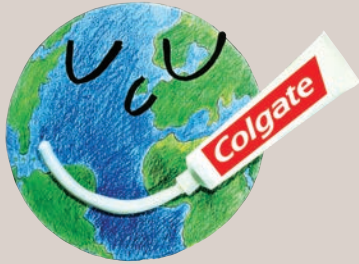




Giving the World Reasons to Smile



Giving the World Reasons to Smile



About This Report

Unless otherwise indicated, this report includes environmental, occupational health and safety data from 100 percent of Colgate-Palmolive-owned manufacturing and technology centers around the world, excluding contract manufacturers. Financial information is presented on a consolidated basis and in U.S. dollars. The report provides data for Colgate's fiscal year 2014, along with prior history and more recent updates where indicated.

This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.

For feedback, questions and comments related to Colgate's 2014 Sustainability Report, please contact csr@colpal.com. For all other inquiries, please visit Colgate's Consumer Affairs site at www.ColgatePalmolive.com.

Contents:

Message from Ian Cook	3
Company Profile	4
2011 to 2015 Strategy	6
2015 to 2020 Strategy	7
Progress to Date	8
Awards and Recognition	9
<hr/>	
■ People	10
■ Performance	30
■ Planet	46
<hr/>	
Partnerships	71
Key Performance Indicators	74
Global Reporting Initiative (GRI) Index	75
Reconciliation of Non-GAAP Financial Measures	79

Cautionary Statement on Forward-Looking Statements

This report, including our 2011 to 2015 and our 2015 to 2020 Sustainability Strategies, contains forward-looking statements as that term is defined in the Private Securities Litigation Reform Act of 1995 or by the Securities and Exchange Commission (SEC) in its rules, regulations and releases. These statements are made on the basis of Colgate's views and assumptions as of this time and Colgate undertakes no obligation to update these statements, except as required by law. Colgate cautions investors that such forward-looking statements are not guarantees of future performance and that actual events or results may differ materially from these statements due to a number of factors. For information about factors that could impact Colgate's business and cause actual results to differ materially from forward-looking statements, consult our filings with the SEC (including the information set forth under the caption "Risk Factors" in Colgate's Annual Report on Form 10-K for the year ended December 31, 2014).

Message from Ian Cook



Colgate people everywhere are “Giving the World Reasons to Smile.” Through the hard work and leadership of Colgate people everywhere, we continue to make great strides toward our 2015 and 2020 sustainability goals. This commitment is demonstrated through the programs and partnerships that bring our brands and our values to life around the world. And Colgate’s long-standing dedication to sustainability is helping to drive our strong performance.

Our 2011 to 2015 Sustainability Strategy set focused, measurable goals aligned with our business objectives. In the People, Performance and Planet sections of this report, you will see the continued progress in all areas of the strategy.

Importantly, we have continued to improve children’s oral health through our “Bright Smiles, Bright Futures” oral education program, reaching over 50 million children last year for a total of 800 million since the program’s inception. Over 70 percent of our products developed last year had an improved sustainability profile. We also continued to make excellent progress on our Planet commitments to reduce greenhouse gas emissions, water and waste.

Our newly established goals for 2015 to 2020 build on existing commitments, taking us deeper into the areas where we can truly make a difference. This report outlines these new commitments, including further improving the sustainability profile of our products and packaging, reducing absolute greenhouse gas emissions by 25 percent and responsibly sourcing forest commodities to reach zero net deforestation. A new target to reach 1.3 billion children with our “Bright Smiles, Bright Futures” oral health education program will help us continue to improve the oral health of children around the world.

The stories and achievements in this report attest to the power of Colgate people achieving extraordinary results by working together. With this strong commitment evident everywhere, I am confident that we will continue “Giving the World Reasons to Smile” for years to come.

Thank you,

Ian Cook
Chairman, President and Chief Executive Officer

Company Profile

Founded in 1806, Colgate-Palmolive is a \$17.3 billion consumer products company that serves people around the world with well-known brands that make their lives healthier and more enjoyable.

Colgate Brands



Colgate manufactures and markets oral care, personal care, home care and pet nutrition products under trusted brands such as: Colgate, Palmolive, Speed Stick, Lady Speed Stick, Sanex, Softsoap, Irish Spring, Protex, Sorriso, Kolynos, Elmex, Tom's of Maine, Ajax, Axion, Soupline, Suavitel, Hill's Science Diet, Hill's Prescription Diet and Hill's Ideal Balance.

Operations

Colgate operates in over 80 countries and its products are marketed in over 200 countries and territories.

Approximately 37,700 Colgate employees drive our success.

Headquartered in New York City, Colgate operates through six divisions around the world:



North America



Latin America



Europe/South Pacific



Africa/Eurasia



Asia



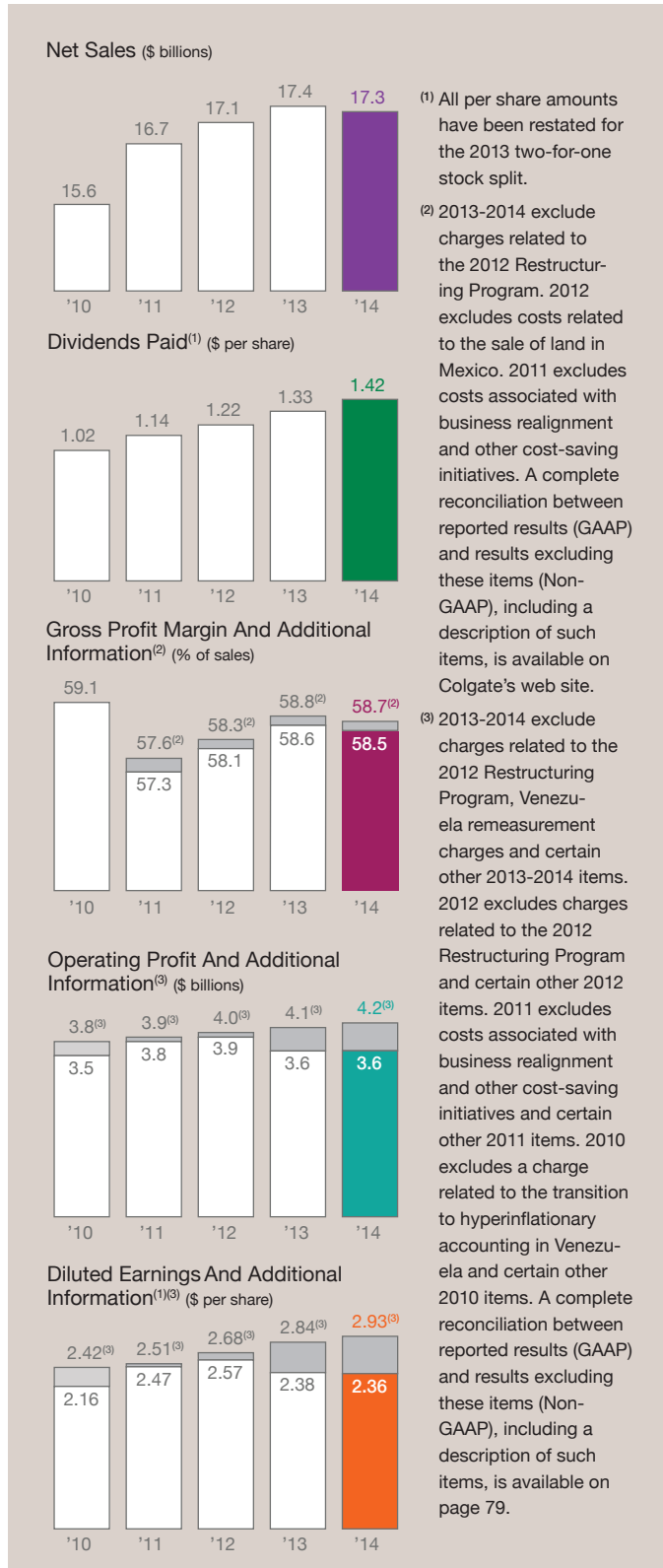
Hill's Pet Nutrition

Six Divisions

The Company has over 50 manufacturing and research facilities globally. The vast majority of Colgate products are manufactured in Colgate-owned facilities.

Company Profile

Business Strength



Colgate Values

Colgate's success is linked to the Company's values of Caring, Global Teamwork and Continuous Improvement.

■ Caring

The Company cares about people: Colgate people, customers, shareholders and business partners. Colgate is committed to act with compassion, integrity, honesty and high ethics in all situations, to listen with respect to others and to value differences. The Company is also committed to protect the global environment, to enhance the communities where Colgate people live and work and to be compliant with government laws and regulations.

■ Global Teamwork

All Colgate people are part of a global team, committed to working together across countries and throughout the world. Only by sharing ideas, technologies and talents can the Company achieve and sustain profitable growth.

■ Continuous Improvement

Colgate is committed to getting better every day in all it does, as individuals and as teams. By better understanding consumers' and customers' expectations and continuously working to innovate and improve products, services and processes, Colgate will become the best.

Colgate External Policy Statements

- Environmental, Occupational Health & Safety Policy Statement
- Code of Conduct
- Supplier Code of Conduct
- Product Safety Research Policy
- State of California Disclosure: Supply Chain Transparency
- Global HIV/AIDS Policy Statement
- Ingredient Safety Policy
- Policy on No Deforestation
- Quality Policy Statement

2011 to 2015 Strategy



Promoting Healthier Lives

We Will

- Promote health and wellness to reduce employee health risks by 15%⁽¹⁾
- Achieve a 5% reduction in health costs and an improvement in early diagnosis of chronic and treatable disease
- Continue to focus on safety to achieve the goal of zero lost-time incidents



Contributing to the Communities Where We Live and Work

We Will

- Commit over \$300 million to increase our impact in the community
- Partner with dental professionals to improve community oral health care
- Expand “Bright Smiles, Bright Futures” program externally to reach one billion children by 2020
- Provide hand-washing awareness to over 50 million households
- Work with 250,000 veterinarians worldwide to educate pet owners and provide over \$100 million in pet food to shelters
- Continue to provide Colgate products after natural disasters
- Involve more Colgate volunteers in our community programs



Delivering Products That Delight Consumers and Respect Our Planet

We Will

- Increase the sustainability profile in all new products we produce and in the balance of our portfolio
- Ensure that ingredients continue to meet or exceed all recognized standards for safety, quality and environmental compliance and biodegradability
- Reduce the environmental impact of our products and packages by 20%, by increasing the use of sustainable materials and recycled content



Making Every Drop of Water Count

We Will

- Reduce the water consumed⁽²⁾ in the manufacture of our products by 40% vs. 2005 consumption
- Reduce the use of water associated with our products by 15%
- Work with local and global organizations to help promote access to clean water
- Promote water conservation awareness among over two billion consumers



Reducing Our Impact on Climate and the Environment

We Will

- Reduce energy consumption⁽²⁾ and carbon emissions⁽²⁾ associated with the manufacture⁽³⁾ and distribution⁽⁴⁾ of our products by 20%
- Reduce waste⁽²⁾⁽⁵⁾ sent to landfills from our operations by 15%
- Request that all key suppliers measure and disclose climate change information

⁽¹⁾ 15% risk reduction will be measured using the Global Health Risk Assessment tool, launched in 2013, available to countries with 100 or more employees

⁽²⁾ Per unit of production

⁽³⁾ Vs. 2005

⁽⁴⁾ Baseline year varies by geography

⁽⁵⁾ Vs. 2010

2015 to 2020 Strategy

Colgate's 2015 to 2020 Strategy maintains its emphasis on People, Performance and Planet, with focused, measurable goals that align with the Company's business objectives.



We Will

- Continuously improve employee health and reduce health risks by 15%⁽¹⁾
- Encourage healthier living for Colgate People and their families
- Ensure a safe and healthy work environment with a goal of zero lost-time incidents
- Provide education and tools to Colgate people to elevate financial awareness and planning

We Will

- Expand "Bright Smiles, Bright Futures" program to reach 1.3 billion children
- Invest \$300 million to support improved health, education and environment for thousands of people in communities around the globe
- Partner with animal shelters to help over 2 million dogs and cats find a home
- Reach 60 million people annually with handwashing education
- Expand "Colgate Cares Day" globally to be a leader in volunteerism

We Will

- Improve the sustainability profile in our new products and product updates⁽²⁾
- Commit \$250 million to drive sustainability with breakthrough product and process innovation
- Increase the recyclability of our packaging and increase recycled content to 50%
- Have a positive impact by expanding access to affordable health and wellness products for millions of people in underserved communities
- Use the power of our brands to build awareness and drive engagement in product sustainability

We Will

- Reduce our manufacturing water intensity by half compared to 2002
- Replenish water withdrawn in highly stressed regions
- Increase supplier participation in our water stewardship program
- Partner with local and global organizations to bring clean water to underserved areas of the world
- Promote water conservation awareness to all our global consumers

We Will






- Responsibly source forest commodities to reach zero net deforestation
- Promote use of renewable energy and reduce absolute greenhouse gas emissions from manufacturing by 25% compared to 2002
- Reduce our manufacturing energy intensity by one third compared to 2002
- Halve our manufacturing waste sent to landfill per ton of product compared to 2010, working toward our goal of "Zero Waste"
- Partner with key suppliers, customers and consumers to reduce energy, greenhouse gas emissions and waste

⁽¹⁾ 15% risk reduction will be measured using the Global Health Risk Assessment tool, launched in 2013, available to countries with 100 or more employees

⁽²⁾ Based on representative products from the product portfolio evaluated against comparable Colgate products across seven impact areas to characterize likely improvement in the sustainability profile, based on review of quantitative and qualitative data.

Progress to Date

Colgate is pleased to report excellent progress in 2014 on the Company's 2011 to 2015 Sustainability Strategy commitment. The Company was named to the 2014-2015 Dow Jones Sustainability North America Index, as well as to the Corporate Knight's 2015 Global 100 index of the most sustainable corporations in the world. Colgate was also recognized as a U.S. EPA ENERGY STAR 2015 Partner of the Year for the 5th year in a row, with Sustained Excellence in Energy Management. Colgate launched a new 2015 to 2020 Sustainability Strategy with commitments that reflect the global challenges and opportunities that are important to Colgate and its stakeholders. In addition to the highlights below, more about Colgate's progress is available on Colgate's Sustainability web site at www.colgatepalmolive.com/sustainability.

