

Executive
COMPANY PROFILE

THE PROCTER & GAMBLE COMPANY

April 18, 2023



LATIN BRAINS

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EXECUTIVE SUMMARY

THE COMPANY

The Procter & Gamble Company (P&G) is an American multinational consumer goods corporation specializing in five areas: Beauty, Grooming, Health Care, Fabric & Home Care, and Baby, Feminine & Family Care. P&G sells its products through approximately 180 countries and territories primarily through mass merchandisers, grocery stores, drug stores, distributors, pharmacies, and e-commerce.

It offers products under well-known brands, such as Head & Shoulders, Herbal Essences, Pantene, Rejoice, Olay, Old Spice, Safeguard, Secret, SK-II, Braun, Gillette, Venus, Crest, Oral-B, Metamucil, Neurobion, Pepto-Bismol, Vicks, Ariel, Downy, Gain, Tide, Pampers, Always, and others.

COMPANY FINANCIALS

- › **FY 2022 Net sales:** +5% to \$80.2bn.
- › **FY 2022 Net income:** +3% to \$14.8bn.

GROUP STRATEGY OVERVIEW

- › In January 2023, P&G CEO Jon Moeller struck a gloomy tone on the state of global affairs, saying there is an incredible amount of uncertainty that remains regarding global inflation and China's economic recovery.
- › Yet Chief Financial Officer Andre Schulten insisted P&G will not budge from its strategy of investing in the quality and superiority of its products, which in practice can mean everything from R&D to marketing. He told analysts that any savings from lower commodity prices or more favorable exchange rates could be spent on these kinds of initiatives rather than fall to the bottom line.
- › P&G says the superiority of its products is especially critical in an inflationary environment. As consumers face increased pressure on nearly every aspect of their household budgets, P&G invests to deliver superior value through a combination of price and product performance to earn their loyalty every day.

- › To this end, the Company adds it remains committed to keep investing to strengthen the superiority of its brands across innovation, supply chains and brand equity to deliver superior value for consumers. This has led it to pursue a strategy based on three key pillars:
 - › **Improve its supply chain** – by investing in the digital transformation of its manufacturing, logistics and sales capabilities.
 - › **Grow its beauty business** – by way of acquisitions and creating a new Specialty Beauty division.
 - › **Engage in cost-cutting initiatives** – by streamlining processes to improve margins.

ISSUES

- › **Chinese and European markets.** In January 2023, P&G said China, its second-biggest market, has yet to bounce back following COVID lockdowns. P&G's store brand competitors in Europe, where shoppers are buckling under inflation, have also raised prices more slowly than the Company, adding to pressure on sales in the region.
- › **Prolonged inflation.** If higher-than-normal inflation in the US does not improve, it will keep eating away at the purchasing power of consumers, resulting in further decreased sales volumes. After a certain point, P&G will be unable to offset these trends with price increases, which will force the Company to react with discounts.

EMPLOYMENT

- › P&G has approximately 106,000 employees, an increase of 5% versus the prior year due primarily to business growth. The total number of employees is an estimate of total Company employees excluding interns, co-ops, contractors and employees of joint ventures. 49% of P&G employees are in manufacturing roles and 26% of its employees are the US.

BUSINESS & OPERATIONS

BUSINESS & OPERATIONS

COMPANY BASICS

Name	The Procter & Gamble Company ('P&G' or 'the Company')
Primary line of business	Consumer goods
Head office	Cincinnati, Ohio, US.
Status/Exchange/Market cap	Public / NYSE / Market cap: US\$356.3bn (April 18, 2023)
Website	www.us.pg.com
Staff	106,000 (December 31, 2021)
Founding year	1837
Financial year end	June 30

Sources: Group website, Financial Reports, Yahoo Finance.

OVERVIEW

The Procter & Gamble Company (P&G) is an American multinational consumer goods corporation specializing in five areas: Beauty; Grooming; Health Care; Fabric & Home Care; and Baby, Feminine & Family Care. P&G sells its products in 180 countries and territories primarily through mass merchandisers, grocery stores, drug stores, distributors, pharmacies, and e-commerce.

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The Company employs 106,000 people worldwide, with 27,500 (26%) of them located in the US.

BUSINESS SEGMENTS

P&G reports its results under five operating segments which are based on product categories. Each segment also containing different divisions:

- › **Fabric & Home Care (35% of FY 2022 net sales)** – includes Fabric Care (fabric enhancers, laundry additives, laundry detergents); and Home Care (Air Care, Dish Care, P&G Professional, Surface Care) products.
- › **Baby, Feminine & Family Care (25%)** – comprises Baby Care (baby wipes, taped diapers and pants); Feminine Care (adult incontinence, feminine care); and Family Care (paper towels, tissues, toilet paper) products.
- › **Beauty (18%)** – encompasses Hair Care (conditioner, shampoo, styling aids, treatments); and Skin and Personal Care (antiperspirant and deodorant, personal cleansing, skin care).
- › **Health Care (14%)** – comprises Oral Care (toothbrushes, toothpaste, other oral care); and Personal Health Care (gastrointestinal, rapid diagnostics, respiratory, vitamins/minerals/supplements, pain relief, other personal health care).
- › **Grooming (8%)** – includes Shave Care (female blades & razors, male blades & razors, pre- and post-shave products, other shave care); and Appliances.

