

**WE ARE
UNIQUE
AND
WE ARE
UNITED**



Aspirations, Actions, Outcomes

**WE ASPIRE
TO CREATE A
COMPANY AND
A WORLD WHERE
EQUALITY AND
INCLUSION ARE
ACHIEVABLE
FOR ALL.**





**EQUALITY
AND
INCLUSION**

We aspire to create a company and a world where equality and inclusion are achievable for all; where respect and inclusion are the cornerstones of our culture; where equal access and opportunity to learn, grow, succeed and thrive are available to everyone. We are unique and we are united. We believe in the power of our differences and the impact we can make when we come together united by shared values and purpose. We are committed to doing the work to make this a reality.

Our Equality and Inclusion Aspiration is holistic and integrated so that we make a meaningful impact in four key areas: our employees, our brands, with our partners, and for our communities.

EMPLOYEES

WE STRIVE TO BE A COMPANY AND CREATE A CULTURE WHERE WE:

- Encourage, embrace, and value each of us for being our authentic self.
- Tackle bias, build empathy, and respect everyone.
- Enable access and opportunity for all.
- Solve problems and expand opportunities by harnessing our differences.
- Leverage our differences against common goals and grow stronger together.
- Reflect the billions of diverse people we serve around the world, at every level of the company.
- Build equality and inclusion into our business to drive growth and value creation.

We will achieve our aspirations through the following goals and actions.

GOAL:

Inspire and reward courageous and inclusive leadership.

WHY WE ARE FOCUSED ON THIS

We know that our best leaders are inclusive, accountable, and capable of leading highly diverse organizations. And, they inspire others to do the same. They understand the value of a diverse global pipeline of talent and their responsibility to nurture those individuals. They take responsibility to proactively shape the culture and environment to enable the growth and development of this talent. Their inclusive leadership behaviors enable employees to feel more engaged and productive, to have broader access and opportunity to succeed, and to feel encouraged to bring their full authentic selves to work. These leaders hold themselves and others accountable for business and organization results. Inclusive leadership helps us inspire and receive the most from the most essential and most valuable assets in our Company – P&G employees.

WHAT WE INTEND TO DO

- Invest in focused equality and inclusion capability building with Company leadership, people management and HR.
- Enable President-level accountability for organization and pipeline health.
- Encourage leaders to take bold actions that expand access and opportunity for our employees and in our communities.

GOAL:

Activate inclusive mindset and behaviors by investing in the development of global allies, advocates and champions for equality.

WHY WE ARE FOCUSED ON THIS

We believe inclusion changes the game for all of us. We strive to get the full value and potential of diversity through inclusion – fostering an environment where P&G people can be their best full and authentic selves in the workplace. This enables us to unlock the real potential of our teams: the power of our differences, and the strength of our togetherness. We aspire for everyone to bring their unique selves to work, for every talent to be used and every voice to be heard. That is the power of inclusion.

WHAT WE INTEND TO DO

- Invest in an experience-based curriculum that addresses specific and targeted areas of bias.
- Develop or source an inclusive leadership assessment tool as a critical part to manager of others development.
- Normalize dialogue across differences to elevate our consciousness.

GOAL:

Expand and accelerate our ability to source, retain, and develop a globally diverse organization.

WHY WE ARE FOCUSED ON THIS

We are a company of unique innovators, creators and problem solvers. We believe that diversity and variety in all its forms is a unique strength. We believe that diversity accelerates our ability to innovate and create beyond our current boundaries and to solve problems that make meaningful differences for the consumers we serve, and to support the communities in which we live and work. Our commitment to and our belief in its value gives us the courage and wisdom to tackle bias in the world around us.

WHAT WE INTEND TO DO

- Expand our employees' access and ability to self-identify across a broader set of identities.
- Set stretching, achievable and meaningful representation targets.
- Expand our sourcing capabilities to ensure we attract and hire a diverse talent pool that reflects our consumers.
- Invest in multicultural initiatives to support, develop and advance women and men of color.
- Invest in initiatives to support the development of women around the globe.
- Invest in analytics and insight capability that informs our actions.

GOAL:

Continue our work to ensure we have built equal and equitable access into and through our systems, policies and practices across Talent, Compensation and Benefits, Accessibility, and Policy.

WHY WE ARE FOCUSED ON THIS

We believe it is our responsibility to touch and improve the lives of P&G employees everywhere we operate, constantly working to integrate principles of equity and equality into core Company systems. Our people and workplace systems create the foundation by which employees experience the company; from how we manage talent, to the degree of flexibility employees have to live full and complete home and work lives, to the accessibility of P&G buildings and technologies. We strive to achieve an equal and equitable experience to help people thrive.

