

2022 CITIZENSHIP REPORT

DELIVERING FOR ALL OUR STAKEHOLDERS

DEAR STAKEHOLDERS,

We have been talking about the importance of balance for some time in the context of needing to deliver balanced growth and value creation. While that will always be an imperative, the world needs more from P&G now. It is not just top- and bottom-line growth that must be delivered and balanced. We must also endeavor to deliver against the needs of an increasing number of constituents—consumers, retail customers, employees, society and our shareowners. The needs of each of these constituents must be met.

This is especially true of our Citizenship efforts in Environmental, Social and Governance (ESG) areas, where expectations among all stakeholders are growing.

People increasingly rely on us to deliver superior solutions that are sustainable. Our world requires that we do our part in this regard. This challenge is also an opportunity to extend our margin of superiority, further grow categories, and create more value. We are working across climate, waste, water and nature to improve our own environmental impact, enable consumers to reduce their footprint, and help society solve some of the most pressing global challenges.

We are committed to an equal, diverse and inclusive organization and culture; one which brings forth the best ideas and innovations needed to win with consumers and customers and for each other. We do this best when we have a pipeline of outstanding and diverse talent at every level and an environment that supports each of us in being our full and authentic selves. Externally, we support equality and inclusion efforts with our business partners and in our communities because it is not only the right thing to do, but because it also can improve income and wealth equity for more people, creating more purchasing power, which drives market growth.



Jon R. Moeller
Chairman of the Board, President and Chief Executive Officer



Citizenship is how we refer to our efforts in Environmental, Social and Governance (ESG) areas, and we've built Citizenship into how we do business every day.

The work we do in communities around the world to support people in difficult times is one of the most tangible ways we have immediate positive impact as a company. By providing clean water and donations of P&G products, time and financial resources to those in need, we help to improve lives. These actions, as well the rest of our Citizenship efforts, are also part of what employees are proud of and value in P&G, helping us attract and retain the best talent.

For 185 years, our foundation has been our Purpose, Values and Principles. They set a high standard for each P&G person and require that we hold ourselves and each other accountable for results and, equally important, for how we achieve those results. Last year, we added an ESG factor to our annual incentive compensation program for our senior executives as a demonstration of our commitment to near-term progress toward our long-term ESG goals. You can stay updated on our latest ESG data and reports via our portal at **pginvestor.com**.

In the ever more complex world we live in, it's not just top- and bottom-line that must be balanced. We must endeavor to balance the needs of consumers, customers, employees, society and shareowners. Serving and balancing these needs will not be easy, but it is necessary—and those that do it best, as I expect we will, should thrive.



Jon R. Moeller

Chairman of the Board,
President and Chief Executive Officer

INSPIRED, VALUED AND GROWING

Our citizenship efforts reflect the contributions of employees across the Company. Our programs help ensure P&G people are inspired, feel valued and rewarded, and continue to grow while they build the business and help improve lives in the communities where we live and work. **Learn more.**



"Olay's easy open lid made a meaningful difference to consumers who sometimes aren't being served. It was so humbling to see people's excitement and why I love my job."

Hannah Analytics & Insights



"I enjoy collaborating with impassioned individuals to create sustainable innovation that drives growth and will influence the entire CPG industry."

Ali Research & Development



"I'm proud to work in a collaborative company with experts in various disciplines of science and technology! Together, with our trusted brands we bring groundbreaking innovations to benefit consumers around the world and grow our business."

Judson Initiative Leadership



"I believe that business decisions are inherently environmental decisions. In business, we can help change the world just by being thoughtful about the innovations we prioritize, the materials we use, and the partners we work with every day."

Coral Brand Management



"At P&G, I have enjoyed tremendous opportunity to leverage my expertise and passion to impact innovation strategies and our journey toward achieving our Ambition 2030 Environmental and Net Zero by 2040 goals."

Jay Environmental Stewardship



"Contributing to P&G's equality and inclusion efforts and working with committed colleagues and leaders to create a more equal company and world makes me feel inspired and motivates me to do more—every day!"

Ezgi Company Communications



"I'm motivated to work for P&G because of the strong ethical standards, values and principles expected from both the leadership and my colleagues."

Seon-Ho Finance & Accounting



COMMUNITY IMPACT

We’re all about doing the right thing and are committed to being “A Force for Growth and A Force for Good.” That’s why our people and our brands do acts of good every day to help communities grow.



Marc Pritchard
Chief Brand Officer

COMMUNITY IMPACT

"For generations, we've stepped up to ensure we are serving consumers, supporting employees and helping the communities in which we live and work through unexpected challenges by providing the brands people count on to take care of their daily cleaning, health and hygiene needs.

Our brands help bring a sense of normalcy in uncertain times and are uniquely positioned to help people, especially those in underserved communities who are disproportionately impacted in times of crisis. Being a good corporate citizen is core to who we are as a Company. It remains a priority now and in the future, as we are committed to improve the lives of people around the world, each and every day."



Since 2004,
we've provided

20 BILLION LITERS

of clean drinking water



Children's Safe Drinking Water

Access to Clean Drinking Water

Around the world, nearly a billion people struggle each day to have clean drinking water, often as a result of natural disasters. Through our **Children's Safe Drinking Water (CSDW) Program**, we have been providing clean drinking water to communities with P&G's innovative Purifier of Water packets. Working in collaboration with more than 150 global advocacy and implementing partners, we have reached our latest milestone—delivering 20 billion liters of clean drinking water to children and families without safe drinking water in over 90 countries. **Learn more.**

United is the Way

William Cooper Procter, grandson of P&G's founder, is often credited with being the original driving force behind P&G's long-standing support of the **United Way**. The United Way has been part of our corporate culture for over 80 years. Today, P&G is consistently one of the largest contributors to the non-profit's annual fundraising campaign in Greater Cincinnati and many more communities where P&G people live and work across the Americas. We've stepped up to help our hometown community by donating more than $10 million to the United Way of Greater Cincinnati campaign.



P&G, its employees, and retirees donated more than

$10,000,000

to the United Way of Greater Cincinnati



Habitat for Humanity®

P&G has a long history of supporting Habitat for Humanity with resources and employee volunteers.



Building Home and Hope

Habitat for Humanity brings people together to build homes, communities and hope. This year, P&G proudly partnered on programs to advance health and hygiene and gender equality, including:

- Improving water and sanitation conditions for families in Argentina
- Supporting older women and victims of domestic abuse by refurbishing a women's refuge in the United Kingdom
- Providing access to hygiene and sanitation facilities for school children to reduce absenteeism in Kenya

DISASTER RELIEF

For generations, P&G and our brands have united to support consumers and communities through unexpected challenges, emergencies and in times of need. In the past year, P&G has responded to more than 30 disasters across the globe with financial support, products and services to meet these unexpected needs. **Learn more.**



Pampers

"I was inspired by the acts of good when Germany was hit by catastrophic rainfall in Euskirchen, where the P&G Pampers plant and Distribution Center is located.

In addition to donating products, the Pampers plant remained operational and made space to accommodate rescue workers, fire brigade and **Red Cross** volunteers. The plant gave access to shelter, bathrooms, electricity and internet to the public, and employees worked together to provide support."