BRANDS

P&G operates a wide range of brands. The Company's key brands are shown below, and a complete list can be seen [here](#).

Baby	Fem	Family	Fabric	Home	Hair	SPC	Grooming	Oral	PHC
Pampers	always	Bounty	Tide	DAWN	head & shoulders	SK-II	Gillette	Crest	VICKS
Luvs	TAMPAX	Charmin	Downy	FAIRY	PANTENE	OLAY	Venus	Oral-B	MyQuil DayQuil
		Puffs	ARIEL	Cascade	Rejoice 飄柔	Old Spice	BRAUN		Meta mucil
			Gain	Febreze	Herbal Essences	Safeguard			Pepto Bismol
			Lenor	Swiffer		Secret			Prilosec

BUSINESS & OPERATIONS

CORPORATE HISTORY

1837 - present

- › **1837.** William Procter and James Gamble create Procter & Gamble in Cincinnati, Ohio.
- › **1930.** Becomes an international corporation with its acquisition of the Thomas Hedley Co., based in England.
- › **1946.** Launches synthetic detergent Tide.
- › **1961.** Launches its Pampers disposable diapers.
- › **1982.** Enters the over-the-counter (OTC) drug market with purchase of Norwich-Eaton Pharmaceuticals, makers of Pepto Bismol and Chloraseptic.
- › **1985.** Buys Richardson-Vicks, the makers of Vicks and Nyquil, for \$1.2bn.
- › **1989.** Enters the makeup market by acquiring Noxell in a \$1.3bn deal.
- › **2001.** Acquires the Clairol hair-care business from Bristol-Myers Squibb Company for nearly \$5bn.
- › **2005.** Acquires personal care firm Gillette, forming the largest consumer goods company and placing Unilever into second place.
- › **2009.** Sells its prescription-drug business for \$3.1bn to Warner Chilcott.
- › **2012.** Exits the food business by selling its Pringles snack food business to Kellogg's for \$2.75bn.
- › **2014.** Announces a streamlining process, dropping around 100 brands and concentrating on the remaining 65, which were producing 95% of its profits.
- › **2016.** Sells 43 of its beauty brands to Coty, a beauty-product manufacturer, in a \$13bn deal.
- › **2018.** Acquires the consumer health division of Merck Group for \$4.2bn.

Source: [Zippia](#).

LOCATIONS

P&G is headquartered in Cincinnati, Ohio, US. Globally, it has offices in the following countries:

- › **Africa & Middle East:** Egypt, Israel, Morocco, South Africa.
- › **Americas:** Argentina, Brazil, Canada, Chile, Colombia, Costa Rica, Guatemala, México, Panama, Perú.
- › **Asia & Pacific:** Australia, China, Hong Kong, India, Indonesia, Japan, Korea, New Zealand, Pakistan, Philippines, Taiwan, Vietnam.
- › **Europe:** Belgium, Czech Republic, France, Germany, Greece, Hungary, Italy, Moldova, Netherlands, Poland, Portugal, Romania, Spain, Turkey, United Kingdom.

Source: [Website](#)

In the US¹ P&G has plants and offices across **Arizona**, Arkansas, **California**, Delaware, **Florida**, **Georgia**, Idaho, **Illinois**, Iowa, **Louisiana**, Maine, **Massachusetts**, **Minnesota**, **Missouri**, **New Jersey**, **North Carolina**, **Ohio**, **Pennsylvania**, **Texas**, **Utah**, **Virginia**, **Washington**, West Virginia, and **Wisconsin**. A map with all its locations can be viewed [here](#).

COMPETITORS

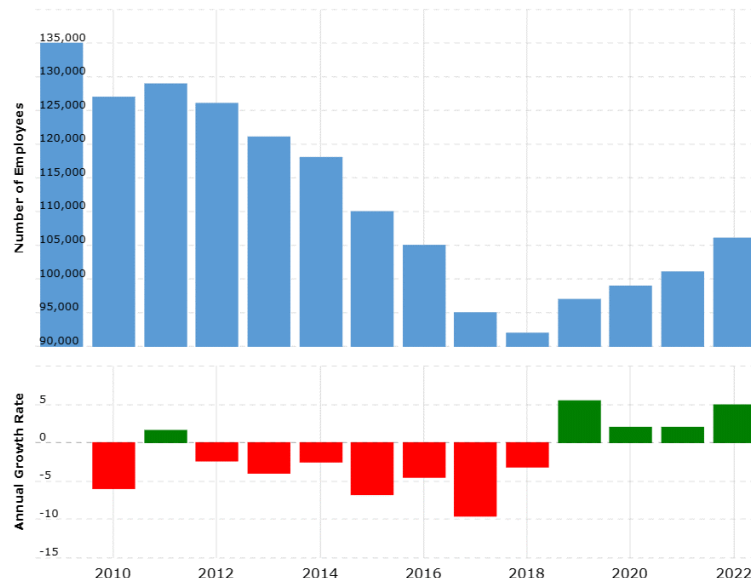
P&G's key competitors include Unilever, Reckitt Benckiser, Clorox, Colgate-Palmolive, Johnson & Johnson, and Henkel. ([Craft](#))

¹ Highlighted in bold are locations where Jackson Lewis has offices.

