.
- Strengthen the supply chain risk assessment to determine the landscapes around P&G supplying mills where there is a large coverage of ecologically sensitive areas. Use this data to inform work with the relevant stakeholders to establish/participate in conservation programs.
- Advance work to develop Supplier Enterprise-wide Monitoring System. This will include evaluation and selection of existing monitoring systems and participating in multi stakeholder efforts to develop a process for grievance alerts and ensuring appropriate follow up actions

SUPPLY CHAIN

Palm Oil

Pillar II: Smallholders

The P&G Smallholders Program is focused on the independent smallholders within our oleo-chemicals supply chain in Malaysia. Its two main objectives are:

1. Develop the capability and enable the capacity of independent smallholders to be sustainable suppliers in compliance with P&G Palm Responsible Sourcing Policy
2. Improve independent smallholders' livelihood through yield increase

P&G Center for Sustainable Small-owners (P&G-CSS)
FY18/19 was a major milestone year where we strategically partnered with the Malaysia Institute for Supply Chain Innovation (MISI), a member of the MIT Global SCALE Network to establish P&G-CSS.

As the main delivery partner for the P&G Smallholders Program, the mission of P&G-CSS is to safeguard the interest of the smallholders and improve their livelihood while ensuring ethical and responsible sourcing for oil palm with commitments to no deforestation, no new plantation on peatlands and no exploitation in the supply chain.

FY18/19 Key Highlights	
Collection Centres On-boarded	15
Smallholder Farms Traced	4500
mT PKO Traceable to Smallholders	4000
Smallholders Engaged	1263
Learning Farms Developed	12

a. Traceability & Sustainability Compliance
P&G-CSS has signed on-boarding agreement with 15 Collection centers in Johor, Malaysia

- These Collection Centers (CC) are critical Fresh Fruit Bunches (FFB) aggregation points representing a network of 4,500 smallholders

b. Ambition 2030—Livelihood Improvement
Completed foliar, soil and vegetative samplings for the 12 Learning Farms

- Implemented Fertilizer Plan for improved nutrient management for Learning Farms
- Created supply chain financing mechanism for fertilizer procurement to support independent smallholders









SUPPLY CHAIN

Palm Oil

c. RSPO Partnership for Smallholders
P&G sits in the RSPO Smallholder Standing Committee to oversee the execution of the RSPO Smallholder Strategy etc.

- P&G with MISI become impact partners for the RSPO Smallholder Academy
- 4 P&G-CSS staff have qualified as Master Trainers for the RSPO Smallholder Trainer Academy
- P&G-CSS contributed to and partnered with RSPO to assess feasibility and auditability of the RSPO Independent Smallholder Standard (RISS).

d. Oil Palm Data Warehouse (OPDW)
Our technology partner, MIMOS - Malaysia's National R&D Centre has completed the first phase of OPDW with track and trace capability from our oleo-chemicals operations to independent smallholders in the P&G Smallholders Program

- OPDW is embedded with big-data analytics and block-chain technologies to optimize data collection and digitalization
- To-date, 1210 independent smallholders' profile with 1224 farm assessments have been uploaded into OPDW, analyzed and reported through P&G Palm Responsible Sourcing Policy for Smallholders Scorecard
- Its traceability capability has enabled us to trace about 98% of our palm sourcing to mills

FY19/20 Objectives
Prepare and guide first 250 independent smallholders in our program towards RISS eligibility phase audit

- Continue development of 30 Learning Farms and train 100 smallholders on good agricultural practices through Field Days
- Expand our Program to on-board seven new CC on top of current 15 CC
- Create certification and sustainability awareness among smallholders through regular engagements, awareness campaigns and training modules
- Further enhance the digital capability of OPDW and P&G's traceability to mills analysis to strengthen our transparency

MIMOS MISI MALAYSIA INSTITUTE FOR SUPPLY CHAIN INNOVATION

As leaders in their fields, MISI and MIMOS are strategic partners to the P&G Smallholders Program.

SUPPLY CHAIN

Palm Oil

Pillar III: Industry Influence

Continuing to develop and drive harmonization of industry approaches and standards is critically important not only for P&G, but also the industry as a whole to deliver the P&G Palm Responsible Sourcing Policy and industry common goal and support social aspirations of the palm community. P&G has been member of the High Carbon Stock Approach Steering Group (HCSA SG), RSPO's No Deforestation Taskforce (NDTF), No Deforestation Joint Steering Group (NDJSG), Smallholder Interim Group (SHIG), Smallholder Standing Committee (SHSC), Jurisdictional Working Group (JWG), to enable implementation of the P&C 2018, and development of RSPO Independent Smallholder Standard (RISS), and the Jurisdictional approach and certification process. As a member of the RSPO Board of Governors, we are contributing to strengthen RSPO's impact in continuously transforming the industry and expanding sustainable palm oil to a norm. Key highlight of the collaboration areas and progress are outlined below:

Implementing No Deforestation, Peat and Exploitation (NDPE) Policy with RSPO P&C

The 2018 P&C was approved by the RSPO members in November 2018, achieved a key milestone incorporating NDPE into the RSPO standard and enabling a key means to verify NDPE compliance for the industry. P&G as member of HCSA SG, RSPO NDTF and NDJSG are contributing to the transition into integrated HCS and HCV process for No Deforestation, development of High Forest Cover (HFC) landscape/ countries procedure into the RSPO P&C. These are critically important in enabling effective and credible implementation of the P&C.

RSPO Independent Smallholder Standard (RISS) and Inclusion



Implementing the RSPO Smallholder Strategy is key to improve the livelihood, drive inclusion and participation of more smallholders in the RSPO system. The new RSPO Independent Smallholder Standard is the means to realize the strategy. As member of the Smallholder Interim Group, we have been contributing to develop the RSPO Independent Smallholder Standard (RISS)—a more simplified, inclusive process, with stepwise approach to support continuous improvement of practice and productivity of this key supply chain sector into the RSPO system, and key eligibility requirements to enable market support to the smallholders to advance the milestones toward 100% RSPO compliance. We are supporting the RSPO Smallholder Academy and aiming to developing readiness of the P&G Smallholders Program to become RISS certified and are looking forward to the approval of RISS in November 2019. Four of our field officers in our Program were trained to the Academy's Master Trainer and will be supporting the P&G Program as well as the smallholder strategy implementation. For the fourth consecutive year, P&G sponsored the Linking and Learning program at the RSPO Roundtable 16 meeting in Kota Kinabalu, Sabah, bringing smallholders to share their experiences on RSPO, and to be updated on the RSPO strategy and programs to support them. We are committed to continuing the support to the smallholders who produces 40% of the palm oil globally and have been nominated to sit in the RSPO Smallholder Standing Committee which will oversee the successful implementation of the RSPO Smallholder Strategy and Standard.

RSPO Jurisdictional Approach

The RSPO Jurisdictional Approach is aiming to engage and ensure the RSPO and non-RSPO member producers in a jurisdiction are meeting the P&C and be certified eventually. P&G is member of the Jurisdictional Working Group to develop the process and certification system that will incorporate HCS-HCV mapping at large scale for protection and land-use planning, step-wise approach for continuous improvements, and strong governance structure under the jurisdictional entity. The JA is an important system in advancing RSPO's outreach to the broad independent supply chain with support from the multi-stakeholder community. We are looking forward to refining and finalizing the system by 2020 in collaboration with the JWG members.

Consumer Goods Forum Palm Oil Working Group (CGF POWG)

P&G is member of the CGF POWG to mobilize resources in driving industry progress on NDPE policy and goals, as well as enabling alignment and development of standards and methodologies. We are supporting the priorities to increase transparency by developing sector-wide deforestation monitoring system and implement the Forced Labor Priority Industry Principles to strengthen social responsibility in palm oil supply chain.

SUPPLY CHAIN

Water

Water is essential for the daily operation of our facilities and production of many of our products. Creating a culture of water efficiency at our sites continues to be a focus with the launch of our Ambition 2030 goals. Thanks to the work of many employees across our global portfolio, we've been able to reduce our manufacturing water usage by 27% per unit of production since 2010.