Madhav
P&G Germany

Tide loads of hope

"When we got a once-in-a-century storm in British Columbia, Canada, it devastated access to basic resources like electricity and clean water. P&G partnered with **GlobalMedic**, a local disaster relief organization, to provide free laundry services through the Tide Loads of Hope program.

I am proud that our Company and employees are always willing to step up and support communities in need."



Joyce
P&G Canada

During times of disasters, we're continuing to provide ongoing support across the globe, guided by three core principles:

- Protecting the health and well-being of P&G people
- Serving consumers around the world who count on our brands and the benefits they provide
- Supporting communities in need through our longstanding partnerships with local and global relief agencies

Supporting Ukrainian Families

Millions of people have been affected by the war in Ukraine, a majority of them women and children. Since the beginning, P&G has mobilized resources around the world to support employees, families and relief organizations in a variety of ways:



- Provided millions of everyday essentials, including diapers, shampoo, toothpaste, toothbrushes, and other cleaning, health and hygiene products to people displaced from their homes



Since March 2022,

7,000,000+

P&G products have been donated



- Established a matching fund drive which was supported by thousands of P&G employees in more than 40 countries
- Provided financial support to relief partners in their efforts to provide access to clean water, food, shelter, and health and care services in Ukraine and neighboring countries. Some of our partners include **GlobalMedic**, **IFRC**, **International Medical Corps**, **Matthew 25: Ministries**, **Save the Children** and **Water Mission**.

GlobalMedic · IFRC · International Medical Corps · Matthew 25: Ministries · Save the Children · water mission

"Our P&G colleagues in Central Europe have stepped up in so many ways since the earliest days of this crisis—providing transportation from the border, opening their homes to provide safe places to sleep and caring about the personal needs of those displaced. I'm so proud how we immediately helped, while simultaneously working to safely resume our operations and continue serving people across the region who depend on our products every day."



Gabe
P&G Central Europe





Responding to a Global Pandemic

We have offered diverse tools and flexible policies to our employees to help manage the challenges of working and living during a pandemic, including a focus on mental wellness. Our efforts to step up as a force for good for consumers have continued:

We provided donations of Safeguard, Crest, Whisper, Head & Shoulders and Pampers products to support the epidemic prevention and control work in Shanghai and Guangxi.

We sponsored the Por Um Sorriso (For a Smile) program in Brazil, bringing oral care services to vulnerable communities when access to the dentist became difficult during the extended challenges of the pandemic.

Read more about our Community Impact efforts.



EQUALITY & INCLUSION

We aspire to create a company and a world where equality and inclusion are achievable for all, creating value and driving growth for our employees, through our brands, with our partners and in communities.



Shelly McNamara
Chief Equality & Inclusion Officer

EQUALITY & INCLUSION

"We are committed to honoring the individuality and unique contributions of our people and ensuring that every single employee shows up to work as their whole, authentic self and feels safe in doing so.

We believe this makes P&G not only a great place to work but also a stronger company because it is through diversity of thinking that we become more in touch with the consumers we serve. To holistically serve consumers in ways that matter and resonate with them, we need to create the kind of diverse and inclusive culture that has been proven, time and again, to give life to the best thoughts and ideas."

Meet P&G employees from around the world and learn how they're unleashing their full potential to make an impact on equality and inclusion. **Watch the video.**

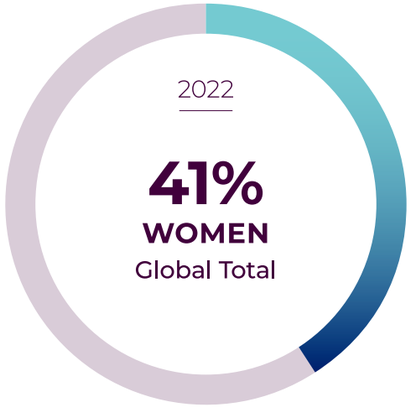
CREATING A GLOBALLY DIVERSE WORKFORCE

We strive to be a company and create a culture that reflects the diversity of the billions of people we serve around the world, in company leadership and at every level. We will achieve our goals by expanding and accelerating our ability to recruit, retain and develop a globally diverse organization. We have set stretching, achievable and meaningful representation aspirations. While we continue to make progress in many areas, we know we can do more.

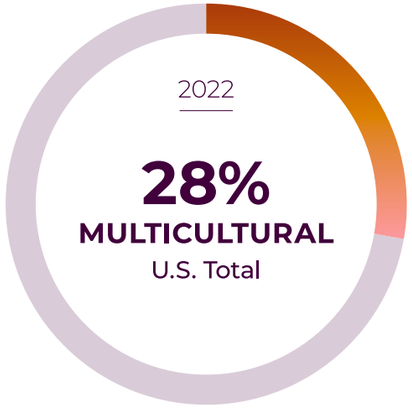
See more disclosures and learn about our progress toward our Equality & Inclusion goals on our **website**.



EMPLOYEES

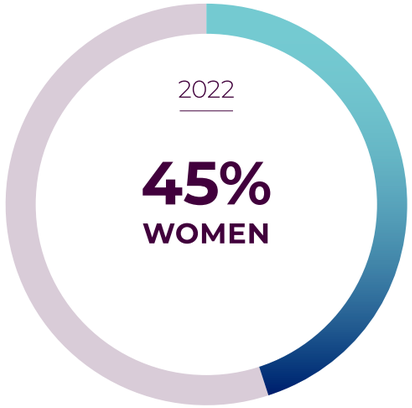


GENDER



RACE & ETHNICITY

BOARD OF DIRECTORS[1]



GENDER



RACE & ETHNICITY

1 Board data as of October 11, 2022



Lucy Edwards

Brand ambassador,
who is herself blind

We're making our brands more accessible in-store, providing product information via NaviLens, a QR code technology for the visually impaired.



Making Our Brands Accessible for All

The World Health Organization (WHO) estimates 6–10% of people in Europe are living with a disability. P&G Beauty realized these consumers weren't fully enjoying the products and content that we offered and decided to act on it.

We started by making our communication accessible by adapting our commercials and influencing digital media platforms to adopt accessibility features such as enabling audio description on YouTube videos. Two of our brands—Head & Shoulders and Olay—were recognized as the most accessible brands in beauty for website accessibility.[1] We also made our brands more accessible to in-store shopping, providing people with sight and cognitive impairments access to product information via partnerships with NaviLens—a QR code technology for the visually impaired—and The Royal National Institute for the Blind. Through these actions, we are making progress on our journey to make our brands, products and content accessible to all.

1 Online Shopping Accessibility Index, 03/15/2022, Affise Academy: **Online Shopping Accessibility Index—Affise**

We've pledged to spend

$5 BILLION

annually with diverse-owned and women-led businesses by 2030



We're inspiring others to employ more women in manufacturing, logistics support and media production.

Empowering Women-Owned and Women-Led Businesses

As a global company with a broad portfolio of trusted brands, we have the potential to provide diverse businesses with meaningful growth opportunities and accelerate economic inclusion and equity. Just as we know a diverse organization leads to better problem-solving and innovation, so does a diverse supply chain. We are committed to increasing our global spend with diverse- and women-owned and led businesses to $5 billion annually by 2030. In September 2021, we shared that we had surpassed $3 billion! One of the ways we are hard at work is increasing our investment with women-owned and led businesses throughout the world. We have many great partners to enable this, including **WEConnect International**.

