At P&G, we aspire to be one of the most diverse companies in the world, which makes sense for a company like ours. We have more than 145 nationalities represented in our workforce with operations in 70 countries. This is an employee population that reflects our diverse consumers and markets. However, P&G’s commitment to diversity and inclusion is not limited to our company. We also aspire to build a better world for all of us — inside and outside of P&G. We are working to be a force for good and a force for growth as we build our commitment to diversity and inclusion and gender equality into the way we deliver our business results.

We are pleased to share these best practices based on lessons we have learned along the journey:

Build inclusion as a cultural strategy and continuously improve it
We are continually working to improve our internal culture through policies, training and employee support systems to meet the needs of our changing workforce. We have eight company-sponsored affinity groups, including the African Ancestry Leadership Network, which is one of our longest-established groups. We realized that despite strong progress in recent years, while African-American attrition and representation are improving, they are not yet where we want them to be. In response, we launched a Stepping Up plan that declared winning with African-American employees and consumers an urgent business priority. We developed a more robust activity system to address this challenge as a business imperative that included openly sharing data, good and bad; promoting leadership accountability and engagement; and creating a more inclusive culture by driving awareness of unconscious bias. For more details on this plan and results, visit https://www.ceoaction.com/actions/setting-up-to-win-with-black-employees/.

Build inclusion as a business strategy and celebrate successes
Our products are sold in 180 countries and serve 5 billion consumers each day. Many of our products are made uniquely for women and girls so it makes sense for P&G to focus on gender equality. At P&G we envision a world free from gender bias and
with an equal voice and equal representation for women and men. Our gender equality strategy focuses on three areas in which we can have the greatest impact — leveraging our voice in advertising and media to tackle gender bias, removing gender-biased barriers to girls’ education and women’s economic empowerment, and creating an inclusive environment for our employees with 50-50 representation of women and men.

We also know that having a diverse and inclusive workforce and leveraging diversity universally across P&G has positive business results. To fully leverage the full benefits of inclusion, we encourage employees to think differently and to challenge themselves and others to take initiative, embrace change, and tackle challenges through diverse vantage points and teams. For example, P&G’s North America Hair Care team developed the Pantene Gold Series to meet the unmet hair needs of consumers of African ancestry. We celebrated this business-building innovation at P&G’s 2017 Global Diversity Awards for Enabling a Culture of Innovation.

**Encourage dialogue and take action**

We believe diversity and inclusion come down to the everyday choices and actions of every individual. To raise awareness of gender bias, in March 2017 we launched the #WeSeeEqual video to break down stereotypes and set new expectations by portraying characters in gender-equal settings. The #WeSeeEqual video makes gender bias visible and brings awareness about it, motivating change. It has been viewed millions of times in more than 180 countries and has been recognized as one of the most inclusive ads by the Association of National Advertisers.

We recognize the issues of race and bias are difficult topics but represent an opportunity for each of us — whoever we are and wherever we come from — to engage in constructive dialogue that lifts everyone up, regardless of background. That’s why we’re tackling head-on the unique and urgent challenge the United States must address: persistent and pervasive racial inequality driven by racial bias. With ads like “The Talk,” we made the bold choice to step up and use our voice in advertising by taking a stand on racial equality. This has not been without controversy or criticism — but it has sparked dialogue. The ad directly shines the light on racial bias faced by black families every day and seeks to promote conversations about tough topics, to foster understanding and more inclusive attitudes, and to ultimately change behaviors and drive positive action.

These are a few examples of how we bring diversity and inclusion to life at P&G. For more best practices and strategies, visit our website at [https://us.pg.com/who-we-are/our-approach/diversity-inclusion](https://us.pg.com/who-we-are/our-approach/diversity-inclusion).