PEOPLE		PERFORMANCE	PLANET	
				
Promoting Healthier Lives	Contributing to the Communities Where We Live and Work	Delivering Products That Delight Consumers and Respect Our Planet	Making Every Drop of Water Count	Reducing Our Impact on Climate and the Environment
<ul style="list-style-type: none">● Over half of Colgate employees have been invited to take advantage of a Health Risk Assessment tool to help them self-evaluate health status and understand risks, and to provide confidential feedback to motivate behavior change.● Close to 20,000 Colgate employees reached the goal of 500 minutes of healthy activity during the June Global Healthy Activity Challenge, together logging in over 18.7 million minutes.● Colgate celebrated World AIDS Day at many sites around the world to increase awareness and improve education on the subject of HIV/AIDS. Free and confidential testing was also available in some locations.		<ul style="list-style-type: none">● Approximately 70% of the products evaluated with Colgate's Product Sustainability Scorecard were determined to be "more sustainable," having an improvement in at least one of the following areas: responsible sourcing and raw materials, energy and greenhouse gases, water, waste, ingredient profile, packaging and social metrics.⁽¹⁾● As part of Colgate's Policy on Ingredient Safety, Colgate has eliminated phthalates and microplastics from all products and expects to eliminate formaldehyde donors and parabens from all products by the end of 2015. For more information see Colgate's Policy on Ingredient Safety on the Company's Sustainability web site.	<ul style="list-style-type: none">● From 2005 to 2014, Colgate reduced water use per ton of production by over 33%, avoiding enough water use to fill approximately 6,800 Olympic-sized swimming pools.⁽²⁾● A new Colgate Water Stewardship standard was launched in 2014 that broadens facility water programs to include water conservation, water risk assessments and technical engineering applications that help reduce water use. Our standard sets more stringent requirements for sites located in water-stressed areas.● Colgate's contributions to Water For People's Everyone Forever program helped them to reach over 100,000 people in 2014 with water, sanitation systems and/or health and hygiene education in Guatemala, Peru and India.	
<ul style="list-style-type: none">● Colgate's "Bright Smiles, Bright Futures" (BSBF) oral health education program reached 50 million children in 2014, for a total of 800 million children since its inception in 1991.● In Brazil, employees are trained to be "Agentes do Sorrisos" or "Smile Agents," to teach BSBF in the local community. Together, they have reached over 20,000 children with BSBF education.● Hill's Pet Nutrition has contributed pet food with a retail value of more than \$280 million to nearly 1,000 pet shelters since 2002. These donations have helped more than eight million dogs and cats find their forever homes.			<ul style="list-style-type: none">● From 2005 to 2014, Colgate reduced greenhouse gas emissions per ton of production by nearly 20%, avoiding emissions equivalent to removing approximately 180,000 passenger cars from the road for one year.⁽²⁾● Colgate joined the U.S. EPA's Green Power Partnership in 2014 and purchased wind power renewable energy certificates.● Working toward the Company's goal of "Zero Waste," Colgate has reduced the amount of waste per ton of production sent to landfills by over 22% since 2010.⁽²⁾● Colgate published a Policy on No Deforestation, committing to mobilize resources to achieve zero net deforestation by 2020.	

⁽¹⁾ The performance results are based on representative products from the product portfolio evaluated against comparable Colgate products, across seven impact areas to characterize likely improvement in the sustainability profile, based on review of quantitative and qualitative data.

⁽²⁾ Subject to final certification by third-party auditor.

Awards and Recognition

Colgate continues to be recognized for efforts in Sustainability and Social Responsibility:

Colgate named to
2014/2015 **Dow Jones**
Sustainability
North America Index

No. 72 on Corporate
Knights Capital's **Global 100**
Most Sustainable
Corporations list

Colgate named
to 2015 **Fortune**
World's Most
Admired Companies list

Colgate ranked on No.76
Corporate Responsibility
Magazine's **100 Best**
Corporate Citizens list

People



2015 World's Most
Ethical Companies from
Ethisphere Magazine

National Association for
Female Executives
Top 50 Companies for
Executive Women 2015

No. 30 in **Top 50**
Companies for Diversity 2014

2014 Working Mother
100 Best Companies and
Best Companies for
Multicultural Women

Job search engine Indeed.com and
Forbes recognized Colgate as one
of the **25 Big Companies with**
Best Work-Life Balance
for the second consecutive year

Colgate named one of the
50 Best Employers in America
by Business Insider

Colgate was ranked No. 5 on
2014 Aon Hewitt Top Companies
for Leaders North America
Winners list and No. 7 on the
Global Winners list

Performance



Brandz Top 100
No. 56

Best Global Brands
Colgate was ranked in 2014
by Interbrand as one of the
Best Global Brands

Walmart Central America has named
Colgate the **Best Sustainable**
Supplier for three consecutive years
and the **Best Logistics**
Supplier for 2014

In 2014 Forbes named
Colgate one of the
World's Most Valuable Brands,
Most Innovative Companies
and **25 Most Reputable Companies**

Ranked No. 9 in
Global Supply Chain Top 25
by IT research and advisory
company Gartner

Colgate named No. 1 **Most Trusted**
Brand in India by The Economic
Times Brand Equity

Planet



U.S. EPA ENERGY STAR
Partner of the Year 2015 for the
5th year in a row, with recognition
for Sustained Excellence

65% of Colgate's manufacturing
facilities have achieved

U.S. EPA ENERGY STAR
Challenge for Industry recognition

Colgate was ranked as one of
the **Best Global Green Brands**
in 2014 by Interbrand

Colgate ranked in
Newsweek Green Rankings
2014 - No. 97 in U.S.,
No.169 global

94 Carbon Disclosure Score
on CDP Climate survey

Colgate was featured in CDP's
Global Water Report 2014

Colgate given a "Striding"
ranking from **Climate Counts** for
climate change action

People

At a Glance

37,700
employees
around the world

800 Million
children reached
in 80 countries by
Colgate's "Bright
Smiles, Bright Futures"
Oral Health Education
Program since 1991

68 Million
people reached
annually on average since
2011 about the health
and hygiene benefits of
handwashing with soap

8 Million
pet adoptions
supported by Hill's Pet
Nutrition since 2002

18.7 Million
minutes of healthy activity
logged by Colgate
employees in July 2014
as part of Colgate's
Live Better program

50%
Over half of Colgate
employees invited to
use employee Health
Risk Assessment
tool since 2013



People

For over 200 years, Colgate has been committed to “People.” From the near 38,000 employees around the world who run our business to the billions of consumers who use our products, people are at the heart of what we do and how we do it.



2014 Awards Highlights

Business Insider
50 Best Employers
in America

Corporate
Responsibility
Magazine's 100 Best
Corporate Citizens

In 2014, Forbes
named Colgate
one of the World's
Most Valuable Brands,
Most Innovative
Companies and
25 Most Respectable
Companies

Colgate named to
2015 World's Most Ethical
Companies list by
Ethisphere Magazine

Job search engine
Indeed.com and Forbes
recognized Colgate
as one of the 25
Big Companies with
Best Work-Life Balance

Supporting Colgate People

Thousands of people around the world work together to make Colgate successful. In turn, the Company is committed to the success of our people throughout their careers. Through training, career development and wellness programs, Colgate helps employees stay healthy, engaged and focused on delivering products and services that meet or exceed expectations. To support the development of our people and ensure job satisfaction, we proudly offer global career opportunities, access to world-class training and education programs and continuous coaching and feedback.

Striving to Be an Employer of Choice

We are committed to attracting, developing and retaining talented and dedicated people by:

- Maintaining a culture based on our core values of Caring, Global Teamwork and Continuous Improvement
- Committing to our sustainability strategy focused on People, Performance and Planet
- Providing a stimulating career with training, education and growth opportunities
- Creating an exciting and motivating work environment
- Ensuring that people feel recognized and rewarded
- Promoting fundamental values and ongoing communication
- Providing cornerstone training programs: Valuing Colgate People, Ethics and Compliance and Leading with Respect
- Recruiting and retaining people of all backgrounds in our global workforce
- Promoting healthier lives for our employees
- Encouraging a healthy balance between work and personal responsibilities

Colgate works to provide opportunities for employees to obtain a balance between work and life. Programs vary by geography, but include health and wellness activities and education, seminars and resources, flexible work arrangements, adoption benefits, tuition benefits and back-up child care options.



People

Professional Development

Colgate's training programs provide opportunities for Colgate people to keep current in their assignments and to gain valuable new skills. In 2014, together Colgate people completed over 400,000 total hours of training in our global curriculum, as well as additional hours of locally required safety, environmental and other regulatory training. In most cases, employees participate in an annual Individual Development Planning process with their managers to agree on annual learning and development plans.

Colgate excels at developing leadership skills and fostering the next generation of Colgate leaders. Key leadership courses include "Driving Team Effectiveness in the Organization," "Fundamentals of Accelerating Effective Change," "Fundamentals of Colgate Leadership" and "Valuing Colgate People: Leadership in Action." Programs such as the Colgate Leadership Challenge provide early-in-career individuals from around the world an opportunity to come to New York City and work together as a team to recommend solutions to leadership for real Colgate business challenges. Colgate also sends a team of high-potential, Director-level leaders to participate in the Tuck School of Business at Dartmouth College Global Leadership 2030 program.

Top Companies for Leaders

Colgate was ranked
No. 5 on 2014
Aon Hewitt Top
Companies for Leaders
North America
Winners list and
No. 7 on the
Global Winners list.



Leadership in Action

Colgate partnered with Stanford Graduate School of Business in California to hold the 2014 General Managers' Forum. Stanford professors and Colgate leaders together delivered insights on Brand Building in a Digital World, Becoming Smarter and Faster through Analytics, Growing through Innovative Solutions and Leading Colgate into the Future. Participants rotated through the Forum's "course offerings" in smaller groups, where they were able to experience working with the new skills and technology tools needed for maximum effectiveness in today's world. Participants also had exposure to leading thinkers and practices in digital and social media marketing and advanced analytics.



live
better

vive
mejor

Пусть жизнь
будет лучше

besser
leben

健康生活
更美好

mieux
vivre

viver
melhor

Health and Wellness

Our Sustainability Strategy includes a commitment to “Helping Colgate People and Their Families Live Better.” Through our “Live Better” programs, we promote physical, emotional and financial wellness for Colgate people and their families.

Since 2013, Colgate has offered over half of our employees across multiple geographies access to a Health Risk Assessment tool to help them self-evaluate health status, understand risks and provide confidential feedback to motivate behavior change. Colgate also aggregates this data anonymously to focus our Live Better programs on the highest risk factors for Colgate people, such as nutrition, physical activity, stress and body weight. We are continuing to expand the program with a goal to reach all countries with 100 or more employees by 2020.

Colgate is also committed to ensuring the financial well-being of our employees and is rolling out financial education materials and planning tools in 20 select subsidiaries.



Living Better in Peru

Colgate Live Better programs address the highest risk factors for Colgate people such as nutrition, physical activity, stress and body weight.

People

A key Live Better program is the annual Healthy Activity Challenge, which encourages employees to track and log at least 500 minutes of healthy activity in one month, in line with medical experts' recommendations for minimum physical activity to sustain good health. During the month, Colgate sponsors activities from yoga classes to group walks for Colgate people, and many locations hold health and wellness events to educate and motivate employees on the topics of nutrition, weight loss and a healthy body and mind. In 2014, over 19,000 employees reached their goal, and Colgate people logged in nearly 19 million minutes.

Healthy Activity Challenge Participation

Year	Total Minutes in Millions	Number of Employees Who Reached 500 Minutes Goal
2014	18.7	19,700
2013	12.9	20,100
2012	9.4	14,300
2011	9.1	15,800



South Africa



Brazil



Vietnam



Ukraine

Safety Highlights 2014



Cambridge, Ohio
plant recognized by
the Ohio Department of
Health as part of
its Healthy Worksite
Awards program



Huangpu, China
plant received the
2014 National Safety
Month Advanced
Plant Award from the
local government



Mission Hills, Mexico
plant received
Colgate's Gold level
President's Safety
Award for 6 million
hours without a
lost-time incident



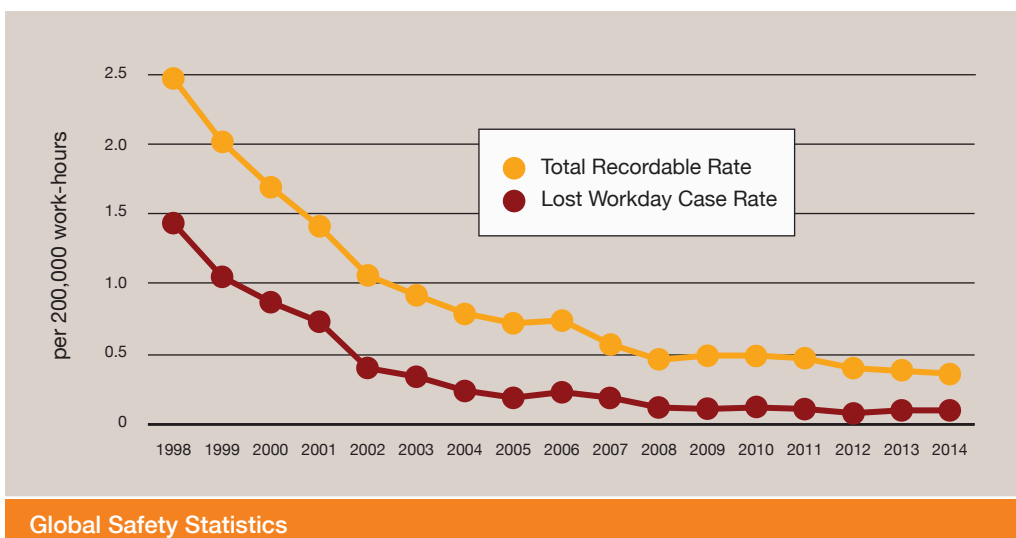
Morristown, Tennessee
plant creatively
reduced noise
levels to some
of the lowest in the
Colgate world

Employee Safety

The health and safety of our customers, our employees and the communities in which we operate is paramount in all we do—our goal is zero incidents. Colgate people around the world are committed to being Colgate Careful by maintaining a robust safety culture and healthy and safe working conditions.

Colgate's global occupational health and safety program is grounded in our Environmental, Occupational Health and Safety (EOHS) Standards. While we do not participate in the OHSAS 18001 certification system, our management system expectations are well aligned. Colgate sites are expected to self-assess conformance with our standards at an eighteen-month interval. Corporate audits are conducted every three to five years, closure progress is reported quarterly and verification audits are conducted to provide closure assurance. Third-party industrial hygiene firms also review our operations annually to ensure occupational health exposures are well controlled.

Colgate also provides safety training programs as an important part of our safety management strategy. Courses offered include EOHS Management Systems, Coaching and Feedback, Hearing Conservation, Lockout/Tagout, Confined Space Entry and Fire Safety Emergency. Evacuation drills across our sites also ensure we are prepared in the event of unforeseen circumstances.



In 2014, our safety results were not statistically different from prior years; however, for the first time in many years, there were two on-site fatalities when contractors were servicing our facilities. In response, Colgate sharpened our focus on job tasks and activities that present the highest risk profile. Each Colgate manufacturing and technology facility completed a risk analysis to identify job tasks that have greater likelihood of resulting in a fatality and/or serious injury, and created action plans to strengthen hazard mitigation strategies associated with that work.

People

Colgate's Safety Culture

Our safety culture is built on a foundation of leadership, recognition and employee engagement. Several key programs help ensure our safety culture is robust.

- The President's Safety Award Program recognizes Colgate sites as they achieve specific milestones of time in years and/or hours without a Lost Workday Injury or Illness. In 2014, 58 percent of our manufacturing facilities received one or more awards.
- We recently introduced "Cathy Colgate," our new global safety champion. Cathy will help communicate the renewed Minimum Safe Behaviors and other safety programs to Colgate people.

Colgate's Minimum Safe Behaviors

- ✓ Protect yourself against a fall when working at heights
- ✓ Obtain a permit before entering a confined space
- ✓ Obtain a permit before performing hot work
- ✓ Obtain a permit before breaking a line
- ✓ Buckle up for safety
- ✓ Use proper personal protective equipment
- ✓ Verify equipment is de-energized or isolated before beginning work; "Lock it Out"

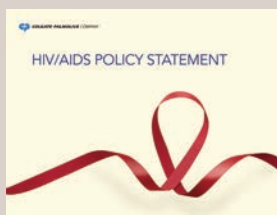


- ✗ No disabling or bypassing machine guards
- ✗ No distractions while driving or operating machinery
- ✗ No unauthorized discharges to the environment
- ✗ No horseplay or fighting
- ✗ No drugs and alcohol
- ✗ No smoking

- Each March Colgate holds a Company-wide Safety Week, sharing best practices and refreshing our focus on health and safety. Several Safety Week events also include Colgate families in fun and educational activities. Colgate's 2014 Safety Week themes were risk management, electrical safety and noise awareness, important for Colgate people at all of our facilities.