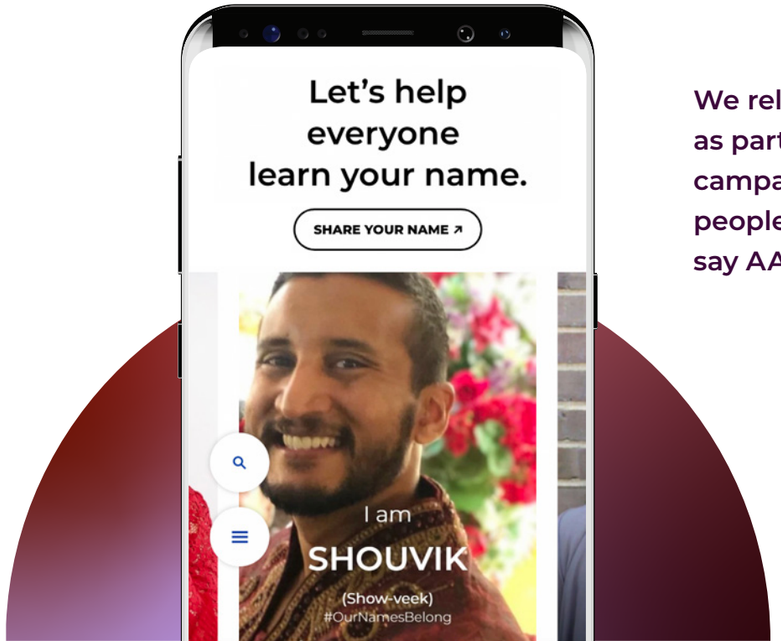
Through P&G's Supplier Diversity efforts, in partnership with WEConnect International, over the past 5 years, we've trained more than 1,000 women entrepreneurs in 10 countries across Asia Pacific, Middle East and Africa. Several participants have become P&G's external business partners or suppliers and accelerated their own business growth thanks to their newly acquired skills. This also has had a ripple effect throughout the region.

Inspired by P&G's aspiration, many of our suppliers, agencies, and partners have employed more women in key positions within their organizations, including roles in manufacturing, logistics support, and media production, where gender bias has limited opportunities for women in the past.

Belonging Starts with a Name

As we use our voice to bring visibility to the uniqueness of the consumers we serve, we continue to respectfully portray communities through accurate and authentic representation in our advertising. To help address rising levels of bias against the Asian American Pacific Islander (AAPI) community, P&G released a new film "**The Name**," as part of an integrated campaign to inspire conversation and encourage people to learn how to say AAPI names, because feeling a sense of belonging in society starts with one's name.





We released "The Name" as part of an integrated campaign to encourage people to learn how to say AAPI names.

Accompanied by educational resources and tools at **pg.com/names**, the film elevated the importance of a name, and how meaningful gestures—like pronunciation and understanding its meaning—can create a greater sense of belonging for us all.

Pampers also joined the movement by expanding their existing popular baby name content on Pampers.com to engage even more consumers and recognize AAPI names. A new Snapchat filter let parents announce and celebrate their new baby's name, while the Pampers Snapchat AR Storybook program now includes books about the significance of AAPI names, allowing parents to celebrate these names with their little ones as they grow and read together.

Can’t Cancel Pride 2022

P&G continued its long-term support of the LGBTQ+ community with our third annual Can’t Cancel Pride benefit — “Proud AND Together.”

Showcasing the issues that continue to impact the LGBTQ+ community and highlighting intersectional messages of spirit and strength, the nationally broadcasted program brought together some of the biggest names in entertainment, including Elton John, Katy Perry, JoJo Siwa and Lizzo.

P&G brands like Charmin, Dawn, and Tide proudly joined in with more than 16 million people watching this year. Can’t Cancel Pride continues to raise support and create visibility for critical LGBTQ+ organizations, including CenterLink, GLAAD, National Black Justice Coalition, OutRight Action International, SAGE and The Trevor Project. The benefit has raised more than $11 million since its inception.



$11 MILLION

raised to date through Can’t Cancel Pride

CAN’T CANCEL PRIDE

Read more about our Equality & Inclusion efforts.



ENVIRONMENTAL SUSTAINABILITY

Environmental sustainability is embedded in how we do business.
It is core to our purpose of improving lives now and for generations to come.



Virginie Helias
Chief Sustainability Officer

ENVIRONMENTAL SUSTAINABILITY

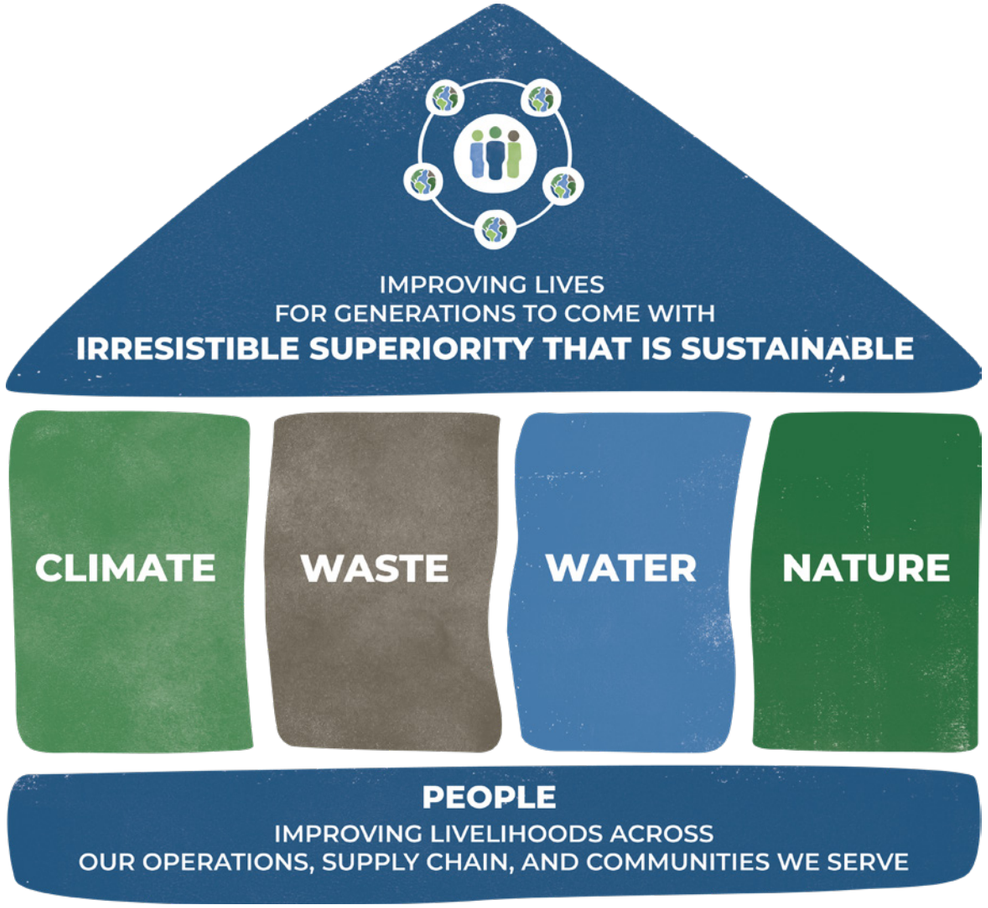
"We are committed to improving people's lives with irresistible superiority that is sustainable. We create value by making sustainability an integral part of our vectors of superiority, building on the strength of science-based pillars—Climate, Waste, Water and Nature. We are building transformative partnerships to help solve some of the world's most pressing global challenges where we can make the biggest difference."

