LOCATIONS
Cincinnati, OH (HQ)
US: 34 manufacturing facilities in 21 states
International: Products sold in 180 countries; operations in 80 countries
Main offices (international):
Brussels
Caracas, Venezuela/Santiago
Frankfurt/Schwalbach
Geneva
Guangzhou
Kobe
Mexico City
Singapore
Toronto

DIVERSITY LEADERSHIP
Cenona Taveras
Manager, Diversity Recruiting

EMPLOYMENT CONTACT
Jessica Williams
Associate Recruiting Manager
Email: williams.jl.6@pg.com

EXPERIENCED HIRE CONTACT
Nicole Salisbury
Associate Manager

HUMAN CAPITAL
US Management Only (2008)
Asian Pacific American: 7%
African-American: 8%
Hispanic American: 6%
Other/Unidentified: 0.3%

Asian Pacific American: 12.5%
African-American: 11.6%
Hispanic American: 11.1%
Native American Indian: 0.3%
Other/Unidentified: 1.4%
Female: 48.3%

THE STATS

<table>
<thead>
<tr>
<th></th>
<th>Total in the U.S.</th>
<th>Total outside the U.S.</th>
<th>Total worldwide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees</td>
<td>140,000</td>
<td>120,172</td>
<td>260,172</td>
</tr>
<tr>
<td>Revenue (billions)</td>
<td>$83.5</td>
<td>$76.5</td>
<td></td>
</tr>
<tr>
<td>Percentage of minorities (management)</td>
<td>21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of women (management)</td>
<td>39.2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
RECRUITING

Please list the schools/types of schools at which you recruit.

- **Private/Public:** Procter & Gamble actively recruits at over 50 private (including Ivy colleges) and public colleges and universities throughout the U.S. However, a significant number of our entry-level new hires also come from other schools and sources (e.g., conferences, employee referrals). If you happen to attend a school where P&G doesn’t have a campus presence, we encourage you to visit our career website and, if interested in a specific opportunity, apply directly online.

- **Historically Black colleges and universities (HBCUs):** Florida A&M, North Carolina A&T, Tennessee State, Tuskegee

- **Hispanic-serving institutions (HSIs):** Florida International University, University of Texas–El Paso, University of Texas–Austin

Do you have any special outreach efforts directed to encourage minority students and graduates to consider your firm?

- Hold a reception for minority students.
- Advertise in minority student association publication(s) or other minority-focused publications: Vault, LATINA Style, Black Collegian, Hispanic Professional, Hispanic Journal of Business Research, SHPE magazine
- Participate in/host minority student job fair(s) or other minority-focused job events
- Sponsor minority student association events
- Firm’s employees participate on career panels at school
- Outreach to leadership of minority student organizations

What activities does the firm undertake to attract minority and women employees?

- Partner programs with women and minority associations
- **Conferences:** National Society of Hispanic MBA’s, Society of Hispanic Professional Engineers, National Society of Black Engineers, Consortium for Graduate Studies in Management, Career Opportunities for Students with Disabilities, Asian MBA, National Black MBA Association, Society of Women Engineers, National Hispanic Business Association, American Indian Society of Engineers & Scientists.
- Participate at minority job fairs
- Utilize online job services

Do you use executive recruiting/search firms to seek to identify new diversity hires?

No.

ENGINEERING INTERNSHIPS & CO-OPS

**Corporate Internship Program/Includes INROADS**

**Deadline for application:** Applications accepted all year; most summer internships are staffed by March prior to the summer.

**Number of interns in the program in summer 2008:** 480

**Pay:** We offer very competitive salaries based on industry benchmarks.

**Length of the program:** 12 weeks

**Percentage of interns/co-ops in the program who receive offers of full-time employment:** 80 percent of those qualified for full-time

**Percentage of interns/co-ops in the program who accept offers of full-time employment:** 85 percent

**Website for internship/co-op information:** www.pg.com/careers

Qualifications for this program differ by function and department.

We offer internship/co-op opportunities in all of our technical disciplines including customer service/logistics, engineering, information technology, manufacturing and research and development. The intern/co-op is assigned key projects to support our brands. The intern/co-op has the opportunity to work on teams and make a contribution to the business while gaining experience that will be helpful for full time employment. The internships and co-op assignments are designed for individuals who have completed their sophomore and junior years. We offer a one-week technical summer camp for individuals who have completed their freshman year. At the end of the camp, students have the opportunity to interview for an internship the following summer.

ENGINEERING SCHOLARSHIPS

The P&G Fund provides money to the Hispanic Scholarship Fund.