People

Colgate's HIV/AIDS Policy Statement



Helps limit the impact of HIV/AIDS in the workplace and personal lives of Colgate people and their families

Helps create an environment that is conducive to openness, disclosure and acceptance among all employees

Ensures non-discrimination

Identifies and protects individual rights and outlines the responsibilities of Colgate people related to HIV/AIDS

Promotes access to treatment

Details awareness and preventive training programs to reduce the possibility of contracting HIV/AIDS

HIV/AIDS Commitment

Colgate recognizes the continuing seriousness of the global HIV/AIDS epidemic and its impact on the workplace and society. Our global Colgate HIV/AIDS strategy and policy focus on non-discrimination and confidentiality, prevention, access to treatment, partnerships with third parties and proactive organizational support. Colgate holds World AIDS Day programs around the world each December and provides ongoing opportunities for confidential testing and awareness education—especially in Colgate regions with high incidence rates of HIV/AIDS.

Through our programs around the world, we are working to limit the impact of HIV/AIDS and maintaining an environment at Colgate that is conducive to openness and acceptance. For example, Colgate's Latin America Division conducts internal HIV/AIDS awareness campaigns in each of the Division's subsidiaries. Under the "Positive Step" program in India, Colgate employees support a group of children living with HIV/AIDS by providing special nutrition and sponsoring their school fees. In Central America, Colgate educates employees and their families through training and awareness campaigns. The topic of HIV/AIDS is also included in the "onboarding" program for new hires. Colgate Headquarters in New York City recognizes World AIDS Day by displaying a section of the AIDS Memorial Quilt and by inviting a guest speaker.



Caring in South Africa

In South Africa, Colgate holds an AIDS Week in early December with events such as a candle-lighting commemoration, a "Family Day" with employees and their families and free, confidential testing.

People

Diversity and Inclusion

Colgate's objective is to foster an inclusive workplace that reflects the diversity of the global marketplace. Such an environment provides all Colgate people with the opportunity to make unique contributions to our business success. Colgate is committed to providing employment, training, compensation, promotional opportunities and all other terms and conditions of employment without regard to race, color, religion, age, gender, sexual orientation, gender identity, national origin, disability, veteran status or any other basis protected by law.

Colgate's training program "Valuing Colgate People" is taught in every Colgate subsidiary globally. And through Colgate's day-long, interactive "Fostering an Inclusive Work Environment" training program, participants gain a greater understanding of diversity and the role we all play in supporting a global, inclusive workplace. Colgate also partners with organizations such as the Conference Board, Diversity Best Practices, the National Association for Female Executives (NAFE), Working Mother Media, DiversityInc, LatinaStyle and Catalyst to develop an effective and supportive work environment.

To help foster an atmosphere of inclusiveness, Colgate supports network and affinity groups representing many different perspectives and ways of life. Each group contributes to Colgate's inclusive work environment by developing and implementing activities and programs to promote work and community involvement, as well as cultural awareness.

A Selection of Colgate Network Groups

- Asian Action Network
- Black Action Committee
- Colgate Women's Network
- Colgate Gay, Lesbian, Bisexual, Transgender (GLBT) Network
- Colgate Parents Network
- Hill's 4 Generation Network
- Hill's Diversity Council
- Hill's Women Empowerment Network
- Hispanic Action Network
- New Employee Organization

Supplier Diversity

Colgate works with selected diverse suppliers in North America to build their business capabilities, improve their ability to respond to requests for proposals and their understanding of the business requirements of corporate customers.

Our Supplier Diversity team in the U.S. encourages increased and expanded business relationships with minority-owned and women-owned businesses, developing mutually beneficial supply relationships. Colgate also participates as a member of the National Minority Supplier Development Council, Women's Business Enterprise National Council and the City of New York Corporate Alliance program in mentoring women-owned and diverse-owned suppliers. One of our key priorities has been the execution of Supplier Days, when we invite suppliers to Colgate for an exchange of information on capabilities and opportunities.

2014 Working
Mother 100 Best
Companies

DiversityInc
Top 50 Companies
for Diversity 2014

Diversity at Colgate

38%
women in
global workforce

35%
women in
management positions
(global)

40%
women in
management positions
(U.S.)

31%
minorities in U.S.
workforce

33%
of all
U.S. managers
are minorities

20%
women on
Board of Directors

30%
minorities on
Board of Directors

People

Business Integrity

Colgate is committed to doing business with integrity and respect for all people and for the world around us. With governance and ethics principles embedded into Company culture, as well as standards supporting the well-being of Colgate people and the workers in our supply chain, Colgate ensures its business success goes hand-in-hand with business integrity.

Code of Conduct and Global Business Practices Guidelines

Since 1987, our Code of Conduct has served as a guide for our daily business interactions, reflecting our corporate values and our standard for ethical behavior. One hundred percent of salaried and clerical Colgate people participate in annual training and certification on the Code of Conduct. Hourly employees complete this training and certification process every other year. Our audit firm, PricewaterhouseCoopers LLP, audits a cross-section of these certifications. Colgate's Global Business Practices Guidelines provide further information to our employees on key topics in our Code of Conduct. The Guidelines offer clear, practical guidance and illustrate how the values and principles outlined in the Code of Conduct apply to particular business situations.

The Colgate "EthicsLine" provides a means for employees and external parties to ask questions, obtain guidance or report any suspected violations of the Code of Conduct. We work to create a workplace free of inappropriate or unlawful behavior in which people are encouraged to share their concerns with the Company without fear of retaliation. Consequently, at Colgate, no adverse action will be taken against any employee, former employee, agent or third party for complaining about, reporting, participating in or assisting in the investigation of a suspected violation of the Company's Code of Conduct, Company policy or applicable law, unless the allegation made or information provided is found to be intentionally false.

Colgate fully investigates all potential Code violations and ensures that the appropriate actions are taken. In 2014, we received approximately 300 contacts through the EthicsLine, covering a wide variety of questions and topics, including potential violations of the Company's Code of Conduct. Every alleged Code violation was thoroughly investigated and, when necessary, appropriate remedial action was taken.

No Political Contributions

Colgate has a long-standing policy against making contributions to political parties or candidates, which is set forth in our Code of Conduct and Global Business Practices Guidelines. These policies prohibit contributions to any political party or candidate, whether federal, state or local. We also prohibit U.S. trade associations from using any portion of Colgate dues for political contributions and we conduct an annual reminder and certification process to ensure trade association awareness and compliance.

Anti-Bribery

Colgate has a strict policy prohibiting bribery of governmental officials and private commercial parties anywhere we do business. This policy is outlined in the Code of Conduct and Global Business Practices Guidelines. Colgate also mandates that the third parties with whom we work comply with our anti-bribery policy, which is included in our Supplier Code of Conduct and further communicated to third parties through our global Due Diligence Process.

See the Global Ethics and Compliance section of Colgate's web site for more information on business integrity at Colgate. Colgate also discloses significant legal proceedings in our Annual Report on Form 10-K.

People

Human and Labor Rights

Colgate has a long-standing commitment to respecting human rights and labor rights worldwide and supports the United Nations Universal Declaration of Human Rights. Colgate was also one of the founding members of the Global Sullivan Principles.

Colgate's internal Human Resources Labor Standard sets minimum labor performance expectations globally, and Colgate assures conformance to the standard across our operations through internal audits. Colgate has also launched a third-party Ethical Compliance Audit program for Colgate manufacturing facilities, using the Sedex Members Ethical Trade Audit (SMETA) protocol. The audit protocol investigates criteria covering freedom of association, child labor, hazards, health and safety, wages and benefits, working hours and discrimination, as well as environmental and business ethics matters. While not anticipated, corrective actions will be taken should we encounter any potential areas of concern in these audits.

Human Rights

Colgate supports the United Nations Universal Declaration of Human Rights



Colgate practices and seeks to work with business partners who promote the following standards:

- Equal opportunity for employees at all levels;
- A safe and healthy workplace protecting human health and the environment;
- Providing employees the opportunity to improve their skills and capabilities;
- Respecting employees' lawful freedom of association;
- and working with the governments and communities in which we do business to improve the educational, cultural, economic and social well-being in those communities.

Supply Chain Integrity

Colgate people are committed to the highest standards of integrity and full conformance to the Company's Code of Conduct. It is our goal to ensure that our relationships with our supplier partners reflect and support the same high ethical standards.

Colgate's Supplier Code of Conduct sets the Company's expectations for suppliers in a number of critical areas, including labor practices, environment, health and safety, human rights, ethical dealings and management systems. The Code is provided to suppliers, and Colgate's contracts and purchase orders typically require suppliers to abide by the Code's standards (or suppliers' comparable code standards), including applicable labor and equal employment laws, as well as Environmental, Occupational Health and Safety regulations, and to the Foreign Corrupt Practices Act and Anti-Bribery Policy.

Additionally, through Colgate's Supplier Responsible Sourcing Assessment Program, Colgate uses an industry-standard self-assessment questionnaire focused on labor practices, health and safety, environmental management and business practices to assess suppliers. When suppliers are assessed as high risk, we perform third-party audits of their facilities. If any areas of non-compliance are detected, we work with the supplier to ensure these concerns are promptly remedied. We are including this assessment program as part of our supplier qualification process.


Colgate is also a member of SEDEX, the Supplier Ethical Data Exchange, which is the largest collaborative platform for sharing ethical supply chain data, as well as AIM-PROGRESS, a global industry forum to promote responsible sourcing practices and sustainable production systems. Through these platforms, suppliers share assessment and audit data with other manufacturing companies that often share the same suppliers, enabling us to gain information more efficiently and relieving the burden of "audit fatigue" on suppliers.

We have also participated in capacity building sessions through the AIM-PROGRESS forum that are designed to improve suppliers' social and environmental performance. The sessions explain the responsible sourcing assessment process and prepare suppliers for assessments and audits of their facilities. We have participated in events in Latin America and North America. In addition, Colgate conducts similar supplier responsible sourcing training events for our suppliers.

Conflict Minerals

Colgate supports ending the violence and human rights violations by armed groups in the Democratic Republic of Congo (DRC) and neighboring countries that has been funded in part by proceeds from the mining of cassiterite, columbite-tantalite (coltan), wolframite and gold, including their derivatives, tin, tantalum and tungsten (3TGs).

For more information see Colgate's most recent SEC Specialized Disclosure Report available on the "For Investors" section of ColgatePalmolive.com.



Colgate-Palmolive Company
Supplier Code of Conduct

Key Supplier Policies

- Supplier Code of Conduct
- Policy on No Deforestation

2015 Goal

70%
of Colgate's suppliers in at-risk industries, geographies or environments will undergo a responsible sourcing self-assessment and/or third-party audit.

Contributing to Communities

Promoting Oral Health

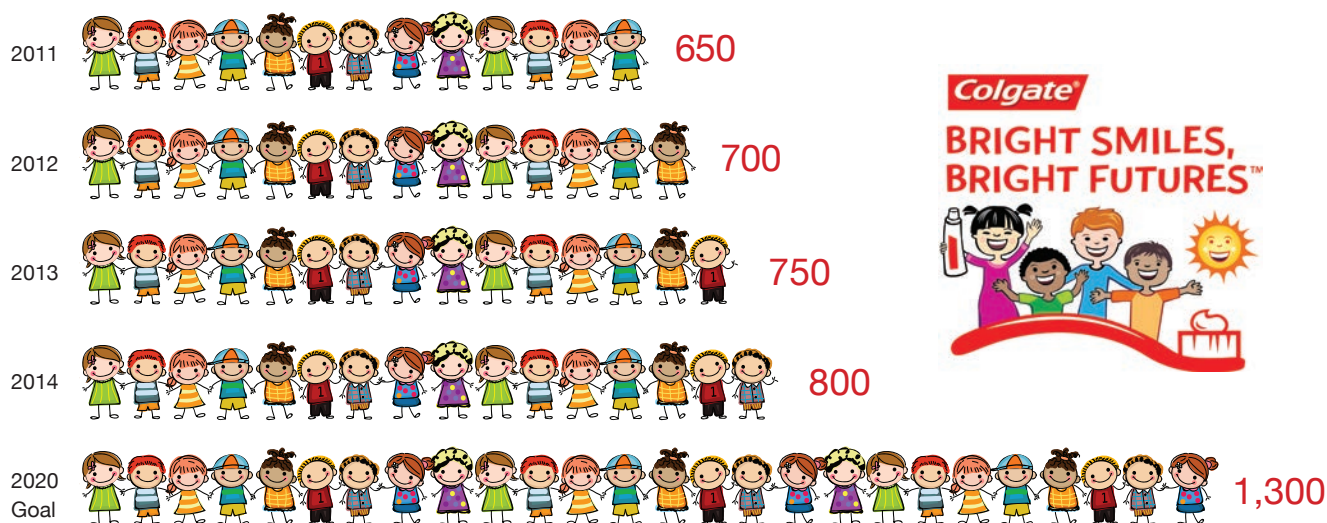
Many children around the world do not have access to basic dental care and education. The World Health Organization calls caries (cavities) the “most chronic global disease,” affecting 60 to 90 percent of school children and nearly 100 percent of adults. As a leading provider of oral care products, Colgate has the unique ability to address this major social issue and to educate and improve the oral health of children and their families. Colgate’s flagship “Bright Smiles, Bright Futures” (BSBF) program is among the most far-reaching, successful children’s oral health initiatives in the world. With long-standing partnerships with governments, schools and communities, BSBF has reached more than 800 million children and their families across 80 countries since 1991, with a new goal to reach 1.3 billion children by 2020.

Through BSBF, Colgate distributes toothpaste and toothbrushes and videos, books, software and activities in over 30 languages for use in the classroom or at home.

Volunteer dentists visit local communities to conduct free dental screenings and educate children and their families about the importance of maintaining good oral health.

Colgate partners with government health agencies, non-governmental associations (NGOs) and dental associations to expand the reach of oral care education around the world. As a founding sponsor of the Alliance for a Cavity-Free Future (ACFF), Colgate has joined a worldwide group of experts seeking to promote integrated clinical and public health action in order to stop caries initiation and progression, and to move towards a Cavity-Free Future for all age groups. The ACFF has launched over 15 local chapters around the world. Activities include developing clinical principles and a standard treatment plan for dental caries, publication of content on dental caries, promoting anti-caries programs to children and the elderly, collaborating to place dental caries on the agenda of key policy stakeholders and creating a series of Public Opinion Surveys to assess the public understanding of dental caries.

Millions of Children Reached through “Bright Smiles, Bright Futures”



People

Oral Health Care Highlights

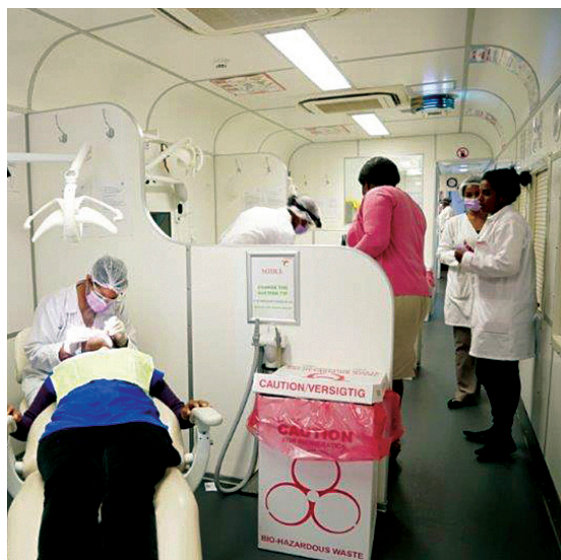
- Colgate partnered with the New York University College of Dentistry and the Henry Schein Cares Global Student Outreach Program on a two-and-a-half year program to improve the oral health of children across the country of Grenada. The program reached children in all Grenada schools and resulted in a 90% decrease in tooth decay.



In Brazil, employees are trained to be “Agentes do Sorrisos” or “Smile Agents” to teach BSBF in local communities. The program now has a network of 450 volunteers who have reached over 20,000 children with BSBF education.



Colgate also partners with the Brazil Ministry of Health to train “Community Health Agents” to teach oral care and handwashing education in the community. Over 20,000 agents have been trained since the program’s inception, reaching 12 million people in more than twelve cities in Brazil.



