

JUMP Wo.Men@Work Award 2019

Application Form

All candidates must complete the form below and send it to **award@jump.eu.com** before the **30th of November 2018**.

It should be a straightforward document in which you present your own case: the context, your initiative(s), your own role and that of others, the internal process, and finally the results of your actions and ideas. This document will only be read and evaluated by our experts and members of the Award jury.

Based on the received candidate dossiers, 3 finalists will be chosen by a jury of experts and inclusive leaders.

No matter whether or not you are chosen as a nominee (3), we will select some best practices from the application forms and promote them through our website and at the Award Ceremony

If your candidacy is retained as one of the three finalists:

You will need to foresee time for a quick **video interview**. This interview will be planned at your office in January (07/01 to 25/01). It will be published on the Wo.Men@Work Award website and the public will then be invited to vote online from the 4 of February until the 22 of February.

The final award winner will be chosen based on an electronic voting system and of the final evaluation by the jury. The weighting of the electronic votes versus the judgment of the jury will be 1/3 – 2/3.

Each nominee will be invited to **meet the jury on the 28th February 2019 from 12.00 to 14.00**.

The Award ceremony will be held on the 26th March 2019 starting 18:00 at the Proximus Lounge in Brussels.

All three finalists will be invited to meet the Jury on the 28th of February from 12:00 to 14:00 and will need to be present at the Award. The Award Ceremony will close the JUMP Forum in Brussels on the 26th of March 2019. Please save the dates: 28th of February from 12:00 to 14:00 & 26th of March 2019 starting 18:00

Part 1 - Contact details

Name:

Thomaes/Houpert/Ricci

First name:

Caroline/Olivier/Patrizio

Nationality:

Belgian/French (localized in Belgium)/Italian (localized in Belgium)

Flemish/Dutch Speaking:

Native/beginner/intermediate

Position:

Country leader Benelux/Global R&D Home Care Director and BIC Site Leader/Global Fabric Care Engineering Director

Company:

Procter & Gamble

Branch of activity:

Belgium Selling and Market Operations/Research & Development/Engineering

Full address:

100 Temselaan, 1853 Strombeek-Bever

Gender f / m:

Female/Male/Male

Phone:

+1 513 652 1904

E- mail:

tocci.mc@pg.com

Part 2 - Company information

Address of the legal entity in Belgium:

100 Temselaan, 1853 Strombeek-Bever

Website:

<https://us.pg.com/>

https://www.pg.com/nl_BE/index.shtml

Who is responsible for Diversity & Inclusion in your company? Name and contact details (e-mail, phone number)

- Olivier Houpert (Research & Development and overall for Brussels Site): houpert.o@pg.com
- Caroline Thomaes (Selling and Market Operations): thomaes.c@pg.com
- Patrizio Ricci (Engineering): ricci.p@pg.com

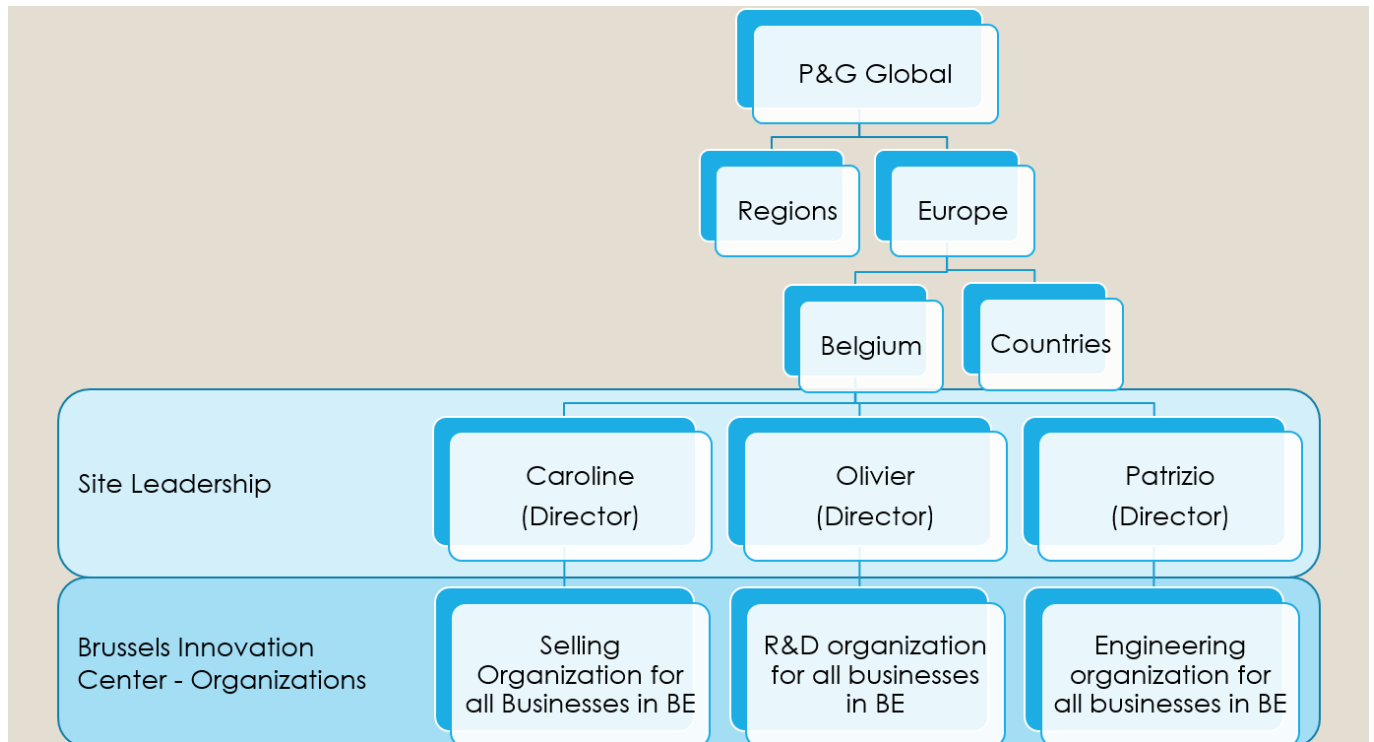
Do you have a Diversity & Inclusion council or something similar? Who is part of it? (number, gender, profiles)

- Overall site responsibility for driving D&I is Olivier Houpert in collaboration with site leaders (Caroline & Patrizio) + employee resource groups focusing on D&I
- Each function also has its own D&I teams driving the strategy and actions. Teams consists of both men and women representing different sub-functions and seniority.
 - Engineering: 7 core members
 - R&D: 3 leaders accountable for driving actions, each sponsoring D&I sub-teams
 - SMO: 8 core members

Organization Design

Caroline, Olivier, and Patrizio are each Directors (highest leadership level for the site) who lead separate interdependent organizations within P&G's Brussels Innovation Center – Sales, R&D, and Engineering respectively. In addition to these functional responsibilities, each leader also has broader responsibilities. For example, Olivier also has responsibility for the entire site and leads a Site Leadership Team (SLT) which Patrizio is a member of. This SLT ensures the site culture and operations are conducive to the employees and the effectiveness of the site. In addition, Patrizio also oversees engineering for P&G's global Fabric Care Business, which is an organization of over 500 employees.

Due to the complexity of P&G's structure, and the difficulty this creates for understanding the roles of the three leaders nominated, we have provided the below organization chart to help illustrate the organization.



