



**EQUALITY  
& INCLUSION  
TOOLKIT  
FOR SUPPLIERS**

Dear External Business Partners.

We are excited to progress on our Equality & Inclusion journey together as Business Partners.

This is in line with our aspiration to be **A FORCE FOR GROWTH AND A FORCE FOR GOOD**, serving ALL consumers and supporting Communities through our Brands, People, Partnerships and supply chain to achieve true Equality and Equity.

We hope this toolkit will inspire and enable you to progress on your own E&I programs, and we are happy to further partner and dialogue around any specific ideas you might be interested to explore. Feel free to reach out to respective contacts available at the end of this toolkit.

This content has been compiled for you, as a key business partner, and should not be shared beyond at scale without prior agreement with your P&G contact.



**WE ARE  
UNIQUE  
AND  
WE ARE  
UNITED**

# WHAT THIS TOOLKIT IS AND WHAT IT IS NOT

This toolkit is designed as a menu of practices, programs and processes that we are implementing at P&G specifically focused on driving gender equality in the workplace, one of the broader set of priorities we defined to build a more inclusive workplace.

This is a journey for us, and P&G is learning every day on how to improve. We are proud and humble at the same time when assessing the results of the progress to date. We are not yet at the end of the journey for sure, and we continue to improve our strategy and plans internally and partner externally to play our role as E&I advocates.

We recognize every company will have their unique journey towards E&I, so the toolkit is not a step-by-step guide for implementation. This is just a collection of practices and ideas **for your reference and inspiration.**



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# E&I FRAMEWORK



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# ASPIRATION

We aspire to create a company and a world where equality and inclusion is 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.

Download our **Aspirations, Actions & Outcomes brochure** for more information about our Equality & Inclusion efforts.



# OUR VISION

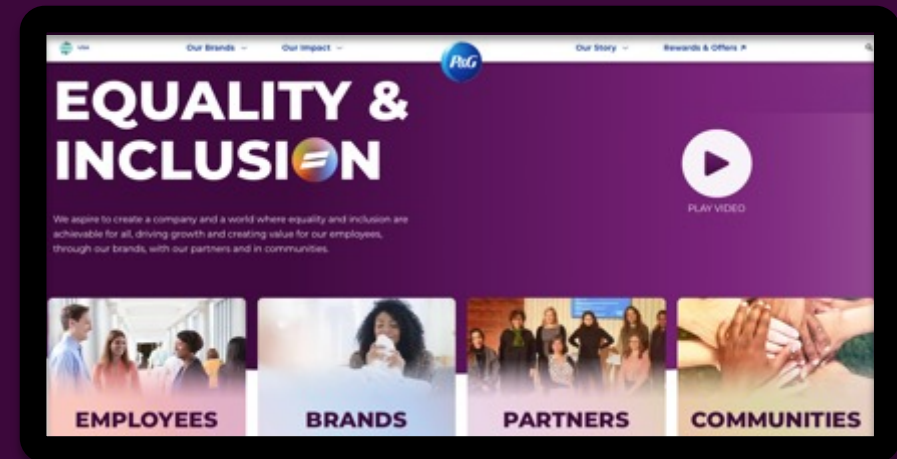
**At P&G, we are committed to honoring the individuality and unique contributions of our people, and by being united in our values and goals, our people flourish, business thrives, and our communities prosper.**

**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.**

## P&G EQUALITY & INCLUSION: VIDEO BY SHELLY MCNAMARA



## P&G EQUALITY & INCLUSION WEBSITE



# E&I FRAMEWORK

## 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.

## 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.

## PARTNERS

We build equality and inclusion into key areas of our supply and value ecosystem.

## COMMUNITIES

We are a Force for Growth and a Force for Good by supporting communities through our brands, people, partnerships, and platforms to achieve true equality and equity.

Our Equality & Inclusion aspiration is holistic and integrated to make a meaningful impact in the four key areas. We have set goals and aspire for more equality in each of those directions.



# WITHIN THE EQUALITY & INCLUSION STRATEGY, WE HAVE DIFFERENT FOCUS AREAS

**GENDER:** We aspire to build a world free from gender bias for all.

**RACE & ETHNICITY:** Together we can make lasting systemic change for racial and ethnic equality.

**PEOPLE WITH DISABILITIES:** We aspire to build a disability confident culture both inside P&G and beyond.

**LGBTQ+:** We are using our voice to drive acceptance, inclusion and love for humanity.

In this toolkit, we will share **workplace practices, with a specific focus on the Gender Equality.**

The above focus areas are brought to life at the regional/ country/ site level in the way that reflects local needs and legislation framework.

To know more, visit **our P&G E&I site** or click above links.