BUSINESS & OPERATIONS

EMPLOYMENT

As of June 30, 2022, P&G had 106,000 employees globally, up +5% increase from 2021 due to business growth. The following graph shows P&G's employees in the last 12 years.



Source: [MacroTrends](#)

P&G does not disclose its number of employees by segment. In its [FY 2022 Annual Report](#), P&G said that the total number of employees is an estimate of total Company employees excluding interns, co-ops, contractors and employees of joint ventures. 49% of P&G employees are in manufacturing roles and 26% of its employees are in the US.

Employee retention

In its [FY 2022 Annual Report](#), P&G says that it aims to retain its talented employees by offering competitive compensation and benefits, strong career development and a respectful and inclusive culture that provides equal opportunity for all.

P&G's Board of Directors, through the Compensation and Leadership Development Committee (C&LD Committee), provides oversight of the Company's policies and strategies relating to talent including diversity, equality, and inclusion as well as the Company's compensation principles and practices. The C&LD Committee also evaluates and approves the Company's compensation plans, policies and programs applicable to its senior executives.

Compensation and benefits

In its [FY 2022 Annual Report](#), P&G says its compensation plans are based on the principles of paying for performance, paying competitively versus peer companies that it competes with for talent and in the marketplace and focusing on long-term success through a combination of short-term and long-term incentive programs.

The Company also offers competitive benefit programs, including retirement plans and health insurance in line with local country practices with flexibility to accommodate the needs of a diverse workforce.

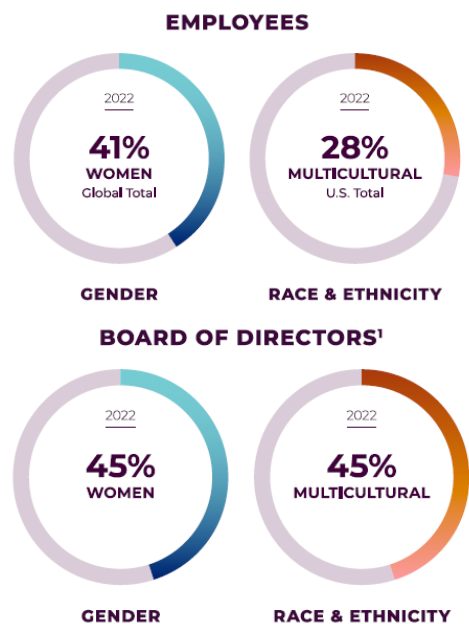
Employee and labor relations

P&G regularly assesses employee and labor relations through standard Company tools like its Corporate Employee Engagement Survey and the Labor Relations Compliance & Health Assessment Tool. These assessments allow it to proactively identify and address any individual or employee group concerns that may potentially impact employee engagement, company policies or compliance with local laws or regulations. ([Website](#))

BUSINESS & OPERATIONS

Diversity, equity, and inclusion (DEI)

In its FY 2022 Annual Report, P&G says it aspires to achieve equal gender representation globally and at key management and leadership levels. Within its US workforce, P&G's aspiration is to achieve 40% multicultural representation overall as well as at management and leadership levels. According to its FY 2022 Citizenship Report, the Company's workforce is composed as follows:



In August 2022, P&G agreed to release data on recruitment and retention rates by race and gender by the end of 2024. The move comes after a campaign from the nonprofit As You Sow, which promotes environmental and social issues at large, public companies. ([BNN Bloomberg](#), Aug-22)