WHAT WE INTEND TO DO

- Build flexible cultures (flex@work) that support healthy work-life integration.
- Continue to ensure we check for and eliminate any unintended bias in core systems that impact employees e.g.: policy, pay, relocation, benefits.
- Ensure the accessibility of our systems, technologies and facilities to all employees.



WE BELIEVE THAT DIVERSITY AND VARIETY IN ALL ITS FORMS IS A UNIQUE STRENGTH.

BRANDS

We build the world's most trusted and valued brands by

SERVING PEOPLE IN AN INCLUSIVE WAY, BRINGING VISIBILITY TO THE UNIQUENESS OF THEIR HUMANITY.



GOAL:

Deeply understand and reflect the unique and culturally relevant insights of the diverse range of consumers.

WHY WE ARE FOCUSED ON THIS

We aspire to serve consumers around the world. Our aspiration is to meet their unique needs and reflect their unique cultures and life experiences in our brands and products. When we fully embrace both the individuality and intersectionality of communities, we more completely serve all people and improve more lives around the world.

WHAT WE INTEND TO DO

Continue building capability in our Company, and with our agencies and suppliers to deeply understand the consumers we serve.

GOAL:

Create superior products and packaging that meet the unique needs of the people we serve.

WHY WE ARE FOCUSED ON THIS

Different people have different needs, and different needs require different products and product experiences. It is through thoughtful and detailed attention to individuals and their communities that we not only discover tailored solutions to address unmet needs but also generate new pipelines of innovation that will set new standards of product performance and superiority that will benefit all people.

WHAT WE INTEND TO DO

We will continue to drive innovation to provide superior products and packaging that meet the unique needs of the billions of diverse consumers we serve.

GOAL:

Use our voice in communications to accurately and respectfully portray the people we serve.

WHY WE ARE FOCUSED ON THIS

We serve all of humanity. Our communication affects how people see the world and how they see other people. As the world's largest advertiser, we have a responsibility to ensure those perceptions are always accurate and respectful in order to eliminate bias and promote equality by not stereotyping, diminishing, or misappropriating. We will use our reach and our voice to accurately portray people, regardless of gender, race, ethnicity, sexual orientation or gender identity, ability, religion or spirituality, or age. This is good for humanity – and good for our business.

WHAT WE INTEND TO DO

- Set clear standards and expectations for accurate and respectful portrayal including insights, casting, representation, influencers, agencies and media.
- Build mechanisms to measure accurate portrayal and track creative ecosystem diversity.

GOAL:

We will use our voice to thoughtfully promote equality and inclusion worldwide.

WHY WE ARE FOCUSED ON THIS

We believe companies and brands have the unique opportunity to step up and use whatever power they have to eliminate bias and promote equality and inclusion. Our brands have tremendous reach and trust, which offers the chance for them to use their voice to shine the light on bias, inspire conversations, and promote equality and inclusion – including for those who may be marginalized or struggle to be seen. When we thoughtfully use our voice to more fully serve humanity, it's good for people, it's good for our communities, and it's good for business.

WHAT WE INTEND TO DO

- Visibly lead and inspire inclusive actions that move our communities and society forward.
- Raise awareness of bias and the need for conversations and engagement through inspirational creative.
- Engage partners and establish connections to join our voice.
- Build a roster of diverse-owned and led businesses throughout and invest with diverse media, agencies, and content creators.



PARTNERS

**WE BUILD
EQUALITY AND
INCLUSION
INTO KEY AREAS
OF OUR SUPPLY
AND VALUE
ECOSYSTEM.**



GOAL:

Being more equitable in our spending and advocacy of diverse owned and led businesses.

WHY WE ARE FOCUSED ON THIS

As a large company, with a broad portfolio and footprint, we have the potential to provide diverse businesses with access to meaningful business opportunities. Just as we know a diverse organization leads to better problem-solving and innovation, so does a diverse supply chain.

WHAT WE INTEND TO DO

We will grow P&G's spend with diverse-owned businesses by 50% by 2030.

GOAL:

Selectively invest in partnerships, programs, and platforms that expand the pipeline of diverse talent inside and outside the company.

WHY WE ARE FOCUSED ON THIS

Our innovation is most effective when we have diverse talent designing it. Innovation has always been the life blood of P&G and it's critical to drive sustained growth to support the business.