- Colgate has partnered to conduct a clinical trial aimed at improving the oral health outcomes of children in Southern Thailand through school-based intervention, including school-based oral health education and daily toothbrushing for primary grade level children. The study demonstrated the importance of early intervention and education for reducing cavities, and the potential for school-based intervention to have a significant impact.

In South Africa, Colgate sponsors the Phelophepa Train, a mobile hospital that provides medical care and oral health care in communities where medical services and infrastructure are unavailable. Each year the train treats nearly 50,000 people in 37 communities.

Oral Health Care Highlights



- Colgate has partnered with the New Zealand Dental Association for three years to sponsor free dental clinics in New Zealand during Oral Health Month.
- The BSBF program enables Colgate to make a significant impact in the communities where we live and work, while engaging with consumers to build our brand value. Partnerships with retail stores around the world from Walmart in the U.S., to Carrefour in Brazil, to Walgreens in the Caribbean, to Coles in Australia allow us to promote oral health while building our brands and driving in-store sales. For example, a partnership with Coles supermarket in Australia on BSBF helped to increase Colgate children's oral care product sales in 2014. Partnerships during Oral Health Month with retailers in Puerto Rico and the Dominican Republic in 2014 helped to increase sales and market share growth. Colgate also partners with retailers on other sustainability initiatives such as product sustainability and recycling. See page 44 for more information.

Colgate partners with the Mexican Dental Association Foundation and the Ministry of Public Education on the SaludArte (Health and Art) initiative. More than 25,000 children in 110 public schools now participate in the program, which includes daily handwashing and toothbrushing, a well-balanced meal and time for play, art, cultural activities and sports.

Through our partnership with the Ministry of Education and Training in Vietnam, we have reached more than 22 million kindergarten and elementary age children and trained 20,000 teachers across the country since 1996.

- Colgate partners with the American Dental Association Foundation each year to sponsor the "Give Kids A Smile®" program, providing oral health education and free preventive and restorative care to children from low-income families. Each year, approximately 350,000 underserved children benefit from more than 1,500 events thanks to the efforts of 40,000 or more annual volunteers.



Handwashing Education

The simple act of washing hands with soap is one of the most effective ways to prevent disease transmission, especially in children. Handwashing with soap at key times however is not widely practiced. As a leading marketer of bar and liquid hand soaps, Colgate is working with public health officials, academia, local schools and clinics to educate millions of children and their families about the health and hygiene benefits of handwashing with soap. Colgate's global handwashing program provides educational materials and sample products to schools and communities, and builds awareness through advertising and public relations campaigns. In some countries, Colgate teaches handwashing as part of our "Bright Smiles, Bright Futures" oral care education program.

Colgate's goal is to raise handwashing awareness in over 50 million households by 2015. Since 2011, we have reached an average of 68 million people annually through media campaigns, community events and educational programs in schools.

Handwashing 2014 Highlights

7 million children reached in Latin America with in-classroom education

3 million children reached in Africa with in-class education

3.4 million children reached in Thailand with in-class education

"Clean Hands, Good Health" program relaunched in South Pacific region, with new materials, awareness campaigns and Global Handwashing Day events



In some countries, Colgate also teaches handwashing as part of our "Bright Smiles, Bright Futures" oral care education program.

People

Helping Pets Find a Home

Through the Hill's Food, Shelter & Love® program, Colgate partners with animal shelters across the United States and provides Hill's Science Diet pet food at a discount. Through this partnership, the Company provided pet food with a retail value of more than \$2.7 million in 2014, which adds up to more than \$280 million to nearly 1,000 shelters since the program's inception in 2002. These donations have helped more than eight million dogs and cats find their forever homes. Further, through the Hill's Disaster Relief Network, Hill's Pet Nutrition partners with shelters to quickly provide food shipments in the event of an emergency. In 2013 and 2014, Hill's responded to 25 emergencies across the U.S., from tornadoes to wild fires.



Helping Pets in South Africa

Hill's Pet Nutrition helped sponsor a Community Veterinary Clinics event in South Africa, bringing together both local and international volunteers to provide treatment to pets in need.

Veterinarians and volunteers provided vaccinations against rabies, tick and flea control, surgeries where needed, the sterilization of cats and dogs, as well as education to pet owners.

Contributions Around the World

\$28.96 million in contributions in 2014.

Colgate donated LaCroix bleach and Pharmapur soap in African countries affected by or at risk for the Ebola outbreak.

Colgate sponsors the Colgate Women's Games each year, the largest women's indoor track and field series in the U.S.

Campaigns across Europe in 2013 and 2014 invited consumers to "donate" a smile online. For every smile photo uploaded, Colgate donated to children's charities.

Tom's of Maine donates 10% of profits each year to nonprofit, community-based organizations.

Colgate partners with The Smith Family charity to support education for disadvantaged children in Australia.

Contributions

Colgate contributes both funding and products to a wide range of charities and community organizations around the world. Colgate also partners with retailers, consumers and our employees to raise funds. Driven by Colgate's core value of Caring and supported by the involvement of Colgate people, our Global Giving Program makes a difference in the communities we serve by supporting organizations that address health and educational disparities.

Colgate's giving priorities are 1) creating educational opportunities, 2) advancing health and well-being and 3) engaging Colgate people.



Starlight Children's Foundation

For more than 25 years, Colgate has been a sponsor of Starlight Children's Foundation, a leading global charity that partners with experts to improve the life and health of kids and families around the world. Colgate has contributed more than \$11.6 million to Starlight programs such as the Starbright World® online community for teens affected by chronic or serious illness, Starlight® Fun Center® mobile entertainment units and Starlight® Tablets in hospitals in the U.S. to offer fun and distraction for pediatric patients. In the past, Colgate has also sponsored legacy programs such as PC Pal laptops, family activities and patient "wishes."

People

Colgate People Giving Back

Colgate provides opportunities for our people to volunteer in local communities throughout the year. As part of our 2015 goal to involve more Colgate volunteers in our community programs, we have created ways for Colgate people to volunteer with our “Bright Smiles, Bright Futures” (BSBF) program and other Colgate-sponsored activities, and we are building more programs each year. Colgate people are eager and enthusiastic volunteers. Here are just some examples from around the world.



Colgate people in many locations across the U.S. rolled up their sleeves and contributed to local communities during the second annual Colgate Cares Day in 2014. Volunteers gave their time in activities such as delivering meals to homebound seniors, restoring a park area and teaching Colgate’s BSBF program.

Tom’s of Maine celebrates an annual Goodness Day when every employee can volunteer in the community. In 2014, Tom’s closed its offices and manufacturing facility and spent the day volunteering in Cape Elizabeth, working together to restore the natural landscape.



The Caring Hearts program at Hill’s Pet Nutrition in Topeka, Kansas links employees to more than 200 local agencies and their projects.

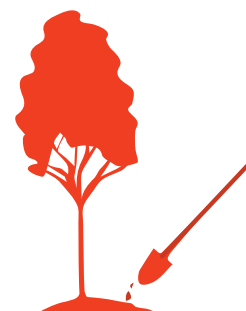
In the Philippines, Colgate employees joined the Department of Education’s “Adopt A School” program to rebuild a school in the wake of Typhoon Haiyan. Colgate people repainted classrooms and provided school supplies and toiletries for the children.



In Mission Hills, Mexico, employee volunteers are mentors for disadvantaged children, providing clothes, shoes, school items and toys, as well as mentoring and friendship.



To celebrate Earth Day 2014, Colgate people in Ghana volunteered to clean up the beach. Employees in Kenya planted trees at a local university. In Portugal, Colgate people celebrated Earth Day by planting trees, gardening and painting for the Cooperative for Education & Rehabilitation of Disabled Citizens. Colgate people also taught our BSBF program and donated electronics to the organization.



Performance

Colgate continues to demonstrate strong financial performance. “Performance” is more than just financial strength—it is our commitment to grow the business with innovative, more sustainable products that make the lives of consumers healthier and more enjoyable.

At a Glance

17.3 Billion

Worldwide sales 2014

58.5%

Gross profit margin 2014

72%

Improved sustainability profile in 72% of new products⁽¹⁾

40%

Approximately 40% of our packaging materials by weight globally come from recycled sources

80%

Over 80% of our pulp and paper is certified or is in the process of being certified as being sourced from responsibly managed forests

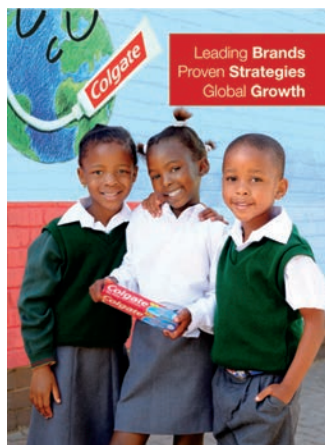
⁽¹⁾ The performance results are based on representative products from the product portfolio evaluated against comparable Colgate products across seven impact areas to characterize likely improvement in the sustainability profile, based on review of quantitative and qualitative data.



Performance



Performance



Additional 2014 highlights can be found in Colgate's 2014 Annual Report.

In 2014, Forbes named Colgate one of the World's Most Valuable Brands, Most Innovative Companies and 25 Most Reputable Companies.

Colgate®

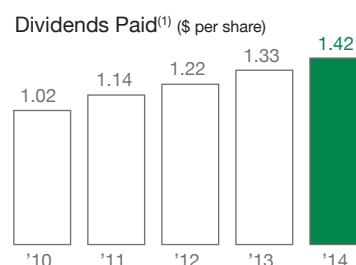
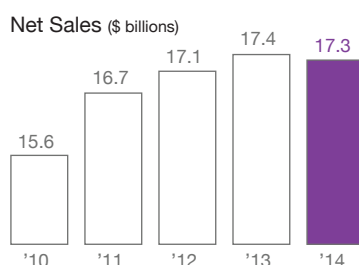
The Colgate brand was ranked in 2014 by Interbrand as one of the Best Global Brands.

Colgate's Governance Principles

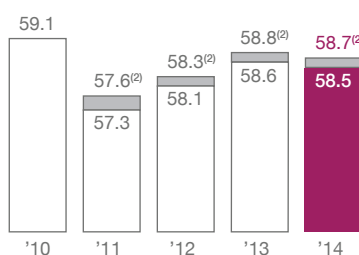
Colgate's Governance Principles support our continuing financial success. See the Governance section of Colgate's web site at ColgatePalmolive.com for more information.

Financial Strength

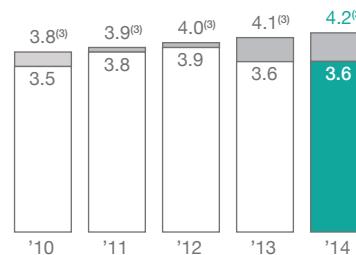
For the full year 2014, worldwide net sales were \$17,277 million. Global unit volume grew 3 percent, pricing increased 2 percent and foreign exchange was negative 6 percent. Our leading global market shares in toothpaste and manual toothbrushes remained strong and our global market share in mouthwash grew.



Gross Profit Margin And Additional Information⁽²⁾ (% of sales)



Operating Profit And Additional Information⁽³⁾ (\$ billions)



⁽¹⁾ All per-share amounts have been restated for the 2013 two-for-one stock split.

⁽²⁾ 2013–2014 exclude charges related to the 2012 Restructuring Program. 2012 excludes costs related to the sale of land in Mexico. 2011 excludes costs associated with business realignment and other cost-saving initiatives. A complete reconciliation between reported results (GAAP) and results excluding these items (Non-GAAP), including a description of such items, is available on Colgate's web site.

⁽³⁾ 2013–2014 exclude charges related to the 2012 Restructuring Program, Venezuela remeasurement charges and certain other 2013–2014 items. 2012 excludes charges related to the 2012 Restructuring Program and certain other 2012 items. 2011 excludes costs associated with business realignment and other cost-saving initiatives and certain other 2011 items. 2010 excludes a charge related to the transition to hyperinflationary accounting in Venezuela and certain other 2010 items. A complete reconciliation between reported results (GAAP) and results excluding these items (Non-GAAP), including a description of such items, is available on page 79.

Performance

Consumer-driven Innovation

Every day, people around the world use Colgate products to care for themselves, their families and their pets. Colgate delights shoppers with innovative products that meet their needs, exceed their expectations and add value to their lives. Colgate's nine consumer innovation centers, situated close to consumers in different parts of the world, are focused on developing insight-driven innovation.



Engaging to Build Our Brands with Consumers

Stronger consumer engagement begins with better insights. We are obtaining deeper and more meaningful consumer insights and using them to strengthen product development, packaging and the communications we deliver through our integrated marketing campaigns.

We listen to consumers both as we develop products and when they are put on the shelves. Over 1,000 studies are conducted annually around the world to hear from consumers before our products are sold. We have built brand loyalty by maintaining a deep understanding of local tastes and habits across categories. Colgate investigates key consumer insights, unmet consumer needs and opportunities for performance improvement in existing products.

We also listen to consumer feedback on our products. Colgate's Consumer Affairs Departments manage consumer relations around the world, covering 95 percent of Colgate's business. Highly-skilled consumer representatives respond to consumer complaints, inquiries and compliments through multiple channels of communication. Colgate uses robust Quality Control and Quality Assurance programs to ensure our consumer satisfaction policy is followed and provides continuous feedback to improve our service delivery. In addition, we regularly monitor key performance indicators for service in several regions around the world, specifically for phone interactions, striving for 100 percent satisfaction. In our 2014 surveys, over 90 percent of consumers who called us in North America were "satisfied" or "very satisfied" with our service.



Colgate France launched Paic Integral 5 hand dishwashing detergent, maximizing value to the consumer by offering five key benefits, providing up to more than 5,000 plates washed per bottle.

Product Sustainability at Colgate

Product sustainability at Colgate means a continued commitment to safe, high-quality products that consumers can trust. Colgate's robust Research and Development program is designed to provide safe and effective products with superior performance.

In the spirit of the Colgate value of Continuous Improvement, we are also striving for an improved sustainability profile across our portfolio. We have taken small steps to improve products around the world, improving the sustainability profile in 72 percent of new products in 2014 (see page 37). We also recognize that consumers are increasingly interested in products with a sustainable or natural brand promise, and we provide products to meet this expectation. For example, our Tom's of Maine business provides natural products created with a defined Stewardship Model for natural, sustainable and responsible product development and ingredient sourcing.

Collaborative teams across the Colgate world are coming together to develop products with an improved sustainability profile that continue to meet and exceed consumer expectations. As part of our 2011 to 2015 and 2015 to 2020 Sustainability Strategies, we have committed to increase the sustainability profile in all new products we produce and in the balance of our portfolio. We are embedding this goal across all categories. Each global category—Oral Care, Home Care, Personal Care and Hill's Pet Nutrition—has specific goals built into the Technology Category Strategies. In some cases

these are cross-category. For example, our Home Care category is working to offer concentrated products, improve ingredient biodegradability, engage with suppliers on green chemistry and continue to expand the portfolio of products that help consumers use less water. The Personal Care category is formulating products with an improved ingredient sustainability profile and exploring products that allow consumers to use less water. Within the Oral Care category, we have goals to evaluate novel materials, to commit resources to enable breakthrough innovation in oral care packaging and to remove PVC from toothbrush packaging.

Colgate is also working to further integrate sustainability into our product development and packaging design processes. Marketers are now prompted to include sustainability at the idea generation stage of the product development process, using Colgate's Product Sustainability Scorecard (see page 37) as a guide. New requirements have also been added to our "technology transfer" process for new products or process changes. At the Early Research, Product Development and Implementation and Support stages of product development, scientists and engineers are now asked to describe aspects of sustainability considered for the new project, using Colgate's Product Sustainability Scorecard. At later stages, projects are identified for the Product Sustainability Scorecard review process.



Our Tom's of Maine business provides natural products created with a defined Stewardship Model for natural, sustainable and responsible product development and ingredient sourcing.