FINANCIALS

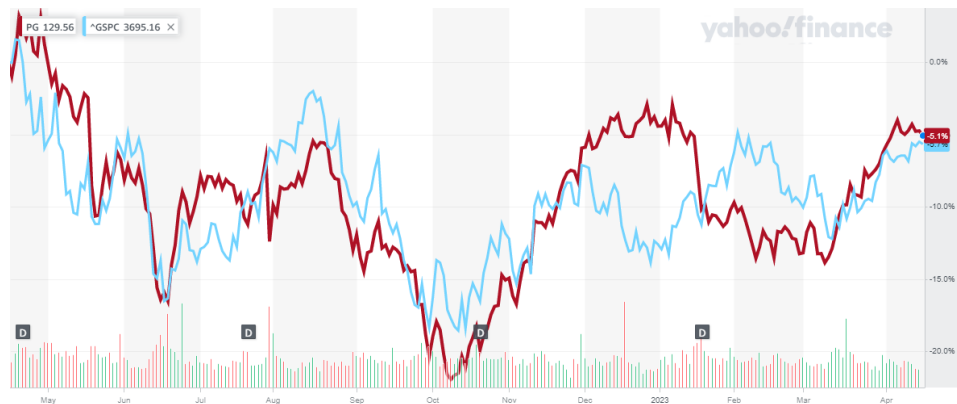
FINANCIALS

ANNUAL FINANCIAL PERFORMANCE

Year ended June 30 (\$m)	FY 2022	FY 2021	YoY change
Net sales	80,187	76,118	+5%
Cost of products sold	(42,157)	(37,108)	+14%
Selling, general and administrative expense	(20,217)	(21,024)	-4%
Operating income	17,813	17,986	-1%
Earnings before income taxes	17,995	17,615	+2%
Net earnings	14,793	14,352	+3%
Total assets	117,208	119,307	-2%

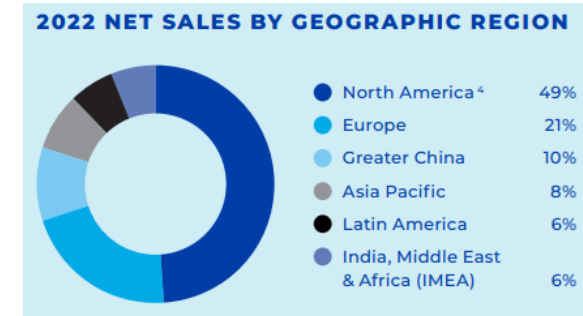
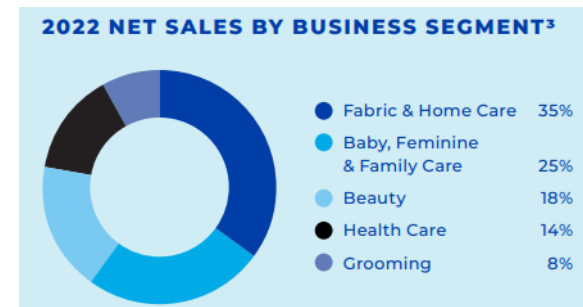
Source: FY 2022 Annual Report

Stock performance (P&G vs NASDAQ)



FY 2022 financial review

- > **Net sales:** +5% to \$80.2bn. Growth in FY 2022 was broad-based across business units with all 10 of P&G's categories growing organic sales. Highlights were Personal Health Care (+20%), and Fabric Care and Feminine Care, which grew double digits. P&G also delivered strong results in its largest and most profitable market, the US, with organic sales growing 8%.
- > Net sales by segment and by region were as follows:



- > **Net earnings:** +3% to \$14.8bn, due to a prior year loss on early debt extinguishment, lower taxes, and interest expense in the current year.

FINANCIALS

INTERIM RESULTS – THREE MONTHS TO 31 DECEMBER (Q2 2023 VS Q2 2022)

- › **Net sales:** -1% YoY to \$20.8bn. Unfavorable foreign exchange had a 6% impact on net sales. Excluding the impacts of foreign exchange and acquisitions and divestitures, organic sales increased +5%, driven by a +10% increase from higher pricing and a +1% increase from positive product mix, partially offset by a six percent decrease in shipment volumes. Net sales by segment were as follows:
 - › **Fabric & Home Care:** +1% to \$7bn.
 - › **Baby, Feminine and Family Care:** -1% to \$5.1bn.
 - › **Beauty:** -3% to \$3.8bn.
 - › **Health Care:** +2% to \$3.1bn.
 - › **Grooming:** -9% to \$1.6bn.
- › **Net earnings:** -7% to 4bn.

Source: [Q2 2023 Earnings Release](#)

OUTLOOK

- › **Analysts** estimate FY 2022 revenues to grow +1% to \$80.6bn in FY 2023 and then increase by +4% to \$84.2bn in FY 2024.
- › In its Q2 2023 Earnings Release, P&G raised its guidance for FY 2023 all-in sales to a range of down 1% to in-line versus the prior fiscal year from a prior range of down 3% to down 1%. The Company also raised its outlook for organic sales growth to a range of 4%-5% versus the prior fiscal year from a prior growth range of 3%-5%. Foreign exchange is now expected to be a five percentage point headwind to all-in sales growth for the fiscal year.
- › P&G said its current FY 2023 outlook includes headwinds of approximately \$1.2bn aftertax due to unfavorable foreign exchange rates, \$2.3bn due to higher commodity and materials costs, and \$200m from higher freight costs. Combined, these items are a \$3.7bn after-tax headwind to FY 2023 earnings versus FY 2022.