Opening Note

P&G Belgium has been an active member, sponsor and attendee of JUMP for the last several years and has gained real value from this partnership. During this time, as well as prior to it, we – as P&G and as three individual leaders for P&G have been committed to and invested in building gender equality within our respective organizations, at P&G, and contributing to gender equality in our personal lives. We recognize the value JUMP has brought to the journey of gender equality, which is why we believe submitting an application to becoming JUMP ambassadors is for the right cause, and will be a productive avenue for making positive progress in gender equality both within and outside of P&G. We, Caroline Thomaes, Patrizio Ricci, and Olivier Houpert, are very appreciative for the opportunity to share our gender equality journey and progress at P&G, and hope that you find the following material sufficient for evaluating our case as an exemplary in the area of gender equality. Please feel free to let us know if any supplemental information would be helpful. We would also welcome any opportunity to learn more about our opportunity areas and where we can progress further.

Why is promoting professional equality between men and women in your organisation important for you?

We aspire to build a better world for all of us — inside and outside P&G; a world free from bias and with equal voice and equal representation for all individuals. A world where everyone sees equal. We know that gender equality contributes to stronger economies, healthier communities and thriving businesses.

At P&G Brussels Innovation Center, 51% of our employees are female talents but we are not yet there on all functions, all levels: we have still much more to do. We believe that promoting professional equality between men and women in our organizations is extremely important, because this is not only a vitally important element for our organizations to deliver the business successfully; but it is also an important element for communicating our gender equality messages with meaning to our consumers. We aim at using our brands and the fact we are the world's largest advertiser, as a force for good in the area of equality (with campaigns such as #WeSeeEqual or #alwayslikeagirl). We want to touch and improve our consumers' lives.

Please have a look at specific verbatims from each of the leaders:

Caroline: We are proud of what we have accomplished, and we have much more to do. We can't fix it once for good: It's an ongoing topic that requires constant attention given that unconscious biases are in our DNA. I want to help with big gender equality and D&I programs but as well role modeling every day as the small behaviors are what makes our culture. Promoting gender equality is beneficial for our employees but as well for our consumers: P&G can change mentalities and influence on many fronts including sharing household chores (#sharetheload) or given confidence to young teenagers (#alwayslikeagirl). I feel proud of those campaigns

Patrizio: Getting a right gender balance helps to have richer discussion and ideation when it comes to engineering innovations. It also enables to avoid falling into bias which is an important awareness to build, especially when we have global roles and must serve the needs of many cultures, many functions across the world.

Olivier: I am a firm believer that Gender equality is essential to create superior innovation. There is ample evidence of this in our innovation history. Gender equality is also a very big challenge in R&D as the disciplines we recruit from in Universities are not (yet) gender balanced.

What kind of Gender Equality actions have you openly (visibly) supported and how?

Each of us are investing in taking the appropriate actions to ensure gender equality becomes a reality in our organizations. Below are some examples of actions that have been taken from each of us, but these will also be illustrated throughout the application.

Caroline: I can describe some of my personal contributions on 3 fronts:

1. Recruiting: being on campus and giving speeches to ensure women are not 'afraid' to join the Sales function, still seen by many as masculine function. We now run dedicated recruiting events to recruit women in Sales called 'P&G for her'. But most important to me to stay true to Gender Equality is to never

lower the bar on recruiting expectations to meet my 50/50 F/M recruiting objective – I prefer to miss the 50/50 objective than to compromise my high standards (and I am vocal on that).

2. Retaining: paying attention in my organization to career planning and training opportunities given to women vs. men. But as well taking a lot of personal time to engage on individual basis to answer the 'I don't dare to ask' questions that women have on their mind vs their career (eg. when to plan a baby, how to organize my return from maternity leave, can I ask for a parental leave). I personally mentor many women across Europe (to the benefits of retention in other countries). Finally, I've seen the benefit of opening my network (connecting) and attending personally Jump forum/lead or EVE events with various female talents.
3. Promoting: I personally ensure we are only referring to facts and figures on promoting women. And I stand up defending promotion of women in cases where performance is blurred by comments regarding 'style' in lead team discussing.
4. And being myself as well: acting with the 'hours limits' of being a working mum and talk openly about it + role modelling like taking parental leave, never accepting meeting early morning as I drop the kids at school, leaving if I need to bring my kid to dentist etc.

Patrizio: I actively support and sponsor the Diversity & Inclusion team, including the Gender Equality team. I have placed gender equality as a standing agenda topic for my lead team and we intentionally look at how we support growth of female talent in our staffing reviews. I also have made a declaration which I shared across all my global teams (across LA, NA, EIMEA and Asia) on my philosophy as a champion and facilitator of Men Advocating Real Changes. (See below)

Gender Equality – Men Advocating Real Changes

This is what I commit to do differently :

- *I commit to become a more inclusive leader and actively seek support and engage every Women and Men in F&HC or EIMEA Engineering to move forward on the gender equality journey.*
- *I will respect the choice of how much one wants to engage on this journey and respect where each of us stand on the gender equality awareness journey. Yet, I do have gender equality minimum expectations for my teams :*
 - *at least 50% female recruiting;*
 - *address inappropriate 'gender-biased' behaviors that I see or people make me aware of;*
 - *intentionally check for 'gender unconscious bias' in staffing & talent management reviews.*
- *I commit to be a more approachable leader to every Women and Men in F&HC or EIMEA Engineering and especially to engage with genuine care in dialogues in my teams to identify gender-related hurdles. My intent is to remove barriers and accelerate contributions, growth and unleash the true full potential of all of us.*
- *I commit to be conscious of 'privileges' Men have and work to honorably leverage these to support at work others who don't have these.*



P. Ricci – June 2018

*Slide attached in application email

Olivier: I have sponsored D&I for R&D in the Brussels Innovation Center for many years. In that capacity, I have taken multiple actions to drive Gender equality in P&G R&D at BIC. I have led several workshops, given speeches inside and outside of P&G and taken an active role in accelerating career advancement of top development female employees.

What activities or actions have you personally contributed in terms of Gender Equality inside your organisation?

We all consistently contribute and invest in the right activities and actions within and around our organizations to drive towards organizations that are gender equal. Although we have described a few specific areas we have invested in below, you will see many more examples throughout the remainder of the application.

Caroline: I am trainer of Intentionally Inclusive leadership: I've trained several lead teams across Europe; I've given speeches and eyes opening test on Unconscious Bias and done kick-off of our yearly D&I weeks. I shared several times very openly my 'parcours' with younger managers to show what obstacles I went through and organized a lot of lunches to get all the questions in the mind of the women surfaces; I've posted pg-youtube video on career and children or being a mum and travel; I personally mentor several women across Europe and prepare with them their career conversations or important meetings.

Patrizio: I help and influence assignment planning of top female in their last assignment before they are expected to be ready for promotion, by giving them high visibility, crucible roles. I also ensure that the right support network is available for them to be successful in these crucible assignments.

Olivier: I have made sure that my organization is gender balanced and that there is a fair distribution of ratings across genders. I have created opportunities for female managers to get advanced to senior positions (eg senior managers). I have also taken personal actions to ensure that females leaving my organization get advanced as soon as they get into their new roles. Finally, I have personally intervened to increase female managers retention.

What activities or actions have you personally contributed in terms of Gender Equality outside of your organisation?

In order to drive towards a gender equal organization, we believe that investment must be made not only inside our organizations but also outside and around our organizations. Below are some specific examples of where we have invested outside of our organizations, but more examples will be illustrated throughout the application.

Caroline: I participated several times to panel, speeches including Jump panelist and Canal Z video in March18 or Solvay Alumni Q&A or panels with American Chamber of commerce or Women in Leadership for Europe. On top of going myself to events.

Patrizio: I co-led and sponsored / funded the first face to face women's network event for all Engineer females (> 100 females) from EIMEA region across all sectors of P&G. This was a 2 day event in Spa, Belgium with: a) network time to support one another, b) workshops to help women be successful in a male-dominated business world, c) presentations from active and successful women leaders from external companies. I also send a delegation of Engineer (male and female) to Jump for several years.