Water Efficiency at Our Manufacturing Sites

Our Mexico Hair Care plant is in an area which has been experiencing water stress. The employees are committed to reducing their use of fresh water and are leveraging innovative data analytics to drive actionable insights from water meters installed throughout the site. The analysis of this data provides the plant with a daily understanding of water consumption so they can act immediately to eliminate losses. The plant can also benchmark their water efficiency performance with other sites. In the first month of operation, the site identified five projects that can improve their production adjusted water efficiency by 10%.

Our Feminine Care plant in Hungary developed innovative solutions to expand their business without increasing their demand on the local water supply. The plant's water recycling process consists of industrially proven water treatment technologies. This plant can recycle a remarkable 98% of the Always Infinity manufacturing area's daily water demand. This is equal to more than 230 million liters of recycled water per year. Waste produced from this recycling operation is repurposed, allowing the plant to maintain its Zero Manufacturing Waste to Landfill status.

Our newest manufacturing plant in West Virginia is recycling more than 230 million liters of water per year, or the average annual water consumption of 550 West Virginia households. Rejected water from the plant's water purification process is treated and reused in plant utility systems and product formulations. This recycled water offsets fresh water supplied to the plant.

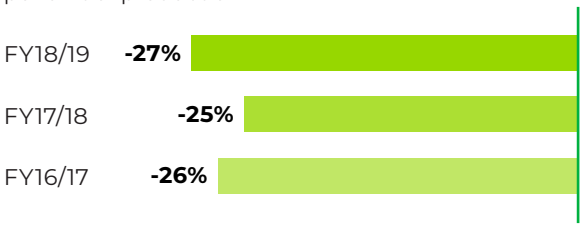
Water 2020 Goals

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

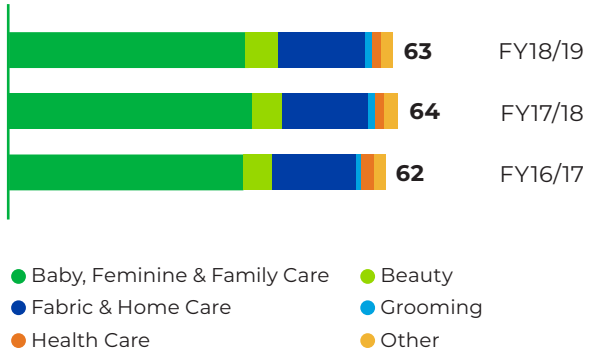
Reduction in Water Consumption

Percent reduction versus FY09/10, per unit of production



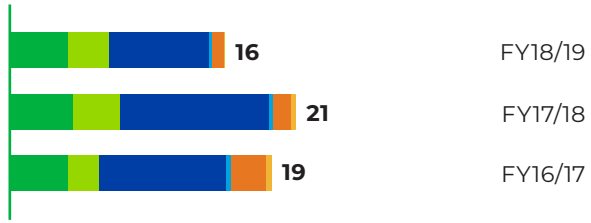
Water Consumption by GBU

Millions of cubic meters



Wastewater COD* Disposed by GBU

Thousands of metric tons



*Chemical Oxygen Demand

SUPPLY CHAIN

Water

Water Risk Assessments

In combination with our efficiency work, we've continued to make progress in our commitment to focus our efforts in areas exposed to high water risk. We developed a Water Risk Assessment framework in partnership with the World Resources Institute (WRI), World Wildlife Fund (WWF) and Environmental Resources Management (ERM) in order to guide our efforts to the highest priority areas.

After completing steps 1 and 2 of the Water Risk Assessment framework, 24 manufacturing sites were identified as being exposed to high water risk. These 24 sites moved on to Tier 3 of our assessment process.

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
- Company site water use per year—P&G
- Access to water—WHO/UNICEF



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

2 **Tailored Site Questionnaire (Completed)**

Prioritize sites based on outcome of responses.

- The Company questionnaire was built upon the facility questionnaire in WWF's Water Risk Filter



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 site water stewardship plans.

- Alliance for Water Stewardship (AWS) International Water Stewardship Standard 1.0 steps 1-3.



PRIORITY SITES FROM 2
~15% of sites will complete the Tier 3 process

SUPPLY CHAIN

Water

The Alliance for Water Stewardship

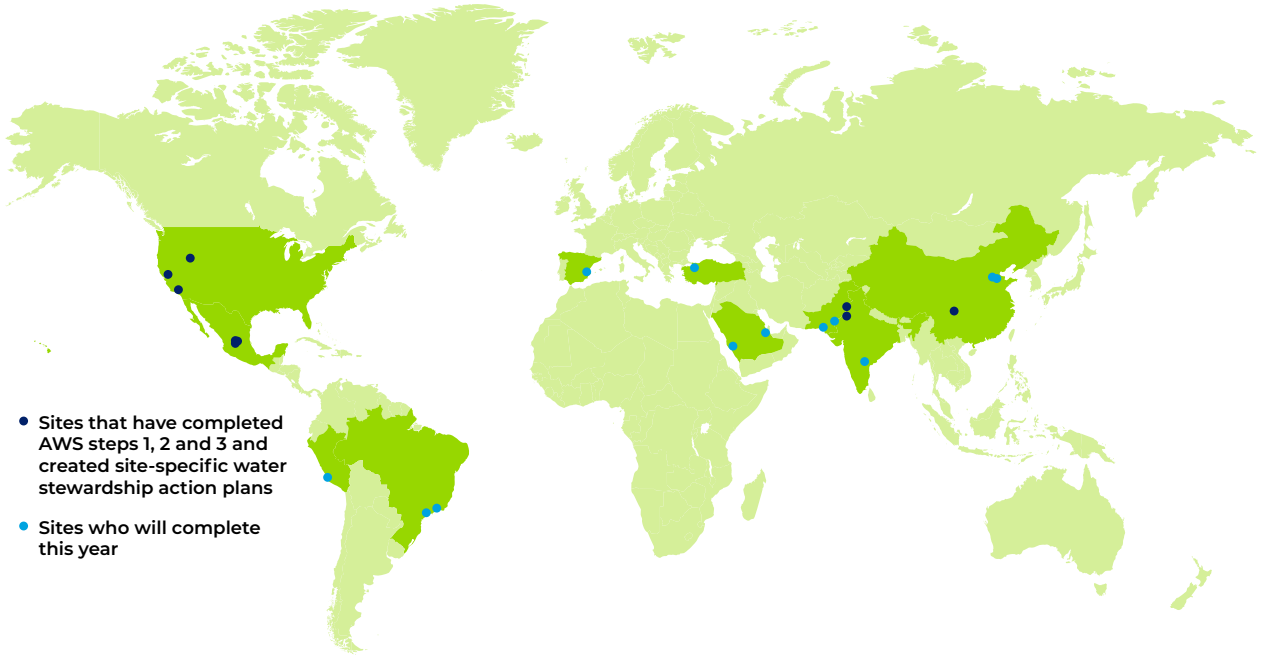
As part of a two-year program, each of the 24 Tier 3 facilities will create site water stewardship plans. In the past year, half of these facilities followed steps 1, 2 and 3 of the Alliance for Water Stewardship (AWS) International Water Stewardship Standard 1.0. This standard provides a globally applicable framework for major water users to understand their water use and impacts and to work collaboratively and transparently for sustainable water management within a basin context.

By using the AWS Standard, each of the facilities created site-specific water stewardship action plans, learned more about the shared challenges in their local water basins and identified key stakeholders for potential future partnerships. These facilities will continue their focus on improving water efficiency within the facility as they execute their water stewardship action plans. The remaining sites will complete their assessments this year.

ALLIANCE FOR WATER STEWARDSHIP

ALLIANCE FOR WATER STEWARDSHIP

Tier 3 Facilities



SUPPLY CHAIN

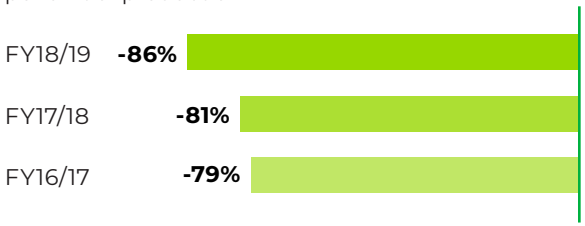
Waste

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 production facilities across the world are on a mission to get to zero manufacturing waste to landfill by 2020.