P&G's Ambition 2030 supports our brands' ability to provide irresistible superiority that is sustainable to improve lives now and for generations to come. Learn more about how we are bringing this to life. **Watch the video.**

AMBITION 2030 IT'S OUR HOME

Our Ambition 2030 goals support our company and brand's ability to positively impact our homes, our communities and our planet. At its foundation is improving the livelihoods of people across our operations, supply chain and the communities we serve. We are continuing to create products that encourage responsible consumption, reduce our manufacturing footprint, and strive for more circular approaches in our supply chain. We cannot achieve these goals alone. This will require partnership across the private, nonprofit and public sectors and involve every aspect of our business. To learn more about our projects and partnerships around the world, please visit **Mapping Our Impact**.

CLIMATE > **WASTE >** **WATER >** **NATURE >**



Read more about our Ambition 2030 goals.





CLIMATE

At P&G, we set a new ambition to achieve net zero greenhouse gas (GHG) emissions across our operations and supply chain, from raw material to retailer by 2040. **P&G's Climate Transition Action Plan** covers the entire lifecycle emissions of our products and packaging, across supply chain, operations, consumer use of our products, and product end of life. Our comprehensive approach to accelerating climate action also includes navigating the key challenges ahead.

CLIMATE GOALS AND PROGRESS

OPERATIONS

We continue to drive progress towards our emission reductions in operations exceeding our Scope 1 and 2 GHG emissions target and accelerating our purchase of renewable electricity. To further reduce Scope 1 and 2 GHG, we are developing solutions at pilot manufacturing sites that we can scale globally toward our Net Zero 2040 ambition.

GOALS	**PROGRESS** through June 30, 2022
Reduce Scope 1 and 2 GHG emissions by 50% by 2030 vs. 2010 baseline[1]	**57% reduction — Achieved**
Purchase 100% renewable electricity globally by 2030	**99% renewable electricity globally**

INCREASING ENERGY EFFICIENCY IN OUR OPERATIONS

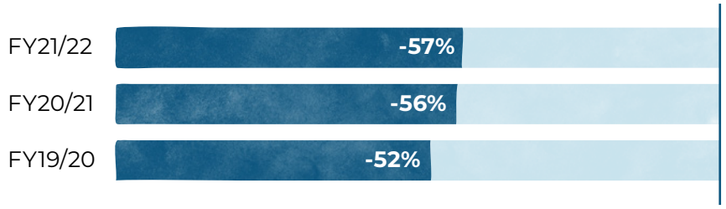
Reduction in Energy Consumption per Unit of Production

Percent reduction vs. FY09/10



Reducing Total GHG (Scope 1 & Scope 2)

Percent reduction vs. FY09/10



Energy and GHG

Total (absolute units x 1,000)	2022	2021	2020
Energy Consumption (GJ)	62,340	63,077	62,816
Total GHG Emissions (metric tons)[2]	2,316	2,398	2,613
Scope 1 — Direct GHG Emissions (metric tons)	2,160	2,238	2,221
Scope 2 — Indirect GHG Emissions (metric tons)[3]	156	160	392



For more detailed information on emissions, including Scope 3, please visit our ESG portal.

1 Validated by the Science Based Target Initiative.

2 Total GHG emissions = Scope 1 + Scope 2.

3 Market-based Scope 2 GHG emissions. Note: Location-based Scope 2 emissions in 2022 were 2,323,446 metric tons.

All data references fiscal years.

CLIMATE GOALS AND PROGRESS

TRANSPORTATION

While 2022 transportation results showed a slight increase to emissions intensity, our efforts to increase intermodal transportation and optimize container fill rates yielded improvements in finished product freight emissions intensity. These advancements did not overcome industry-wide ocean freight supply chain disruptions. We are optimistic that our further acceleration in key regions and a normalizing global landscape will drive reductions over the coming year.

GOALS	**PROGRESS** through June 30, 2022
Reduce Global Upstream Finished Product Freight emissions intensity by 50% by 2030 (vs. 2020 baseline)	**2.9% increase**

SUPPLY CHAIN

In 2021, we expanded our supply chain target to be inclusive of all P&G categories, in line with our Science Based Target Initiative approved goals. By taking a closer look at our Scope 3 emissions, we now know that ~10% of our ingredients (which equates to ~500 individual ingredients) account for ~90% of our supply chain emissions, which allows us to focus where we can drive the most change and advance better solutions. Further quantitative progress will be reported in 2023.

GOALS	**PROGRESS** through June 30, 2022
Reduce supply chain emissions by 40% per unit of production by 2030 (vs. 2020 baseline)	**New Goal — progress to be reported end of 2023**



CARBON NEUTRAL OPERATIONS FOR 2020–2030

P&G is committed to be carbon neutral for the decade (2020–2030) for our own operations (Scope 1 and Scope 2 emissions).

We are prioritizing cutting our operational emission as much as possible. For residual emissions that cannot be eliminated, we will use natural climate solutions that remove and store carbon.

You can read more about progress toward this goal in our nature pillar.



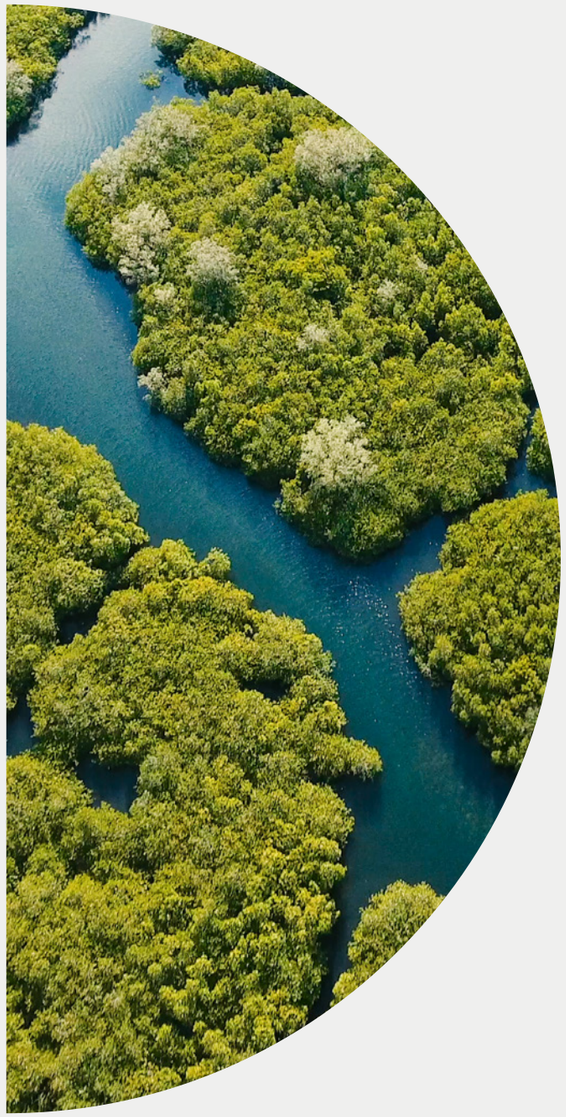
The Tide Infinity prototype and Tide to Go Pens and Wipes have been sent to the International Space Station for testing.