Olivier: I have attended several external events (JUMP forum), given several talks on Gender Diversity at the Conference Board and in other companies (Cargill) reaching hundreds of people. My talk is on "Gender Diversity as a way to drive superior business results" and received a 4.9 / 5.0 rating at the Conference Board.

What resistance did you encounter in your organisation and how did you overcome it?

Unfortunately, the journey towards true gender equality is not always easy, and sometimes resistance is encountered. However, we as leaders of our organizations must take these situations as opportunities to progress further on this journey. Below are some specific examples from each of us

Caroline:

In general: the topic remains 'sensitive' with men and women – men feel discriminated and women don't want to hear they are promoted for gender balance quota's. I try to overcome it by 2 items: 1) work on inclusion; ii) bring men in the equation.

In particular: resistance on promotion with reasons shared being more 'style' than performance; over-come by pausing and challenging comments made.

Patrizio: Like in any organization, there are people who understand the barriers women face in the corporate world and more broadly in general life, and there are people who do not see the issue. This might be even more true for an organization like mine which spans across regions, some of them which traditionally have a culture which is even more male dominated like (Latin America or Middle East). To overcome resistance, I do create time where I engage my broad organization to explain my views, starting from simple real-life examples that shows how men have privilege vs women and then expanding on my conviction. I do not force adoption, I respect where each one is on their acceptance of gender equality as a challenge, but I trigger thoughts and ask questions. Net, I try to role model, engage into candid dialogue and I remain consistent.

Olivier: Resistance from men and women whenever I take visible actions to promote women. This is often perceived as positive discrimination and upsets men and women alike. In transparency, I have not fully overcome this but the best way to make people accept this is to grow, advance and promote women that are perfectly fit for the role and deliver top performance.

What lessons have you learnt along the way?

Below are some examples that we have learned through our gender equality journey. One common theme that is kept across us from these learnings is to leverage them in the future to strengthen our path towards gender equality to help us continue to never stop progressing in the right direction.

Caroline: It's often in the small daily activities that you can role-model and show the right behaviors vs once per year a big speech: reacting immediately when a wrong behavior or stereotypes are expressed is more important than anything else. This is what make the right culture inside an organization.

Patrizio: To make a difference on Gender Equality and onboard the male and female, takes time. Men needs to be active and leading next to the women. Given everyone has a different perception, it helps to address the topic both from the head and the heart: head, meaning that we rationalize the value of having diverse team; heart, meaning that we explain day-to-day disadvantages that females such as mother, wife or daughters or female friends face vs males.

Olivier: I have learnt that a conducive Culture is what matters the most to set women up for success.

Why do you think you will be a strong ambassador for this award? How do you plan to contribute?

Becoming a JUMP ambassador for this award and gender equality would be a very honorable recognition for each of us, and we would all be willing to help drive gender equality through the JUMP platforms and outlets. However, regardless of the award we each believe that being a vocal and courageous advocate and leader for gender equality is extremely important to the success of our world in the future and therefore we remain committed to this endeavor.

Caroline: With or without the award, I will remain myself and go the extra mile to change the mentalities. In my position, I can influence how brand messages are used to change stereotypes, but especially talk to students on campus during our recruitment fairs to ensure next generations starts with all chances equal. I will remain available for training, speeches and discussions on our best practices and how each person can be an agent of change. We have hosted a Jump 'hub' session and I very much ready to keep on sharing best practices and going public (as per Canal Z video or other press interviews).

Patrizio: I will continue to engage men both to be more aware of their privilege versus women both in professional and personal life and to leverage these privileges honorably to drive towards a more gender equal world and confront situations where women experience biases.

Olivier: As P&G Brussels Innovation Site Leader, one of the largest R&D center in the country, I would leverage this award to further drive the awareness and importance of a gender balanced organization and inclusive culture. I would love to disseminate this message outside of P&G, as I did in the past, but this time with the additional credit of the award.



PROCTER & GAMBLE BELGIUM

As we are bringing forward a shared nomination for the JUMP Wo.Men@Work Award 2019. This shared nomination is a reflection of the journey that we have been on to achieve greater gender equality. Not only as business leaders for regional and global organization (Benelux Selling and Market Operations, Global R&D, EIMEA Engineering), but also as functional leaders of a diverse talent pool (40+ nationalities, from young graduates to close to retirement), and as Belgian based leaders (operating in a multi-functional eco system: one of the most diverse functional sites at P&G), but equally important, as a people (as partner and caring parents).

We recognize that our role modeling plays critical role in creating inclusive environment in which everyone is valued and included to perform at their peak. As leaders, we believe that we are accountable and have a shared responsibility to achieve greater gender representation to unleash the full potential of our talents to gain superior business results.

However, this nomination is not meant to highlight what we have been doing, it focusses and celebrates the critical and valuable initiatives that have been established by many passionate employees who have tremendously contributed to the success that we have achieved in our ambition for gender equality in the work place and beyond with our consumers.

INTRODUCTION: Purpose Values and Principles

Our PVP captures our reason for being and how we operate. It underlies what we do and how we do things. Our PVP is engrained in our DNA, as of Day1.

Purpose: We will provide branded products and services of superior quality and value that improve the lives of our world's consumers, now and for generations to come.

Values: These are the values by which we, P&G people, live: Integrity, Leadership, Ownership, Passion for Winning and Trust.

Principles: We show respect for all individuals; The interests of the Company and the individual are inseparable; We are strategically focused in our work; Innovation is the cornerstone of our success; We are externally focused; We value personal mastery; We seek to be the best; Mutual interdependency is a way of life

OUR DEFINITIONS

Being Respectful:

"Valuing and Leveraging Our Differences. Being Inclusive. Enabling Each Other to Be Our Best."

We treat our P&G colleagues and external business partners with dignity and respect. We must also provide a harassment-free environment, in which we all have an opportunity to contribute at our highest potential.

We must never discriminate against individuals on the basis of race, color, gender, age, national origin, religion, sexual orientation, gender identity, gender expression, marital status, citizenship, disability, veteran status, HIV / AIDS status or any other legally protected factor.

PEAK Performance Factors (PPF):


"Everyone **V**alued, Everyone **I**ncluded, Everyone **P**erforming at Their Peak."

Our PPF captures the essence of leadership behaviors we value, drive and develop at P&G. This is the case in Belgium, and across the company at large. It is translated into a framework used to hire our talents, but also engrained in our Talent Management system that assesses, rewards and promotes our talents from within. Our talents are expected to treat and be treated as **VIP** employees.

Among the leadership behaviors is "Bringing out our Best" in which each and every one of us is expected to play our part to be **transparent, inclusive and collaborative** and live according to the PVPs.



INTRODUCTION: ABOUT BRUSSELS INNOVATION CENTER

	Established	1956
	Total Employees	About 1450 employees in Belgium of which more than 1100 in Strombeek-bever and about 300 in Mechelen
	Legal Entities	Procter & Gamble Distribution Company Europe BVBA Procter & Gamble Services Company NV Procter & Gamble Manufacturing Belgium NV Procter & Gamble Retail Services BVBA
	Sites	General Office: Strombeek-Bever Innovation Center: Brussels Innovation Center – Strombeek-Bever Plant: Mechelen
	Brands	Beauty: Head & Shoulders, Pantene, Olaz Baby, Feminine and Family Care: Pampers, Always, Tampax Fabric and Home Care: <i>Fabric</i> : Ariel, Dash, Lenor. <i>Home</i> : Dreft dishwashing, Swiffer, Antikal, Ambi Pur, Mr. Proper. Health and Grooming: <i>Health</i> : Oral-B, Fixodent, Vicks, Clearblue, <i>Grooming</i> : Gillette, Gillette Venus, Braun

Key Facts

- P&G employs about 1450 people in Belgium. At the Brussels Innovation Center we employ more than 1100 people, of which more 600+ scientists and engineers, listed as our largest Research & Development center in Europe.
- P&G Brussels Innovation Centre is committed to innovate and invest to drive growth and create value for consumers all over the world, as well as create economic opportunities for local SME's and start-ups.
- Alongside our R&D and Engineering function our site is strengthened at large by the presence of our commercial functions, including Sales (part of our Selling and market Operations, SMO). This multifunctional aspect of BIC brings our site to a unique position and point of difference.