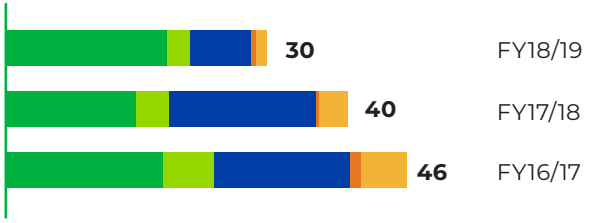
We started our Zero Manufacturing Waste to Landfill (ZMWTL) journey in 2008, and what we once considered an impossible dream is close to becoming a reality. Our "Waste to Worth" program has helped us transform our processes and the way we operate across our 100+ manufactturing site, that effectively became waste champions. Working closely with our Global Asset Recovery Purchases (GARP) team, we found beneficial use for our waste, helping the Company save more than $2 billion while diverting more than five million tons of would-be waste from landfill. In the past year, the team has continued to make phenomenal progress.

- Our Pantene and Head & Shoulders manufacturing site in Thailand received a "Responsible Care Award" in the first year of enrollment to the Responsible Care Management System® and for their performance in health, safety and environmental protection. The award recognizes companies with outstanding compliance within (1) Community Awareness & Emergency Response, (2) Process Safety, (3) Employee Health & Safety, (4) Pollution Prevention, (5) Distribution and (6) Product Stewardship. Building off this work, the site also partnered with the Plastic Institute of Thailand and Chulalongkorn University to conduct a local material flow analyses to better understand consumer habits and waste consumption across Thailand.

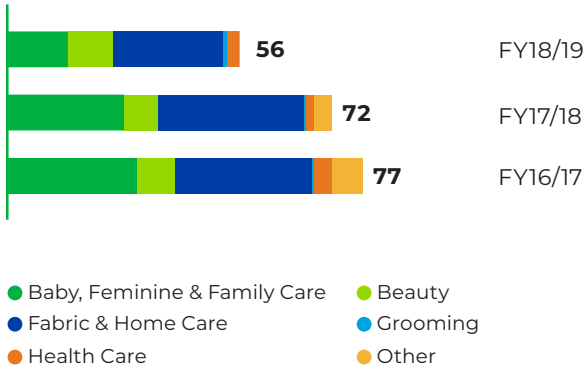
Waste Disposed
Percent reduction versus FY09/10 per unit of production



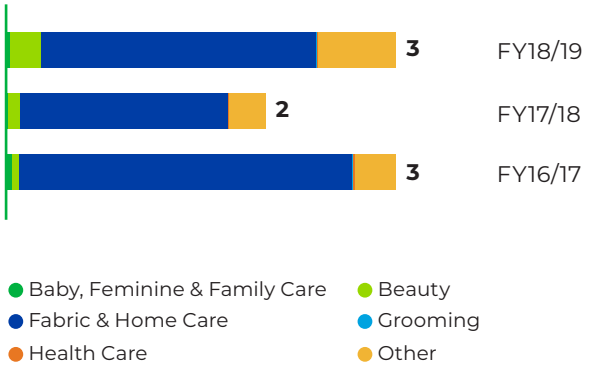
Solid Waste Non-Hazardous by GBU
Thousands of metric tons



Disposed Waste by GBU
Thousands of metric tons



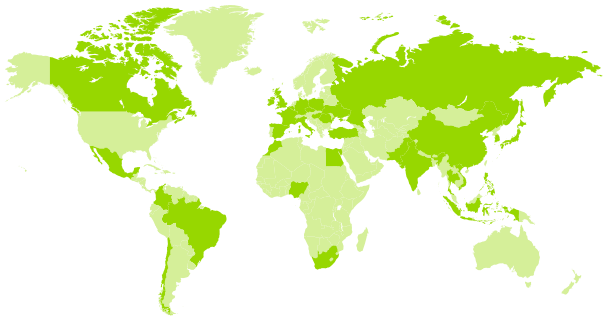
Solid Waste Hazardous by GBU
Thousands of metric tons



SUPPLY CHAIN

Waste

- Our Global Asset 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. Here are some of the innovative solutions GARP has implemented this year:
    - In our Manchester plant (Baby Care) in the United Kingdom, we have diverted from landfill about 1600 tons of scrap diapers/year, which are now recycled and repurposed as absorbent materials for animal litter.
    - In the USA, we send water sludge from our multiple Fabric Care and Chemical plants to Bio Energy companies where it is used for Anaerobic Digestion to create Bio-methane from waste, offsetting the use of fossil fuels for energy generation
    - Our Edwardsville Mixing Center designed a process with an external partner to take line scrap soap products and re-purpose it to be used to clean rail cars in their operations.
- After accomplishing ZMWTL for five consecutive years, our Akashi plant is now “All in to CLEAN.” It is located in an industrial zone along with many other Japanese manufacturing sites. With trucks coming in and out all day, this industrial zone has filled with litter. In response, the Akashi plant established a volunteer network for cleanup activities. Employees take turns to clean the industrial zone with their peers to ensure this is not just a one-time event, but an ongoing effort.
- Marktheidenfeld and Altfeld converted employee coffee machines from plastic cups to stainless steel cups. The training team at the Mrktheidenfeld plant labeled and distributed stainless steel cups with employees’ names at both the Marktheidenfeld plant and Altfeld distribution center during Earth Week. Reusable coffee cups were also distributed at the Walldurn plant.
- This year, our UK office in Weybridge eliminated 95% of single-use plastic on-site in our employee restaurant and coffee shop, installing a bring-your-own culture for reusable coffee cups and water bottles. Our sites in Cobalt, Harrogate and our Newcastle Innovation Center are on the path to do the same.

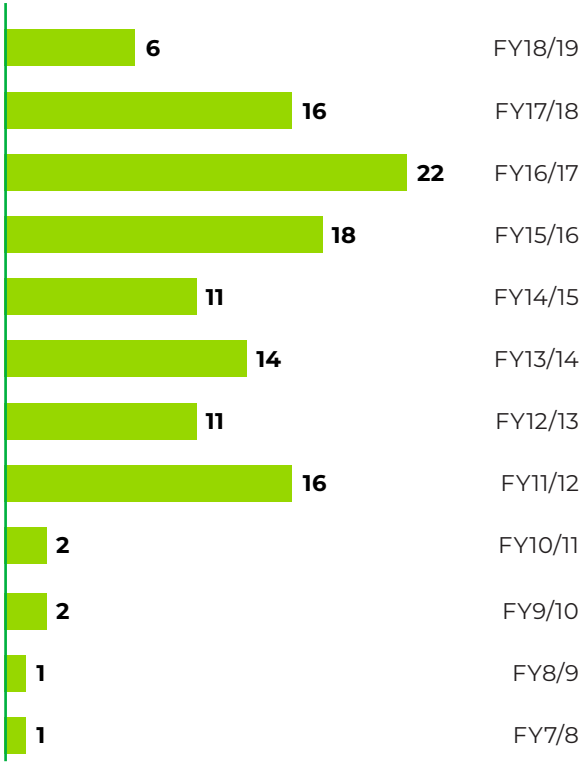


Countries that are ZMWTL

Belgium
Brazil
Canada
Chile
China
Colombia
Czech Republic
Egypt
France
Germany
Hungary
India
Indonesia
Ireland
Italy
Japan
Mexico
Morocco
Nigeria
Pakistan
Philippines
Poland
Romania
Russian Federation
Singapore
South Africa
South Korea
Spain
Thailand
Turkey
Ukraine
United Kingdom
Vietnam

Zero Manufacturing Waste to Landfill

Sites qualified by FY





Society

Create transformative partnerships that enable people, the planet and our business to thrive.

- We will find solutions so no P&G packaging will find its way to the ocean.
- We will protect water for people and nature in priority basins.
- We will advance recycling solutions for absorbent hygiene products.

