

## David Taylor, President and CEO, P&G

### Career snapshot

After a degree in electrical engineering, I joined P&G as a shift team manager in one of our plants. In the early 1990s, I moved to the commercial side of the business to learn brand management. I had a variety of assignments around the world, moving from regional roles to global roles. In 2015, I became President and CEO of P&G, and, a year later, Chairman of the Board of Directors. I am married with three adult children.



### P&G's D&I journey

Diversity, equality and inclusion has been a strategic focus area for P&G for many years. Diversity raises our thinking and improves our ability to win with consumers. This was brought home to me in my very first role with the company. What I found was when a line broke, nobody cared about your gender, nobody cared about your college degree. It took all of us working together to solve the problem because the set of experiences and ideas we could access together was so much more than what any individual one of us could access. It was a mind-opening and powerful experience, and one that still influences me to this day.



As a company, we're proud of the progress we've made. Today, 50% of the independent directors on our Board are women. Our senior leadership team at the C-Suite level is 41% women, our total manager population is 48% women, and our technical and associate population is 35% women. This is good progress overall, but not yet where we want to be.

### P&G's approach

At P&G, we want to build a better world for all — inside and outside our walls. A world free from gender bias, with equal voice, equal opportunity, and equal representation.

We're focused on three areas where we can have the biggest impact:

- Creating an inclusive, gender-equal environment — with equal representation at every level of our company. This requires the full engagement of men.
- Removing barriers to education for girls and economic opportunities for women through social impact programmes and advocacy efforts.
- Leveraging our voice in advertising and media to tackle bias and promote gender and intersectional equality.

Getting to 50/50 requires commitment, accountability and intentionality. To continue to make progress, we hold leaders accountable to a talent plan that leverages our full talent pool. Education, such as unconscious bias training, also plays an important role. We're continuing to improve our policies and benefits to be fully gender equal: our flex-at-work policies are used equally by men and women and our parental leave programme, 'Share the Care', provides benefits to birth mothers, adoptive parents and fathers. Our organisation in Europe led the way two years ago in setting a regional standard of eight-week paid parental leave for second parents. Our benefits also extend support for life transitions like caring for aging parents.

## Learning 1: Have clear objectives and measure them

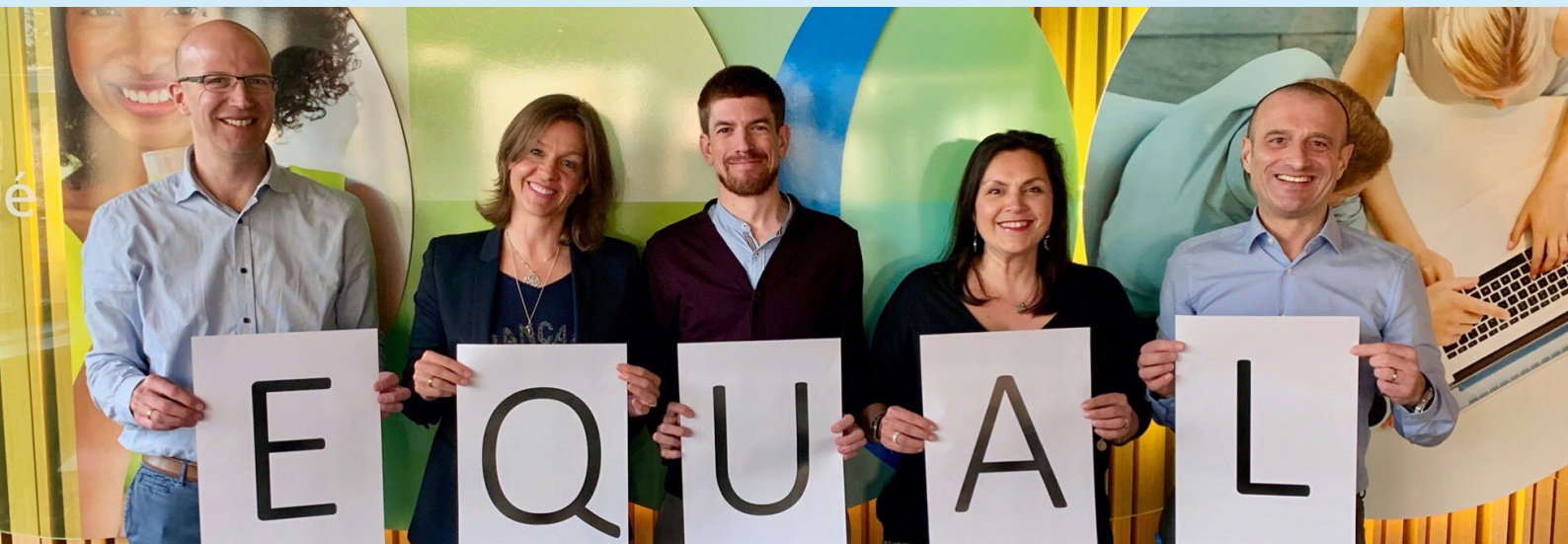
To make meaningful and lasting progress, we needed to set targets and track progress. We also had to make progress a key part of each leader's performance assessment, just like we do with other business goals. It needs to be part of each and every leader's responsibilities — clear objectives, robust tracking and strong accountability.