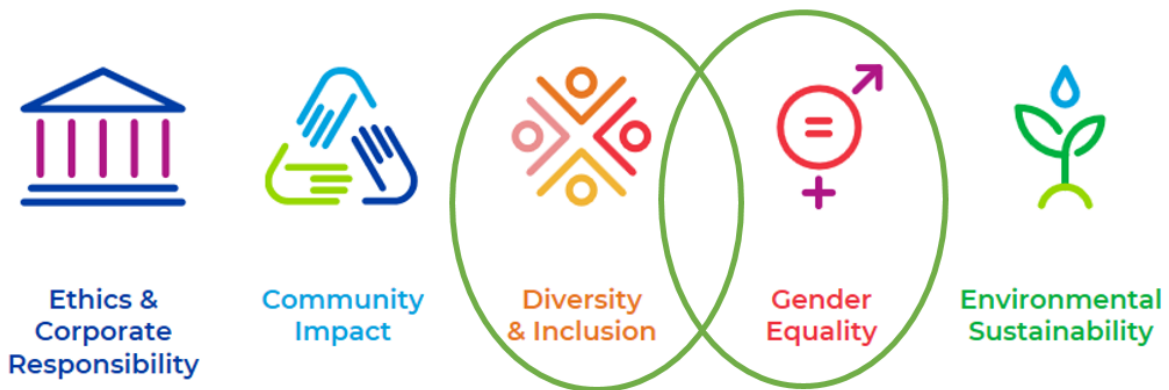
At the Brussels Innovation Center P&G Employees experience a culture of Diversity and Inclusion every day - we host people from 40+ nationalities:

- 51% of the employees at B.I.C. are women.
- About 60 Belgium Home based employees (40% female) are working abroad in 15 countries.

In this report we will focus primarily of our three key functions: **Research & Development, Engineering and our Selling & Market Operations**. We will also be focusing on best practices that has helped us in our journey to achieve greater gender equality internally and externally.



GENDER EQUALITY AT PROCTER & GAMBLE BELGIUM



Corporate citizenship model:

We aspire to build a better world for all of us — inside and outside P&G; a world free from bias and with equal voice and equal representation for all individuals. A world where everyone sees equal. We know that gender equality contributes to stronger economies, healthier communities and thriving businesses.

We are focusing on three areas where we can have the greatest impact: leveraging our significant voice in advertising and media to tackle gender bias; removing gender-biased barriers to education for girls and economic opportunities for women through our corporate programs and policy advocacy efforts; and creating an inclusive, gender-equal environment inside P&G — and advocating for gender-equal workplaces beyond P&G — where everyone can contribute to their full potential.

In each of these areas, we partner with highly-engaged organizations that share our commitment and where we can combine our resources, talents and skills to have a bigger impact.

Brussels Innovation Center: Our Site Vision

October 19, 2018 was the day on which our new Site Vision was deployment through a site engagement session. The site vision was the result of an effort to bring the site closer together and to develop a mind-set to think beyond one own function. The vision was co-created among employees and leadership. Because Diversity an inclusion is believed to be so integral in our ability to win in the market place, we have declared it as one of the three specific pillars for the BIC site vision. This pillar centers around ensuring everyone is valued for WHO they are and WHAT they bring UNIQUELY. It also illustrates our journey and effort to become more and more cross-functional collaborative.



PROUD to be B.I.C.



we WIN as ONE TEAM

The effort to bring this vision to life is enabled by Olivier and has been recognized by the Global CEO of P&G as being best in class via a personal video (shared in application email).

BIC Gender distribution

We've made progress over the last few years, but there is more work to do. Some key facts regarding our distribution:

- We hire 50% women into our management roles
- About 45% of our Junior – Senior managers are women
- Split in BIC between Female: Male
 - Overall: 50% Female 50% Male
 - Managers: 42% Female 58% Male
 - R&D scientists overall: 51% Female 49% Male

Female Representation

Female representation across the P&G Brussels Innovation Center is strong, with an even split across the entire organization between men and women. Although, we recognize that there are areas in which progress still needs to be made, we see our current situation as progressive when compared to our history as well as when compared externally. For example:

- In engineering (Patrizio's Organization) we have more than quadrupled the percentage of females in senior management positions over the last 8 years.
- In addition, the entire organization of female representation in engineering has more than doubled in the last 8 years, creating a % of representation in engineering that is more than double that of the European engineering workforce (11%).
- Over the last 4 years Caroline has increase female representation within her organization 40% year over year (excluding current FY as recruiting is still taking place).
- Over the past 10 years Olivier's organization has had even gender representation

Please review the table below which depicts our female representation at each level. Also, please note that one reason for percentage change from year to year is because some of our top talent are asked to relocate for more development opportunities (e.g., expatriate assignments)

Table below shows % of women at each level:

	FY14/15	FY 15/16	FY 16/17	FY 17/18	FY to date
Executive (B4)	30.8%	29.4%	28.3%	23.8%	24.4%
Senior Management (B3)	30.3%	31.5%	31.5%	28.9%	28.7%
Middle management (B2)	44.9%	45.2%	43.8%	44.0%	43.8%
Junior management (B1)	54.9%	55.2%	56.8%	56.6%	56.7%
White/Blue collar (non-mgmt)	65.2%	66.4%	66.7%	66.5%	67.9%
Total	49.8%	50.0%	49.7%	49.3%	49.9%

*Note1: due to internal policies, we are unable to provide the raw numbers for the table above. In addition, we are not allowed to share specific function level data. We have tried to describe the bullets and table above in a way that complies with P&G's internal policies as well as illustrates an accurate representation of our gender equality.

Female Promotions

For our middle management level and below we have Local Talent Councils by function. Their responsibility includes staffing and succession planning, but also to calibrate roles and annual talent assessment on promotion potential and readiness. Careers up to this level are typically country- (Belgium) or cluster based (France Benelux). From Senior Management level (except for engineering) and above roles become regional (Europe) or Global. To assess promotion potential and readiness we have established Global Talent Councils. A member of the Global Talent Council typically sponsors local Talent Councils to ensure continuity and consistency of application within a function.