SOCIETY

Creating Circular Economies

As part of our Ambition 2030, we are aiming to enable and inspire a positive impact and have set goals that we believe will be good for consumers, good for the planet and good for business. We're committed to making an impact on society by forming the right partnerships that enable larger, more systemic solutions that one company working alone could never achieve. From climate and energy solutions like the Renewable Energy Buyers Alliance (REBA), to water stewardship efforts like the California Water Action Collaborative (CWAC) to tackling plastic waste across the value chain with the Alliance to End Plastic Waste, our efforts to join many stakeholders in pre-competitive arrangements is a critical part of how we will innovate and accelerate progress, and make a bigger overall impact.

A great example is joining the Ellen MacArthur Foundation's Circular Economy 100, a pre-competitive innovation program established to enable organizations to realize their circular economy ambitions faster. It brings together corporations, governments and cities, academic institutions, emerging innovators and affiliates in a unique multi-stakeholder platform.

Another example of collaboration is our Taicang plant in China. Taicang was the first site to adopt the Green Supply Chain Index (GSCI) and Blue Map APPA to manage suppliers' environmental performance. The team spearheaded a pilot of an end-to-end green supply chain effort in partnership with the China Institute of Public Environment Affairs (IPE), and later conducted a green supply chain workshop in April 2019 to share best practices with representatives from suppliers, customers, our plants and local businesses. These best-in-class sustainable practices were published on the IPE website.



We're committed to making an impact on society by forming the right partnerships that enable larger, more systemic solutions.

SOCIETY

Keeping Plastic Waste Out of the Environment

"Addressing plastic in our oceans, rivers and land is everyone's responsibility—including the companies that use much of the plastic in the world today. It's a complex issue with no one-size-fits-all solution, and will require partnership with many stakeholders to make progress on long-term systemic changes."

DAVID TAYLOR,
Chairman of the Board, President and Chief Executive Officer

Solving the plastic waste issue requires unprecedented levels of investment, novel partnerships and accelerated innovation—the kind that harness free market forces and scalable solutions as powerful engines of growth. That's why we've been working alongside many others in the industry to take action across the entire ecosystem—from package design to collection and sorting to recycling innovation to fostering end markets. Only by working together will we unleash the circular economy of plastics.

Investing in Recycling Infrastructure

In 2019 we joined more than 40 companies that make plastic, use plastic in their products and packaging, and those who recycle and manage plastic waste to form The Alliance to End Plastic Waste. Our CEO David Taylor took the lead to serve as the first board chair of the new alliance, helping form the not-for-profit organization that plans to invest $1.5 billion over the next five years to help end plastic waste in the environment.

ALLIANCE TO END PLASTIC WASTE

Research shows that nearly 80% of the plastic in oceans begins as litter on land, the vast majority of which travels to the sea down one of ten major rivers around the world—eight are located in Asia, and two are in Africa. Many of these rivers run through densely populated areas that lack suitable waste collection and recycling infrastructure. The alliance supports an array of projects and partnerships that focus on solutions in four core areas: infrastructure, innovation, education and clean up, with particular emphasis where the need is most urgent in Southeast Asia. Coming together in an unprecedented alliance, member companies and organizations span the globe. In addition to providing financial support, member companies are contributing logistics capabilities, expertise in recapturing and recycling used plastics and the ability to jointly create end markets that will help bring plastic further into the circular economy.



The Alliance to end plastic waste is the foremost CEO-driven international organization focused on bringing together industry, government, communities and civil society in the fight to end plastic waste.

SOCIETY

Keeping Plastic Waste Out of the Environment

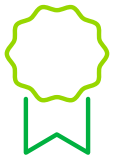
Investing in Recycling Infrastructure

We are one of the leading corporations to commit funding to Circulate Capital, an investment management firm launched in 2018 dedicated to incubating and financing companies and infrastructure that prevent ocean plastic in South and Southeast Asia. In May 2019, Circulate Capital announced a blended finance partnership with the U.S. Agency for International Development (USAID) to combat ocean plastic pollution. Through this new agreement, USAID will provide a $35 million, 50% loan-portfolio guarantee through the Development Credit Authority (DCA) to incentivize private capital investment and new business development in the recycling value chain in South and Southeast Asia. The public sector support from the USAID partnership enhances the private sector support that Circulate Capital has received to combat ocean plastic, which is more than $100 million committed by the world's leading corporations, including the Company, PepsiCo, Dow, Danone, Unilever and The Coca-Cola Company. At least 50% of the total investments covered by the USAID guarantee will be used for loans in Indonesia, Philippines, Vietnam and Sri Lanka where USAID's Municipal Waste Recycling Program supports local partners in reducing ocean plastic pollution.

CIRCULATE CAPITAL ↗

In 2017, our sustainable packaging expert Gian deBelder kicked off a coalition of companies to pioneer the Holy Grail project under the Ellen MacArthur Foundation's New Plastics Economy Pioneering Projects mantle. The Holy Grail of recycling is a collaborative effort designed to solve one of the largest obstacles facing plastic recycling: ineffective sorting at recycling facilities. The project investigated how tagging of packaging can have a drastic impact on more accurate sorting and high-quality recycling via tracers and digital watermarks embedded in the plastic. Improved sorting can improve both the quality and quantity of recycled material on the market, which would mean more plastics go back to the marketplace and bring value instead of becoming waste.

Over the past three years, we and our coalition partners have invested expertise and resources in the Holy Grail project to devise a more consistent and scalable tagging system across all packages. Project Holy Grail proved the value of tracer and digital watermark technologies, a crucial step in determining the best direction for establishing a universal method for faster processing and better results. By working with dozens of companies across the whole value chain, including machine vendors, technology providers, material producers, packaging manufacturers, brands, retailers and recyclers, the Holy Grail project was able to use the technologies in tests, making progress toward the entire industry establishing and adhering to a standardized method. In the Packaging Europe Sustainability Awards in September, Project Holy Grail won both the Overall Sustainability Awards 2019 trophy along with honors for the Driving the Circular Economy category.



Project Holy Grail won the Overall Sustainability Awards 2019 Packaging Europe Sustainability Awards in 2019.

THE HOLY GRAIL PROJECT ↗

In partnership with the Department of Education and NGO World Vision, P&G Philippines has launched Pag-asa sa Basura, (Hope in Waste), a school-based waste collection and recycling program to drive sachet and plastic collection for upcycling in schools in Metro Manila. The program aims to organize and strengthen the solid waste management committees of these schools and operationalize sustainable plastic collection systems. By the end of its first year, we hope to collect one million sachets.

In India, we have put in place a system to recover and recycle packaging waste in several communities near our operations. We are working with various waste management companies and the industry to collect, segregate and recycle plastic packaging waste. We have already started in Maharashtra, Madhya Pradesh and Gujarat and will expand to eight more states within 2019.

SOCIETY

Keeping Plastic Waste Out of the Environment

Reclaiming Material and Fostering End Markets

PureCycle

While looking for more ways to incorporate additional recycled content (PCR) into our products and packages, we found the availability of high-quality recycled polypropylene (rPP) was limited. Company scientist Dr. John Layman invented a breakthrough technology that uses a solvent and extraction process to remove color, odor and contaminants from used polypropylene to restore it to ultra-pure recycled resin. To drive scale, we licensed the technology to PureCycle Technologies, which completed construction of its feedstock evaluation unit in July 2019 and plans to open its full-scale production plant in Ohio in 2021. The full-scale plant is expected to produce more than 105 million pounds of virgin-like polypropylene per year, fostering a substantial increase in demand for waste polypropylene and thus providing alternatives to landfilling or exporting plastic waste. Many consumer packaged goods companies have already committed to purchase the material starting in 2021. In fact, the demand is so great that PureCycle has sold out of all plant one production for the next 20 years and is planning to build a second plant in Europe.