## Learning 2 : Be willing to have uncomfortable conversations

Create a trusting space for dialogue on issues of gender, race, sexual orientation and many other topics that can sometimes make us uncomfortable. While difficult at times, it is absolutely essential to have these conversations and to ask tough questions. In most cases, you won't have the answers, but you can go do something about it. For example, MARC (Men Advocating Real Change) has helped me and many colleagues see the potential of men as equal advocates for gender equality.

## Learning 3 : Leverage advertising and media to tackle gender bias

As one of the world's largest advertisers, we have a responsibility to accurately and authentically portray all of humanity in our advertising and communications. Advertising and communications shape how people see the world and can change mindsets and deeply held gender biases, which often reinforce many of the greatest barriers to women's progress. We're getting just as intentional about showing men as equal partners in the family — doing unpaid care work like changing diapers, cleaning floors, and doing laundry. Because this authentically represents the experiences of many men today.



*P&G facilitators, who run MARC Dialogue sessions at LEAD Network's annual conferences.*

### Next steps for P&G

As we have complied with stay-at-home orders, we've proven that flexible work works – and that's something we shouldn't unlearn. This new way of working can be a breakthrough for women – and for men. This crisis has shown us that many men are doing more at home, as working parents tag-team the daily challenges of remote learning and other childcare and household responsibilities. Making flexible work the standard will allow this to continue once offices reopen, ensuring that men and women can continue to progress their careers with greater flexibility in how and where they work. We must also remain steadfast in our commitments to intentional career planning, equal pay and paid parental leave — all proven accelerators of gender equality.

### Next steps for our industry

We need to accelerate systemic change to achieve equal representation in our companies alongside our value chain and ecosystem including suppliers, agencies, commercial production crews, and media providers. But 50/50 is not enough unless we also create an environment where everyone can bring their unique selves to work and contribute to their full potential. We also need to eliminate systemic inequalities to significantly increase investment in women- and minority-owned businesses. This is our collective responsibility: to set a higher standard to accelerate equality and inclusion and deliver a bigger impact – to be a force for good and a force for growth.

### Contact us

We hope you have found this article useful. Please share your feedback with Mick Broekhof at [mick.broekhof@lead-eu.net](mailto:mick.broekhof@lead-eu.net) or Sharon Jeske at [sharon.jeske@lead-eu.net](mailto:sharon.jeske@lead-eu.net). If you are not already a LEAD Network member, we hope you will consider joining us. We have a fast-growing membership of more than 12,000, all of whom are committed to our mission: to attract, retain and advance women in the retail and consumer goods industry in Europe through education, leadership and business development. Visit our website [www.lead-eu.net](http://www.lead-eu.net) to find out more.

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