Tide in Space

NASA needs a low-resource laundry solution to help enable deep space exploration. P&G's Tide brand is eager to learn how to clean effectively with less water to help protect our home planet. In 2020, Tide formally signed the multi-year Space Act Agreement with NASA. The first prototype, Tide Infinity, was sent to the International Space Station (ISS) for testing in December 2021 in collaboration with NASA and the ISS National Laboratory. Tide to Go Pens and Wipes have also completed testing aboard the ISS to understand the cleaning power of the brand's ingredients in microgravity. We can't wait to continue exploring how to apply the results of these tests for laundry solutions on Earth and beyond.





WASTE

Plastic waste in our environment is a serious problem, especially when it ends up in our rivers and oceans. It's a complex global challenge that requires a comprehensive, collaborative approach across the entire plastics lifecycle. Addressing this challenge and driving greater circularity for plastics will require collaboration across multiple stakeholders, including industry, governments, civil society and academics. While plastic can provide packaging material reductions, product protection, and lower greenhouse gas emissions from transportation, we must use and reuse it responsibly.

At P&G, we are working to design all our consumer packaging to be recyclable or reusable by 2030. We are inventing and scaling new recycling solutions, using alternative materials, and partnering externally to help catalyze waste management infrastructure to improve access to collection — keeping plastic in use and out of nature.

WASTE GOALS AND PROGRESS

Our brands, suppliers and partners continue to collaborate on a range of sustainable solutions and on driving circularity so that plastic is collected, recycled and reused. To track progress toward our goals, P&G considers packaging to be recyclable if there is at-scale collection, sorting, processing, and end markets for the material and format in at least one geography. We do not consider waste to energy and conversion to fuels as suitable end markets.

GOALS	**PROGRESS** through June 30, 2022
100% of our consumer packaging will be designed to be recyclable or reusable by 2030	**~79% of our consumer packaging is designed to be recyclable or reusable**
Reduce our use of virgin petroleum plastic in our consumer packaging by 50% by 2030 vs. 2017 baseline	**~8% reduction of virgin petroleum plastic in packaging**
Zero manufacturing waste to landfill	**Achieved and maintained since 2020**

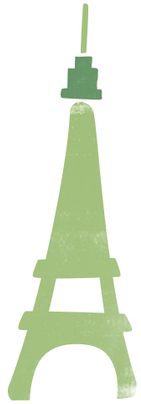


~2X

We nearly doubled our use of recycled plastic over the past two years

In 2021/2022, we diverted nearly 675,000 metric tons of manufacturing waste from the landfill which is heavier than

66 EIFFEL TOWERS



Progress to 100% Recyclable or Reusable Packaging



Types of Resin Used in Packaging



Data and Metrics: Plastics Packaging

Tons of plastic packaging	776,220 metric tons
Tons of recycled plastic resin	96,469 metric tons
Percent of total resin used that was recycled	12.4% recycled resin

Reducing Plastic Packaging

Gillette and Venus undertook a sustainable packaging upgrade to transition premium refillable razor packs to a plastic-free, recyclable cardboard box made with at least 50% recycled materials and Forest Stewardship Council™ (FSC) certified paper. This more sustainable box is now available in every P&G region globally. It delights consumers with its ease of opening, appearance at shelf and full recyclability. We estimate this exterior packaging change saves the plastic equivalent of more than 85 million water bottles per year (based on 2020 sales volumes for North America and select Europe markets).



Breakthrough Innovation and Partnership Toward Circular Plastic

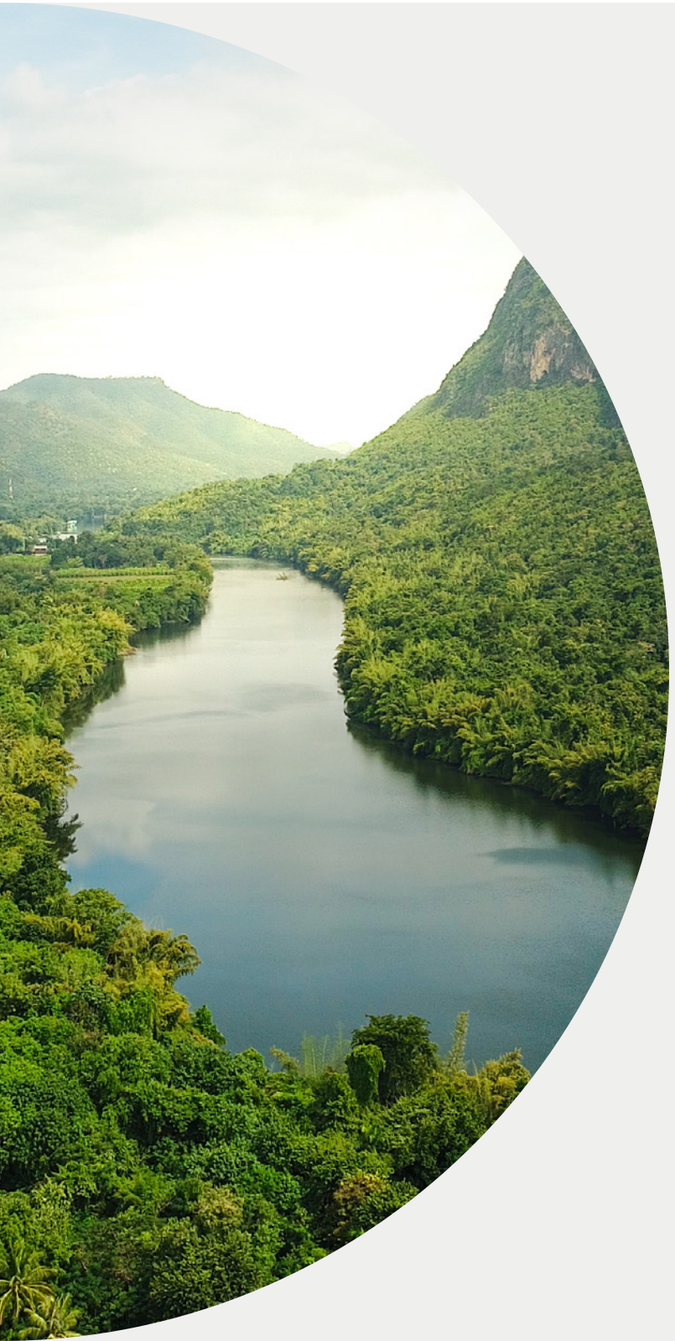
P&G aims to incorporate more recycled plastic in our packaging to reduce our reliance on virgin plastic and ensure that existing materials are better utilized. However, the quality of post-recycled resin does not always meet our high material standards for quality and product protection. Our corporate R&D teams developed a process to drastically improve the quality of recycled polypropylene (PP) plastic. This plastic resin accounts for roughly 20% of the plastic used in our packaging and has the potential to significantly increase our use of recycled content. This P&G process, VersoVita™, takes nearly all the imperfections out of the resin and returns it to near-virgin quality. Rather than keeping this capability internally, P&G is making VersoVita™ Circular Polymer Purification available for license to plastic manufacturers globally so they can produce high quality recycled resin to better meet industry demand and reduce plastic waste.