# OUR E&I JOURNEY



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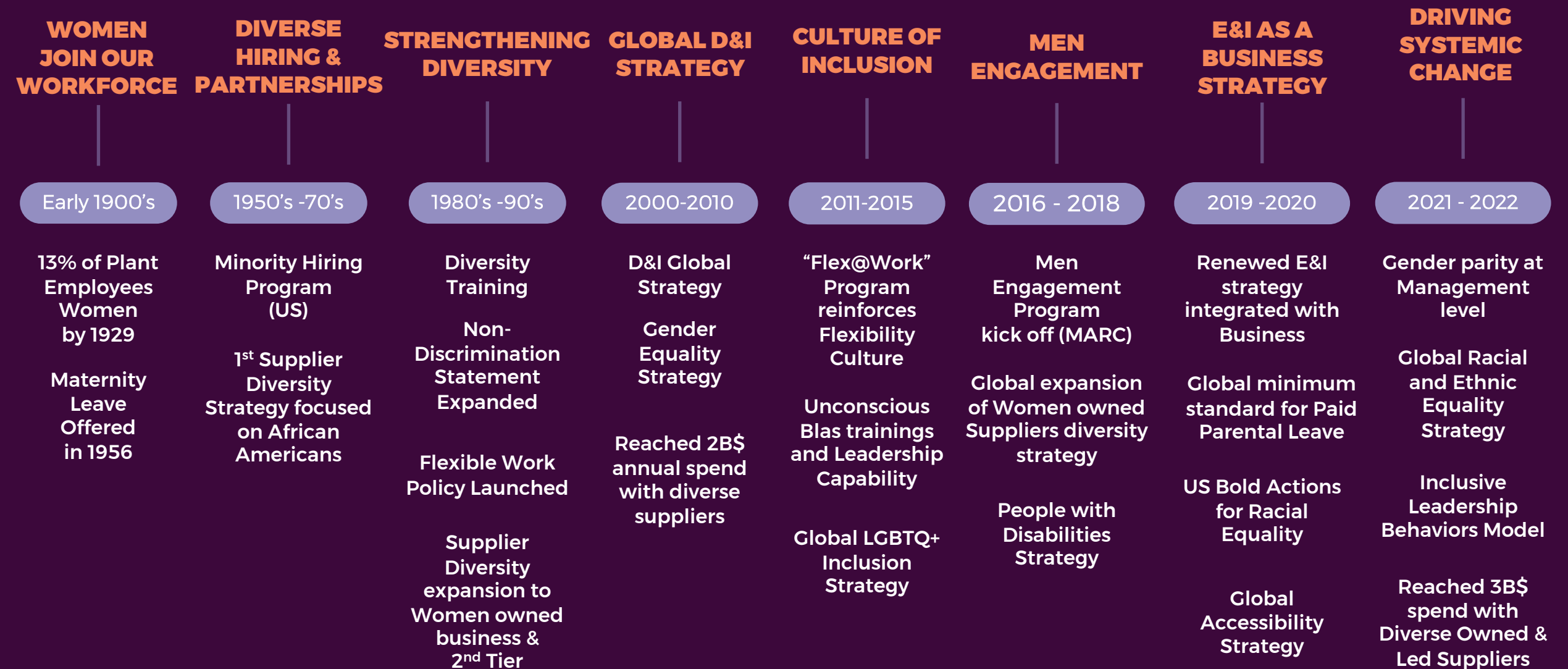
# OUR JOURNEY

The P&G journey of building culture of inclusion and nurturing diversity started many years ago. While we have reached visible positive progress so far, the journey is far from being over. In the chart on History of Diversity in P&G you may see some important milestones. The journey itself has started from setting some objectives and goals.

In P&G we always start from our Purpose, Values and Principles and the strategies, before inventing and implementing any particular plans. The aspiration to create a diverse environment where all employees would feel respected and valued has always been at our core. The more specific and tangible strategy of Diversity & Inclusion crystalized in early 2000s and became a booster to many internal activities and programs. With time, P&G has moved to even broader and more daring strategies of Equality and Inclusion with the objective of impact within and beyond our Company.