STRATEGY

STRATEGY²

- › In January 2023, P&G CEO Jon Moeller struck a gloomy tone on the state of global affairs, saying there is an incredible amount of uncertainty that remains regarding global inflation and China's economic recovery. (WSJ, Jan-23)
- › Yet Chief Financial Officer Andre Schulten insisted P&G will not budge from its strategy of investing in the quality and superiority of its products, which in practice can mean everything from R&D to marketing. He told analysts that any savings from lower commodity prices or more favorable exchange rates could be spent on these kinds of initiatives rather than fall to the bottom line.
- › P&G believes the superiority of its products is especially critical in an inflationary environment. As consumers face increased pressure on nearly every aspect of their household budgets, P&G invests to deliver superior value through a combination of price and product performance to earn their loyalty every day. (FY 2022 Annual Report)
- › To this end, the Company remains committed to keep investing to strengthen the superiority of its brands through innovation, supply chains and brand equity. This has led it to pursue a strategy based on three key pillars:
 - › **Improve its supply chain** – by investing in the digital transformation of its manufacturing, logistics and sales capabilities.
 - › **Grow its beauty business** – through acquisitions and creating a new Specialty Beauty division.
 - › **Engage in cost-cutting initiatives** – by streamlining processes to improve margins.

IMPROVE ITS SUPPLY CHAIN

- › In its FY 2022 Annual Report, P&G says it is improving its supply chain capacity, agility, cost efficiency and resilience for a new reality. The Company assures it will make the investments needed to ensure it has multiple qualified suppliers for key inputs, sufficient manufacturing capacity to satisfy growing demand and flexibility to meet the changing needs of all types of retailers.

Supply Chain 3.0

- › In December 2022, P&G said it had its sights set on a supply chain-focused digital transformation as part of its Supply Chain 3.0 strategy. (Consumer Goods Technology, Dec-22)
- › The intention of the Company's Supply Chain 3.0 strategy is to remain at a high level of productivity, realizing savings of up to \$1.5bn per year while continuing to invest in innovation and drive market growth. To do so, P&G has heavily invested in its supply chain's digital capability over the past several years.
- › P&G has highlighted automation as the next big opportunity, which is being implemented in its distribution centers and supply warehouses. It will not only provide significant cost reductions, but also drive supply chain resiliency.
- › Through a digitally advanced supply chain, the Company also seeks to maintain its stability amid a bumpy landscape where pricing fluctuates and consumers are experiencing different stages of the inflationary cycle.
- › In February 2023, P&G announced it will launch a collaborative supply chain services platform for retail partners across North America in July 2023. The Company argues that the platform will enable it to better serve its joint consumers while streamlining the end-to-end supply chain, aiming to create a sustainable and expanding competitive advantage. (Consumer Goods Technology, Feb-23)

² Any developments concerning employment have been highlighted in red.

STRATEGY

- › In addition, in June 2022, P&G announced a new multiyear collaboration effort with Microsoft that will leverage the Microsoft Cloud to develop new innovations and create the future of digital manufacturing for P&G. P&G believes the collaborative effort will allow for better utilization of data, AI capabilities, and digital twins technology. ([Forbes](#), Jun-22)

GROW ITS BEAUTY BUSINESS

- › In 2022, P&G spent \$1.4bn on three acquisitions in the direct-to-consumer prestige beauty space: Skin care labels Tula and Farmacy and hair care brand Ouai. The Company also announced plans to acquire the shaving brand Billie in 2020, which was called off after the US Federal Trade Commission blocked the deal. ([Retail Dive](#), Jan-23)
- › This marks a change in P&G's focus on the beauty market. The move comes seven years after it sold over 40 beauty brands to Coty, who chooses to focus on its mass market personal care brands like Pantene and Olay. ([BeautyMatter](#), Nov-22; [Business of Fashion](#), Mar-22; [Yahoo](#), May-22)
- › Instead, P&G is diving back into the prestige beauty pool, with focus on skin, hair, and personal care. Unlike before, when P&G Beauty had brands across a broad array of categories, today, the business is focused on areas where it has expertise. Moeller said any acquisitions would follow the same mandate of daily use and efficacy. Following these deals, P&G integrated the businesses into a new Specialty Beauty division.
- › However, in its November 2022 Investor Day, P&G's CEO said that the Company does not plan to lean "more aggressively" into transactions, expecting most growth will be organic, due to higher financing costs and lofty expectations from sellers.
- › The caveat appears to be beauty and personal care, where P&G does not currently dominate the sector. Moeller said the Company would consider any kind of substantive acquisition in the category.

Acquires Mielle Organics

- › In January 2023, P&G acquired textured haircare brand Mielle Organics in hopes of expanding access to its product line (value n/k). Mielle will operate as an independent subsidiary of P&G Beauty, continuing to be run by its founders, CEO Monique Rodriguez and COO Melvin Rodriguez. ([Retail Dive](#), Jan-23)

ENGAGE IN COST-CUTTING INITIATIVES

- › As part of its longstanding focus on productivity, P&G has a track record of embarking in successful cost-cutting programs, having delivered two \$10bn savings programs over the last decade. ([FY 2022 Annual Report](#))
- › Even though the Company is not currently navigating one such program, it periodically announces initiatives which are aimed at streamlining processes and improving margins.