Table below shows % of women promoted in management positions:

Level	FY 18/19	FY 17/18	FY 16/17	FY 15/16
<i>Promoted to Executive (B4)</i>	66.70%	0%	0%	50%
<i>Promoted to Senior Management (B3)</i>	25%	22.20%	44.40%	60%
<i>Promoted to Middle management (B2)</i>	37.50%	50%	42.30%	33.30%
<i>Overall</i>	40%	47.50%	44.40%	40%

*FY 18/19 consists of data year to date; promotions to junior management is rare as this is the level we recruit externally for

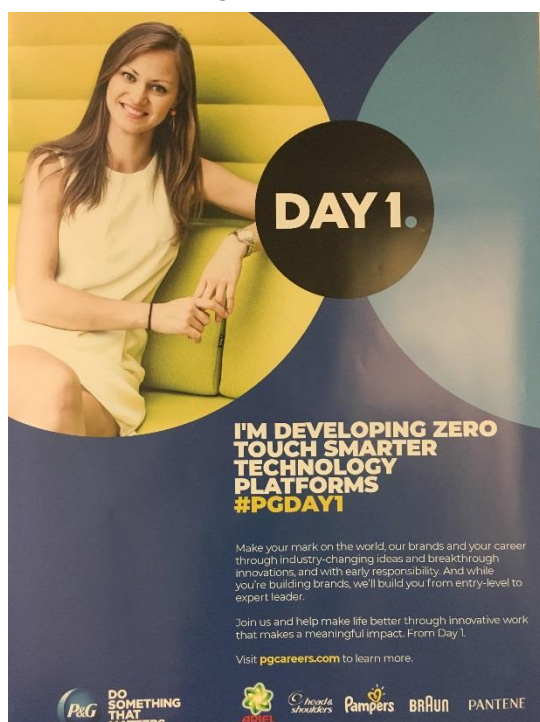
Gender Equality: internal initiatives

While we recognize that our functions have differing challenges, gender equality remains a shared responsibility. Hence, we build scale across functions. Given that BIC is a multifunctional site, it allows us to tap into a wealth of knowledge (internally: locally and globally, as well as external: with access to great partner organizations based in Brussels). Cross-fertilizing, and co-creating initiatives to boost gender equality has been critical for our hiring practice, talent management, and successful programs such MARC, Intentional Inclusive Leadership and Business, Strategic & Financial Acumen.

Recruitment: “P&G Future Female Leaders” Events, “Yes she can”, and “P&G for Her”



After years of attention to our hiring practice, we are currently at the stage of 50:50 hiring for most of our functions, including functions that do not have a 50:50 female graduate pipeline, such as engineering and R&D. A standard process for hiring is used that entails several objective assessments validated to mitigate bias and measures job related behaviors predicted to job performance, as well as a standard interview process with specific job-related questions and rating scales. Certified trained interviewers from diverse backgrounds (gender, level, and seniority) are placed in the interview process. These are measures P&G uses to obtain the best and brightest without bias in the hiring process.



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We have targeted hiring events to attract future female leaders. These are typically used in functions where there is a general pipeline challenge among jobseekers. An example is our R&D function: following successful recruiting events targeted to future female we saw a disproportional increase of women applying for our vacancies and passing our hiring process. Another example is Engineering function: attending top women recruiting events every year, investing our time to advise young engineering students with “yes she can” campaign (e.g., ULB) to attract young women into STEM careers at P&G.

Table below shows % of women hired at our two levels of recruiting:

	FY 18/19	FY 17/18	FY 16/17	FY 15/16
White/Blue Collar	63.60%	52%	62.50%	61.50%
Junior Management (B1)	57.10%	54.50%	48.70%	42.30%

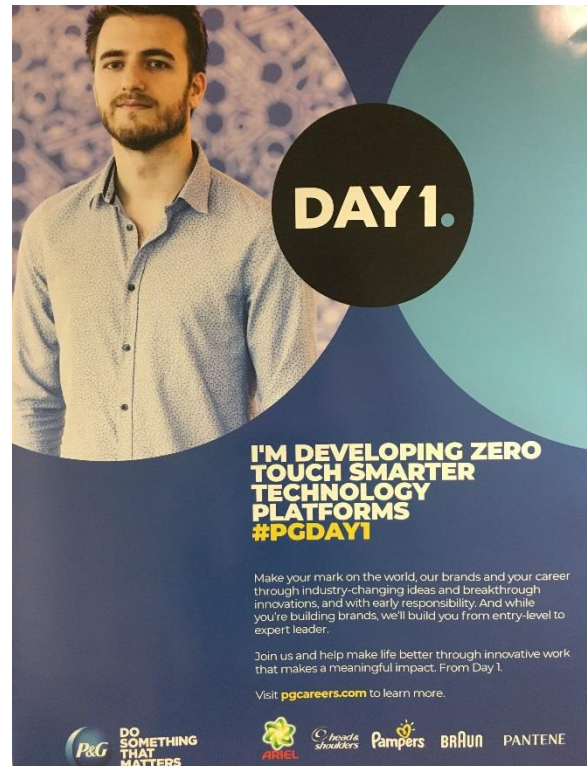
Examples of practices:

- We use tools to promote **gender neutral** vacancy postings
- Internal process in place to have a **diverse pool of interviewers** assess our candidates
- **Trained interviewers** on topics such as unconscious bias

To go even further, an example of a specific leadership interventions by Caroline Thomaes when she saw that a disproportional number of men were applying for vacancies: she would **pause interviews and take additional measures to encourage women to apply**. Interview rounds would proceed when a sufficient ratio between men:women is attained.

Lastly, Patrizio has set a direction for recruiting over the last 4 years that has led to at least 50/50 gender recruiting. Some key actions that drove this outcome and are being reapplied across the region were as follows:

1. Set clear targets (50% gender), deploy them to B3/B4 and make recruiters accountable and committed to them.
2. Consider all dimensions of recruiting process: from "attraction" to "final interviews" and ensure they support the targets or change them.
 - Pay careful attention to ensure we role model gender diversity through the entire recruiting process
 - Recruiting team reflects the diversity we aspire to
 - Interviewers reflect diversity we aspire to
 - Complement recruiting activities with women target events
 - Ensure both male and female candidates are being interviewed
 - Keep a healthy and diverse pipeline
3. Prepare the organization for it - have a strong D&I program in place that supports a culture for gender equality.



Talent Management

Talent management is a critical aspect of our company to ensure our employees experience a meaningful career at P&G. We will not be sharing an extensive overview about what and how we manage our talents, but we will share specifically, which gender equality efforts we have incorporated uniquely or interwoven into existing talent management systems such as talent councils.

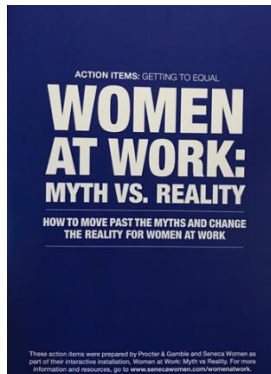
Talent Councils play a critical role in staffing and succession planning as well as ensuring a strong process for talent assessment of our high potential and promotion readiness. Our Talent Councils, as well as our leaders are exposed to D&I nudges during talent reviews, they are trained in topics as Intentional Inclusive Leadership and MARC (Men Advocating Real Change).

For example, the engineering talent council led by Patrizio tracks 4 KPI's (attrition, promotion, hiring, representation) on a quarterly basis to discuss the necessary actions on a monthly basis that need to be taken to ensure we are progressing to gender equality. One action that has come out of this process is a leadership podcast where leaders from the talent council share with the organization what actions they have taken, or what story they have experienced recently that has helped them on the journey towards gender equality. This holds the leaders accountable to take action, but also to share with the organization our investment in this area as leaders.

In talent management and gender representation we focus on two critical areas of talent management:

1. Eliminating unconscious biases and stereotypes: *examples shared in this section*
2. Ensuring we have a strong female pipeline: *more details shared in the next section on our commitment to Leadership Development of Future Female Leaders*

Changing the Culture: unconscious bias and busting Workplace Stereotypes



Myth Busters

“Women lack confidence”; “There aren’t enough Qualified Women”; “Tech is a guys’ thing”

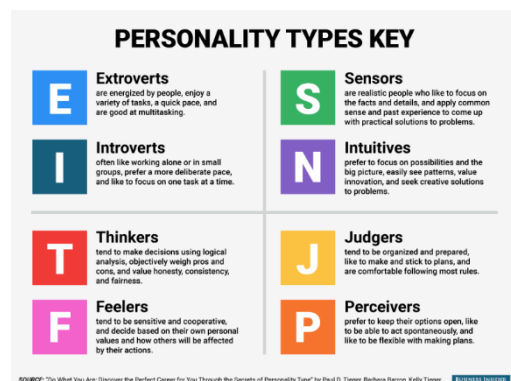
In January 2018, a thought-provoking exhibit arrived in Davos, Switzerland during the annual World Economic Forum. This “Women at Work: Myth vs. Reality” interactive exhibit dispels the gender “myths” that get in the way of women’s representation and advancement in the workplace. It’s designed to expose and challenge the myths that hold women back from achieving 50/50 representation at all levels of management, changing the way we think and talk about women and creating a new narrative that will accelerate progress. Do we need to ‘fix women’ or ‘fix the workplace from myths’? It got a lot of press and LinkedIn posts and keeps on appearing at additional events across the world, continuing to open

minds and challenge outdated thinking.

