



## CASE STUDY: GILLETTE

*Gary Coombe leads P&G's global grooming business, including the biggest shaving brands in the world – Gillette, Venus and Braun – serving nearly 800 million consumers around the world.*

Gillette aims to put EDI at the centre of its business strategy - as “built in” to the ethos of the organisation, rather than just a “bolt on”.

To deliver this Gillette has representation targets at every management level and part of the performance of general managers and senior vice presidents is assessed on what progress they are making towards these targets in terms of hiring and promotion. Gary is a big believer in reverse mentoring and has benefited from this himself. Gillette aims to create a safe environment for more junior colleagues to feedback their views on the organisation and their lived experiences to senior staff so that it can learn from these experiences and improve.

The company has found that active allies are critical in building an inclusive culture and this doesn't mean people who declare they support diversity and inclusion, but that everyone is taking action and making a difference. To facilitate this, EDI is always an agenda item in Global town halls. Staff groups focused on gender equality, people with disabilities, African Ancestry, Asian Heritage and LGBT colleagues feed into these meetings, but all staff are invited to engage which helps create allies. The company also runs dedicated celebration and awareness months for these EDI affinity groups as well as a series of external expert guest speakers on various aspects of EDI and allyship which are open to every employee. Gary says, ‘...solving these problems can't fall on the shoulders of those most marginalised, we need active allies; this is everybody's job.’

He attributes the company's focus on EDI as an important factor in delivering better business results: it has led to a team that feels fully engaged and one that is representative of the consumers they serve.

*‘If you don't create a diverse and inclusive team, you'll have a weaker team than the competition. So it's got to be a central business strategy.’*