Brings media planning, buying in-house in fabric care

- › According to P&G CFO Andre Schulten, over the course of a year, P&G's US-based fabric care brands saved roughly \$65m in advertising spending by bringing media planning and buying capabilities in-house. ([Digiday](#), Jan-23)
- › Beefing up its in-house capabilities has been a multi-year process for P&G, which previously moved media planning and buying for some of its brands that were handled by media company Dentsu Carat to in-house teams. Per Schulten's remarks during an earnings call, it is likely P&G will continue to ramp up its in-house capabilities in 2023.

STRATEGY

Winds down Opte precision skincare

- › In April 2023, P&G announced it is closing down its most premium skin care and beauty product, Opte, which consists of a precision skin care system that scans, detects and corrects hyper-pigmentation of the skin. No layoffs were associated with the decision. The Company did not provide any details on why it shut down its Opte skin care product. ([CincyInno](#), Apr-23)
- › The Opte brand was among the first to emerge from the Company's dedicated P&G Ventures division in 2019. As Bloomberg reports, the brand was something of an anomaly among P&G's portfolio, with its ultra-premium price tag. Ventures is focusing instead on other brands including derma brand Bodewell. ([Global Cosmetics News](#), Apr-23)

SWOT



STRENGTHS

- > **Strong results.** In FY 2022, P&G's net sales increased +5% to \$80.5bn, with all 10 of P&G's categories growing organic sales. Highlights were Personal Health Care (+20%), and Fabric Care and Feminine Care, which grew double digits. P&G also delivered strong results in its largest market, the US, with organic sales growing 8%. (FY 2022 Annual Report)
- > **Market share.** P&G is a market leader in the consumer products space, selling a wide range of products in over 180 countries. The Company is especially strong in the Fabric & Home Care, Family Care and Beauty areas, with its largest market being the US. (The Motley Fool, Apr-23)
- > **US consumer loyalty.** CEO Jon Moeller highlighted that the US consumer continues to be loyal to P&G, and some tactical entry level products like Tide Simple liquid and pods continue to insulate P&G from trade down or trade out of the category. (JP Morgan, Jan-23)



WEAKNESSES

- > **Dependence on key brands.** P&G has a portfolio of strong, well-known brands, but the Company's financial performance is heavily dependent on their performance. If one or more of these brands experiences a decline in popularity or sales, it could negatively impact P&G's overall financial results. (Seeking Alpha, Dec-22)
- > **Lawsuits.** P&G is subject to various regulations, including those related to product safety, labeling, and advertising. The Company has recently fallen victim to a greenwashing suit regarding the label of its Gain detergent. (Law.com, Mar-23)
 - > Attorneys are expecting greenwashing litigation to explode in the coming years, as plaintiffs' attorneys seize on what they see as mismatches between companies' environmental claims and reality.



OPPORTUNITIES

- > **Digital transformation.** P&G has its sights set on a supply chain-focused digital transformation, which could realize savings of up to \$1.5bn per year. P&G has also highlighted automation as a big opportunity, which is being implemented in its distribution centers and supply warehouses. (Consumer Goods Technology, Dec-22)
 - > In June 2022, P&G and Microsoft announced a multi-year collaboration that will leverage the Microsoft Cloud to develop new innovations and create the future of digital manufacturing for P&G. (Forbes, Jun-22)
- > **Beauty.** P&G's Beauty division has shifted dramatically over the past decade by shedding luxury brands while acquiring a curated portfolio of new ones. Unlike before, when P&G Beauty had a broad array of brands, the business is now focused on areas where it has expertise, having acquired four beauty companies in the last two years. (Retail Dive, Jan-23; Yahoo, May-22)



THREATS

- > **Chinese and European markets.** In January 2023, P&G said China, its second-biggest market, has yet to bounce back following COVID lockdowns. P&G's store brand competitors in Europe, where shoppers are buckling under inflation, have also raised prices more slowly than the Company, adding to pressure on sales in the region. (Reuters, Jan-23)
- > **Prolonged inflation.** If higher-than-normal inflation in the US does not improve, it will keep eating away at the purchasing power of consumers, resulting in further decreased sales volumes. After a certain point, P&G will be unable to offset these trends with price increases, which will force the Company to react with discounts. (Seeking Alpha, Apr-23)

OTHER KEY EVENTS

OTHER KEY EVENTS

Key People

- › In July 2022, Susan Street Whaley, General Counsel of Procter & Gamble's North America practice groups and sector business units, replaced Deborah Majoras as Chief Legal Officer and Corporate Secretary ahead of the latter's retirement in September 2022. ([Bloomberg Law](#), Jun-22)
- › Whaley has spent more than 23 years in-house at P&G, which hired Majoras, a former Jones Day partner and one-time chair of the Federal Trade Commission, to be its General Counsel in 2008. Two years later, P&G looked to Majoras to become its legal chief when Steven Jemison retired from the position.
- › Majoras started her legal career as an associate at Jones Day in 1991. She was made partner in 1999 and left the law firm in 2001 to join the Justice Department as a deputy assistant attorney general in its antitrust division. In 2004, former President George W. Bush tapped her to become chair of the FTC.