P&G is also a proud supporter of The Recycling Partnership's Polypropylene Recycling Coalition. This industry collaboration recently led to the upgrading of polypropylene rigid containers as "Widely Recyclable" by the How2Recycle program



(effective July 2022).[1] This designation is the result of enrolling the full plastics recycling value chain to work together and increase the rate of recycling on this resin which is widely used in packaging and finished goods. Our efforts to advance the state of recycling through innovation paired with external collaborations via licensing and supporting industry-wide efforts are truly advancing the circularity and reuse of plastic resins.

1 https://how2recycle.info/news/2022/how2recycle-upgrades-recyclability-of-certain-rigid-polypropylene-pp-formats





WATER

At P&G, we want to help build a water positive future that can sustain people and nature, now and for generations to come. Our comprehensive strategy includes reducing water in our operations, restoring water in water-stressed areas, and responding to water challenges through innovation and partnerships.

In 2022, we set goals for 2030 to restore more water than is consumed[1] at P&G manufacturing sites in 18 water-stressed areas around the world; and to restore more water than is consumed[2] when using P&G products in high water-stressed metropolitan areas of Los Angeles and Mexico City, recognized as a first-of-its-kind commitment. We will achieve these goals through partnerships and restoration projects that improve, manage and protect water resources. **Learn more.**

1 Water that evaporates during the manufacturing of our products or is incorporated into the finished product manufactured at these sites.

2 Water from household leaks and evaporation during the use of our products.

WATER GOALS AND PROGRESS

Our new goals and projects focus on addressing the water that does not go back to local systems from our operations and, for the first time in our industry, from consumer use of products.

GOALS	**PROGRESS** through June 30, 2022
Reduce water in our operations by 2030	**Progress**
Increase water efficiency at facilities by 35% per unit of production (vs. a 2010 baseline)	**27% increase per unit of production**
Recycle and reuse 5 billion liters of water in P&G facilities annually	**3.3 billion liters reused annually**
Restore water for people and nature in water-stressed areas	**Progress**
Restore more water than is consumed[1] at P&G manufacturing sites in 18 water-stressed areas around the world	**New Goal — progress to be reported end of 2023**
Restore more water than is consumed[2] when using P&G products in the high water-stressed metropolitan areas of Los Angeles and Mexico City	**New Goal — progress to be reported end of 2023**
Respond to water challenges through innovation and partnerships	**Progress**
Provide clean drinking water to children and families in need around the world by providing 25 billion liters of clean water by 2025 through CSDW program	**20 billion liters of clean water provided through CSDW program**
Accelerate water innovation at scale with the 50 Liter Home coalition	**50 Liter Home city pilots being planned for multiple countries around the world**
Enable our consumers to reduce their water footprint	**P&G brands continue efforts to develop innovations to help consumers use less water at home**

1 Water that evaporates during the manufacturing of our products or is incorporated into the finished product manufactured at these sites.
2 Water from household leaks and evaporation during the use of our products.

INCREASING WATER EFFICIENCY IN OUR OPERATIONS

Increase Water Efficiency per Unit of Production

Percent vs. 2010 baseline





3.3 billion liters of water recycled and reused in 2021/2022 is the equivalent of 1,320 Olympic swimming pools

Fresh Water Withdrawn

Millions of cubic meters



WATER GOALS AND PROGRESS

A Water Positive Future requires widespread solutions—from manufacturing, to rethinking how people use water and P&G products in homes, communities and cities, to restoring water for people, wildlife and nature.



Using WRI Aqueduct's Baseline Water Stress indicator, we identified 18 priority basins experiencing chronic water stress. Each area contains a P&G facility and is located within a top P&G market where more than 20% of the population is living in a high water-stress basin.



RESTORING WATER: IMPROVING, MANAGING OR PROTECTING WATER

To address unique water challenges in the prioritized 18 water-stressed areas, we are working with on-the-ground partners who have a deep knowledge of local challenges, solutions, communities and landscapes to support long-term projects. To us, restoring water means improving, managing or protecting water. **Watch the video.**



Building a Water Positive Future Together with Cascade

Cascade is helping to reduce daily water use in households across the U.S. by encouraging people to skip pre-rinsing dishes and run the dishwasher every night. Contrary to popular belief, the dishwasher uses four gallons of water per cycle, while the sink can use the same amount in just two minutes. With an innovative formula containing enzymes that latch on to and break down food particles, Cascade Platinum provides a superior clean without the pre-wash.[1] By skipping the sink and choosing the dishwasher, households can save up to 100 gallons of water per week.[2]

In addition to its work to help consumers save water at home, Cascade joined the **Change the Course initiative** to support water restoration projects in the U.S. The brand is currently working on a portfolio of projects that are expected to restore more than 2 billion gallons of freshwater in water-stressed regions for people and nature.

1 50% more cleaning ingredients vs. Cascade Complete ActionPacs™.

2 With Energy Star certified dishwasher vs. washing dishes at a running sink for 11 minutes per day.

Cascade

Learn about how Cascade's "Do it every night" campaign is helping advance a water positive future.



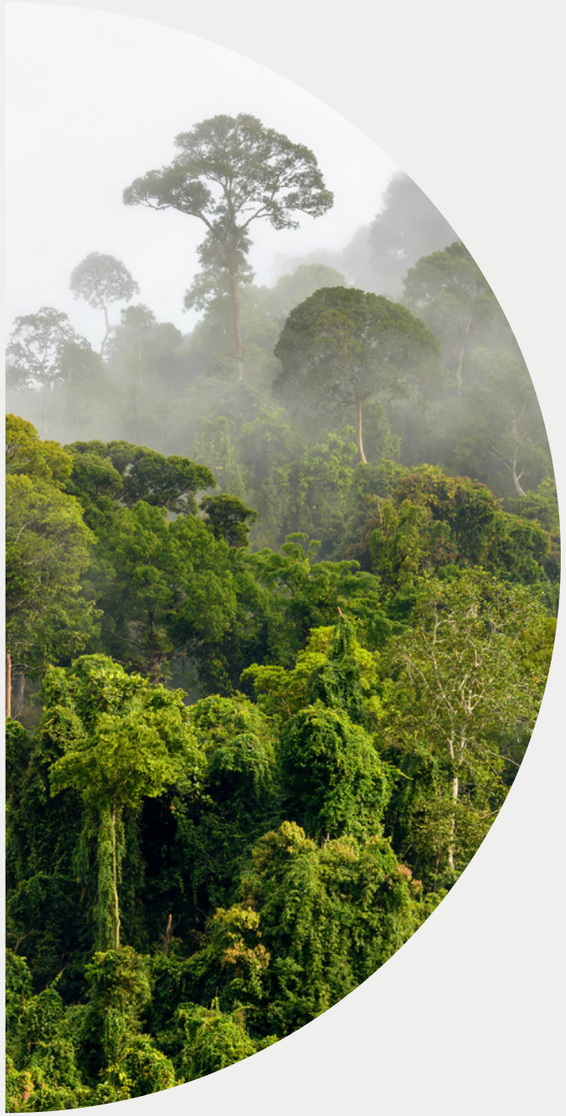


Households can save

UP TO 100 GALLONS

of water per week by using the dishwasher.