Performance

Product Safety and Quality

The decisions we make on ingredients are based on a thorough evaluation of the latest scientific evidence. When we choose an ingredient—whether to contribute to the performance of a product or to keep it safe against microorganisms—it is first prescreened by a team of Colgate scientists. Every ingredient is assessed alone and within a formula to ensure that nothing unexpected will occur. Our ingredient review assesses not just what happens in our laboratories, but also across a range of real-world conditions—during manufacturing, in transportation, at the store, in consumers' homes and after consumer use.

We continuously monitor and evaluate the safety of our ingredients, and we actively engage with outside experts and resources to understand emerging science and deepen our knowledge. We seek the facts so that we can make the right decisions. Where we see opportunities regarding ingredients that are raising consumer questions, we substitute with other safe ingredients that provide the same or better benefits without sacrificing quality. Through this ongoing effort, we no longer use, or are on our way to eliminating, some of the ingredients currently raising consumer questions.

Ingredient Highlights

- We comply with all aspects of the European Union's REACH regulation (Registration, Evaluation, Authorization and Restriction of Chemical substances). Currently, Colgate does not use any chemicals in its products classified as Substances of Very High Concern by REACH.
- We disclose in the U.S. and Canada the ingredients in our products according to the "Consumer Product Ingredient Communication Initiative" (CPICI) of the American Cleaning Institute, the Consumer Specialty Products Association and the Canadian Consumer Specialty Products Association.



Irish Spring Gear Bodywash in North America has an improved ingredient sustainability profile and contains no parabens. The label also encourages consumers to "Save Water" and provides a link to Colgate.com/SaveWater for water saving tips.

Ingredient Safety Policy



In 2013, Colgate made commitments to eliminate formaldehyde donors, parabens, phthalates and microplastics from our products over the next two years. As of January 2015, Colgate has eliminated phthalates and microplastics from all products and expects to eliminate formaldehyde donors and parabens from all products by the end of 2015. See our Policy on Ingredient Safety for more information.

Performance

Product Safety Testing

Colgate has a long-standing worldwide policy to minimize and to ultimately eliminate animal testing for all consumer products. Central to this commitment are our 30-year-long efforts to encourage the development of alternatives that are scientifically valid and can be accepted by safety regulators. We are a leader in promoting, encouraging and participating in the development, validation and acceptance of alternative non-animal testing methods worldwide, investing over \$1 million annually on research with non-animal alternatives. We also work closely with worldwide regulatory agencies to examine how non-animal tests can be incorporated into their safety requirements for consumer products.

Globally, there are circumstances when regulatory agencies require animal testing. In such limited instances, the tests are conducted only at external testing facilities that meet both government standards and the rigorous requirements established by Colgate with input from animal welfare groups. We look forward to a day when all necessary safety studies can be performed without the use of animals and will continue to work to make that day come sooner.

Since 2011, Colgate has been recognized on the People for the Ethical Treatment of Animals (PETA) “Working for Regulatory Change” list to promote corporate activism in alternatives research. Colgate-Palmolive was the first company to meet PETA’s stringent requirements.



Partnering to Develop Alternatives

Colgate continues our commitment to finding and using alternative testing methods through support and involvement with the European Partnership for Alternative Approaches to Animal Testing (EPAA) and the Institute for In Vitro Sciences (IIVS). We actively share our work to reduce animal use and develop alternatives, so that this information can help others in their search for ways to minimize animal use.

Performance

Colgate's Product Sustainability Scorecard

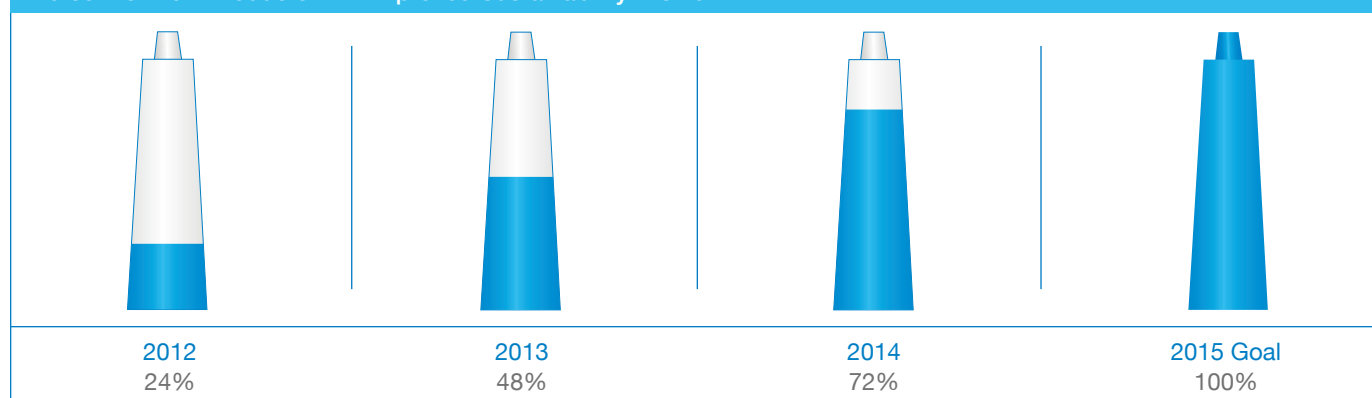
In order to measure progress toward our 2015 goal to increase the sustainability profile in all new products we produce and in the balance of our portfolio, Colgate began evaluating new products using a Product Sustainability Scorecard in 2012. Colgate engaged Pure Strategies, a leading sustainability consultant to validate our Product Sustainability Scorecard and 2013 and 2014 results. Pure Strategies provided the following validation statement in regard to the Colgate Product Sustainability Scorecard: "Nothing came to our attention that caused us to believe that Colgate's Product Sustainability Scorecard could not be used to track progress on improving the sustainability profile of new products and the balance of their portfolio." The scorecard rates products with 25 parameters across seven impact areas: Responsible Sourcing and Raw Materials, Energy and Greenhouse Gases, Waste, Water, Ingredient Profile, Packaging and Social Impact. We improved the sustainability profile in 72 percent of new products in 2014.⁽¹⁾

Scorecard Validation



Colgate engaged Pure Strategies to validate our Product Sustainability Scorecard.

Percent of New Products with Improved Sustainability Profile



We improved the sustainability profile in 72% of new products and the balance of our portfolio in 2014.⁽¹⁾

⁽¹⁾ The performance results are based on representative products from the product portfolio evaluated against comparable Colgate products across seven impact areas to characterize likely improvement in the sustainability profile, based on review of quantitative and qualitative data.

Performance

2014 Product Highlights



In Europe, Ajax All Usage Gel cleaner now delivers the same cleaning benefit as five different products. The formula is also concentrated, allowing less product per dose.



Suavitel Fast Dry fabric conditioner in the U.S. brings a unique technology that wicks away water from fabric to help clothes dry 30% faster,⁽¹⁾ saving consumers time and energy.⁽²⁾



Colgate Herbal Original toothpaste in Europe requires fewer changeovers in the manufacturing process, reducing energy and greenhouse gas emissions, water and waste.

As part of a global initiative to remove alcohol from our mouthwash products, Colgate Optic White mouthwash in the South Pacific is alcohol free and contains no volatile organic compounds (VOCs).



A change to our Axion Dish Liquid formula in Latin America improved the ingredient sustainability profile and eliminated the use of a volatile organic compound (VOC). The change will also result in \$1.6 million in annual savings for the company.



Protex City Clean Shower Gel in Asia has an improved ingredient sustainability profile and no longer contains parabens.



The new ingredient mix for Hill's Science Plan dog food for adult large breeds in Europe reduced energy and greenhouse gas emissions associated with the production of the ingredients.

⁽¹⁾ After 5 washes; tested on cotton and cotton-polyester swatches; vs. detergent alone.

⁽²⁾ Maximum energy reduction of 290 kwh/year based on standard size electric dryer, 416 seven-pound loads a year. Based on U.S. Department of Energy Conservation Standards.

Performance

2014 Product Highlights

A more energy-efficient “batch-on-batch” manufacturing process was implemented for Palmolive Naturals Conditioner in Asia that reduced waste during manufacturing. The product also has an improved ingredient sustainability profile and no longer contains formaldehyde donors.



Sard Wonder Pretreater Spray in the South Pacific has an improved ingredient sustainability profile and requires less energy to manufacture.



A supply change for Colgate Maximum Cavity Protection Plus Sugar Acid Neutralizer toothpaste for kids in Europe reduced energy use and greenhouse gas emissions associated with transport of a key ingredient. The product mass required per use was also reduced. The Maximum Cavity Protection toothpaste with Sugar Acid Neutralizer line of toothpaste also provides enhanced anticavity protection—reducing early tooth decay by half.⁽¹⁾

⁽¹⁾ In a six month clinical study. Regular fluoride toothpaste reduced early decay by nearly one third (32 percent).



Building Revenue

Colgate continues to offer more sustainable product options, including Palmolive Antibacterial, with lactic acid; Palmolive eco+ automatic dishwasher detergent, which is phosphate free; Palmolive pure + clear, which has no heavy fragrances; the Sanex Zero% range, specifically developed to contain a reduced number of chemical ingredients; the Natura Verde line of Ajax, Palmolive, Softlan and Soupline in Europe, with natural ingredients and bottles containing recycled plastic; and Tom's of Maine brand natural personal and oral care products, with naturally sourced or derived ingredients. Sustainability improvements build Colgate's brand reputation and generate revenue. As just a portion of our sustainable portfolio, we estimate sales from our refill and concentrated product offerings, as well as our Tom's of Maine Brand products, Sanex Zero % products, Cold Power detergent line, Natura Verde line, and our fabric softeners with “fast dry” and “no rinse” technology to be nearly \$775 million in 2014, with sales growth for some more sustainable offerings outpacing those of traditional brands.

Performance

Improving Raw Materials

Colgate is working with our supplier partners to improve the sustainability of our raw materials. We are exploring ways to implement green chemistry, move to renewable raw materials and improve our upstream carbon footprint.

Product Highlights



Tom's of Maine now uses a USDA certified bio-based propylene glycol, which is made from renewable carbon content (vegetable oil) instead of petroleum in its deodorants, reducing greenhouse gases by up to 61% based on lifecycle analysis compared with petroleum-based counterparts.

Lactic acid, a green chemistry alternative, was added across our lines of Hill's Pet Nutrition dry dog and cat food in North America as a more environmentally friendly option to improve product integrity.



In Palmolive Naturals Altai Herbs Bar Soap in our Africa/Eurasia Division, we increased the use of materials with a lower carbon footprint.

We improved the ingredient sustainability profile in Colgate Max White One Luminous, Colgate Max White One and Colgate Max White One Active in Europe, as well as Colgate Luminous White in Latin America and Colgate Optic White in Asia.



Performance

Focus on Packaging

Colgate is committed to improving the sustainability profile of our packaging. Our 2011-2015 goal is to increase the amount of recycled content in our packages by 20 percent vs. 2010, and we have surpassed our goal. Colgate's packaging organization regularly evaluates materials and processes that can improve the sustainability profile of our packages.

Colgate's packaging sustainability strategy centers around the following actions:

- Assessing the human health and environmental impact of our packaging via life cycle analysis, where appropriate
- Striving to design products for reuse, recyclability and materials reduction, while ensuring product integrity
- Working to minimize the volume and weight of our packaging and using the minimum amount of packaging required to label and protect our products
- Utilizing recycled content
- Increasing the recyclability of our packaging through design choices and innovation
- Expanding refill package systems in product categories where feasible
- Coding our packaging with recycling symbols where appropriate, supporting efforts to educate consumers and supporting innovative efforts to improve local recycling systems

In 2014, Colgate set additional packaging targets for 2020. We committed to improve the recyclability of our packaging, committing resources to enable breakthrough innovation in Oral Care packaging. We have also committed to deliver 100 percent recyclable packaging in our Personal Care, Home Care and Hill's Pet Nutrition categories. Additionally, we will increase the recycled content of our packaging to 50 percent.

Packaging Highlights



A new bottle for our Ajax Bucket Dilutable Cleaner in Germany is made of up to 60% recycled material. The bottle is also lighter, with 30% less plastic.



Through responsible packaging design, we improved the ratio of the weight of the package compared to the weight of the product for Colgate Maximum Cavity Protection plus Sugar Acid Neutralizer toothpaste in Asia.

Recycled Content

Approximately

40%

of our packaging materials by weight globally come from recycled sources

Colgate's 2020 goal is to increase recycled content to

50%



Policy on No Deforestation

We are taking steps to optimize the use of wood fiber in packaging, assess the risk of controversial sources of pulp and paper in our supply chain and obtain external verification for the supply in high-priority countries. See page 68 or Colgate's Policy on No Deforestation for more information.

Performance

Packaging Highlights



We eliminated the PVC label from our two-pack Suavitel fabric softener in Colombia.



We improved the ratio of the weight of the package compared to the weight of the product in the new elmex ProAction toothbrush in Asia, as well as reduced the weight of the toothbrush.



We improved the ratio of the weight of the package compared to the weight of the product in the new Colgate 360 Charcoal LX toothbrush in Asia.



In North America, we introduced Palmolive Dish Liquid with a “flip-top” cap. It is easy to open with one hand, clicks to close and doses just the right amount of liquid. It uses one piece of plastic instead of two, making it more efficient to manufacture and reducing plastic use. Plans are underway to expand the use of the flip-top cap in other geographies.



A new bottle design for our line of Palmolive Naturals Shampoo in Asia reduces plastic per bottle by 13%.



Our 160 oz. Suavitel fabric conditioner bottle in North America is now lighter weight and produced in our own plant, saving carbon emissions associated with transport from a supplier.

Our Dynamo detergent packaging in Australia now uses a PET label liner that is 100% recyclable.



Packaging End-of-Life

We recognize the importance of reducing waste at every stage of the product life cycle, including at the end-of-life of our products and packaging. See page 63 for more information on our programs to collect packaging waste and our commitment to work with stakeholders to drive continuous improvement in local recycling systems.

Performance

Access and Affordability

Product sustainability at Colgate also means a commitment to providing affordable product options in our portfolio. In emerging markets, Colgate makes products more affordable with smaller sizes, refill packs and value options. Colgate also works for strong penetration and wide distribution, so that more consumers have access to Colgate products. Offerings are customized to best reach consumers within their socioeconomic level, taking into account available household income and specific consumer needs. We track local purchasing power of low-income consumers in all emerging market countries to ensure affordability of our products. Colgate strategically balances our portfolio between base and premium tiers as appropriate for the region.

In some markets, building rural distribution is challenging. We are working to develop innovative

models and distribution networks to reach more consumers. For example, a Colgate team in Cameroon recognized an opportunity to improve coverage and customer service levels in smaller towns by using branded motorcycles able to distribute large quantities of products in the retail environments. The new model increased deliveries per week by 500 percent and increased sales by 43 percent.

Colgate has also established a 2020 goal “to have a positive impact by expanding access to affordable health and wellness products for millions of people in underserved communities.” This will include continuing to commercialize affordable toothpaste and other health and wellness products and increasing access through expanded distribution and community programs. Colgate people are working to set plans and goals for this commitment.



Engaging Shoppers in Remote Villages

Many people around the world do not have access to basic dental care and education. As a leading provider of oral care products, Colgate has the unique ability to address this major social issue and to improve the oral health of families around the world. In India, Colgate engages with rural shoppers by participating in the village haat, an outdoor weekly market which serves as the main congregation point in remote areas of the country. Colgate toothpaste is sold here in small, affordable sizes along with Colgate manual toothbrushes. These activities are increasing toothpaste consumption among the thousands of villagers who visit the haat regularly, building a vital oral health habit in these areas.

Partnering with Customers



In Mexico, Colgate partnered with Chedraui stores on an in-store campaign to remind consumers how much water they could save by turning off the tap.