Internal and External research has been conducted around “women at work”. From this research (internally conducted across the globe and across different functions across all levels) has helped us create an extensive internal platform share D&I nudges and Myth Busters.

Caroline Thomaes met with Tinna C Nielsen and Thais Compoint at past Jump forums and has, since then, used their research and eye-opening books or simple tests to promote Gender Equality and remove myths from the workplace.

The style preference bias: we use Myers Briggs’ MBTI to talk about differences in style to beyond gender stereotypes. As employees and leaders become better equipped with the language and the intent of the framework, it allows more constructive and objective conversations during talent reviews. Consequently, style bias can be identified and eliminated during performance reviews and talent assessment. We have a full online platform where everyone can post his MBTI profile and learn simple tips on how to best work/operate with different MBTI profiles.



Our Commitment to Leadership Development of Future Female Leaders

Our Talent Councils run annual assessments of our middle and junior management on potential and promotion readiness. From this exercise we have visibility of our candidate slate locally. To ensure gender representation at all levels we have laid out an extensive internal leadership program designed for all our talents. On top, we complement this with specific programs designed to prepare our female top talent pipeline to the next level.

For example Patrizio’s engineering talent council spends dedicated time during every talent discussion to share what is being done and what needs to be done to ensure we are developing and growing female talent at the same rate or more as male talent. One outcome of this discussion is we have taken in and send female talent from other regions to staff with the best diverse talent that will develop the women to be successful leaders in the future.

Another example of how we ensure our leadership carries a diverse perspective is ensure we have a diverse set of individuals. Specifically, when Patrizio's team was made up of all males not only did he recognize this deficiency, but he also addressed it by intentionally adding a more junior female member of the organization to the team so that the team can benefit from a different perspective.

Future Female Leaders Sponsorship Program

To strengthen and develop our female talent pipeline at junior and middle management level. The objective of the sponsorship program is to identify and nurture high potential talent early in their careers. We partner women with an executive outside of their reporting line to discuss how to achieve their career ambitions within a large company like P&G.

For instance, Caroline Thomaes, next to her 'natural' sponsorship circle, sponsors 3 talents in Europe (2 in Italy and 1 in Spain) that were 'associated' to her through the program. She has regular talks to build trust to talk openly and prepare important career discussions or impact in meeting.

Within R&D the sponsorship program has 15+ executives (based in Brussels) who are taking an active part of this programme, sponsoring junior and senior female managers on their career and development opportunities.

Men Advocating Real Change (MARC)

At P&G, we believe that the requisite skills to succeed as leaders in 2018 and beyond include the ability to be empathetic and inclusive. Given the critical role men play in advancing women and to achieving gender equality, we have partnered with Catalyst on their MARC™ (Men Advocating Real Change) initiative. Through this effort men better understand the impact stereotypes, unconscious bias and male-dominant culture have on women's career progression. In less than two years, MARC workshops have reached almost 800 P&G managers across more than 15 countries, including total Belgium. And by inviting other Fortune 500 companies to join our P&G-hosted workshops, several companies have been inspired to launch their own MARC initiatives.

These sessions are target towards male employees (although women are vital for the discussion) and consist of several activities and thought-provoking discussions that help create awareness of the unconscious privilege white men (or other majority groups) have over women (or other minority groups). These discussions create a sense of action oriented discomfort with the current situation and help to bring meaningful action from men to help the gender diversity issues in the workplace and at home. These sessions can last anywhere from 4 hours to 2 days.

Currently, Patrizio Ricci has been a lead sponsor for this program across the region. He has brought his entire lead team and peers throughout the region to these sessions, and event has two direct reports who have become certified leaders for giving these sessions more broadly. The focus for these sessions is on engaging the rest of the organization to attend in a session scheduled for late Jan. '19, and then the remainder of the organization before the end of the fiscal year.

Olivier is driving next steps and follow up sessions from this training within R&D lead team, and is in the process of having leadership members qualified to facilitate MARC dialogues at an ongoing basis.

Intentional Inclusive Leadership

Training on intentionally inclusive leadership is given for all senior managers and executives within our organization so that our leaders can leverage diversity to create a more productive and innovative workplace with higher retention and better business results.

This workshop moves unconscious bias out of conceptual into a set of inclusive leadership behaviours that drive business results.

At the end of this course, leaders:

- Understand the importance of inclusion and its impact on team performance
- Experience the balance between differentiation, assimilation, and exclusion, and how it's felt on a team
- Identify what gets in the way of being inclusive
- Assess individual strengths and development opportunities for you as an inclusive leader
- Create an action plan to become a more inclusive and therefore higher performing team

Caroline Thomaes is a certified Trainer for Intentionally Inclusive Leadership. Together with her, we have trained many of our leaders (program targeted first at leaders and total lead teams) in Belgium and beyond. Moreover, we are updating this training with latest findings to remain up to date.

Example from Research & Development: Business, Strategic & Financial Acumen

Following internal and external research, our One Europe Women in Innovation Team has partnered with Vlerick University to develop a customized course for P&G to boost the business acumen knowledge of our future female leaders. We have sent an inaugural group of 20 people (majority women and a few male allies) to evaluate the quality of this external training, including senior and executive management. The program was highly successful, and we have secured internal funding to continue running the program.

Sales: EVE Programme

For several years, P&G has sent female talents to the EVE program in France. Danone took the initiative in 2010 to organize an intercompany leadership seminar for women and “enlightened” men. Women need to take more risks themselves to move upwards in the company. Hence, the seminar aims to help build strong and inspiring individuals who will drive change throughout the company. Caroline Thomaes personally attended the 3-days event in 2016 with 4 other talents from Europe and has sent 10 more female representatives to EVE 2 other years.

Developing People Management Capabilities: Upward Feedback Tool

Annual surveys are run corporately in which we ask employees to assess their managers in their people management capability. Our technical functions have made a similar survey (T-Survey). An important element is Bringing out Our Best and Diversity and Inclusion. Within R&D Belgium last year, this resulted for example in 80+ senior managers and executive members to be debriefed on their results in a 1:1. Our Human Resources department partners with our management to define actions to be incorporated in their personal development plan.

Although this survey does not exclusively focus on gender equality or diversity, it does measure leadership capabilities that relate to creating a conducive environment for a healthy gender equal workforce. For example – Respect is an area that we have researched internally to find that it is vital for a successful manager-subordinate relationship, and also one area that fosters a culture of inclusion. Therefore, we believe that ensuring all of our managers and others develop on this area is crucial to enabling a gender equal workforce.

Unfortunately, we are not at liberty to share specific results of these data, however it is important to note, that *all* managers (male or female) receive feedback from their employees on an annual basis. And that this feedback is then used to create personal development plan to increase the effectiveness of our managers' capability.

Examples of Employee Resource Groups and Networks

There are many employee resource groups within P&G and it's worth sharing a few insights of key achievement of a few of them, specifically on driving gender equality for the company. As there are many similar networks active (e.g. Women in Innovation (R&D) and Women in Finance etc.), we'll be highlighting Engineering in this application.

