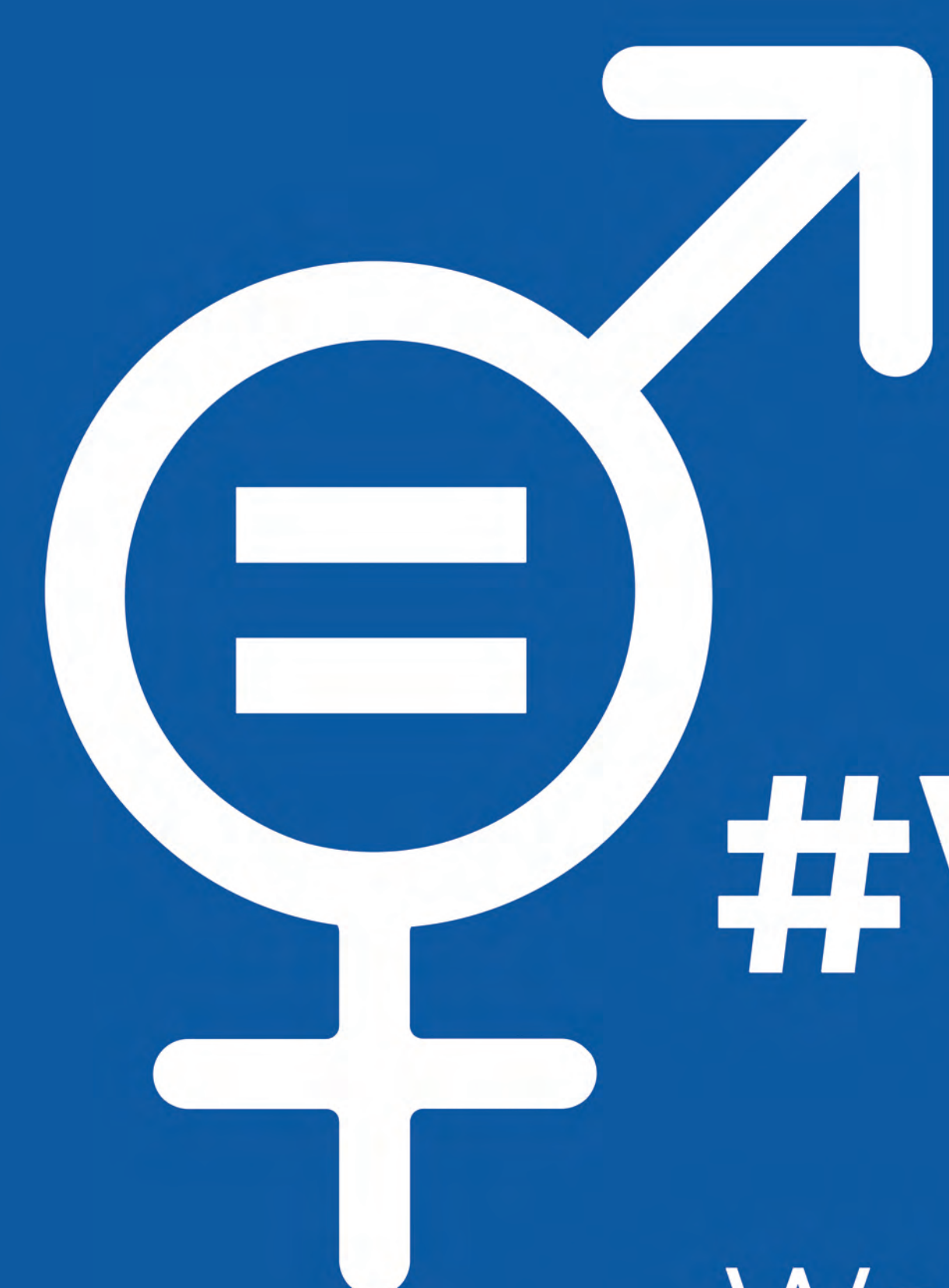


OUR JOURNEY FOR EQUALITY IN THE WORKPLACE



#WESEEEQUAL

We aspire to build a better world **free from gender bias** and with equal representation & **equal voice** for all individuals.

