2019 Citizenship Report

EXECUTIVE SUMMARY

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.

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

Ethics & Corporate Responsibility | **Community Impact** | **Diversity & Inclusion** | **Gender Equality** | **Environmental Sustainability**

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

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.

Ethics & Corporate Responsibility

As we serve nearly five billion of the world's consumers with our brands, we believe in and have publicly committed to doing what's right and being a good corporate citizen.

Our Purpose, Values and Principles

Our Purpose, Values and Principles (PVP) are the foundation of who we are at P&G. Our Purpose is to improve consumers' lives in small but meaningful ways, and it inspires our people to make positive contributions 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 our employees believe in the personal and business value of this PVP foundation. In our annual survey, employees consistently cite our PVPs as the number one aspect of P&G culture they 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.

Good Governance

We operate within the spirit and letter of the law, maintaining high ethical standards wherever we conduct business. In addition, we believe that strong governance principles, policies and practices contribute to better results for shareholders. Accordingly, the Board of Directors has adopted the Corporate Governance Guidelines, which describe our commitment to and guiding principles for strong governance. We are also a signatory to the Commonsense Corporate Governance Principles 2.0, and our governance practices align closely with the Investor Stewardship Group's Corporate Governance Principles. 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.

Respecting Human Rights

Respect for Human Rights is fundamental to the way we conduct our business. Our Human Rights Policy Statement communicates our support for the UN Guiding Principles for Business and Human Rights, which respect and honor the principles of internationally recognized human rights. 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 embrace our commitment to respecting human rights all along our end-to-end value chain.

Respecting Our Environment

We recognize that we must be responsible for environmental stewardship and use resources wisely. Our commitments to environmental sustainability are addressed in our Environmental Policy Statements. Our commitments extend to our business partners, whom we expect to share these commitments and maximize the value and quality of their products by using resources responsibly, preserving the environment, and reducing the environmental footprint of their operations. We have made additional commitments for prioritized materials including palm, wood pulp and paper packaging, and business partners are expected to share these commitments.

We, along with our partners, are dedicated to using resources responsibly.

Speaking Up

Our employees hold themselves and one another accountable for operating with trust and integrity, for stepping up as leaders and owners of the business, and for balancing stewardship with a passion to win. We are committed to creating a work environment that fosters open communication and supports employees in reporting potential violations. Employees and individuals in our operations or extended supply chain can report potential violations at the Worldwide Business Conduct Helpline, which is staffed by an independent third party and is available 24 hours a day, seven days a week. We are committed to reviewing all allegations of wrongdoing, and we do not tolerate retaliation of any kind.

Stakeholder Engagement

We acknowledge that in order to continue to improve, we must collaborate and engage with our many stakeholders. This journey of partnership ultimately furthers our commitment to be a good corporate neighbor and to improve lives in the communities where we live and work.

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.

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.

P&G

P&G BRANDS PROVIDE DISASTER RELIEF

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 approximately 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.

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.

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.

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 well-being, 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.

#WeSee
World Pride NYC 20
P&G

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.

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.

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.

"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.

Brands Taking a Stand

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.

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

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.

Together we can
#EndPeriodPoverty
always

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.

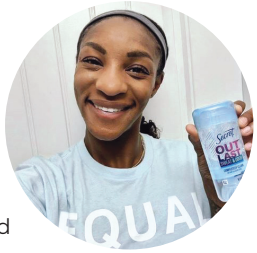
Always Works to #EndPeriodPoverty and Keep Girls in School

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!

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 above: 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.

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.

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

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.

Photo Credit: Maryia Ramanava

#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.

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.

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.

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

SUPPLY CHAIN
Reduce our footprint and strive for circular solutions

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

EMPLOYEES
Engage and equip our employees to build sustainability thinking and practices into their work and their communities

Tide
PODS
Tide
PODS
Tide
Tide
Tide

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).

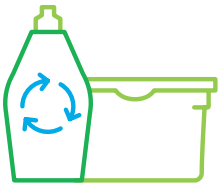
Reduce, Reuse, Recycle

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.



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.

ALLIANCE TO END PLASTIC WASTE

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.

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.

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.

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.

2020 Environmental Goals Progress

As we advance our Ambition 2030 framework, we also remain focused on closing out the 2020 goals we announced in 2010. As outlined below, we have made significant progress toward these goals, and we will report final progress in next year's report. You can read more about these goals and our Ambition 2030 efforts in our full Citizenship Report available at www.pg.com/citizenship2019.

CLIMATE

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

Achieved—21% reduction per unit of production

Reduce truck transportation kilometers by 20% per unit of production

Achieved—reduced kilometers by more than 25%

Reduce absolute GHG emissions by 30% by 2020

We have reduced absolute GHG emissions by 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.

Ensure 70% of machine loads are low-energy cycles

Achieved—70% of loads are low-energy

Implement palm oil commitments

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

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

Achieved—100% third-party certified

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

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

Numbers are representative of progress since 2010

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

MIX
Paper from responsible sources
FSC® C101537
FSC
www.fsc.org

The paper utilized in the printing of this report is certified to the FSC® Standards, which promotes environmentally appropriate, socially beneficial and economically viable management of the world's forests.

ABOUT OUR CITIZENSHIP REPORT

This summary shares a few examples of the work being led across the Company.
Our full report, with more statistics and stories, is available online at www.pg.com/citizenship2019.
The information in this report covers the time period from July 1, 2018, through June 30, 2019.

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