Engineering Gender Equality Network

The engineering gender equality network is a network for women engineers across Europe, India, the Middle East, and Africa. This network consists of several initiatives that are aimed at accelerating engineering gender equality journey, and to create a completely inclusive culture within the organization. Some initiatives include:

- Bi-annual gender equality event – every two years this two-day event brings together all women engineering and all engineering leadership across the regions (Europe, India, Middle East, Africa) to network with each other, speak with leaders of the organization, and attend sessions and workshops related to address gender inequality in the workplace. This event is sponsored and paid by Patrizio.

2017 Theme - Women Moving Mountains: Shine On!



- Annual Women's Event in Belgium – Every year a women's event is also held in Belgium. Similar to the event discussed above, this event is designed to help the women network and learn from external professionals. For example the picture below shows the panel of one session during the event last year (you may recognize Michele Paque, who has been a JUMP ambassador winner for Belgium).
 - See the below verbatims and picture coming out of this event.
 - "The whole event was very engaging and inspiring..... learning the facts behind why having more women in Engineering is good for the company."
 - "The commitment by management to attend - the number of women attending. The stories... that it is possible to have a great career and a family."
 - "The internal and external panel speakers were fantastic. They provided some great insights and examples that the audience could relate to."
 - "Hearing unfiltered information about the feelings and perceptions of women. Being re-confirmed that a balanced organization will be stronger and better in performance (and style)."
 - "Many new connections, fantastic opportunity to grow my network"
 - "Openness and availability of every person who was presenting- we could get inspired by everyone who were truly sharing their perspective, sharing really their input, was not feeling it could be a bit fake"
 - "The passion behind this topic and that we included men"
 - "Open discussion, meeting new (and known) people. Some new insights, which I was not aware of, even after 28 year in the company. Also the very, very high quality of speakers."
 - "I liked the most was seeing actions coming out of the event."

2017 E-IMEA Women Engineering Event Belgium



- Women's monthly lunch – is a frequent informal connect between our women engineers, leaders and HR that is time used to connect outside of work topics and have a forum to discuss with others any issues or problems that may be present or worth discussing. These lunches have opened up for other functions to establish cross-functional networks.
- Lean in circles – is a tool used for women to have a support structure of 2-4 other women that they trust and can share difficult situations with to help get guidance and coaching from their peers. These circles are prevalent within the engineering organization and have been said by our women in the organization and Pat along with his lead team continue to suggest this as a support structure.
- Mentors/sponsors – all women are given mentors and sponsors to ensure they are given the right coaching and have the right support for their development throughout their career and advancement.

Gender Pay Equity

Our pay and reward systems are designed to minimize the potential for bias and we have confidence from our pay equity audit data, which takes into account legitimate drivers of pay – like job level and performance – that we have no intentional or unintentional statistically significant differences in pay due to gender.

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. The reviews also include audits on performance rating distribution, hires, terminations, promotions, and long-term incentive plans.

P&G's Pay Equity Audit Process: Comparing mean or median pay differences is fine for determining the overall gender pay gap. However, these simple statistical analyses which do not necessarily take into account legitimate drivers of pay — like job level and performance — do not provide insight into the cause of these gaps and whether any gaps are due to gender-related pay differences. Potentially, this could lead to the wrong conclusions and thus wrong actions.

This is why we run more vigorous analysis through our pay equity audit process. Our audit process is designed for objectivity, leveraging industry-standard technology and externally-validated methods. **For Belgium, there was no statistically significant difference between male and female pay due to gender which allowed us to conclude we do not have a gender pay equity issue in Belgium.**

Policies to promote Gender Equality and an Inclusive Workplace

Flex@Work

Creating practices and processes designed to support women as they juggle different roles as wives, mothers and successful employees is a classical approach to enable women throughout their career. Flexible working conditions are spelled out as fundamental for the inclusion of women. However, many organizations struggle in normalizing the culture of Flex@Work, meaning that we need to move beyond the availability of such policies to the access and usage of these policies in reality.

Like many organizations we saw a gap between the aspiration of our policy and the everyday practice when we introduced Flex@Work. Internally we challenge ourselves to maximize the translation from rhetoric to reality in creating a meaningful employee experience at P&G.

Examples of measures taken:

- Leadership role modeling. Patrizio & Caroline: "as leadership we play an important role in making this a true reality by making use of Flex@Work".
- Human Resource department governing, promoting and measuring the adoption of Flex@Work in our annual company survey.
- Enabling our managers through available toolkits and vitamin sessions are organized by our Human Resources organization whenever needed.

Now we have reached a stage that we recognize that the Flex@Work is becoming the norm. We see that arrangements equally benefits fathers, as well as employees 'who have a life outside of P&G', regardless of childcare responsibilities. Hence, actively promoting a culture and Flex@Work mindset at P&G not only boosted the realization of the policy into practice, it also became part of our cultural identity based on trust. Below an overview of adoption of Flex@Work in 2018, Belgium:

Flexible Work Arrangement Usage



	Organization	Male	Female
Work from Home (e.g. occasional use, set schedule)	79% ▲ +16	77% ▲ +17	82% ▲ +14
Flex Hours	46% ▲ +5	46% ▲ +2	45% ▲ +6
Less Than Full-Time	12% ▼ -2	2% ▼ -1	22% ▼ -2
Location Free	4% ▼ -1	4% ▼ -3	4% ▲ +1
Personal Leave of Absence	6% 0	4% ▼ -2	9% ▲ +2
Other	2% ▲ +1	2% N/A	1% 0
None	8% ▼ -6	11% ▼ -9	6% ▼ -2

*A downward trend for None is color-coded green because it means more employees are using some type of flexible work arrangement.

New parents pamper(s)day

Becoming a parent is a beautiful lifechanging experience and we celebrate it with new parents. We do so by bringing new parents together on a quarterly basis to share this moment and celebrate over some Pampers and cake. It allows Parent Networks to be established as well as a meaningful informal connect with our Human Resources representatives to ensure parents are equipped in this new responsibility and life journey.

Becoming a Parent

- Maternity/adoption/paternity guides are available (and currently being renewed) to support our employees and ensure that employees: are educated on their rights and entitlements, take actions related to becoming parent, understand the Benefits P&G offers, Useful tips and information, FAQs, and a guide to plan one's Return from maternity/adoption/paternity leave.
- The guide provides a second face, including a manager guide to ensure all managers are enabled and equipped. The guide focusses some critically important steps to ensure that your employee is being properly accompanied, particular with regards to career planning.
- In 2018 we initiated networking amongst parents to address specific questions and needs among parents, such as maternity coaching among returning mothers.

2018 Milestone: 100% paid maternity leave across Europe!

Extended Leave of Absences (LOA)

We offer employees additional access to LOA's beyond Time Credit and Thematical Leaves. These include:

- Sabbatical leave – all employees: 3 months unpaid
- Family Care Leave – employees with care responsibilities: 1 year unpaid
- Flex Vacation Days – all employees: 10 days/calendar year unpaid
- Breastfeeding Leave – mothers: 1 month unpaid
- Foster Care Leave – foster parents: 6 days/year unpaid

The company respects individual needs, particular in light of work life integration. This translates itself to our LOA policies beyond Belgian legislative policies for Belgian employees.

Promoting gender equality externally

Achieving a world free from gender bias is not work that any one individual, NGO, government or company — no matter how committed — can tackle alone. In all of our Gender Equality focus areas — leveraging our voice in advertising, removing barriers to education and economic opportunity and achieving 50-50 representation within our Company — we partner with highly-engaged and effective organizations that share our commitment.

We are inspired and proud to work with great partners to combine our resources, talents and skills to have a broader and bigger impact.