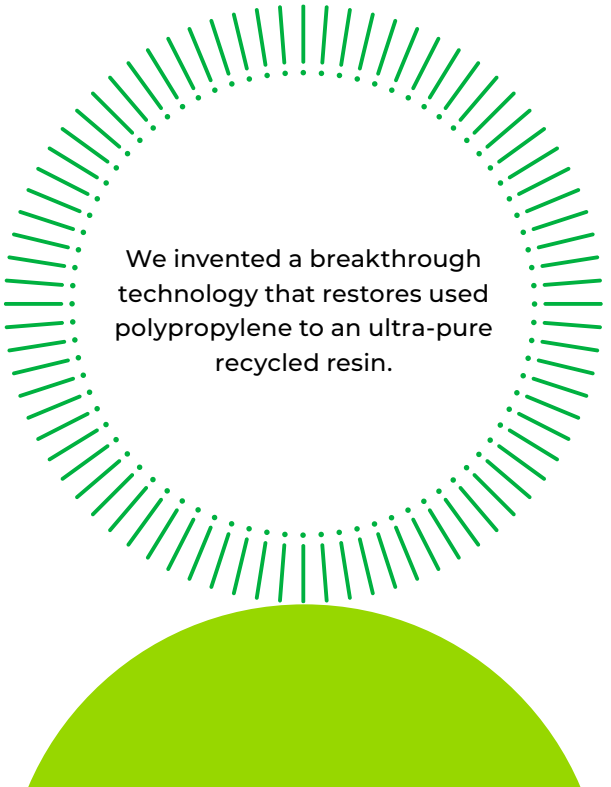
Flexible packaging refers to any lightweight plastic packaging that is able to flex or wrap, such as plastic pouches, overwraps and bags. Today, flexible plastic is used in a variety of packages for foods, personal care and household goods, but not widely collected for recycling. Current consumer take-back programs for flexibles at retail storefronts in the U.S. and Europe see low participation rates. Meanwhile, residential recycling programs experience high levels of contamination and increased mechanical processing costs when consumers incorrectly attempt to recycle film in their curbside bins. Much of this material is currently sent to landfills due to lack of consumer education, lack of collection and processing infrastructure, and lack of established end markets. We have joined several collaborative efforts to identify and test a range of solutions that can then be scaled up to accelerate flexible packaging into a true circular economy.

Materials Recovery for the Future (MRFF)

We joined MRFF as one of the early supporters who saw the potential to test in-market and scale the best solutions to increase household recycling of flexible packaging for eventual sale as PCR. MRFF brings together leading companies across the value chain to fund and collaborate on a pilot to demonstrate the economic and technical feasibility of adding flexible plastic packaging to single-stream household recycling. The pilot was launched in Pennsylvania in the summer of 2019 to demonstrate how to effectively, efficiently and profitably recycle flexible packaging by:

- Reducing labor costs at MRFFs
- Increasing the quality of paper bales
- Creating a new source of revenue with the “rFlex” bale
- Eliminating the need to dispose of flexible packaging in landfills

MRFF started in September 2019 and will gradually scale up to reach 200,000 households by early 2020. The households must be equipped with covered rolling carts to keep the lightweight flexible material dry and stop it from blowing away, so we and others have worked with The Recycling Partnership to offer grants to local PA communities to purchase covered carts. The local recycling facility, JP Mascaro, has upgraded their equipment to enable efficient sorting and baling of the material.



SOCIETY

Keeping Plastic Waste Out of the Environment

Reclaiming Material and Fostering End Markets (continued)

The Recycling Partnership Film and Flexibles Taskforce

The Recycling Partnership (recyclingpartnership.org) is a national nonprofit organization that leverages corporate partner funding to transform recycling in states, cities and communities all across America. It's the only organization in the country that engages the full recycling supply chain from the corporations that manufacture products and packaging to local governments charged with recycling, to industry end markets, haulers, material recovery facilities and converters. We are one of five companies serving as anchor funders and advisors for The Recycling Partnership's new Film and Flexible Taskforce formed in 2019. The taskforce will employ a four-step framework that includes data gathering and benchmarking, goal setting, establishment of pilot programs and determining the means for long-term scalability. Initial data gathering will include capture rate studies, consumer insights research and analysis of end markets, among other areas. Goal setting and pilot programs will include partnerships with cities and community recycling systems over a multi-year period, as well as piloting pathways of feedstock for potential chemical recycling solutions.

RECYCLING PARTNERSHIP

CEFLEX

CEFLEX is a collaborative effort underway across Europe working to identify solutions. We continue to participate in CEFLEX (Circular Economy for Flexible Packaging) and have done since 2016. CEFLEX is on a Mission Circular: , the goal of which is to collect all flexible packaging in Europe by 2025 and for 80% of it to be recycled and be returned to the economy. The CEFLEX project is a true cross-value chain collaboration where more than 130 companies and organizations have committed to implementing the actions to realize the circular economy for flexible packaging. The big focus is on redesigning flexible packaging (enabled by the CEFLEX design guidelines) and creating sustainable end markets, both in and outside packaging applications. A short video providing more background is below.

CEFLEX MISSION CIRCULAR

Aligning consistent metrics, common goals

When it comes to tackling plastic waste, we share the World Wildlife Fund's No Plastic in Nature by 2030 vision and agree that a clear roadmap with measurable, concrete action steps is necessary to achieve our goals. That's why we are one of the six Principle Member companies to join ReSource: Plastic, WWF's newest global initiative bringing companies together to help solve the plastic waste issue. Introduced in May 2019, Resource: Plastic maps out a systems approach in partnership with many stakeholders—common metrics, best practices, accountability and more. WWF hopes to accelerate change at an even faster rate and identify new solutions to old problems facing the planet.

We are proud to be a founding signatory of the WRAP UK Plastics Pact, a bold and unique initiative that aims to transform the UK's plastic system by 2025. By bringing together the entire plastics value chain behind a common set of ambitious, collective targets, it will move the UK toward a system that keeps plastic in the economy and out of the environment. It will encompass innovation, research and new business models to rethink and redesign what packaging we as an industry put in the market and how we can all encourage greater reuse of packaging. Launched on April 26, 2018, the pact now has more than 100 UK organisations from across the entire plastics value chain signed up as members and supporters.



We are a founding signatory of the WRAP UK Plastics Pact, an initiative that aims to transform the UK's plastic system by 2025.

SOCIETY

Responsible Consumption

Accelerating the growth and development of renewable energy can happen if industries join joins forces to scale progress. That's why we are actively engaged in joint initiatives to help advance broader, collaborative efforts on climate change.

We participated in the 2019 global Climate Change Conference, held under the auspices of the UN organization UNFCCC (United Nations Framework Convention for Climate Change). The global summit, called COP24 (24th Conference of the Parties), is the biggest international forum to tackle the issue of climate change. We joined the round table discussion on UN Sustainable Development Goal 12: ensure sustainable consumption and production patterns. The objective of the session was to bring together perspectives from government representatives, cities, NGOs and businesses to initiate a debate on the role of these actors to accelerating the climate change agenda.

Diaper Recycling

Pampers is the world's first diaper brand to use new advanced technology to recycle diapers—all diaper brands—to high-value applications and give used diapers a new life. The unique technology was invented by FaterSmart, a joint venture of the Company and Angelini in Italy, and is leading the way in complete recycling systems for used absorbent hygiene products (AHPs) such as baby diapers. The technology is already proven and live in Italy, operating at industrial scale and capable of recycling 10,000 tons of used AHP per year. This corresponds to the amount of AHP waste generated by approximately one million people. The technology is creating secondary raw materials that can be used in new products and application, giving used diapers a new life.

We are committed to rolling AHP recycling out globally to maximize the positive impact this technology can have. For example, we started a pilot program in the Netherlands in partnership with the Municipality of Amsterdam and others. We placed smart bins near day-care centers and drug stores in two neighborhoods of Amsterdam. Parents registered to the program via a new Pampers recycling app. Since January 2019, more than 400 families have registered and joined the program. In total, more than 20 tons of diaper waste—more than 100,000 diapers—have been collected for recycling. It is recognized and funded by the EU through the Bio-Based Industries (BBI) project called EMBRACED. And we are exploring how to scale this even further. We are committed to being operational in ten cities by 2030.



More than **100,000** diapers have been collected for recycling through the Diaper Recycling Pilot Program

SOCIETY

Protecting Water for People and Nature

Growing pressure on water resources in many regions has the potential to impact suppliers, manufacturing sites and the communities we serve. This inspired our renewed focus on water into the next decade of our goals as we aim to protect water for people and nature in priority basins.