LEGAL

LAW FIRM REPRESENTATION

US (all practices)

- › **Advertising and marketing - litigation:** Kramer Levin Naftalis & Frankel represented P&G in an appeal before NARB and secured affirmance of NAD decision recommending that Colgate discontinue certain advertising for its Optic White toothpaste. It also represented P&G in a putative class action challenging the labeling of P&G's laundry detergent products as "plant based" and seeking damages on behalf of a class of New York consumers.
- › **M&A - middle-market (sub-\$500m):** Squire Patton Boggs lists P&G as a key client.
- › **International tax:** McDermott Will & Emery lists P&G as a key client.
- › **Dispute resolution - product liability, mass tort and class action - defense:** King & Spalding lists P&G as a key client.
- › **Dispute resolution - product liability, mass tort and class action - defense:** Weil, Gotshal & Manges lists P&G as a key client.

Labor and employment (worldwide):

- › **Guatemala:** EY Law assisted P&G Interamericas de Guatemala with a review of its compliance with labour and employment law, immigration law, social security regulations, and occupational health and safety regulations.
- › **Malaysia:** Christopher & Lee Ong acted for Procter & Gamble International Operation Singapore and Procter & Gamble Malaysia on matters relating to the insubordination of a senior employee and a further alleged constructive dismissal.
- › **Mexico:** Maillard Abogados Laborales advised P&G in a lawsuit where the plaintiff claimed severance pay, seniority premium, vacations, vacation premium, holiday bonus, overtime, back wages, as well as various other benefits.
- › **Indonesia:** SSEK Law Firm lists P&G as a key client.
- › **Dominican Republic:** Pellerano & Herrera lists P&G as a key client.

LEGAL

LEGAL NEWS (12 MONTHS)

Flowers, butterflies on Label of P&G's Gain help ensnare firm in greenwashing suit

- › In March 2023, Buffalo, New York, resident Darlene Hangen-Hall filed suit in federal court alleging P&G's Gain detergent—packaged in a bright green bottle adorned with flowers, leaves and butterflies—contains the possible carcinogen 1,4-Dioxane. Hangen-Hall cited testing by “independent testing from Bureau Veritas” that allegedly found a 3.32 parts per million level of dioxane. She claims that exceeds limits for laundry detergents enacted by the New York legislature of 2 parts per million. ([Law.com](#), Mar-23)
- › Hangen-Hall's suit, which seeks class-action status, seeks damages of at least \$5 million. The complaint alleges fraud, breaches of warranty, negligent misrepresentation and unjust enrichment. P&G has yet to file a response in court.

Supreme Court declines to hear former P&G employee's gender bias case

- › In March 2023, the US Supreme Court declined to consider a gender bias lawsuit filed by a former employee of P&G that was dismissed by a district court, a ruling affirmed by the 11th US Circuit Court of Appeals. ([HR Dive](#), Mar-23)
- › The employee was fired for allegedly violating P&G's policies on vendor contracts and working with a fired vendor to “harass and intimidate P&G employees”. The circuit court said the employee did not show that the Company's reasons for firing her were pretextual — that the reasons for her firing were false or tied to discrimination. In her petition to the high court, the employee argued that she was denied due process because of the 11th Circuit's “overly simplistic pretext analysis,” alleging that multiple factors can be the cause for termination. P&G declined to comment.

P&G pays out \$8 million in benzene settlement

- › In December 2022, P&G agreed to pay out \$8m as part of a settlement to resolve claims that its aerosolized products contain benzene. This follows the Company's recall on these products in November 2021; at that time, the Company had not received any reports of adverse events following the use of these products. ([Cosmetics and Toiletries](#), Dec-22)
- › Several class action lawsuits followed this recall, claiming the consumers wouldn't have purchased the aerosol products if they knew it could expose them to benzene, a known carcinogen. Plaintiffs in the consolidated case sought refunds for purchased P&G aerosol products and compensation for false advertising.