Colgate partners with hundreds of thousands of retail stores, large and small, to sell our products around the world. Treating all retail customers with fairness and integrity is a priority. Colgate engages its customers worldwide by sharing unique shopper insights, providing innovative in-store marketing communications and merchandising techniques and developing and executing joint business planning initiatives. These activities ensure the right product assortment at each location and help to make shopping a consumer-friendly, enjoyable experience that drives increased sales for both Colgate and the retailer.

To ensure continued success, Colgate tracks retailer satisfaction in 20 of our largest subsidiaries every two years. The Company participates in a widely-used industry standard syndicated survey run by the Advantage Group. The objective is to measure our Customer Engagement with the goal of strengthening our performance across key markets. In 2014, Colgate was ranked as the No. 1 manufacturer in six separate countries. Colgate was also ranked in the top one-third of all manufacturers in countries representing 93 percent of the business. Additionally, Colgate participates in a program to obtain feedback from six major global retailers. Results are analyzed at a customer, country, region and global level and are used to identify global trends, providing key input to shaping the direction of the company's overall customer engagement strategy. In 2014, Colgate was ranked No. 3 out of 19 industry-leading "Fast Moving Consumer Goods Manufacturers" for the third year in a row.

Colgate also partners with key customers to advance our mutual sustainability goals. We often partner to engage consumers with programs such as our "Bright Smiles, Bright Futures" oral health education program, Operation Smile and Terracycle. We also regularly report to several retailers through product stewardship surveys.

Highlights

- Colgate collaborated with Target in the U.S. to make a donation to the St. Jude Children's Research Hospital's Target House with sales of an exclusive children's toothpaste and toothbrush, as well as Softsoap liquid hand soap and Palmolive dish liquid.
- Colgate partners with retail stores around the world such as Walgreens, Carrefour, Walmart, Coles and Rossman to promote oral health through our "Bright Smiles, Bright Futures" program and other oral health programs.
- In the U.S., Walmart has featured Colgate and our products in the launch of the online Walmart Sustainability Leaders shop. The shop on Walmart.com features more than 10,000 items made by companies identified as leaders in a product category based on the Walmart Sustainability Index. Colgate products from Softsoap brand hand soap to Palmolive dish detergent are available in the online shop.
- In Brazil, Colgate has partnered with Walmart on three successful "End-to-End" projects to improve sustainability across a product's value chain. For example, making changes to a shopper pack of toothpaste and soap reduced greenhouse gas emissions, plastic and fuel use.
- Colgate partnered with Coles Supermarket in Australia to promote oral health education with the "Bright Smiles, Bright Futures" program in stores, helping to increase sales of Colgate children's oral care products in 2014.

Performance

Product Sustainability Partnerships

Colgate partners with industry groups, non-governmental organizations and research groups around the world to meet our product sustainability goals and to share insights to collectively work towards more sustainable product offerings. Below are some highlights.

- Colgate was one of 25 American Cleaning Institute (ACI) member companies to complete the requirements for ACI's first year of the Charter for Sustainable Cleaning. Companies who sign-up for the Charter must formally commit to the ACI Principles for Sustainability, participate in ACI's Sustainability Metrics Program and work toward implementing a set of Essential Sustainability Procedures and Activities (SPAs).
- Colgate is also committed to the European International Association for Soaps, Detergents and Maintenance Product's (AISE) Charter for Sustainable Cleaning.
- Colgate is an active member of the Home and Personal Care Sector of The Sustainability Consortium, which is committed to improving product sustainability through the development of a standardized Sustainability Measurement and Reporting System.
- Colgate is a member of the Forum for the Future Beauty and Personal Care Working Group, an industry collaboration to improve sustainability in the beauty and personal care sector.
- As a member of the Grocery Manufacturers Association, Colgate is contributing to the development of the Information Transparency Initiative (ITI), driving progress to deliver product information to consumers effectively and efficiently.
- Hill's Pet Nutrition is a member of the Pet Food Sustainability Working Group, a collaboration to align on sustainability principles for the pet food industry.
- Colgate joined with other companies in 2011 to found the American Institute for Packaging and the Environment (AMERIPEN), which is focused on coordinating the industry's environmental packaging efforts.
- Colgate has recently become a member of The Forest Trust (TFT) to help us develop and implement strategies to meet our palm traceability commitment.
- Colgate is a member of the Roundtable on Sustainable Palm Oil (RSPO), which is working on solutions for the use and growth of sustainable palm oil.
- Colgate is a member of the Round Table on Responsible Soy (RTRS), an internationally recognized forum working to develop and promote a standard of sustainability for the production, processing, trading and use of soy.
- Colgate is a member of AIM-PROGRESS, a global industry forum to promote responsible sourcing practices and sustainable production systems. It is a global initiative supported and sponsored by the European Brands Association in Europe and the Grocery Manufacturers Association in North America.
- Colgate continues our commitment to finding and using alternatives to animal testing through support and involvement with the European Partnership for Alternative Approaches to Animal Testing (EPAA) and the Institute for In Vitro Sciences (IIVS).
- Colgate is an active member of the Society of Toxicology (SOT). SOT is committed to creating a safer and healthier world by advancing the science of toxicology. In addition to supporting these broad objectives of SOT, Colgate also supports the Society specifically in the areas of research and education in the field of alternatives to animal testing. This support funds education and research for students and postdoctoral fellows and then makes grants available to in-career researchers to advance the development of non-animal methods for research and testing.
- Colgate is a Global Partner in the Society of Environmental Toxicology and Chemistry (SETAC). Colgate supports SETAC's mission to develop principles and practices for protection, enhancement and management of the environment by providing a forum where professionals can exchange ideas and discuss environmental challenges, regulations, research and development and environmental education.

Planet

Operating in today's world requires an enhanced focus on conserving earth's finite resources, addressing climate change and maintaining the well-being of our planet for generations to come. Colgate's planet-related commitments cover the environmental issues material to the Company, our energy use, carbon emissions, water use and waste generation, as well as our

At a Glance

19.7%

reduction in greenhouse gas intensity and 19.1% reduction in energy intensity in 2014 vs. 2005⁽¹⁾

33%

reduction in water use per ton of product manufactured in 2014 vs. 2005⁽¹⁾

22%

reduction in waste sent to landfill per ton of product manufactured vs. 2010⁽¹⁾

40%

Approximately 40% of our packaging materials by weight globally come from recycled sources

65%

of our manufacturing facilities have achieved U.S. EPA ENERGY STAR Challenge for Industry Recognition

⁽¹⁾ Subject to final certification by third-party auditor.

Planet

commitment to no deforestation. We are also committed to sustainably built and run facilities. We are making progress in each of our planet goals and working with partners and consumers to make “Planet” a priority.

9

LEED-certified facilities and over 10 additional LEED projects underway

52%

of suppliers responding to CDP Supply Chain Survey have set an energy reduction target

80%

Over 80% of our pulp and paper is certified or is in the process of being certified as being sourced from responsibly managed forests

999 Million

Promoted water conservation awareness to an estimated 999 million people on our packaging, in retail stores, and through our “Bright Smiles, Bright Futures” program since 2013

100%

of palm oil and palm kernel oil purchases covered by GreenPalm certificates or by the purchase of certified physical oils

Climate and Energy

We believe businesses have a vital role to play in mitigating climate change, and we are committed to continuously improving our greenhouse gas governance and performance around this challenge. Through reducing our energy use, exploring renewable energy options and managing carbon emissions in our supply chain, we are making strides to reduce our carbon footprint.

As part of our strategy to track and reduce greenhouse gas emissions, Colgate tracks direct and indirect

CO₂ emissions, as well as direct nitrous oxide emissions, sulfur hexafluoride emissions, HFC emissions and PFC emissions. Direct or Scope 1 emissions are from sources that are owned by Colgate. Indirect or Scope 2 emissions result from our purchase of electricity, heat or steam produced by other entities. Colgate is also working to track our Scope 3 emissions from upstream production and supply, as well as downstream distribution and consumer use.

Colgate's Carbon Footprint

● Direct Emissions / Scope 1

Colgate Factory Emissions and Facility
On-site Fuel Usage



● Indirect Emissions / Scope 2

Purchased Electricity for Colgate Operations



● Other Emissions / Scope 3

Purchased &
Capital Goods



Fuel/Energy
Activities



Transportation & Distribution



Business Travel & Commuting

Leased Assets

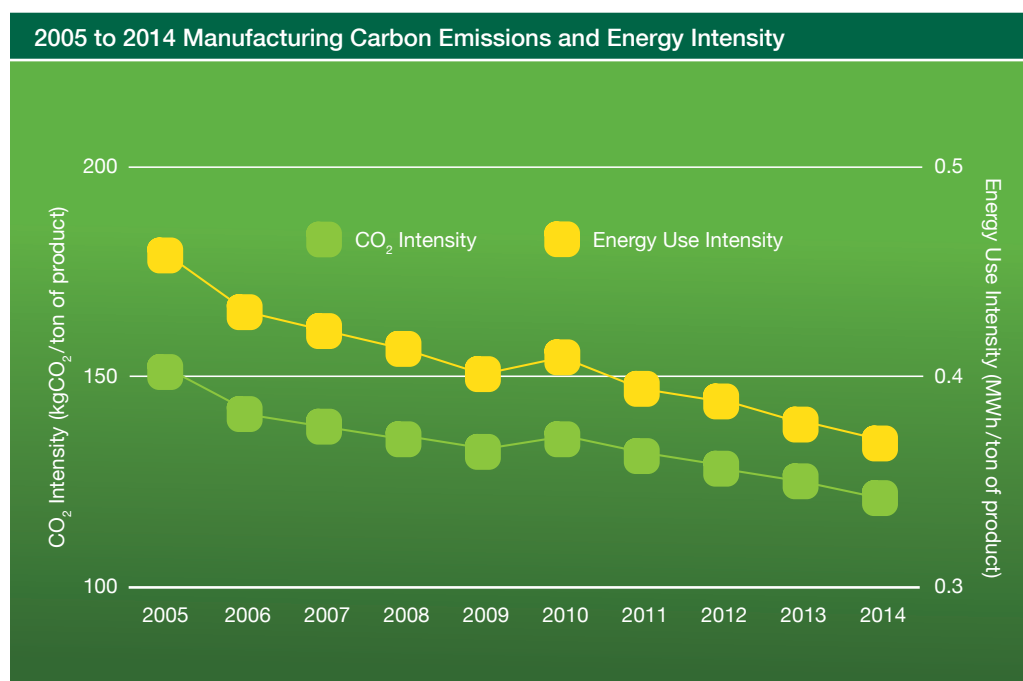


Product Use & End of Life



Planet

Colgate's 2015 goal is to reduce both the energy consumption and carbon emissions intensity associated with the manufacture of our products by 20 percent vs. 2005. We have nearly reached our goal, with a 19.1 percent reduction in energy and a 19.7 percent reduction in carbon emissions intensity in 2014 vs. 2005.⁽¹⁾



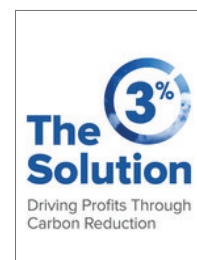
We have avoided CO₂ emissions equivalent to removing approximately 180,000 passenger cars from the road for one year since 2005.



Our Climate Change Commitment

In 2014, Colgate took the next step on our carbon reduction journey. As part of our 2015 to 2020 Sustainability Strategy, Colgate has committed to reduce carbon emissions on an absolute basis by 25 percent compared to 2002, with a longer term goal of a 50 percent absolute reduction compared to 2002. Colgate worked with Walden Asset Management to help shape our strategy. Our targets are science-based and in line with the CDP and World Wildlife Fund report, *The 3% Solution*, of which Colgate was a sponsor. The report calls upon U.S. companies to together reduce annual emissions from 2010 levels by 1.2 billion metric tons by 2020. In further support of a science-based target, Colgate has also joined in the CDP and We Mean Business Coalition's "Road to Paris 2015" commitments, publicly committing to adopt a science-based greenhouse gas emissions reduction target.

Our goal will allow us to play our part in limiting global warming to 2°C, as recommended by the Intergovernmental Panel on Climate Change. As part of our strategy to achieve the 25 percent absolute reduction, Colgate has also committed to reduce our manufacturing energy intensity by one-third compared to 2002 and to promote the use of renewable energy.



⁽¹⁾ Subject to final certification by third-party auditor.



Colgate named a U.S. EPA ENERGY STAR Partner of the Year for the 5th year in a row and 65% of our manufacturing facilities have achieved U.S. EPA ENERGY STAR Challenge for Industry recognition.

Improving Eco-Efficiency

Colgate has a long-standing energy-reduction program that has brought us reductions in greenhouse gas emissions and energy use intensity, as well as financial savings for over a decade. Our Global Energy Reduction Team made up of environmental professionals, engineers, site energy coordinators and facility leaders works together to identify and implement energy-saving opportunities and projects at our plants and share best practices around the globe. All facilities work to complete the Colgate “Top 10 Energy Actions,” which focus on the most practical and impactful energy savings activities such as energy inspections, annual energy assessments and sub-metering plans, as well as guidance for monitoring use of motors, compressed air, lighting and factory downtime. Colgate also seeks to invest at least 5 percent of our annual manufacturing capital expenditure budget in “planet-related” projects—“5% for the Planet.” A minimum of 2 percent of the budget is targeted specifically toward energy reduction projects. Another key energy-reduction driver for Colgate is the Energy Treasure Hunt program, conducted each year at multiple Colgate sites. Colgate’s energy efficiency efforts have not only reduced our greenhouse gas intensity, but also avoided over \$400 million in energy costs for the Company since 2003.

2014 Highlights

■ Emporia, Kansas, U.S.

The drying process in making Hill’s Pet Nutrition dry pet food accounts for a significant portion of our Emporia, Kansas plant’s total energy use. With better relative humidity controls, metering and an improved control system, the plant is now able to efficiently control its drying process. The changes are estimated to provide a 10 percent reduction in natural gas usage and a 30 percent reduction in electricity consumption during the drying process. Colgate is working to implement these unique control improvements in all of our pet food driers globally.

■ Cali, Colombia

By fixing air compressor leaks, moving to LED lighting and upgrading steam traps, along with other changes, the Cali, Colombia plant is expected to reduce CO₂ emissions by 690 metric tons and save over \$130,000 annually.

■ Anzio, Italy

By recovering heat and reducing wasted water and energy, our Anzio, Italy facility is expected to reduce electricity use by 44 Megawatt-hours and CO₂ emissions by 115 metric tons each year. These energy improvements along with a 290 Megawatt-hour/year photovoltaic system and on-site cogeneration allows the facility to operate with minimal grid electricity purchases for most of the year.

■ Bangpakong, Thailand

Three energy reduction projects at the Bangpakong, Thailand plant to improve and upgrade cooling, heating and electrical systems are expected to reduce CO₂ emissions by over 1,200 tons and provide an estimated savings of \$225,000 per year.

Planet

Energy Treasure Hunts

As part of our energy and greenhouse gas emissions reduction strategy and our U.S. EPA ENERGY STAR partnership, Colgate engages people on the ground through the Energy Treasure Hunt program. Over a three-day period, 30 to 50 participants visit all areas of a facility, searching for energy waste and brainstorming opportunities for improvement. The process challenges the status quo and generates new ideas for energy and cost savings. Engaging employees through this program has helped to drive Colgate's energy reduction culture.

Since the program's launch in 2013, over 400 Colgate "treasure hunters" in ten countries have identified more than 1,000 energy-saving ideas and identified over \$14 million in potential energy savings. Colgate has also rolled out a toolkit and website as another way to assist facilities in conducting their own regional and local Treasure Hunts. In 2015, we will continue to conduct both global and regional Treasure Hunts at sites around the world, focusing on the largest energy users.

Energy Treasure Hunts

400 Colgate
"treasure hunters"

10 countries

Over \$14 million
in potential
energy savings





Colgate joined the U.S. EPA's Green Power Partnership in 2014.