# EQUALITY & INCLUSION JOURNEY AT P&G





# A TAILORED APPROACH

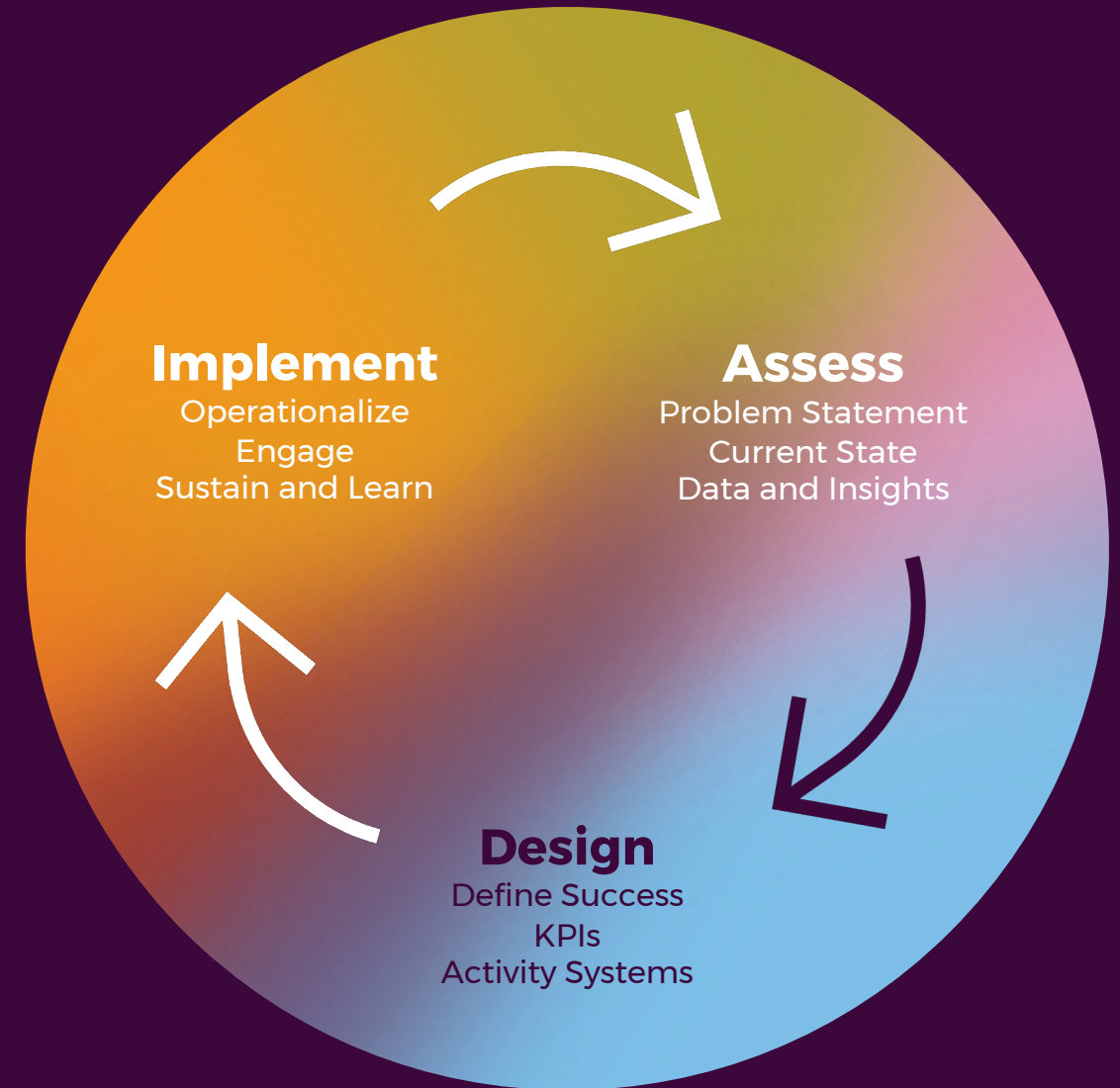
In our Journey we learnt that breakthrough and sustainable Equality can be achieved only via a strategic and systematic approach vs an “initiatives-based” approach.

Each single choice and practice outlined in this toolkit is the outcome of elements that are very specific to our Organization:

1. Our Company Strategy.
2. The specific problem statement we want to solve.
3. Our Organizational Journey.

The effectiveness of the Practices described in the following section highly depends on the above factors that may be unique to each Organization.

Our focus is on the Approach rather than on the single Practice that – taken in isolation – might not work to address the specific problem we want to solve.



# KEY ENABLERS

- Equality & Inclusion is at the Core of the Business Strategy.
- Equality & Inclusion is built in core processes, systems, policies as well as individual behaviors and daily conversations.
- Line and HR Leaders have the skills to understand E&I analytics, link them with Business Performance and take action where needed.
- Leaders are kept accountable for the results of the strategy and actions implemented.
- Everyone feels empowered to play their part in the E&I Organizational Journey.



# GENDER EQUALITY IN THE WORKPLACE



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In this section, you will find key practices to drive Gender Equality in the workplace.

These are focused in the areas of Recruiting, Development, Retention and Advocacy.