Across the world, and even within countries, there is a diverse mix of landscapes, cultures, economies and climates that make water issues complex and require solutions unique to each river basin. That is why we embarked on a data-based water risk assessment with expert partners at WRI, WWF and ERM to identify the areas of the world we should focus on for maximum positive impact. Using data from the WRI Aqueduct Water Risk Atlas and other sources, 18 priority basins across seven countries were identified by understanding where our consumers, suppliers and facilities are most exposed to current and future water risks.

Country	# Priority Basins	Priority Basin
China	3	Xuanhui He Hai He Delta Tuo Jiang
Mexico	3	Moctezuma Laja Lerma/Salamanca
USA	5	Lower Bear/Malad, Great Salt Lake Lower American, Lower Sacramento/Putah Calleguas
India	3	Sutlej Yamuna 1 Musi/Aler
Saudi Arabia	2	Saudi Arabia West Coast 5 Persian Gulf Western Coast 2
Spain	1	Segura
Turkey	1	Kocaeli

SOCIETY

Protecting Water for People and Nature

Progress

Now that we've identified where our consumers, suppliers and facilities could be most impacted by current and future water risks, it's time to identify shared water challenges, potential partners and viable solutions for each basin. We've already made progress toward understanding the situation in each of these unique areas and will learn even more in 2020 after completing the Alliance for Water Stewardship (AWS) Standard 1.0 steps 1-3 at our Tier 3 facilities (see page 12 of v.1.0 for more details). Based on what we've learned so far, we've already moved forward with local engagement in the U.S. and Mexico.



United States

Five of our 18 priority basins are in the western U.S., and the majority of those are in the state of California. There is already a lot of great work going on within the state to protect and enhance California's water resources. In order to contribute to these efforts, we joined a platform of diverse stakeholders who came together to pursue collective action projects that will improve water security in California. The California Water Action Collaborative (CWAC) was created in 2014 and is focused on building social capital for improved water management, returning water to natural systems and driving corporate water stewardship aligned with state and global water stewardship goals. We hope that being a part of this multi-sector organization will enable us to make a meaningful impact in our priority basins in California.

CALIFORNIA WATER ACTION COLLABORATIVE

THE CALIFORNIA WATER ACTION COLLABORATIVE ↗

Mexico

Three of our 18 priority basins we are focusing on this next decade are in central Mexico, including the basin that surrounds Mexico City. Over the past year, P&G has engaged with local experts at The Nature Conservancy to learn more about the water issues and potential solutions in and around the city. As a first step towards being part of the solution, we joined the Mexico City Water Fund: Agua Capital. Agua Capital was created in 2018 as an innovative platform for collaboration among different sectors to contribute to the water security of Mexico City with emphasis on nature-based solutions. P&G, along with the other board members, intend to address the overexploitation of the aquifers, inefficiencies in infrastructure and operations, flood management and improvement of wastewater treatment and reuse.

AGUA CAPITAL
SOLUCIONES PARA LA SEGURIDAD HÍDRICA

We've come a long way already in our water stewardship journey, and will go even further working in collaboration with others to solve the challenges facing our priority basins. We look forward to partnering with others to work toward our goal to protect water for people and nature in priority basins and sharing our progress along the way.

AGUA CAPITAL ↗

SOCIETY

Reinventing Water for Urban Living

It is predicted that by 2030, there will be a 40% gap in global water supply and demand. Pressure on water resources is growing, and some cities, like Cape Town, South Africa have already experienced Day Zero: a day when the city nearly ran out of water and the government required all four million residents to reduce their water use at home to 50L per person. Not only is water essential for the daily operation of our facilities and production, it is also an integral part of many of our products in the home. Whether it's bathing, laundry, cooking or dishes, homes use 10% of the global water supply, reinforcing the need for rethinking the future of water consumption.

Homes in the U.S. can use up to 500 liters of water per day, per person—a rate that is not sustainable. Several years ago, we started exploring innovations in waterless and water-efficient products, purification systems and experience platforms. During the World Economic Forum Davos in January 2019, we led a multi-faceted discussion to explore whether homes could run at 50 liters and still feel like 500 liters, unlocking solutions for sustainable, affordable living.

50L Home

Most homes in the U.S. use up to

500 liters

of water per day, per person—
a rate that is not sustainable.

The **50 Liter Home** Concept, spearheaded by the Company, is bringing together companies, policy-makers and communities to develop and scale innovations for the home that help solve the urban water crisis. It is an ambitious undertaking that requires cross-sector collaboration to harness diverse expertise and resources, like home fixtures and appliance makers, city governments, utilities, tech partners, NGOs, real estate developers, engineering, home design and more.

WWW.50LHOME.COM

Major cities around the world face the prospects of a water crisis, and 14 of the world's 20 largest cities are already experiencing water scarcity.





Employees

Engage and equip P&G employees to build sustainability thinking and practices into their work and their communities.

EMPLOYEES

Employees

We want to ensure that sustainability is built in, not bolted on.



Ambition 2030 Leadership Award

Leadership accountability is critical to our Ambition 2030 goals, as it is only by making sustainability an integral part of how we deliver business results that we'll be able to achieve our goals. We want to ensure that sustainability is built in, not bolted on. To recognize this effort, we created a new Ambition 2030 Leadership Award which acknowledges the leadership and commitment required to deliver meaningful results in the area of sustainability. The award will recognize business leaders at our Band 5 or 6 level who have contributed to the significant advancement of our Ambition 2030 goals in one or more of our four core focus areas: brands, employees, supply chain and society.

Earth Week Inspires Action

Across the world, we organized a range of Earth Week 2019 volunteer activities designed to raise awareness and take action to reduce our environmental footprint and bring about a healthy planet. Here are some highlights:

- Our Taicang plant successfully engaged employees via three days of sitewide activities. Employees participated in group discussions to identify new ideas for meeting site sustainability goals, a "green corner" photo sharing program where employees could upload their nature photos to WeChat, and a fishing outing in the site's natural clean pond. In this program, employees participated in sustainability activities for energy, water and waste savings in the site's daily operation.
- All our sites across Northern Europe participated in a variety of activities to remind employees of our sustainability efforts and reinforce the idea that small changes can make a world of difference under the theme of Sustainability at Scale. This year, our Northern Europe Head Office in Weybridge UK partnered with Do Nation, a start-up company with a mission to make people live a little bit greener every day. Together we ran a three-month program—from February to April —that saw employees pledge to make their daily routines more sustainable. As result of employees' collective commitments, we saved more than 38,900 tons of carbon.

EMPLOYEES

Employees

Gardens Spring Up at Hair Care Plants

Inspired by our recent Kew Gardens partnership and in line with the Ambition 2030 Corporate goal to "engage, equip and reward employees for building sustainability thinking and practices into their everyday work," we are leveraging our scale by creating gardens in all our manufacturing sites. These gardens support sustainability-related challenges like enabling pollination, protection of native species, and water conservation. We are leveraging the current efforts of gardening, landscaping and maintenance to create a positive sustainable impact for our people, brands and nature while beautifying our sites.

Among our accomplishments this year:

- Planting 16,000 square meters of beautiful gardens in all our Hair Care plants that are sustainably built with reused materials and recycled water.
- Actively tackling pollination issues, protection of native plants and water conservation.
- Creating a win-win model of sustainability and beautification that drives a positive impact in our people and brands.
- Bringing our people closer to the themes of biodiversity, native plants and elevating topics such as pollination around a brand context (e.g, planting ingredients used in our products).
- Growing native plants even at our sites located in water-stressed regions like Dammam in Saudi Arabia, Mariscala in Mexico and Port Qasim in Pakistan.

