



Our Flexibility Philosophy

At P&G, flex@work rests on a simple principle: The interests of our company and our people are inseparable. To improve the lives of our consumers, we start by improving the lives of the people behind the products.

We believe our people perform at their peak when they are able to get the most from their personal lives and professional lives. We believe results matter more than where and when we work. We believe when life seems to click, our people are more focused, more productive and more engaged. And they deliver better results. It's a competitive advantage that helps us remain an employer of choice.

As our people grow with the company, their needs change and priorities shift. With flex@work, employees are encouraged to explore options with their managers that enable them to embrace what's most important at the time—at work and at home. The answer is different for everyone because it's a very personal experience. Because it's a very personal life.

The Business Case for Flexibility

Flexibility is a smart business strategy that leads to competitive advantage. Results from P&G's internal survey show that employees who exercise more flexibility are:

- 5 times more likely to give their best performance
- 6 times more likely to stay with the Company

A growing body of external research shows:

- Companies that leverage flexibility see an increase in productivity up to 20%.
- Employees in more flexible work environments tend to have better overall health and energy, fewer sleep problems, fewer signs of depression, and lower stress levels.
- Teams with managers who role-model flexibility and engage members to discuss the possibilities of personalized flexibility tend to be high-performing.

Personalizing Flexibility

Across P&G, we believe personalized flexibility results in maximum productivity that enables employees to deliver business results, meet personal needs and grow their careers.

SCHEDULE FLEXIBILITY

We believe we can achieve better business results by enabling employees and their managers to explore flexible solutions to when, where and how work gets done. We are championing schedule flexibility further and faster across the Company by:

- **Flexing the Day/Week:** Flex start and finish times in a work day or week.
- **Flexing the Location:** Work from home or other P&G sites certain days of the week.

- **Flexing the Year:** Take personal leave of absence to manage major personal events or commitments.

BENEFITS FLEXIBILITY

Support at work means recognizing everyone has a life outside of work. Our holistic benefits and work-life solutions support personal needs from the day of hire into retirement, helping employees to be the best they can be—both inside and outside the workplace. Examples include:

- **Expanded parental leave:** Competitive paid time off to spend with a new child.
- **Flexible paid time off options:** Longer period to carry over unused PTO days into the new year; increase in PTO days for newer employees; increase in the number of vacation days employees can purchase.
- **Investments and savings plans:** Financial counseling and services, financial education programs, special offers and discounts.

CAREER FLEXIBILITY

Various needs exist throughout employees' career and we can help them to dial up or dial down their careers based on life stage needs. Examples include:

- **Schedule:** Less than full-time.
- **Mobility:** Not open to relocation; open to relocation with restrictions; open to relocate anywhere.
- **Travel:** Little to none; quarterly; monthly.

What P&G People Are Saying About flex@work

"The right place to start on flex@work is not whether it is possible, but how to make it happen. If you start with complete conviction that there will be a solution, you find it. In finding it, we create competitive advantage: great people continue to work in the Company, they are engaged and motivated and then they and the business deliver."

Regional Leader, Northern Europe

"I constantly feel grateful towards the company and my colleagues who, every day, enable me to have the best of both worlds."

Finance Manager, Pakistan

"Anjali was a massive contributor to our team, but I was always aware that she had something much more important going on in her life. The fact that we could create a unique working schedule for her meant that she could get to important hospital appointments and still make a huge contribution to the business."

Finance Manager, U.S.

"I always loved P&G, but I will spend the rest of my life repaying this gift (caring for wife during cancer treatments) the company has given me."

North America Fabric Care

"In my experience, employees who are clear on WHAT they need to deliver but given the freedom to define HOW they deliver it have always been happier, more loyal, and equally (if not more) productive in what they do."

Product Supply Leader, U.S.A.

"It's been almost three years of using flexible schedules and I don't think I could have performed even half as well as I did if I wasn't given this support from my manager and colleagues."

Asia-Pacific HR Director