We are committed to continue in this journey leveraging and developing as we go, building on the positive outcomes these interventions bring on Equality & Inclusion internally and externally.

The mix of practices applied at P&G may vary in each P&G site depending on the region/ country specifics, as well as local needs and legislation.

**RECRUIT**

**DEVELOP**

**RETAIN**

**ADVOCATE**



**RECRUIT**

**EMPLOYER BRANDING  
AND JOB ADS**

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**SELECTION  
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**TESTIMONIALS FROM  
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**DEVELOP**

**RETAIN**

**ADVOCATE**







**RECRUIT**

# EMPLOYER BRANDING & JOB ADS

We make a conscious effort to drive accurate and positive portrayal of diversity in our employer branding materials. This includes visuals, testimonials, claims and stories coming directly from our female employees that ensure authenticity.

Based on internal & external research, we have developed specific employer attributes that we know are 1) true to P&G and 2) important to our female candidates. These attributes are the basis for our employer branding communication across all channels, addressing the needs of female candidates & their potential barriers to application.

We intentionally write gender-neutral job Ads and more intentionally using inclusive language and attributes.





**RECRUIT**

# SELECTION INTERVIEWS

We have implemented several interventions to minimize bias and ensure a fair & equal interview process:

- Our assessments & interviews are standardized and leverage clear and defined success criteria.
- Candidates are interviewed by 3 diverse interviewers who go through a calibration session before finalizing their assessment on the candidate. This process limits the individual biases.
- Our interviewers are trained and qualified through an ad hoc process and they are trained on unconscious bias.
- We offer same starting salary to all candidates with no experience and we follow specific internal criteria for the definition of salary for experienced hires. This ensures we offer equal pay, without any differentiation on gender or other demographic factors.







**RECRUIT**

**ACTION ITEMS:** GETTING TO EQUAL

# WOMEN AT WORK: MYTH VS. REALITY

**HOW TO MOVE PAST THE MYTHS AND CHANGE  
THE REALITY FOR WOMEN AT WORK**



The list of action items was prepared by Procter & Gamble and Seneca Women as part of their interactive installation, Women at Work: Myth vs Reality.

In order to recruit Talents in an equal way, we need to be able to acknowledge and overcome bias. Myths like Women need Fixing, Household Chores Are Women's Work, STEM Is a Man's Thing and some others are creating barriers for equal hiring. We need to take action to bring those myth to the surface and deal with the issue.

For more information and resources, go to [www.senecawomen.com/womenatwork](http://www.senecawomen.com/womenatwork).





**RECRUIT**

# FUTURE FEMALE LEADER PROGRAM

‘Future Female Leader’ is a program applied by P&G in some of the countries aiming to attract and inspire Talents to pursue their career in fields historically under represented by women: this includes STEM and also commercial functions (Sales, Finance & Accounting).

The program includes full-day visits to P&G premises, plant and office tours, connects with P&G female role models acting at different levels of the organization, sharing their stories in an informal and authentic way.

The program allows participants to see the environment and connect with people and have a dialogue about Career and workplace within the Company.

As part of the Future Female Leader program we also offer the opportunity to students to participate in team exercises related to business cases and to learn about Leadership, STEM roles and work-life effectiveness.

At the end of the event, participants are encouraged to consider applying for P&G and start the standard selection process using the normal route.



**RECRUIT**

# TESTIMONIALS FROM WOMEN IN MANUFACTURING



**#WeSeeEqual**





“”

*I started my P&G career as a laboratory technician in 2019. Quality is important for us, since this is our trademark, but I also started to be interested in understanding how to build up a hygiene pad.*

*I started to integrate myself into production, meaning that alongside quality assurance I learned how to produce a pad, how to operate the line equipment as a technician. This journey has often been very difficult, rough and painful, but with persistent work and attitude everything is achievable.*

*Today I am very proud that I can be an active part of the production from raw materials to finished product.*

**Kata Turbuczné Egedi**  
Budapest plant, Hungary







“”

*My biggest concern as newgrad from university, was whether I had enough technical knowledge and experience to be successful in a production environment.*

*I discovered that P&G provides all new hires with a comprehensive internal training structure to equip them with all the necessary skills in order to unleash their full potential and build a long and successful career here.*

*I would advise all of those, regardless of gender, who are open to learn new skills, passionate to face and overcome new challenges, and be the driver of an organisation not to be shy and join our P&G family.*

**Eszter Majtenyi**  
Budapest plant, Hungary







“”

*I enjoy working at the P&G Singapore Pioneer Plant because of the career progression and the learning opportunities that are always available. My team mates are always eager to teach and guide you along if you are unsure and they are always open to new innovation ideas, hence no idea is too small or too big and everyone's role matters!*