Community Volunteers Educate and Inspire Action

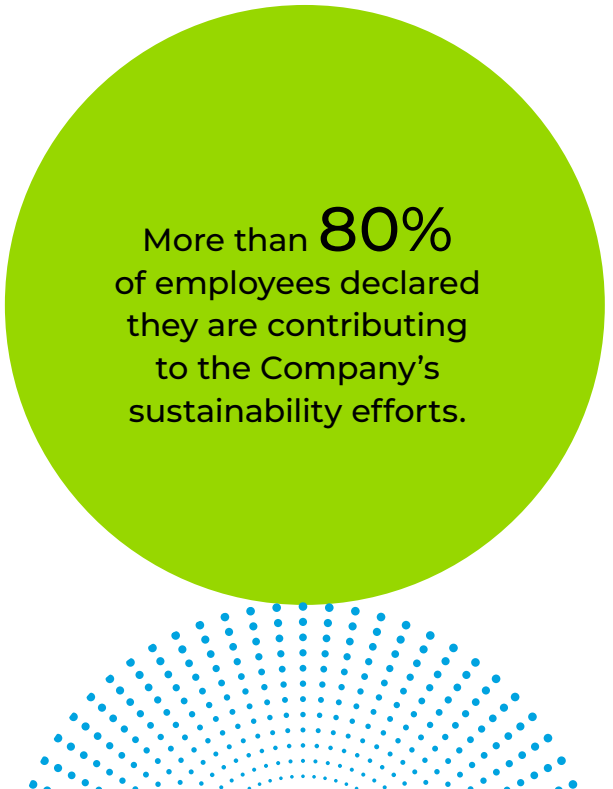
Our North Africa and Levant region have partnered with Youth Think Green (YTG) NGO to take action in the community, working with young people on a range of environmental activities:

- Preparing small pots of green herbs and flowers that kids could take home for their gardens.
- Raising awareness around ways to prevent ocean plastic waste with an upcycling activity, like taking used plastic bottles and making them into toys, pencil cases, napkin boxes and mobile hangers.
- Embracing the culture of renewable energy by reviewing how to calculate a base for a solar panel system and make-your-own solar-powered mobile charger.

Helping young people understand the importance of sorting waste and making neighborhoods cleaner are the objectives of Clean Earth. This new program launched in Poland and enabled employees to visit local help educate students on these topics. They joined with students and teachers to collect and sort litter from local parks, playgrounds and streets. More cleaning days are planned as well as expansion into the Czech Republic and Hungary.

Positive Employee Survey Results

In March 2019, more than 80% of employees declared they are contributing to the Company's sustainability efforts in our annual employee survey. This percentage increased more than five points compared to 2018. Many employees provided perspective that they value the Company's work in the space and welcome the chance to put more effort into where we make the greatest difference: our brand innovations and corporate partnerships.



Tracking Our Progress

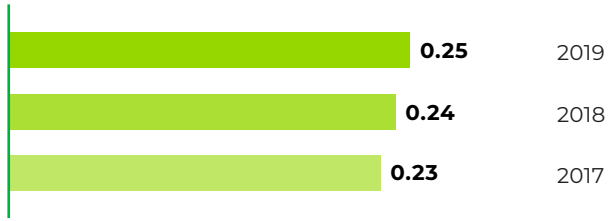
Health and Safety

The health and safety of our employees and our contractor partners is a foundational to the Company and directly linked to our core values.

- Nothing we do is worth getting hurt
- Safety can be managed
- Every injury and illness can and should be prevented
- Safety is everyone's responsibility

The Company tracks our total injury rate (TIR) and lost work day case rate (LWDC). TIR includes any injury that requires medical treatment beyond first aid, including work restrictions. LWDC is a subset of all injuries that were serious enough to result in the individual missing the next assigned work shift. Our TIR target for both employees and contractors is 0.35 injuries per 200,000 hrs. No targets are set for LWDC rates. To achieve these results, we have implemented an integrated Health, Safety and Environmental program. This program sets expectations that enable evaluation of each site's leadership involvement, behavior and culture, equipment design and maintenance standards, and training and procedures. We specifically focus on life-safety critical systems such as electrical safety, confined space entry, fall prevention/protection, material handling and isolation of hazardous energy. The TIR and LWDC rate results are summarized in the charts to the right.

Total Incident Rate
(Injury and illness per 100 employees)



Total Lost Work Day Case Rate
(Lost and restricted work day cases per 100 employees)



The health and safety of our employees and our contractor partners is a foundational to the Company and directly linked to our core values.



Tracking our Progress

We have more than 43 manufacturing plants and technical centers that are celebrating more than one million safe work hours without a lost workday injury.

Audit Programs

Our internal HSE audit program is designed to ensure sites are complying with both local regulatory requirements as well as corporate polices, standards and procedures. These audits are completed at all plants, innovation centers and distribution centers worldwide. Recently, we modified the audit program to eliminate numerical scores and move to identifying specific findings and classifying those findings as critical, major or minor. All findings are tracked to closure by the corporate HSE. The fundamental philosophy is to use the standards worldwide, implemented by trained HSE leaders and audited each year using a consistent, comprehensive approach. Audits measure performance against mandatory standards and operating procedures. The target is to have no critical findings and continually reduce the number of major or minor findings. This year, 96% of the sites were assessed.

Sites Conducting Annual Audits
(Percentage)



Top 5 Sites with the Highest Number of Employee Safe Working Hours

Manufacturing Site	Safe Hours*	GBU	Region
Ibadan	12,000,000	Fabric and Home Care	IMEA
Takasaki	7,400,000	Fabric and Home Care	Asia
Dammam	7,100,000	Beauty	IMEA
Boryspil	7,000,000	Baby, Feminine and Family Care	Europe
Xiqing	6,300,000	Beauty	Asia

*Rounded down to the nearest 100,000

Technical Center	Safe Hours*	GBU	Region
Brussels Innovation Center	7,200,000	Technical Center	Europe
Singapore Innovation Center	3,000,000	Technical Center	Asia
Kronberg Innovation Center	2,500,000	Technical Center	Europe
London Innovation Center	2,400,000	Technical Center	Europe
Newcastle Innovation Center	2,100,000	Technical Center	Europe

Tracking Our Progress

Compliance with Laws and Regulations

There are numerous health, safety and environmental requirements worldwide. Plants are subject to safety rules and emission limits with operating requirements that may be embodied in sources such as statutes, regulations, laws and permits. It is our intent to comply with both the letter and the spirit of statutes, regulations, laws and permit requirements. Identified compliance issues are treated seriously, and all noncompliance matters are resolved as expeditiously as possible.

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 FY18/19. Note, several fines are still under review but are included in the total numbers.

A breakdown of NOVs is provided below:

Year	Number	Fines
2019	40	$62,060
2018	17	$249,430
2017	24	$102,804

Violation	Number of NOVs	Fines
Water-Based	9	$11,064
Air-Based	8	$3,466
Solid-Waste-Based	4	$2,700
Paperwork	0	$0
Transportation-Based	4	$0
Other	4	$0
Worker Safety	11	$44,830
Total	40	$62,060