In 2014, Colgate purchased wind power renewable energy certificates generated from Smoky Hills Wind Project Phase II in Kansas and from the Langdon Wind Farm in North Dakota.

Renewable Energy

We continue to evaluate renewable and alternative energy sources such as solar, wind, biomass, fuel cells, green power and cogeneration for feasibility and applicability in various locations worldwide. We have installed on-site renewable energy in the form of solar panels in Mexico and Italy and use solar water heating at several global sites.

In 2014, Colgate also joined the U.S. EPA's Green Power Partnership, which encourages the voluntary use of green power to reduce the environmental impacts associated with conventional electricity use. Partners benefit from the use of green power, while supporting the development of renewable energy in the United States. Colgate purchased wind power from facilities in the electricity grids that serve its U.S. manufacturing plants. In 2014, Colgate purchased "Green-e certified" wind power renewable energy certificates generated from the Smoky Hills Wind Project Phase II in Kansas and from the Langdon Wind Farm in North Dakota. Colgate is also actively exploring renewable energy procurement options related to Power Purchase Agreements (PPAs) as another way to support the development of additional wind and solar energy projects.

For many years, Colgate has utilized an internal team of experts to evaluate our best global opportunities to implement cogeneration as a cost-effective, environmentally beneficial technology. Even though we are not an energy-intensive company, we have found several instances to install cogeneration systems as a way to reduce emissions of greenhouse gases, lower costs and increase energy reliability around the world.

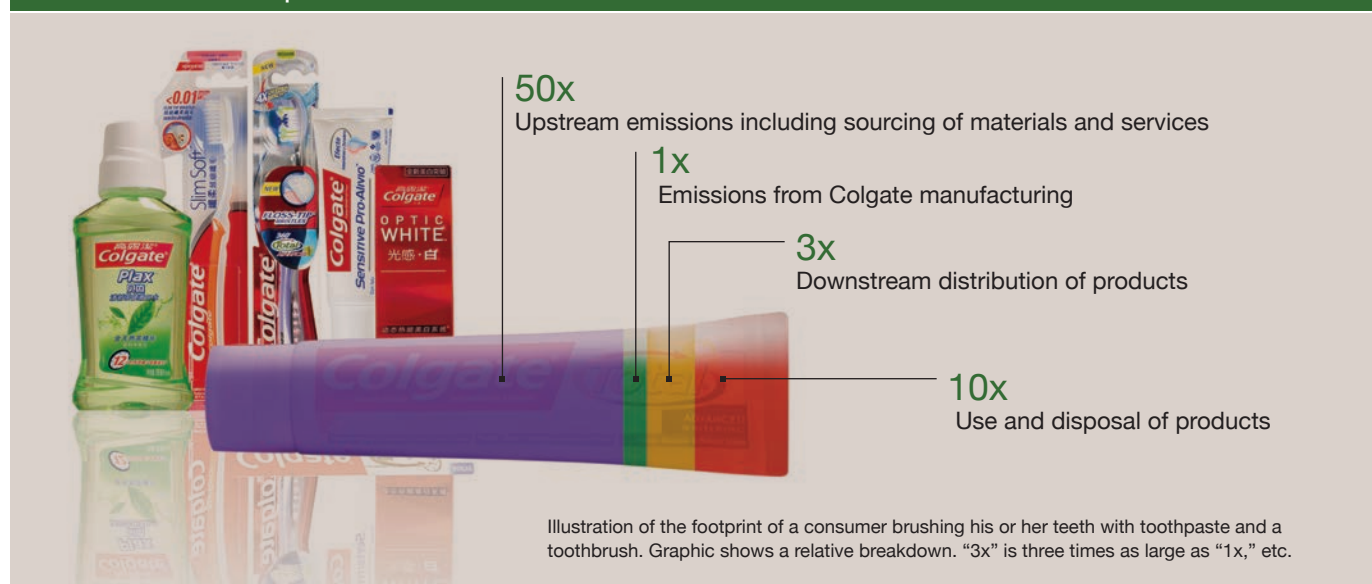
Improving Refrigerants

Although Colgate is a minimal user of refrigerants, we are doing our part to responsibly manage the quantities of refrigerants we use over time. We are currently establishing a global refrigerant baseline inventory and developing a Refrigerant Management Standard and associated e-learning training tool, which will assist our global facilities in transitioning toward less GHG-intensive refrigerants.

Value Chain Footprint

We understand that the carbon footprint of most companies goes well beyond the boundaries of their own operations. As a way to explore and quantify Colgate's end-to-end impacts, we undertook a comprehensive top-down carbon footprint exercise related to our global Oral Care value chain. Based on this innovative approach, we learned that approximately 95 percent of Colgate's Oral Care carbon footprint is associated with areas both upstream and downstream of our own operations, such

Oral Care Carbon Footprint Estimated Breakdown



as sourcing of raw and packaging materials, transportation of goods and consumer use and disposal of our products. Colgate has shared this practical approach with key partners such as the World Resources Institute and CDP (formerly Carbon Disclosure Project) to help collaboratively find simple ways to estimate and reduce greenhouse gas emissions in a company's value chain. In 2015, Colgate will be expanding this leading work by developing our "Scope 3 Roadmap" aimed at targeting priority areas of highest carbon reduction opportunity.

Engaging Our Supply Chain

Colgate has also participated in CDP's Supply Chain Leadership Collaboration Project since its inception in 2008, increasing the scope of suppliers each year. Colgate currently collects information on suppliers' carbon emissions and plans for reduction, as well as water use. Fifty-two percent of our suppliers responding to the CDP Supply Chain survey have set an energy reduction target.

2015 Goal

70%

of suppliers responding to the CDP Supply Chain Partnership Survey will set an energy reduction target. So far, 52% have set a target.





In the U.S.,
Colgate-Palmolive and
Hill's Pet Nutrition
are U.S. EPA SmartWay
Transport Partners.

Moving Products to Consumers

Colgate is working to reduce the greenhouse gas emissions associated with the shipping of our products, with a 2015 goal to reduce emissions by 20 percent per ton of production compared to 2010. Colgate's Customer Service and Logistics team continues to implement sustainable and efficient logistics projects around the globe that have removed over 3,000 tons of carbon from our distribution network and deliver an estimated \$3.5 million in annual savings.

Colgate's logistics planning serves to reduce costs, better serve our customers and reduce our carbon footprint. In developed markets where intermodal infrastructure is available, we are working to increase the amount of intermodal transportation — by which goods are shipped in an intermodal container or vehicle that can move through different modes of transportation, such as by sea and rail. When compared with using trucks and aircraft, intermodal transportation reduces greenhouse gas emissions and reduces cost.



Colgate is working to increase our use of intermodal transportation in developed markets where infrastructure is available.

In emerging markets where intermodal infrastructure is less available, Colgate is utilizing ocean freight, efficient planning and load optimization. Colgate is increasing utilization of sea freight in Mexico, Brazil and Central America. Across all of our distribution networks, we are continuing to optimize load weight and routing. We are implementing backhauling (filling a vehicle with goods for the return trip to avoid driving with an empty truck) with select trade partners globally. The movement of our warehouse location in Mexico has allowed Colgate to deliver nearly 2,000 tons in carbon reduction and \$1.3 million in cost savings annually, as well as remove over 1,400 trucks from the road.

Planet

In North America, we are beginning to move toward alternative fuels. Colgate has partnered with Saddle Creek Logistics Services to ship our products to certain retail locations in the Southeast U.S. using compressed natural gas tractors, a lower-carbon alternative. We also improved load-weight efficiency in 2014 through our Excellence in Driving Growth through Efficiency (EDGE) program.

We are making strides on carbon reduction in several geographies and we remain fully committed to reducing our impact in this area. North America has reduced logistics greenhouse gas emissions by 34 percent per ton of finished goods moved since 2010. Europe has reduced logistics greenhouse gas emissions by 23 percent per ton since 2008. However, given the limited intermodal infrastructure outside of the U.S. and Europe, as well as the expansion of our distribution in emerging markets like Africa and Indochina, we do not expect to achieve our goal of a 20 percent global reduction by 2015.

Additional Emissions

“NO_x”, or nitric oxide, and nitrogen dioxide emissions contribute to smog and acid rain, and lead to formation of ozone, which is a greenhouse gas. Colgate estimates NO_x emissions from Colgate’s North American and European car fleets and from the trucks that deliver Hill’s Pet Nutrition products to retail customers in vehicles that are controlled by Colgate. We are working to increase the tracking of our global car fleet emissions to include other Divisions.

Volatile organic compounds (VOCs) also react to form ozone in the atmosphere. As Colgate is not a large emitter of VOCs from stationary sources, we have not historically tracked VOCs globally. Certain sites may track data as needed in accordance with local air permits. Colgate does report the VOC content and sales data for products sold in the state of California to meet the California Air Resources Board requirements. In addition, as part of our product sustainability scorecard, we compare the VOC content of new products to existing products in order to drive reductions.

Our telecommuting options in some locations are allowing for opportunities to reduce commuting-related emissions, along with a transition to smaller, more open and collaborative workspaces to reduce our building carbon footprint. We are planning to include the Scope 3 category of Employee Commuting as part of our overall carbon footprinting scope moving forward.

Climate Resilience

Prudent environmental risk management is key to the well-being of the Company and the delivery of our strategic objectives. The increasing frequency and intensity of climatic events has increased the potential for manufacturing and supply chain disruption due to extreme weather events. A robust enterprise risk management program helps ensure continuity of supply of single-source, climate-sensitive raw materials, as well as business readiness in the event of supply, manufacturing or logistics disruption. Colgate tests our Business Readiness Plans annually. We also have a Hurricane Contingency Plan, which increases the inventory of surfactant feedstock (an ingredient in many personal and home care products) to prevent disruption in the event of a storm affecting the Gulf of Mexico.

Joint in Transportation Cooperative

In Europe, Colgate is a founding member of the Joint in Transportation Cooperative, an initiative to aggregate volumes and drive cost efficiency associated with intermodal shipping. In 2013, we established a shipping corridor to and from our facilities in Poland in partnership with other multinational companies, which we maintained in 2014; we are currently evaluating a possible expansion to a North/South corridor in 2015.

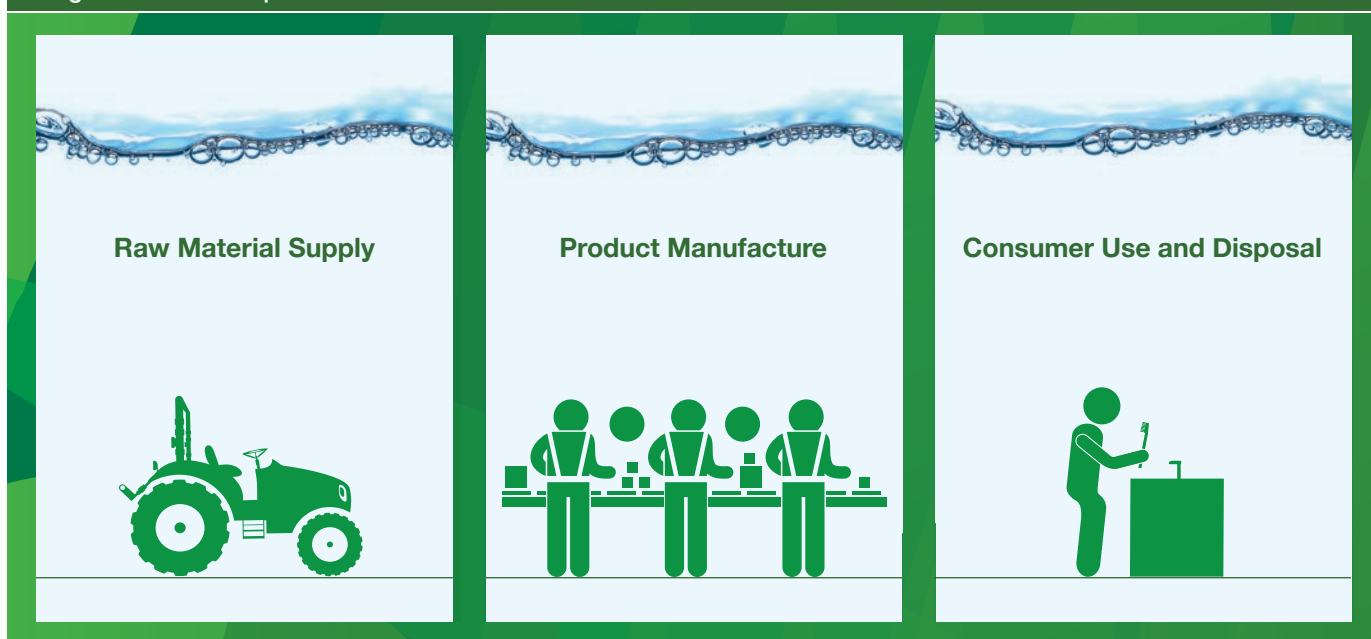


Further detail of our risk management strategies related to both climate change and water availability can be found in our response to CDP’s annual climate change and water surveys.

Making Every Drop of Water Count

Water is one of life's most basic needs, and it is essential for business growth as well. Water is an ingredient in many Colgate products and is required in almost every phase of the product life cycle, from sourcing raw materials, to producing products, to consumer use of products. Clean water is also vital to the communities we serve and is an increasingly scarce resource in many regions of the world.

Colgate's Water Footprint



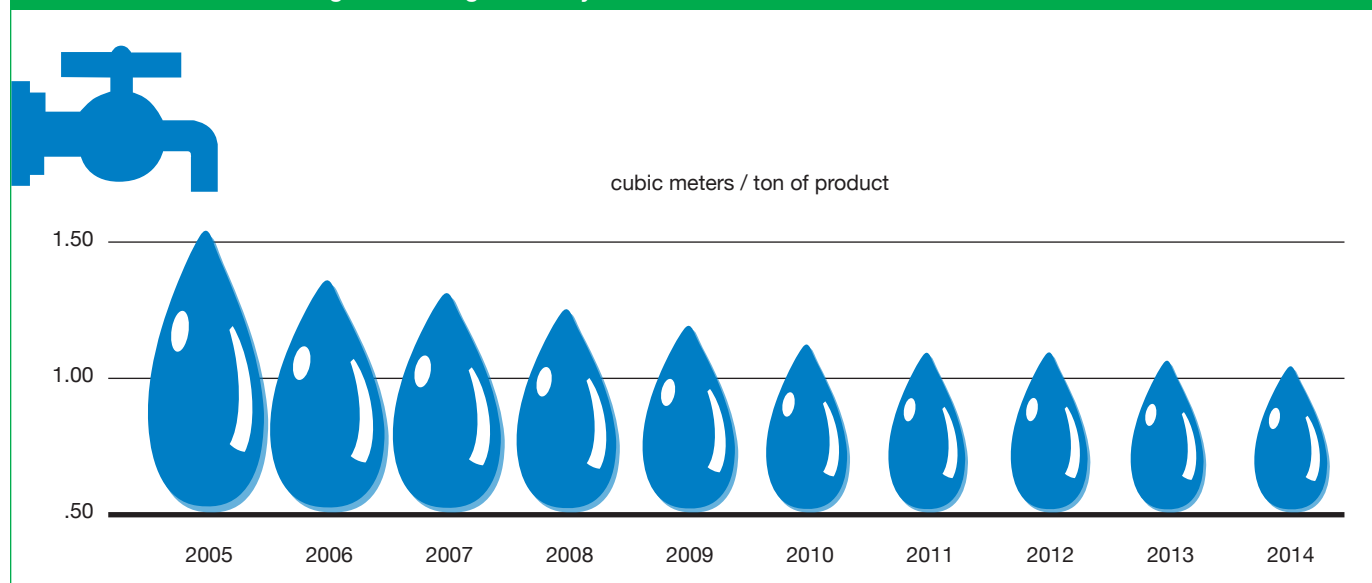
In general, Colgate's water footprint consists of three main areas: the water used by our suppliers to produce the raw materials we purchase; the water used by our facilities to manufacture our products, as well as the water used in our products; and the water associated with the consumer use and disposal of our products. Traditionally, we have had a strong focus on reducing the water use in our own operations; however, by evaluating the entire value chain water footprint, we know that this only represents a small portion of the opportunity and are now developing new strategies to address water impacts beyond our operations.