**Nur Azimah**

Singapore plant, Singapore





“”

*I joined P&G in 2022 with minimal manufacturing experience. Within six months of working for the company with little or no knowledge of the job, I have successfully qualified in my role as a Material Handler in Surfactants. I am currently the only female in the Surfactant department and, as a result, it has become a passion of mine to work with HR on female recruitment.*

*As a Material Handler, I load & unload raw materials from trucks and railcars. My work is the first step in producing Tide as the finished product. I've discovered there are many opportunities within the company to learn and grow my career. A few examples include an Operator, Electrical & Instrumentation, Pipefitter Welder, Rotating Equipment leader, as well as multiple other opportunities.*

*I am a member of the LGBTQ+ community and my dad, also a technician at the plant, introduced me to Affinity Networks within the company, allowing me to feel accepted in the workplace. I am the leader of the GABLE Affinity Network (A spectrum of Lesbian, Gay, Bisexual, Transgender, Queer & Ally Employees) at my Plant. I look forward to being a resource and providing education to others who are interested in Equality & Inclusion at P&G.*

*I'm proud of how I've grown and want to encourage others who are open to new skills, regardless of gender, to join P&G to learn & grow in a Manufacturing role.*

**Olivia Griffin**  
Cincinnati Chemicals plant, US





“”

*My biggest fear when I joined P&G was always not having the knowledge where everyone was pretty experienced and the best. When I arrived, I knew nothing about P&G, I only knew that I wanted to learn and wherever I was, to do my job to the best of my ability. My reason for living was and always has been my family, it is what has motivated me to be better. Little by little I was learning, understanding the organization and today I know that it is an organization where they teach you and you can learn a lot to achieve success. I found a workplace where there are many friends, trust, respect, support and above all a great team willing to get the best out of me.*

*This team that today I consider family has not only motivated me to improve myself, but also to break my own limits and overcome many fears. Today I can also help others and achieve great projects, all working together. I would tell other women that P&G is a good place where opportunities are, that it is an excellent school to learn and improve every day. Sometimes it puts your skills to the test, but you can go as far as you want, without limits, always with the desire to be better.*

**Angeles Jiménez Vargas**  
Alce Blanco plant, Mexico





“”

*From the first day at the Alce Blanco plant I felt confident, I met wonderful people who trained me, shared their knowledge and skills to carry out my activities.*

*In my current role, I am responsible for ensuring that legal and environmental requirements are in compliance, under P&G standards and applicable regulations for the plant. I feel very proud to be part of the Health Safety & Environmental team and of this great company, P&G.*

*My advice to you is, from day one "Always give your best", Learn, Teach and give Coaching to whoever needs it.*

**Nayelli González**  
Alce Blanco plant, Mexico







“”

*I've been working in MPD Packaging for 4 years. I've developed technical skills to perform activities related to the role, always working with passion for the business and delivering outstanding results. I am focused on achieving results daily, but not just that, I always seek to achieve them with excellence, while continuously improving my skills to elevate my technical mastery with each new challenge.*

*Throughout my career journey, I have developed different skills such as MPD Processes, Resilience and Effective Communication working with the Plant's internal and external support teams. I can say that over these years I have grown a lot not only professionally but as a person, and I have found my personal and professional fulfillment in my day-to-day work.*

**Yasmin Rodrigues Chaves**  
Seropedica plant, Brazil



“”

*I enjoy working in P&G, because it's the best place for people to improve and touch more lives, and at the same time, expand individual to bigger impact.*

*I can strongly feel the responsibility and honor to help people across China to protect themselves and family members by using our Safeguard product during the COVID period that we produced at our plant. And I can proudly share to my friends and family members about the product superiority we bring to consumers because of plant's high standard on production and quality controls.*

*I can obviously see my growth in terms of personal capability, it's an exciting journey for me to grow from an individual contributor to a department leader, from influencing a product's quality to now influencing the whole brand's service, quality, P&L and organization development. And I can see our contribution to company's OTSR.*

*I can excitedly witness the technology evolution during the past decade, experiencing how the manual works become automated and digitalized, how we can deliver 2X or 10X more productivity by leveraging the new engineering solutions.*

*Last but not least, I want to say, P&G guarantees us the most safe and diverse culture, It makes me enjoy every moments at plant, working in the organization is somehow a kind of rewarding experience.*

**Lily Hou**  
XQ plant, China







“”

*I am grateful to be a part of P&G's HR team. The recruiting and testing process is very rigorous and I believe it always has been. So you have the opportunity to work with the most amazing people. People are able to make significant contributions at every level and own their work end-to-end. The work environment is very supportive for me to perform at my best.*