NATURE

At P&G, we are committed to the long-term health of natural ecosystems that are essential to people, biodiversity and our business. Our efforts start with ensuring responsible sourcing of key commodities like wood pulp, palm oil and paper packaging that reflects our commitment to responsible sourcing and respecting human, labor and land tenure rights in our supply chains. We also go beyond our direct supply chain to protect, improve and restore ecosystems in more places, where it matters most. We are partnering and investing in nature-based solutions to positively impact more than 1.5 million acres of land, balance any remaining carbon emissions from our manufacturing operations this decade, and enable positive outcomes for people and biodiversity.

NATURE GOALS AND PROGRESS

We are committed to responsible sourcing in our palm, wood pulp and paper packaging supply chains.

GOALS	**PROGRESS** through June 30, 2022
Palm	**Progress**
100% of palm oils[1] used in P&G brands is RSPO certified	**Continued to maintain 100% RSPO certified Palm Oils in our brands**
Wood Pulp	**Progress**
100% of the wood pulp we source is certified by a globally recognized certification system	**Continued to maintain 100% third-party certified wood pulp. Out of these efforts Family Care also achieved 75% FSC™ certified wood pulp, our preferred certification**
Paper Packaging[2]	**Progress**
100% of our paper packaging to be either recycled or third-party certified virgin content	**>99% recycled or third-party certified**
50% of our virgin paper packaging is FSC™ certified by 2025	**Achieved — 68% FSC™ certified**

1 Palm Oil, Palm Oil Derivatives, Palm Kernel Oil, Palm Kernel Oil Derivatives.

2 Data self-reported by suppliers. Responses received by publication of this report represent ~95% of total supply. We do not expect remaining 5% to materially impact reported results.



P&G is committed to playing a positive role within the communities and environments in which we live, work and source our materials.

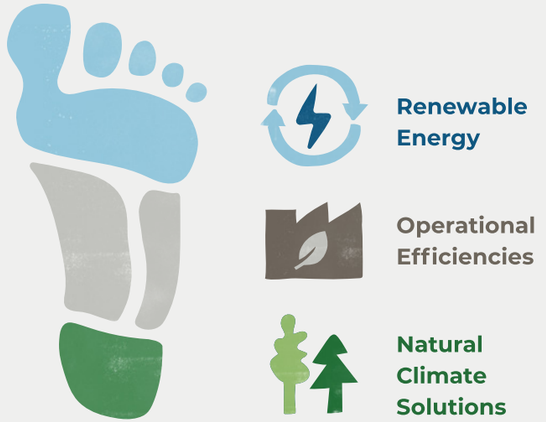
"ENABLING SMALLHOLDER TRANSFORMATION" A 5-YEAR SUSTAINABLE PALM PROGRAM

Smallholder farmers grow close to 40% of all palm fresh fruit bunches globally. P&G is committed to working with these farmers to enable them to transform their livelihoods through more efficient and sustainable farming practices. Through partnerships in Malaysia, we established a training program, the Centre for Sustainable Smallholders, with the aim of enrolling 8,000 smallholder farmers within five years. **Learn more.**

NATURE GOALS AND PROGRESS

GOALS	**PROGRESS** through June 30, 2022
Protect, Improve and Restore Critical Ecosystems	**Progress**
Support on-the-ground projects and partners to:	
Protect, restore or improve greater than 1.5 million acres of land important for people, biodiversity and P&G	**New Target — project portfolio development underway**
Advance Natural Climate Solutions and balance our manufacturing emissions we cannot eliminate this decade	**Collaborated with Conservation International and other NGO partners to establish a portfolio of Natural Climate Solution projects that when fully implemented is expected to deliver 77% of our goal, while benefiting people and biodiversity; will continue to build out the portfolio to balance the remaining emissions by 2030**





NATURE'S ROLE IN CLIMATE

Research has shown that natural climate solutions can deliver up to one-third of the GHG reductions needed this decade to mitigate climate change, while also benefiting people and nature.[1] While we continue to reduce our GHG emissions as much as possible, we are also advancing natural climate solutions to balance our Scope 1 and 2 emissions we cannot eliminate this decade. These nature-based projects will help protect and restore forests, and other ecosystems, essential to the people and wildlife that rely on them and call them home.

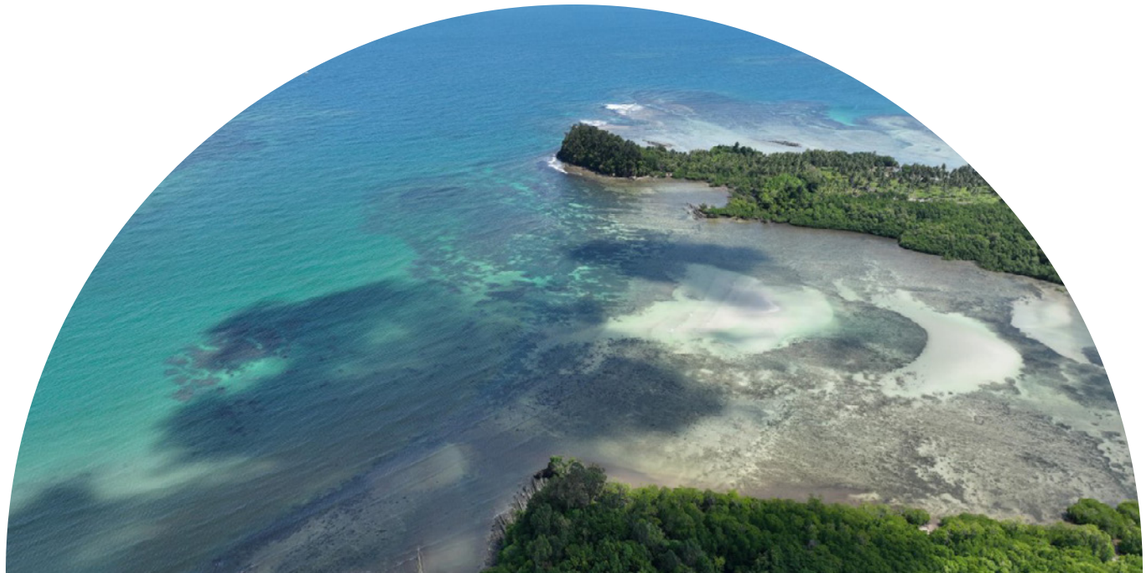
1 *Natural climate solutions*: https://doi.org/10.1073/pnas.1710465114

NATURE GOALS AND PROGRESS

MANTALINGAHAN LANDSCAPE PROTECTION AND RESTORATION PROJECT IN THE PHILIPPINES

In partnership with Conservation International, we are advancing a natural climate solution project focused on the protection and restoration of the Mantalingahan Landscape (ML), located on the island of Palawan in the Philippines. The ML is comprised of tropical forest and mangrove areas, including the largest terrestrial area protected on the Palawan Island. The ML is a vital habitat for more than 1,000 plant and animal species. Protection and restoration of ML forests and mangroves will ensure these ecosystems can continue to support local communities, biodiversity, and contribute to global carbon emissions reductions and removal goals. This project would not be possible without the full partnership of the Indigenous peoples, local communities, and land tenure holders. **Learn more** about our nature projects and partnerships.