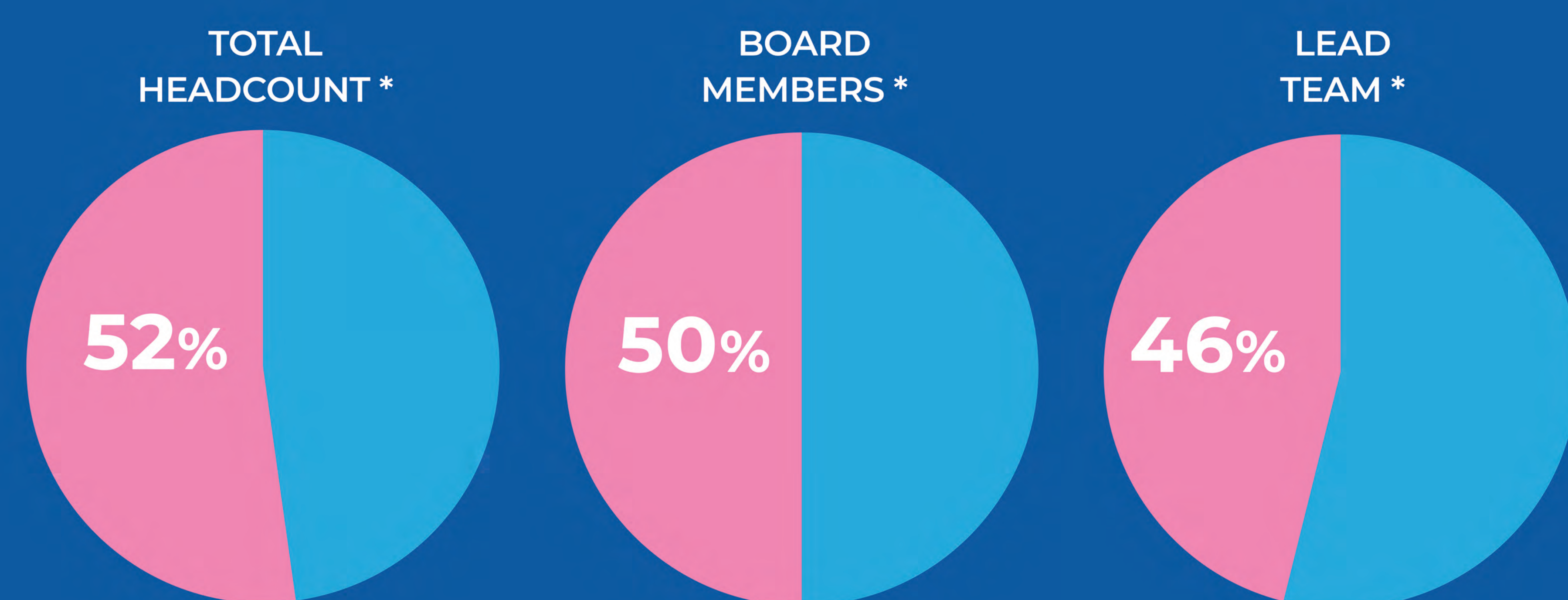
INSIDE AND OUTSIDE OF P&G



Driving equality-based policies & practices (flex at work such as sabbaticals or flexible hours for wide variety of personal needs)



Committed to achieving **equal representation** at all levels of our company



(*) P&G IN SPAIN, JUNE 2019

■ Male ■ Female

(*) Data: P&G Spain June 2018

Enlisting **men** as D&I and gender equality champions.

MARC (Men Advocating Real Change) engaging men in dialogues to drive deeper **understanding** of bias and privilege. 1200+ managers reached across 15 countries.

Not a zero-sum game.