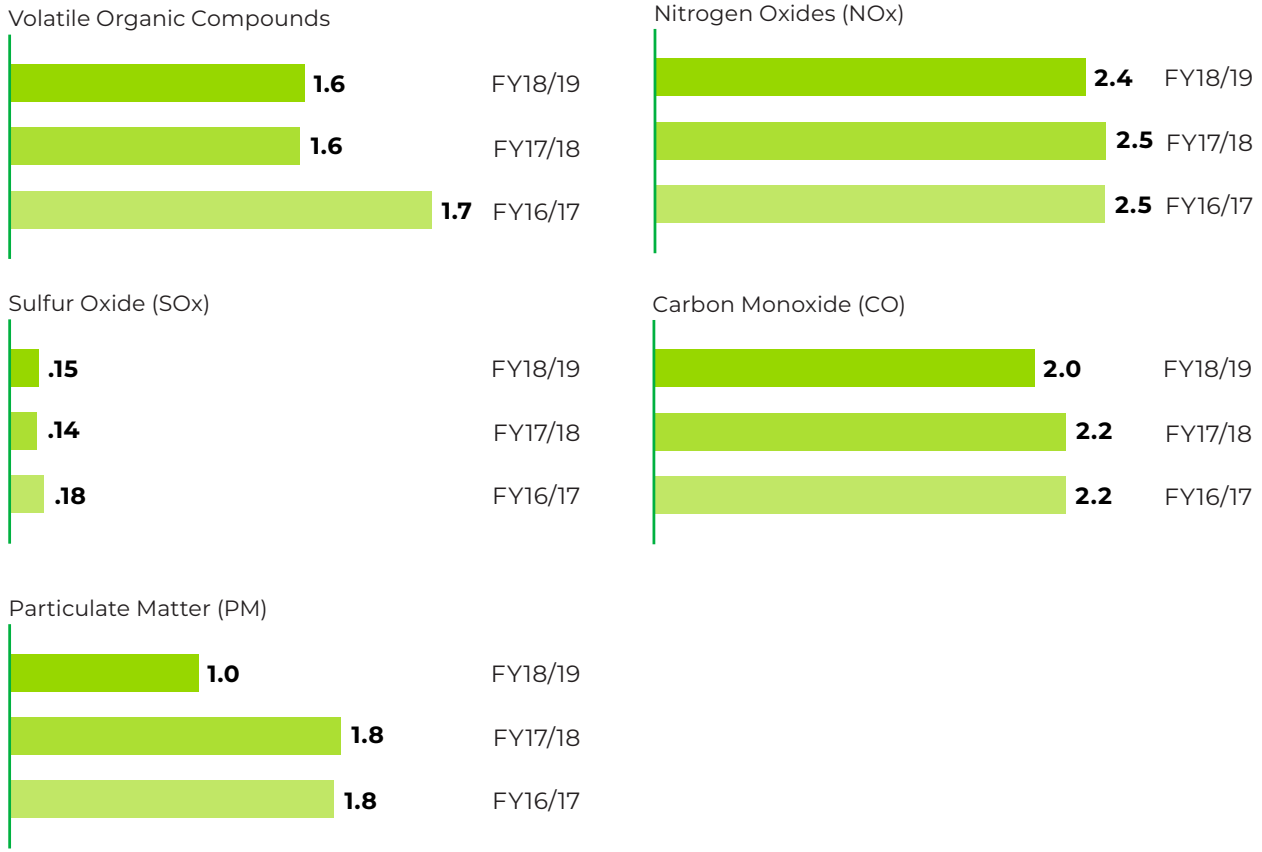


Tracking our Progress

Air Emissions

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

Global Air Emissions
Thousands of metric tons



Awards and Recognitions

LEED

We are committed to designing sustainability into our facilities, including pursuing LEED certification for all new facilities. We now have 36 projects sites with LEED Silver or Gold certification.

Some recent projects include our Amiens distribution facility (first P&G LEED facility in France), Albany Georgia (applying sustainable design principles as they rebuild from a tornado), and our new greenfield site in Tabler Station West Virginie which received multiple LEED Silver certifications. We are also very proud of our SK-II production site in Shiga, Japan which was awarded LEED Silver under the new LEEDv4 standard, the first manufacturing site (from P&G or any other company) in Japan to achieve this honor.



Location	Gold	Silver
Albany, GA, U.S.		1*
Amiens, France		1
Ben Cat, Vietnam		2
Box Elder, UT, U.S.		2*
Cabuyao, Philippines	1	
Cincinnati, OH, U.S.		2
Cruz, Brazil		1
Greensboro, NC, U.S.		1
Budapest / Gyongyos, Hungary		3
Guangzhou, China	1	1
Hyderabad, India	1	2
Jakarta, Indonesia		4
Lagos, Nigeria		2
Singapore		1
Tabler Station, WV, U.S.		2
Taicang, China	1	3
Total	4	32

*Represents a LEED v4 Certification at this location.

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)			2019 Global Business Unit Detail[1] (absolute units x 1,000)					
	2019	2018	2017	Baby, Feminine and Family Care	Beauty	Fabric and Home Care	Grooming	Health Care	Other
Production (metric tons)									
Finished Products Manufactured[2]	**15,175**	**15,144**	**14,640**	**2,822**	**1,812**	**9,880**	**174**	**487**	**N/A**
Raw Materials from Recycled Sources[3]	**674**	**633**	**676**						
Manufacturing Waste (metric tons)									
Solid Waste Generated	**655**	**624**	**632**	**254**	**71**	**233**	**34**	**35**	**27**
% Recycled/Reused Waste	**95.8%**	**94%**	**92.6%**	**94.1%**	**97.6%**	**96%**	**100%**	**100%**	**94%**
% Disposed — Hazardous	**0.4%**	**0.4%**	**0.5%**	**0.0%**	**0.3%**	**0.8%**	**0.0%**	**0.0%**	**2.1%**
% Disposed — Non-Hazardous	**3.8%**	**5.6%**	**6.9%**	**5.9%**	**2.1%**	**3.2%**	**0.0%**	**0.0%**	**3.9%**
Other Waste (metric tons)									
Effluents (excluding water)[4]	**16**	**21**	**19**	**4.26**	**3.06**	**7.42**	**0.25**	**0.82**	**0.06**
Air Emissions[5]	**7**	**8**	**8**	**4.82**	**0.22**	**1.83**	**0.04**	**0.10**	**0.18**
Construction & Demolition Waste	**8**	**19**	**7**	**3.17**	**0**	**5.04**	**0.09**	**0.05**	**0.14**
Energy and Greenhouse Gas (GHG)									
Energy Consumption (gigajoules)	**61,176**	**60,891**	**60,423**	**39,307**	**3,495**	**11,192**	**2,424**	**1,834**	**2,924**
Total GHG Emissions (metric tons)[6]	**4,050**	**4,053**	**4,559**	**2,539**	**266**	**664**	**198**	**156**	**227**
Scope 1 — Direct GHG Emissions (metric tons)	**2,210**	**2,143**	**2,122**	**1,614**	**91**	**321**	**65**	**43**	**76**
Scope 2 — Indirect GHG Emissions (metric tons)[7]	**1,840**	**1,910**	**2,437**	**925**	**175**	**343**	**133**	**113**	**151**
Biogenic GHG Emissions (metric tons)	**57**	**68**	**89**						
Water (cubic meters)									
Water Consumption	**63,125**	**63,666**	**61,826**	**38,634**	**5,525**	**14,267**	**1,149**	**1,601**	**1,949**

1 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 stand-alone offices/technical centers that support the business units and our largest distribution facilities. Numbers do not include production from contract manufacturing operations.

2 Estimated from FY18/19 finished product production volumes. Updated to exclude intermediate products that are used as raw materials in other P&G categories.

3 Data is tracked at a corporate level.

4 Wastewater chemical oxygen demand (COD).

5 Air emissions include particulates, SO2, NOX, 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 2019 were 2,544,082 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 the 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-based versus location-based GHG emissions.

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

Each year, we carefully review habits and practices data to help us assess progress against our low-energy washing goal. The objective of this goal is to get consumers to use low-energy cycles, and we can play a significant role in that by providing detergents with outstanding performance in low-energy cycles. Our benchmark for qualifying low-energy cycles has been 0.4 kWh per wash cycle. Cycles included in our tracking are cold cycles in traditional top load machines and cold and warm cycles in all HE machines (top & front loading).

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 with the biggest impact on packaging.



We go to great lengths to ensure rigor, accuracy and transparency in our reporting.

Global Measurement and Additional Operational Data

2020 Goal Measurement Systems

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 and established end-market for collected material). While we require large-scale systems to be in place in at least one location, we do not require a minimum percent access or recovery rate per package in every country or market 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 the Company as well as contractor manufacturers and covered more than 95% of our global spend.

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
- Ground water from site wells
- Surface water: non-brackish as rivers, lakes, creeks, etc., at any quality they deliver

Venezuela

Due to current conditions in Venezuela and consistent with how we have approached other corporate reporting, we have excluded our three facilities in Venezuela from the manufacturing data included in this report. For transparency, the estimated combined data from these three sites within our 2010 baseline was energy (353,752 gigajoules), water (233,188 cubic meters), and GHG emissions (20,589 metric tons), which represents less than 0.5% of the respective global footprints. These changes have already been incorporated into the baseline restatement.

Baseline Restatement

This year, we 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 and 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 5,407,790 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 63,755,819 gigajoules. Original water baseline was 77,049,114 cubic meters. It is now 75,029,004 cubic meters. Original waste disposed was 354,563 metric tons. It is now 335,488 metric tons. The baseline year remains the same: they Company's FY09/10.



BACK TO START

Data in this report covers the period of July 1, 2018 to June 30, 2019. Financial information is given in U.S. dollars. Questions related to this report can be directed to mediateam.im@pg.com. This report references GRI 102: General Disclosures 2016. A GRI Content Index for this report can be found here.