CONSERVATION INTERNATIONAL





PROTECTING TIGER LANDSCAPES IN MALAYSIA

On UN World Wildlife Day 2021, we announced the first of our palm conservation and protection projects. P&G sponsorship supports the work of WWF-Malaysia to protect Malayan tigers and landscapes in Central Forest Spine of Peninsular Malaysia. The focus is on four forest linkages—one in Belum-Temengor, one in Sungai Yu, and two around the Cameron Highlands. The project applies an integrative approach to environments, biodiversity, people and communities who rely on agriculture and palm. **Learn more.**

WWF



Our paper businesses achieved their 75% FSC™ commitment in 2022.



Protecting Forests for Generations to Come

P&G continues to make progress on our commitment to keep forests as forests for generations to come. Here are some highlights of our actions, including work with leading environmental and forestry groups, over the last year.

Holding Suppliers to Higher Standards. We hold our suppliers to high standards. In the sourcing of our paper products, for every tree used, at least two are regrown.

To ensure suppliers adhere to our **Policy**, we take the following actions:

- Independent and P&G Audits
- Satellite Monitoring
- Public Grievance Process & Reporting

FSC FORESTS FOR ALL FOREVER™

Reaching FSC™ Certification Goal. All P&G wood pulp is third party certified, ensuring the protection of both environmental and social values of forests. We prefer Forestry Stewardship Council™ (FSC) certification, which is seen as the most robust system. Supplies of FSC™ wood fiber are limited, yet our paper businesses set a bold goal to achieve over 75% FSC™ certification by 2025, with a 2030 ambition of 100% FSC™.

P&G's paper businesses achieved their 75% FSC™ 2025 commitment in 2022, three years ahead of schedule.

And we are going beyond partnering with FSC™ and our suppliers to increase FSC™-certified lands.

P&G is also working alongside suppliers, certification bodies, NGOs, governments and other stakeholders to advocate for permanent protection of Intact Forest Landscapes (IFLs) and caribou habitat. **Learn more** about P&G's Forestry progress.

P&G and Solvay Join Forces in Industry-leading Effort to Double the Global Supply of Sustainable Guar Farmed in India



Guar is a natural ingredient with many uses in personal care products like shampoos and lotions. P&G Beauty joined forces with one of our strategic suppliers, Solvay, in the Sustainable Guar Initiative (SGI) that will positively impact the lives of more than 21,000 people and promote sustainable guar production within the Bikaner district of Rajasthan, India—one of the world's largest resources for guar.

Through this partnership P&G Beauty will:

- Double production of sustainably farmed guar in India, expanding the program's reach and impact into 24 new villages.
- Train more than 5,200 farmers in the adoption of good agricultural practices.
- Double the scale of support for women, by training and empowering 1,800 additional women farmers, including workers and members of farming households and entrepreneurs.
- Create a new Johad (community-owned rainwater storage pond) to supply water for household and irrigation purposes.
- Support the establishment of a new Farmer Producer Organization to help support the economic stability of the farmers and their families.

The Sustainable Guar Initiative will positively impact the lives of

21,000+

PEOPLE

P&G RESPONSIBLE BEAUTY

One of the critical goals of Responsible Beauty is ensuring the responsible sourcing of priority ingredients of natural origin, including 100% RSPO certified palm oil/kernel oil and derivatives, by 2022.

Learn more.





ETHICS & CORPORATE RESPONSIBILITY

Building on 185 years of experience, we know that a sustainably strong business depends on maintaining strong ethics, compliance and quality standards.



Susan Street Whaley
Chief Legal Officer
and Secretary

ETHICS & CORPORATE RESPONSIBILITY

"P&G people are our greatest asset, and around the world, our people live out our Purpose, Values and Principles (PVPs) each and every day, leading and guiding our business decisions. Our people tell us every year that our PVPs are a key reason why they love to work at P&G. The strength of our PVPs continue to create a strong culture, ensuring that we continue to be a Force for Growth and a Force for Good."

Committed to Doing the Right Thing

For our Citizenship work to be credible and impactful, it must be firmly rooted in our **Purpose, Values and Principles (PVPs)**. Most critical though is that our PVPs and standards come to life, by forming the basis through which our employees work to improve consumers' lives every day. At P&G, we serve nearly five billion people around the world, through 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 are committed to doing what is right and being a good corporate citizen.





We are thoughtful when establishing principled governance practices across all that we do. This ranges from the design of our organizational structure and leadership culture to our daily commitment to operational discipline, which impacts every action and decision that our employees take—from sourcing quality, safe and ethically produced ingredients to distributing products that prioritize safety, transparency and well-being. It requires us to be thoughtful about the communities and stakeholders with whom we work and impact. Ultimately, our approach to leadership in **Ethics & Corporate Responsibility** is our commitment to earn your trust every day.

RECOGNITIONS & AWARDS

We are proud of these recognitions that demonstrate our impact as a Force for Growth and a Force for Good.

Logos are property of their respective owners; used with permission.

3BL Media 100 Best Corporate Citizens of 2022

Bloomberg Gender-Equality Index 2022

Forbes 2022 America's Best Employers For Diversity

BEST PLACES TO WORK 2022 for LGBTQ Equality 100% CORPORATE EQUALITY INDEX

Fortune 2022 Most Admired Companies List

AMERICA'S MOST JUST COMPANIES CNBC 2022

Barron's Most Sustainable Companies 2022

DEI BEST PLACE TO WORK FOR DISABILITY INCLUSION 2022 100% DISABILITY EQUALITY INDEX

Forbes 2022 World's Most Innovative Companies

GLOBAL RepTrak 100 MOST REPUTABLE COMPANIES 2022

ESG for Investors

P&G provides extensive information on its goals, results, policies, and practices. Visit our **website** for more.

SASB | CDP | GRI | TCFD

Explore more at **pg.com/citizenship**.

FORWARD-LOOKING STATEMENTS Certain statements in this report, including statements relating to our environmental sustainability, equality and inclusion, and other ESG targets, estimates, projections, goals, commitments, and expected results, and the assumptions upon which those statements are based, are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934 and are generally identified by the words "believe," "expect," "anticipate," "intend," "opportunity," "plan," "project," "will," "should," "could," "would," "likely" and similar expressions. Forward-looking statements are based on current assumptions that are subject to risks and uncertainties that may cause actual results to differ materially from the forward-looking statements, including the risks and uncertainties discussed in Item 1A—Risk Factors of the Form 10-K included in our 2022 Annual Report. Such forward-looking statements speak only as of the date they are made, and we undertake no obligation to update or revise publicly any forward-looking statements, except as required by law.

The information in this report covers the period of July 1, 2021 to June 30, 2022. Questions related to this report can be directed to **mediateam.im@pg.com**.

©2022 Procter & Gamble