P&G Belgium and the Community

BIC has been actively involved in making a difference within our community. Our employees and leaders participate, sponsor, and host a variety of external forums and events in the context of gender equality. Examples include

JUMP: for many years we have partnered with JUMP. As indicated, we've been active participants, speakers, and a sponsor in our partnership. Moreover, we've hosted a JUMP hub on site to continue a constructive dialogue and to learn from best practices across the board. For the annual JUMP Forum in Brussels we typically sent 12-25 participants annually (minding gender, seniority, function and organizational work). In the early years we started with sending women only from R&D, but over time this has evolved to 50:50 women and men, including other functional representatives, D&I ambassadors from other P&G sites across Europe and our One Europe Women in Innovation Team. We have leveraged insights coming from the forum to develop our training on Unconscious Bias and MARC (now leveraged globally has become pivotal in our D&I programs in the company).

LEAD Network (Leading Executives Advancing Diversity) with the mission to attract, retain and advance women in the retail and consumer goods industry in Europe through education, leadership and business development. LEAD is convinced organizations can create more sustainable value by leveraging the full talent pool. P&G executives, like Caroline Thomaes, have been speaking, participating and sponsoring LEAD Events.

UN/Global Citizen Week

Removing gender-biased barriers to education for girls and economic opportunities for women. We're doing this through our brand and corporate programs and policy advocacy efforts. The 2018 Global Citizen Week held during the 73rd Session of the UN General Assembly, aims to drive awareness around the trending topics and issues that impact equality for girls and women today. Several P&G Brands, including Olay and Always, have advertising campaigns and impact programs that promote the positive portrayal of women and girls, support education for girls, and provide economic opportunities for women.



New Campaign for Gender Equality Because **#ShelsEqual**.

About: " European governments gathered in Brussels for the European Development Days, Global Citizen co-hosted an event with Procter & Gamble, the Belgian and Luxembourg governments, and the Bill & Melinda Gates Foundation, to mark the launch of this vital campaign that aligned with the 2018 European

Development Days theme, "Women & Girls at the Forefront of Sustainable Development: Protect, Empower, Invest." The event brought together a wide spectrum of key players needed to drive genuine change.

There were world leaders from the feminist donor governments — Luxembourg's Minister for Development, Cooperation, and Humanitarian Affairs, Romain Schneider; Norwegian State Secretary Jens Frølich Holte; the Deputy Director-General for International Cooperation and Development of the European Commission, Marjeta Jager; and the Deputy Prime Minister for Belgium, Alexander De Croo.

Global business leaders dedicated to driving female empowerment were also present, such as Ranya Shamoon, the VP of Femcare for Europe for Procter & Gamble, who explained, "It's very simple. If you can't afford sanitary protection, you stay home ... We believe that no girl should miss school because of her period."

P&G's Citizenship Efforts

- **Diversity & Inclusion:** P&G joined the CEO Action for Diversity & Inclusion, the largest CEO-driven business commitment to **advance diversity and inclusion in the workplace**.
- **Gender Equality:** In conjunction with International Women's Day 2017, P&G launched the **#WeSeeEqual** video, which has been viewed millions of times in 180 countries. The Campaign promotes a world **free from gender bias** as a better world for all. P&G joined the ANA **#SeeHer** movement and the UN Women Unstereotype Alliance to focus on **eliminating stereotypes** and **accurately portraying women and girls** in advertising. Over the last fiscal year, P&G spent more than \$1 billion with women-owned businesses in the United States through its Supplier Diversity program, expanding the program into all five global regions.
- P&G is supporting LeanIn.Org's **#20PercentCounts** campaign, promoting equal pay

Overview of Our Brands: A Force For Good And A Force For Growth

To use our voice in advertising to help eliminate bias and promote equality, we announced at the 2018 Cannes Festival of Creativity an industry-wide aspiration to get to 100% of ads and media accurately portraying women and girls along with specific steps to get to 50/50 equality in creative directors and other production roles. We're partnering with #SeeHer and the U.N. Women Unstereotype Alliance, investing to expand Free the Bid and supporting content created by and for women — with partners like Katie Couric Media and The Queen Collective.

Gender-equal ads perform 26% higher in sales growth according to the same #SeeHer study. Some of P&G's best-performing brands have the most gender-equal campaigns such as Always Like A Girl and SK-II Change Destiny — demonstrating that equality is a force for good and a force for growth.

- Always **#LIKEAGIRL**
- P&G Olympics **'Thank You, Mom'** Campaign
- **# LoveOverBias** campaign: this campaign champions diversity through six vignettes featured in the film reflect the struggles with bias that real athletes encounter are as varied as the sports they compete in:
 1. The girl who comes from a culture where femininity is at odds with competition
 2. The boy who dreams of competing in a sport his hard working parents struggle to afford
 3. The children of different races, religions, and sexual orientations who look at the sports they love and see no one who looks like them



INCLUSION & DIVERSITY AT PROCTER & GAMBLE BELGIUM

P&G is a company that believes in diversity & inclusion. With over 145 nationalities represented in our workforce, our own diversity helps us reflect and win with the consumer 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 extends 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 better throughout actions.

In Belgium specifically, not only do we reapply the corporate guidance, tools, and materials, but we have also taken the liberty to begin our own initiatives (some of which have been picked up across the globe). Examples of these initiatives will be illustrated throughout the document, but below are a few currently active groups on site.

Highlight: affinity groups:

- GABLE - Gay, Allies, Bi-sexual, Lesbian, and Transgender Employees
- PWD/EWDD - People with Disabilities
- GENERATIONS AT WORK
- D&I GROUPS: SMO, R&D, ENGINEERING
- WOMEN'S GROUPS: PS WOMEN NETWORK, WOMEN IN INNOVATION, eWORD (executive women's network, global), (add: F&A)
- ALL VALUED AND INCLUDED CULTURE TEAM
- MILLENNIAL BOARD (cross transgenerational think tank)
- LINC: new to HR (European Network)
- "HR INTEGRATED STRUCTURE: GOVERNANCE AND STEWARDSHIP"

It is important to note that all of these groups are driven by our employees and enabled through our leadership. This is a key indicator of the level of investment in diversity and inclusion throughout our organizations and creates a sense of accountability to not only the leaders but also the entire organization.

Our Mission: Through our actions and the conversations that we spark, we aspire to build a better world for all of us—inside and outside of P&G—free from gender bias and with equal representation and an equal voice for men and women. Creating a better world through Gender Equality is a P&G Citizenship priority. As a Company, we are leveraging our insights to uncover gender bias and taking actions to spark conversations and motivate change. We are doing this through our brands, with our corporate voice, and with our people and partners inside and outside of our Company.

At the forefront of Diversity & Inclusion: keep learning

To benchmark and continuously learn and progress in our journey for gender equality we join many external networks and have received multiple various awards in this area over the years. Some examples include:

- KliQ Works Most Inclusive Employer of Belgium 2018 Award
- Top Employer Belgium
- #15 in The Diversity Inc Top 50 Companies 2018
- Top 10 Working Mother 100 Best Companies 2018
- Leading Organization in 2018 Diversity Best Practices Inclusion Index
- Top 10 Companies for Recruitment and Retention
- Top 5 Best Companies for Multicultural Women 2018
- Top 10 NAFE Top Companies for Executive Women 2018
- 2018 Best Company for Dads lists
- Empowerment of Women Bronze Award, Pinnacle Group Global CSR Awards

We also continuously promote gender equality and D&I more generally through internal recognition and awards for the great efforts that are being achieved. Some examples our Brussels site received include:

- Global Sales D&I Award
- Global D&I award – global
- R&D awards promoting D&I: R&D D&I Award, R&D Site award, R&D CoP
- Women D&I leadership – global award
- Inclusion Award – global nomination
- CTO Inclusion Award
- Global Women in Innovation STRONG Award