P&G fined \$34,000 over worker death in North Carolina Plant

- › In November 2022, P&G was fined more than \$34,000 following an employee's death at a North Carolina facility. A 49-year-old worker at a plant in Greensboro died in May after being struck by a stainless-steel tote. The state's Department of Labor cited the company over three alleged serious violations of North Carolina occupational safety laws

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over the incident, according to a statement from the agency Monday. P&G had 15 working days from its receipt of the citation to request a meeting with the department, to appeal the penalties or to pay them. No further developments were reported. ([Bloomberg Law](#), Nov-22)

KEY PEOPLE

KEY PEOPLE

SUSAN STREET WHALEY – CHIEF LEGAL OFFICER AND SECRETARY



Susan Street Whaley leads P&G's global legal organization of approximately 500 people who are responsible for a broad scope of legal, compliance, government relations, public policy and brand protection functions for all of P&G and its employees, globally. She also serves as a primary resource to P&G's Board of Directors for governance, securities, and process issues. Susan has broad experience across her nearly 23 years with P&G, managing global teams, leading compliance efforts, and protecting brand equity as well as previously serving as assistant secretary to P&G's Board of Directors.

Full biography: see [here](#) / **LinkedIn** see [here](#).

BALA PURUSHOTHAMAN – CHIEF HUMAN RESOURCES OFFICER



Bala Purushothaman is responsible for developing and leading P&G's people and organization strategy. This includes attracting and developing diverse talent and building a culture that drives innovation and productivity to support P&G's business strategy and people across 70+ countries. Under Bala's leadership, the HR organization is focused on delivering value creation through Organization Design & Culture, Developing Talent as a Competitive Advantage, and by delivering a Superior Value Equation. Bala joined P&G as a Management Trainee in Human Resources in Mumbai, India. He went on to work in several of P&G's business units – including Global Beauty and Grooming – and has held positions of increasing responsibility at the Country, Region and Global levels, while living and working across North America, Europe and Asia.

Full biography: see [here](#) / **LinkedIn** see [here](#).

SHELLY MCNAMARA – CHIEF EQUALITY & INCLUSION OFFICER



Shelly McNamara is responsible for leading strategies to make P&G one of the most innovative, diverse, and inclusive companies in the world. Shelly joined P&G in 1985 as a sales representative for the company's food division. She has spent 25+ years in Human Resources, with responsibility for a full range of HR work. She has deep expertise in organization development, change management and transformation, employee relations, and executive staffing and development. Shelly has served some of the Company's largest businesses in this capacity. A year into her current role, Shelly led the evolution of P&G's diversity and inclusion strategy to equality and inclusion, which focuses on actions and outcomes for its employees, through its brands, with its business partners and in its communities.

Full biography: see [here](#) / **LinkedIn** see [here](#).

LEADERSHIP TEAM

- > Jon Moeller - Chief Executive Officer
- > Shailesh Jejuriar - Chief Operating Officer
- > Gary Coombe - Chief Executive Officer, Grooming
- > Jennifer Davis - Chief Executive Officer, Health Care
- > Ma. Fatima D. Francisco - Chief Executive Officer, Baby, Feminine and Family Care
- > R. Alexandra Keith - Chief Executive Officer, Beauty
- > Sundar G. Raman - Chief Executive Officer, Fabric & Home Care
- > Andre Schulten - Chief Financial Officer

See full biographies [here](#).

KEY PEOPLE

BOARD OF DIRECTORS³

- › Jon R. Moeller - Chairman of the Board, President and Chief Executive Officer of P&G
- › B. Marc Allen - Chief Strategy Officer and Senior Vice President, Strategy and Corporate Development of The Boeing Company
- › Sheila Bonini - Senior Vice President of Private Sector Engagement of the World Wildlife Fund
- › Angela F. Braly - Former Chair of the Board, President and Chief Executive Officer of WellPoint (also a **member of Brookfield and ExxonMobil's boards**)
- › Amy L. Chang - Former Executive Vice President and Executive Advisor at Cisco Systems (also a **member of The Walt Disney Company and SambaNova Systems' boards**)
- › Joseph Jimenez - Co-Founder and Managing Director of Aditum Bio (also a **member of General Motors, Graphite Bio and Century Therapeutics' boards**)
- › Christopher Kempczinski - President and Chief Executive Officer of McDonald's Corporation (also a **member of McDonalds' boards**)
- › Debra L. Lee - Chair of Leading Women Defined Foundation (also a **member of Marriott International, Burberry Group, and Warner Bros. Discovery's boards**)
- › Terry J. Lundgren- Former Executive Chairman, Chairman of the Board and Chief Executive Officer of Macy's
- › Christine M. McCarthy - Senior Executive Vice President and Chief Financial Officer of The Walt Disney Company

- › Robert J. Portman - Former United States Senator, Director of the U.S. Office of Management and Budget, and United States Trade Representative
- › Rajesh Subramaniam - President and Chief Executive Officer of FedEx Corporation (also a **member of FedEx's board**)
- › Patricia A. Woertz - Former Chairman of the Board, President and Chief Executive Officer of Archer Daniels Midland Company

See full biographies [here](#).

³ LinkedIn profile (when available) embedded on name.



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ABOUT US

Latin Brains provides competitive intelligence, business research and financial analytic services to companies and professional services firms worldwide.

We work closely with marketing and sales teams, providing insightful research to support high-stake initiatives relating to business development, client retention, competitive analysis and strategy execution.