*At P&G we have excellent training programs and learning platforms which help us to grow constantly and build up structured thinking.*

*I would like to advise all women who are in search of good career with development opportunities and challenging work to join P&G and experience personal & professional growth.*

**Anjali Shah**

Ahmedabad plant, India





“”

*I have always believed that everyone should have equal opportunity to grow regardless of their gender and social background. I am very happy to be at the right place in P&G where everyone is considered equal and gets equal opportunities to grow and improve our skills.*

*When I joined the P&G family, as ‘Laboratory analyst’, I had very little analytical expertise, but I believe that if we have the passion to learn we can succeed. At P&G, I got the great work environment and opportunity to learn multiple things, which in turn helped me to face multiple challenges with ease, deliver multiple innovations and results systematically.*

*As a woman, I would advise to have right balance between professional and personnel commitments, have strong vision and continue to learn every day to excel in life. Just keep going and work on your goals and company will take care of your growth, which happened to me right from an early age.*

**Vaibhavi Parmar**  
Ahmedabad plant, India



**RECRUIT**

**GROWTH  
FROM WITHIN**

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**DEVELOP**

**TALENT  
DEVELOPMENT**

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**RETAIN**

**CAREER  
CONVERSATIONS**

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**ADVOCATE**

**MENTORSHIP**





**DEVELOP**

# GROWTH FROM WITHIN

P&G's Talent Strategy is funded on the "Growth from within" principle: we mainly hire talents at entry level with no experience and we develop them through coaching, training and on-the-job learning so that they grow over time and reach leadership positions.

A foundational enabler of this Strategy is the role of the People Managers whose focus is to develop their employees to enable them to grow their skills and progress in their career.

That's why we invest heavily in the development of People Managers' Inclusion skills. Inclusion is embedded in all People Management trainings. It is an expectation in our Annual Performance Review process that managers of others create inclusive teams and organizations.

Annual Employee Survey and Teams' surveys, are some of the tools we use to assess the health of the organization and the Inclusive culture in the workplace. Each Manager is responsible for specific set of behaviors and is measured against these through the Upward feedback tool and 360° feedback process.







**DEVELOP**

# TALENT DEVELOPMENT

Talent Councils play critical role to ensure equal opportunities and growth for all talents.

P&G's Talent Strategy sets clear development and growth accountability within the employee's direct Management line within the same Business Unit. This ensures full ownership, link with the Business and visibility of performance and potential of the individual.

The Business Unit Lead Team is responsible for assignment/succession planning, impact assessment, promotion decisions and development opportunities.

Business Units are also held accountable for reaching parity at all levels using centrally defined KPIs: female representation in pipeline, promotion slates, impact and promotion intent assessments, crucial roles opportunities.

In parallel, Functional Talent Councils play as enablers, developing functional skills, identifying assignment opportunities and providing mentorship within the Function, across Business Units.





**DEVELOP**

# CAREER CONVERSATIONS

Annual employee Survey data demonstrates that employees who have regular quality career conversations (at least once a year) are more engaged and motivated as well as more likely to stay in the Company vs the ones who don't.

The goal is to have a dialogue to understand individual career and growth interests and give transparent perspective on what needs to be true to achieve those aspirations.

The immediate Manager is responsible to have the career conversation with the employee and they often transform it in the form of a "Triad" (e.g. Employee, direct Manager and 1-Up Manager).

It is important to make sure that career conversations are regular for all employees in the organization. This is a great opportunity to learn preferences of employees related to their mobility, family situation, both short- and long-term career interests and aspirations.







DEVELOP

# MENTORSHIP

Mentorship is a foundational program in P&G.

It offers opportunities for employees to connect with more senior leaders (usually not from the direct reporting line) to provide the advice, perspective and sounding board on a variety of subjects at the choice of the individual, including career, wellbeing and culture.

We make sure, that all genders have equal access to mentorship opportunities and often we intentionally encourage women to find a Mentor.

Each employee can find mentors via the Workday system, Functional Talent Councils, Line Managers etc.

Organizations also establish reverse mentorship programs to enable more senior leaders to learn from diverse and more junior employees in specific areas of Equality & Inclusion.



**RECRUIT**

**COMPETITIVE  
COMPENSATION**

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**DEVELOP**

**PAY EQUITY**

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**“WE SEE EQUAL”  
NETWORKS**

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**RETAIN**

**PARENTS  
@ WORK NETWORK**

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**ADVOCATE**

**SHARETHECARE  
PAID PARENTAL  
LEAVE GLOBAL POLICY**







**RETAIN**

# COMPETITIVE COMPENSATION

Our compensation program applies 3 principles: Pay Competitively, Pay for Impact and Support Business Strategies. Our commitment to provide equal pay opportunities to all employees is enabled through the application of these principles and our pay practices.