AFFINITY GROUPS

Each of these teams provides its members the opportunity to network and represent themselves across the company’s business units:

- **Hispanic Leadership Team**
- **African-American Leadership Team**
- **Asian Pacific American Leadership Team**
- **Native American Indian Leadership Team**
- **Hispanic Steering Team**
- **People with Disabilities Team:** Provides the opportunity to enable hiring, onboarding, retention and recognition to the contributions of people with disabilities.
Other Affinity Groups within P&G:

- Asian Pacific American Leadership Team (APALT)
- Black Managers Leadership Team (BMLT)
- Black Women Managers within the Product Supply Organization
- Corporate Women Leadership Team
- Gay Bisexual Lesbian Employees (GABLE)
- Latino Technical Leadership Team (LTLT)
- Mentoring Program
- Multi-Cultural Multi National Team (MCMN)
- Product Supply Latino Leadership Team (PSLLT)
- R&D APA Team and Community

ENTRY-LEVEL PROGRAMS/FULL-TIME OPPORTUNITIES/TRAINING PROGRAMS

P&G’s promote-from-within philosophy, places considerable emphasis on employee training, growth and development. This is critical since the people we hire at entry level will become the future leaders of our company. In addition to on the job training, P&G utilizes a system called Rapid Learn to train and develop employees. Employees access the ongoing curriculum by using the company intranet or attending formal training classes. The classes focus on general management subjects (e.g., time management) and functional specific subjects (e.g., negotiating for purchases).

RapidLearn

Length of program: Ongoing throughout your career at Procter & Gamble

Geographic location(s) of program: Worldwide; some classes are web based

Please describe the training/training component of this program: Company intranet and formal training classes.

On-Boarding

Formal on-boarding training is provided on day one, and at six to 12 month and 15- to 18-month intervals after starting full-time employment.

Length of program: From start date until about 18 months with the company.

Geographic location(s) of program: Worldwide

Please describe the training/training component of this program: New hires learn about P&G, history, plans and benefits, company “Purpose Values and Principles” and an overview of the business unit they will join.

STRATEGIC PLAN AND DIVERSITY LEADERSHIP

What trends in your industry affect your corporate diversity goals, strategies and/or internal or external alliances?

Our intent is to have an organization that mirrors the composition of the consumers that we serve. We are in touch with the shift in demographics in the U.S. and establish our diversity goals and strategies accordingly.

How does the firm’s leadership communicate the importance of diversity to everyone at the firm?

In P&G, diversity is a business strategy. Accordingly, it is part of the company master plan and is included in the business units and functional plans. Our business and functional leaders discuss diversity results in their business reviews with their organizations. Furthermore, diversity information is available to all the employees on the P&G website.

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes, formal. We have had a formal program in place for a number of years that combines comprehensive recruiting efforts with initiatives focused on continually improving retention.

How often does the firm’s management review the firm’s diversity progress/results?

We review action plan progress monthly, and overall direction and future plans twice a year.

How are the firm’s diversity committee and/or firm management held accountable for achieving results?

- Reviews with our senior management
- Use of our formal rewards system

RETENTION & PROFESSIONAL DEVELOPMENT

How do 2008 minority and female attrition rates generally compare to those experienced in the prior year period?

Lower than in prior years.

Please identify the specific steps you are taking to reduce the attrition rate of minority and women employees.

- Develop and/or support internal employee affinity groups (e.g., minority or women networks within the firm)
- Increase/improve current work/life programs
- Succession plan includes emphasis on diversity
- Work with minority and women employees to develop career advancement plans
• Strengthen mentoring program for all employees, including minorities and women
• Professional skills development program, including minority and women employees

DIVERSITY MISSION STATEMENT

Diversity is a business strategy for P&G. It's an intentional choice that creates sustainable competitive advantage. It is implicit in the company's purpose and values, and explicit in the company business strategy for success. We simply cannot create brands and products to improve the lives of the world's consumers now, and for generations to come unless we deeply understand and value the diversity of their needs and aspirations. We believe the best way to do this is to have a workforce that reflects the markets and consumers we serve and to fully value and leverage all their experiences, insights and talents. That's why P&G's corporate diversity strategy is:

Everyone valued, Everyone included, Everyone performing at their peak.

ADDITIONAL INFORMATION

We have initiatives tailored to attract, retain, and develop diversity talent in P&G. In attracting talent, we actively participate in campus recruiting through school teams where members of our P&G organization (including affinity group members) go to a selected group of schools and recruit top diverse talent. We also support and participate in diversity conferences and career fairs organized by diversity associations. Examples of these are:

• National Society of Black Engineers (NSBE)
• Society of Women Engineers (SWE)
• Society of Hispanic Professional Engineers (SHPE)
• Society of Mexican American Engineers and Scientists (MAES)
• American Indian Science & Engineering Society (AISES)

In retaining talent, we have mentoring programs tailored to maintain a culture of inclusion and support. In developing talent, we offer training and growth opportunities in multiple areas in the company both in North America and in the other regions.