WHAT WE INTEND TO DO

Be more intentional in our efforts to build a healthy pipeline that delivers diverse talent to create a diverse workforce that looks like the consumer population we serve. P&G will partner with organizations to inspire and expose students to STEM subjects (K-12), invest in programs to build the future pipeline of industry leading candidates, as well as deliver outstanding business results through and with this pipeline of talent.



GOAL:

Leading thinking and taking actions with key customers and suppliers to make industrywide policies, programs, and cultures more inclusive.

WHY WE ARE FOCUSED ON THIS

When we lead inclusion within our own unique organizations and invite our partners to create equity and opportunity alongside us, we can more rapidly transform our world together – into a world that sees, values and respects everyone. We believe that a world that values everyone expands opportunity and accelerates growth.

WHAT WE INTEND TO DO

P&G will collaborate with partners, suppliers and customers to build equality and inclusion into their businesses and invest in supporting global supplier diversity programs, including resources to support more equal and inclusive policies and cultures.



“When we lead inclusion within our own unique organizations and invite our partners to create equity and opportunity alongside us, we can more rapidly transform our world together – into a world that sees, values and respects everyone.”



OUR COMMUNITIES

WE ARE A FORCE FOR GOOD AND A FORCE FOR GROWTH

by supporting communities through our brands, people, partnerships, and platforms to achieve true equality and equity.

GOAL:

Providing access and opportunity for more people to thrive in communities where they work and live.

WHY WE ARE FOCUSED ON THIS

We know that communities are not equal everywhere. Globally, it shows up in decades of community advocacy and programs that support people who are disproportionately affected by disasters, disruptions and the global water crisis. More recently, we've seen this in our response to COVID in the communities in which we live and work. We will continue to step up and step forward to help strengthen communities by promoting equity, equality and inclusion.

Far too often, the burden of seeking equality rests on the shoulders of those most marginalized. This simply won't work. The change we need is broad and deep and requires us to all to be active – as friends and colleagues, and as allies and advocates. At P&G, we choose to be a Force for Good and a Force for Growth because we know that in a world where everyone is given equal access to opportunities, economies grow, communities are healthier, businesses thrive, and the world becomes a better place for everyone.

WHAT WE INTEND TO DO

We will identify the biggest barriers to equal access to education, economic opportunities, and social justice. We will identify priority action areas and step up in removing barriers and providing capability-building resources for underserved communities, which will lead to more equitable and equal opportunities.

We will continue to create space for dialogue within P&G, live our values, demonstrate our humanity and foster an inclusive, respectful, welcoming and affirming culture within our walls. We will expand this beyond our walls by continuing to leverage our voice, shining a light on inequality, inspiring dialogue that leads to understanding, and fueling action that leads to meaningful change.

GOAL:

Engaging in partnerships that shape more inclusive policy and societies where we operate.

WHY WE ARE FOCUSED ON THIS

Achieving an equal world free from bias is not work that any one individual, NGO, government or company – no matter how committed – can tackle alone. When we leverage our unique strengths and unite with others, we can make faster progress. Partnering with highly-engaged and effective organizations that share our commitment to addressing the systems, policies, processes and biases that hold people back – both in the workplace and the world is critical. When we expand opportunity, we accelerate growth.

WHAT WE INTEND TO DO

We commit to partner with organizations and allies who share our commitment to diversity, equality, equity and inclusivity, working with them to identify the gaps that create inequity and to develop the strategies that can change experiences, lives and whole communities. We will make sure our community impact efforts improve equality and inclusion. We will do our part to commit resources, funding and support for communities in need. As a thought-leader in the Equality and Inclusion space, we will champion public policies that combat bias and unequal treatment. We will be a trusted partner to community organizations striving for equal treatment, equal voice, equal opportunity and equal representation. We will hold ourselves accountable for the relationships we empower.

GOAL:

Visibly leading and inspiring inclusive actions that move our communities forward.

WHY WE ARE FOCUSED ON THIS

We strive to be influencers and role models in equality and inclusion. Our intent is to take actions to help create a world based on equity, equality and inclusion.

WHAT WE INTEND TO DO

We will continue to lead by example, publicly sharing equality and inclusion efforts and results to give transparency and inspire others. We will continue to use our convening power to bring together partners to use our collective influence on critical, systemic issues for a broader and bigger impact. Our goal is to help shape more inclusive policies, organizations and communities and to reflect the inclusivity we want to see.