Employee pay is managed within a salary range specific to their level and function and that is competitive amongst the best talent and business competitors in each market. We derive these ranges using data provided by independent partners. Compensation decisions are owned by the People Manager. Our Annual Compensation Review enables our managers to connect the impact each individual has made in their role and their reward outcomes each year. By only focusing on the objective factors that drive pay, our managers are supported to make principle-based compensation decisions, within clear guardrails, which significantly mitigate the impact of gender bias.





**RETAIN**

# PAY EQUITY

Fair pay practices and an equitable workplace are core P&G beliefs and essential to the Company's long-term success. P&G's fair pay practices are based on (1) a clearly articulated compensation philosophy, (2) a well-defined set of compensation policies and structure, and (3) robust execution and pay equity audit processes.

To ensure P&G's pay system is working as intended, we conduct pay equity audits to discover any gender biases in our pay system—intentional or unintentional—that could lead to incidents of appreciable gender pay inequities.

Our audit process is designed for objectivity, leveraging industry-standard technology and externally-validated methods to determine if we have any pay differences not accounted for by legitimate drivers of pay — like job level, performance, and experience at job level. Annually we conduct statistical analyses to measure any pay differences that remain between men and women after accounting for those drivers of pay. Our reviews also include audits on impact indicators, hires, terminations and promotions, and we also conduct comprehensive diversity assessments on base pay and long-term incentive plans as part of our Annual Compensation Review.







**RETAIN**

# **“WE SEE EQUAL” NETWORKS**

In P&G we have several opportunities for each employee to self affiliate with a network based on their affinity on a specific facet of diversity.

The main purpose of these networks is to foster sense of belonging, get inspiration from role models (internal and external), find mentors, drive awareness on shared issues and build capability in the broader organization.

We have **“WeSeeEqual”** networks across multiple organizations, often by Country or across-countries within a function (for ex: Women in Innovation). These networks are open to everybody in the organization, women, men and non-binary employees who want to be Allies for Gender Equality.

Our key learning is that Gender Equality Networks should intentionally involve all genders to enable continuous dialogue and engagement with Men to play as Active Advocates for Gender Equality and key partners in the Journey.





A photograph of a man with a beard and a young child looking at a book together. The man is on the left, leaning over the child on the right. They are both looking down at an open book. The background is blurred. A large, semi-transparent purple circle is overlaid on the image, containing the text 'PARENTS @ WORK NETWORK'. In the top left corner, there is a white circle with an orange border containing the word 'RETAIN'. In the bottom left corner, there are two logos: a blue circle with a white equals sign and a blue circle with the letters 'P&G' in white.

**RETAIN**

# PARENTS @ WORK NETWORK

Parents @ Work is one of several P&G's employees support groups. It aims to provide support and learning opportunities for working parents.

Some examples of the capabilities developed within the network:

- Feeling Good and Finding Friends - How to help your child flourish in a social world?
- Positive Discipline Workshop.
- Celebrating Black History Month - How to raise kids free of Racial bias?
- Looking after YOU: How to recharge yourself, feel confident and enjoy family life?
- Love over Bias - Conversations with your kids about sexual orientation and gender identity.



A close-up photograph of a man with a beard and mustache, wearing a grey shirt, holding a newborn baby. The man is looking down at the baby with a gentle expression. The baby is wearing a white onesie. The background is softly blurred, showing what appears to be a home setting. The image is overlaid with a semi-transparent purple circle on the left side, which contains the 'RETAIN' logo and the main title text.

**RETAIN**

# SHARETHECARE PAID PARENTAL LEAVE GLOBAL POLICY

**#ShareTheCare:**

Expanding a family, whether through adoption or childbirth, is a major and exciting life change.



At P&G, we want to build a world and workplace free from gender bias, with equal voice and equal opportunity for all individuals.

We believe caring for home and family has no gender, and that when all parents have access to paid leave and the ability to share in caregiving, it's healthy for children, parents, families and the Company.

That's why we're proud of our ShareTheCare – Global Paid Parental Leave minimum standard, which offers all parents the opportunity to care for and bond with children new to their family.

Our global parental leave framework marks an important milestone in our journey to drive positive change by providing equal opportunity for both parents to **share caregiving** for new family members.



**RECRUIT**

**MEN ADVOCATES**

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**DEVELOP**

**EDUCATION FOR ALL  
EMPLOYEES**

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**RETAIN**

**DIALOGUE  
FOR UNDERSTANDING**

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**ADVOCATE**

**RECOGNIZING  
E&I INCLUSIVE  
LEADERSHIP**





A smiling man with dark hair and a beard, wearing a light-colored button-down shirt, stands with his arms crossed in the foreground. In the background, other people are seated at tables, working on laptops in a modern office or workshop environment. A large, semi-transparent purple circle is overlaid on the image, containing the text 'ADVOCATE' and 'MEN ADVOCATES'.

**ADVOCATE**

# MEN ADVOCATES

We work with Catalyst to offer MARC™ (Men Advocating Real Change) — an initiative that engages the hearts and minds of men as full partners in achieving gender equity.

MARC™ workshops are experiential sessions. They are not a ‘training’ where you will walk out with a toolkit or a prescriptive action plan. It is not a lecture on what is right or wrong.

It is an experience, designed to help you step back and think, challenge yourself, your understanding and your beliefs on gender equity and help you reflect on the role you can actively play to change both the conversation and the game – inside and outside P&G.





**ADVOCATE**

# EDUCATION FOR ALL EMPLOYEES

At P&G we provide employees at all levels an opportunity to educate themselves on E&I.

One of the trainings available is delivered in self-learning format covering the latest research and thinking on unconscious bias. We offer learning from the experts, hearing real stories, and testing the knowledge.

While we acknowledge we all have unconscious biases, we cannot let that hold us back from working to improve. Recognizing we have and can overcome these biases is the first step to be a stronger employee, coworker, and leader.

By taking part in the training employees walk away with a deeper understanding of bias and prepare to take steps towards creating an inclusive and equitable environment.

We also have trainings on E&I designed for Managers of Others as target audience. Those are focusing on a role that people managers play in creating environment free from bias and unleashing unique potential of every employee.







**ADVOCATE**

# DIALOGUE FOR UNDERSTANDING

This methodology enables to run meaningful dialogue on E&I and builds insights in the relatively small circles of employees. It is recommended to start the Dialogues from the circles of leadership teams, and cascade further down to the lower levels in the organization.

The format of Dialogues assumes that the facilitator sets the objective and helps the circle to navigate in the available material, bringing in the insights and examples from participants, so the exchange of perspectives and realities is happening for the benefit of the group.

As the outcome, the participants become better equipped E&I allies and ambassadors, and often the list of actions would come out of the session as the path forward.

## **Tips to create a safe environment:**

- Respecting each other's stories and personal experiences.
- Listening with an open mind.
- Assuming positive intent.
- Leveraging dialogue, not debate.
- Maintaining a curious mindset.
- Challenging your assumptions.







**ADVOCATE**

# RECOGNIZING E&I INCLUSIVE LEADERSHIP

At P&G everyone cooperates to create a culture of inclusion, but People Managers and Organization Leaders are held accountable to role model inclusive behaviors and enable everyone to bring their true self to work.

Managers and Organization Leaders are developed and receive feedback on a specific set of Inclusive Behaviors that are integrated in upward feedback tools.

Employees, People Managers and Senior Leaders are also recognized annually on their contribution to Equality and Inclusion through a dedicated annual **Equality & Inclusion Awards** program that takes place at global, regional and local level.

The recognition of the progress and celebration of milestones and achievements becomes very important in the E&I journey at P&G.



# CONCLUSIONS AND CONTACTS



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Dear Partners.

We hope this toolkit was able to give you some new ideas, that you now would like to explore while on Your Equality & Inclusion journey.

We understand that each and every company is unique and may have different types of challenges based on realities of business, location, size of organization and specifics of operations. At the same time, we believe, that all of us can make a difference and that all of our partners may play a vital role in bringing Equality & Inclusion forward – be it with interventions inside your own organization or focused externally to build a more equal World and more inclusive societies. If you are inspired by a particular intervention or program listed in this toolkit, but have questions or would like to learn more, feel free to reach out further to your P&G Contacts.

We will review all requests for further information and will assess how to better support you in the journey based on the nature of the additional information needed.

We are committed to support You in your Equality & Inclusion journey, as we believe this is the right thing to do for our organizations and businesses as well as societies in general.



**WE ARE  
UNIQUE  
AND  
WE ARE  
UNITED**



# YOUR P&G CONTACTS:

## GLOBAL E&I WEBSITE

- Your respective P&G SRO (Supplier Relationship Owner) or P&G Buyer.
- Your P&G Supplier Diversity contact or HR Partner contact in respective P&G Organization Unit.
- Thais Torritani, Global P&G Supplier Diversity program leader.
- Anna Sikorska, Global PUR HR owner for the E&I Toolkit for Suppliers.