Colgate's Water Use

Colgate's 2015 goal is to reduce the water consumed per unit of production in the manufacture of our products by 40 percent vs. 2005. We have reduced water use by over 33 percent as of 2014.⁽¹⁾ Colgate's new 2020 goal will take us even further—we will reduce our manufacturing water intensity by half compared to 2002 and find ways to replenish water withdrawn in highly-stressed regions.

⁽¹⁾ Subject to final certification by third-party auditor.

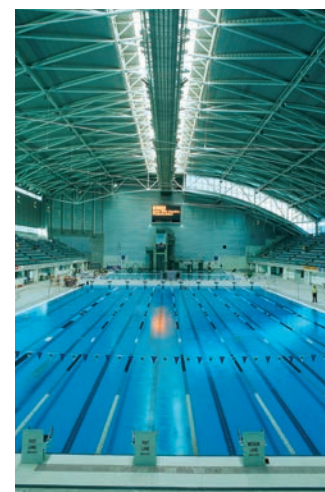
2005 to 2014 Manufacturing Water Usage Intensity*



* Excluding water in products

A Global Manufacturing Water Reduction Team leads efforts for delivering water reduction at our facilities through several programs. A standard Water Balance Tool helps sites to identify and measure complex water flows throughout our manufacturing processes. This tool assists sites in prioritizing water reduction opportunities. Additionally, a new Colgate Water Stewardship Standard was launched in 2014 that broadens facility water programs to include water conservation, water risk assessments and technical engineering applications that help reduce water. Since water scarcity varies significantly by geographical region, our Water Stewardship Standard sets more stringent requirements for sites located in water-stressed areas. We have also launched Colgate's "Top 10 Water Actions" program to identify and implement water reduction opportunities at our manufacturing facilities and technology center sites. These water actions include performing water conservation assessments, evaluating and implementing water reuse/reduction projects, and performing cleaning and sanitization more efficiently.

Colgate continues to use the "True" Cost of Water Toolkit. Developed with Rutgers University Business School and its Supply Chain Management Program, the manufacturing-based tool is designed to help sites quantify some of the hidden costs of water, such as pre-treatment, pumping, and wastewater treatment, thereby increasing both economic and environmental opportunities for reduction. With broad participation from our global sites, we have found an average "true" cost of water that is 2.5 times more than the purchase cost alone. In 2014, the tool was enhanced to add the capability of calculating and reporting water recycling rates, allowing us to track our progress in the recycling and reuse of water. For example, at our Via Anchieta facility in Brazil, we recycle more than 37 percent of the wastewater treatment plant effluent for use as cooling water in the site's cooling towers. At our Baddi facility in India, we recycle 38 percent of treated wastewater for use in restroom facilities, in irrigating the site's green areas and as a raw water source for the plant's utilities.



We have avoided enough water consumption to fill approximately 6,800 Olympic-sized swimming pools since 2005.

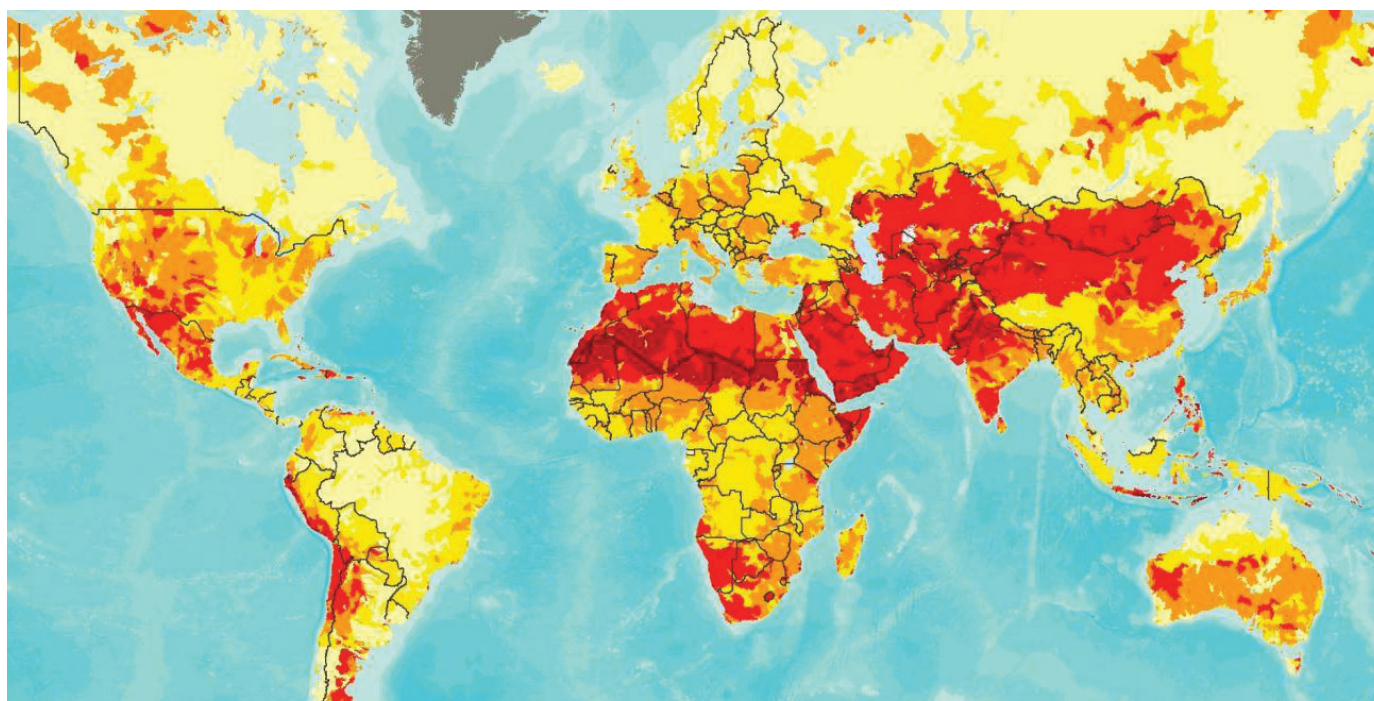
Planet

As a way to assess the risks associated with global water issues and to work toward our goal to replenish the water we use in highly-stressed regions, Colgate has developed a strategy to assess, prioritize and act on water stress and risk issues for our manufacturing sites in all geographies. For several years this has included both geographical and local evaluations of risks and opportunities. Colgate uses the World Resources Institute (WRI) Aqueduct tool to assess a variety of water-related risks, including water stress, drought and flood. We are contributing to a WRI Working Paper on the Aqueduct tool, which will be available on the WRI Aqueduct web site. Colgate has also engaged experts to undertake targeted water risk assessments at selected locations in Mexico and India, and is hosting a student project in the MIT Sloan School of Management's Action Learning Sustainability Lab to help develop a strategic

approach to replenish water at our sites in highly-stressed regions.

Engaging Suppliers

In 2014, we began requesting our "Tier I" suppliers, those who supply directly to Colgate, to participate in the CDP Water Supply Chain Survey to better understand the risks and opportunities associated with water scarcity and other water-related issues. More than 75 percent of our key suppliers were surveyed, including our largest raw material suppliers and contract manufacturers. Nearly two-thirds of responding suppliers have integrated water into their business strategy and 75 percent have integrated climate change into their business strategy. In future years we will continue to refine and expand the data set, as our knowledge of source locations and water-sensitive materials increases.



According to the World Resources Institute, 36 countries around the world face "extremely high" levels of water stress, leaving communities and businesses vulnerable to water scarcity.



WORLD
RESOURCES
INSTITUTE



AQUEDUCT™
Measuring and Mapping Water Risk

Reaching Consumers with Conservation Messaging

As many of our products require water for use, consumers have an important role to play in helping the environment as they use our products. Through actions such as turning off the tap while brushing their teeth and washing their hands, and taking shorter showers, much water can be conserved. In order to help consumers in this effort, Colgate committed to promote water conservation awareness among over two billion consumers by 2015 and all of our global consumers by 2020. We have started on the journey—promoting water conservation awareness to an estimated 999 million⁽¹⁾ people since 2013 through reminders on our packaging, through our oral health education and handwashing awareness programs and through digital and in-store engagement.



Beginning with North America, Colgate is rolling out our Save Water logo reminder on the back of the product package globally, with a link to our new web site Colgate.com/SaveWater. The site gives water saving tips and reminders for toothbrushing, handwashing, dishwashing and showering, and is available in ten languages.

In Peru and the U.S., Colgate aired a television communication to drive home the message that brushing your teeth with the tap running can waste over 10 liters of water, which is more than many people in the world use in a month. The video has also been shared online in several countries with over 500,000 views. The video won a “Cannes Lion” award, a top global recognition for communications.



- Colgate is working with The Nature Conservancy on a new initiative to raise awareness of water issues in the U.S. and encourage consumers to conserve this vital resource.
- In Mexico, Colgate partnered with Chedraui stores on an in-store campaign to remind consumers how much water they could save by turning off the tap.

To encourage employees to conserve water, in 2014 Colgate invited our people at several locations in the U.S. and Brazil to share their own personal water conservation pledges by uploading photos along with their pledge to Colgate’s internal Save Water Community web page. Ideas ranged from fixing leaky faucets to collecting rainwater for gardening and making “mud pies.” More employees around the world are joining this Save Water Community in 2015.



⁽¹⁾ Estimated by tracking the number of products with on-package water conservation reminders, our oral health and handwashing education programs that include water conservation messaging, the reach of in-store water conservation campaigns and the reach of digital consumer campaigns, videos and web sites.

Providing Access to Water

One of Colgate's 2011 to 2015 and 2015 to 2020 Sustainability Strategy goals is to work with local and global organizations to help promote access to clean water. To accomplish our goal, we launched our partnership with Water For People in 2013 in Guatemala and India. In 2014, Colgate contributed to Water For People's Everyone Forever program, helping them to reach over 100,000 people in 2014 with water, sanitation systems and/or health and hygiene education in Guatemala, Peru and India. Colgate employees also visited schools in Guatemala that received clean water through the collaboration. Together they built playgrounds, planted gardens, painted murals and improved school facilities. Colgate volunteers also taught the "Bright Smiles, Bright Futures" oral care education and handwashing programs to children and their families.

Colgate will continue our partnership with Water For People in 2015 to support their goal of 100 percent drinking water coverage in 30 districts across ten countries by 2018.



Colgate continues our sponsorship of "Play Pumps" in South Africa, which provide an opportunity for children to play and help villages obtain clean water from wells. Colgate now sponsors 25 pumps.



Partnering with Water For People

Colgate's contributions to Water For People's Everyone Forever program helped them to reach over 100,000 people in 2014 with water, sanitation systems and/or health and hygiene education in Guatemala, Peru and India.



water for people

Planet

Reducing Waste

Colgate has a 2015 target to reduce waste sent to landfills from our operations by 15 percent per unit of production compared to 2010. We have already exceeded the goal, reducing waste by 22 percent⁽¹⁾ in the past four years. As part of our 2015 to 2020 Sustainability Strategy, we will go further—we will halve our manufacturing waste sent to landfill per ton of product compared to 2010, working toward our goal of “Zero Waste.”

Colgate sites have been reducing, reusing and recycling waste for many years. We have developed automated Landfill Waste Scorecards for all of our sites to help increase the visibility and understanding of our waste reduction opportunities on a real-time basis.

Colgate’s “Trash to Treasure” program encourages Colgate sites to find opportunities to reduce, reuse and recycle waste. Colgate’s Trash to Treasure Awards program provides awards to sites meeting our Zero Landfill Waste definition, as well recognizes those sites that send less than 5 percent of waste to landfills. Our Hill’s Etten-Leur, Netherlands and Hustopece, Czech Republic sites are the first to receive Colgate’s “Zero Waste to Landfill” award. In addition, five of our plants have received “Performance Leader” recognition for sending 5 percent or less of their waste to landfills.



**BUREAU
VERITAS**

Bureau Veritas has validated Colgate’s Zero Landfill Waste definition and the “Zero Waste to Landfill” status of Colgate’s Etten-Leur, Netherlands and Hustopece, Czech Republic sites.

Waste Progress

Year	Waste to Landfill Per Ton of Production (kg /ton)	Recycle Rate (%)*
2010	10.3	60
2011	9.8	62
2012	9.4	63
2013	8.5	67
2014	8.0	72
Since 2010, reduced waste sent to landfill per ton of product by 22%⁽¹⁾		
*Recycle Rate includes all recycling and beneficial reuses		

Colgate’s “Zero” Landfill Waste Definition

No site byproducts are sent to a landfill, treatment facility or incineration without beneficial reuse or energy recovery for a full year.

- Excludes wastewater discharges (non-bulk), ash from waste-to-energy, and wastes required to be treated/landfilled by regulation
- A maximum of 20% (by weight) of a site’s total waste may be sent to waste-to-energy
- Episodic construction and demolition wastes are appropriately managed and accounted for separately

⁽¹⁾ Subject to final certification by third-party auditor.

Planet

Our Hill's Pet Nutrition manufacturing sites are leading the way in reducing landfill waste at Colgate; two sites have achieved the first "Zero Waste to Landfill" recognition. Hill's sites around the world have implemented a sophisticated waste management program in partnership with waste vendors to optimize waste collection, segregation and disposal practices. Hill's is sharing its waste reduction strategy across the organization to enable the same success at all of our facilities.



- In Cambridge, Ohio, Colgate partners with the Ohio-based renewable energy company Quasar Energy Group to create energy from the wastewater from our soap manufacturing process. Since 2012, the partnership has diverted over 21,000 metric tons of waste and saved Colgate over \$1 million.



Recognizing that employee engagement is key to recycling, Colgate conducts Trash to Treasure events at our facilities to better understand the types of trash produced at the site and identify opportunities to reduce waste. Participants roll up their sleeves to dig through the garbage and identify what can be recycled or reused. The site then uses the findings to shape its waste reduction strategy. So far, Colgate has conducted Trash to Treasure events at facilities in Indiana, Texas and Ohio in the U.S., and in Labrador, Australia, with more events planned for 2015.

- At our Via Anchieta plant in Brazil, waste laminate and plastic from toothpaste tubes and toothbrush packaging are collected by a local recycler and remade into roof tiles, furniture and office supplies. Via Anchieta has in turn used the roof tiles at the plant.

Reducing Consumer Waste

We recognize the importance of reducing waste at every stage of the product life cycle, including at the end-of-life of our products and packaging. We have committed to improve the recyclability of our packaging, committing resources to enable breakthrough innovation in Oral Care packaging. We have also committed to deliver 100 percent recyclable packaging in our Personal Care, Home Care and Hill's Pet Nutrition categories. See page 41 for more information on our packaging commitments and progress.

Building a circular economy in which industrial materials and packaging can be recycled and reused is an important part of a sustainable future. In addition to commitments for our own packaging, Colgate has committed to work with stakeholders to drive continuous improvement in local recycling systems. In 2014, we became one of the initial investors in the Closed Loop Fund to develop local recycling infrastructure. In the U.S., municipalities often lack

access to the capital needed to invest in recycling programs and infrastructure. The Closed Loop fund will provide zero interest loans to municipalities and below market loans to private companies, with a goal to develop infrastructure and improve recycling rates. The aim is to invest over \$100 million in the next five years and divert 27 million tons of waste from U.S. landfills. The fund will also seek to co-invest with local private and public investors to magnify its impact.

Colgate has also recently joined CEMPRES (Compromisso Empresarial para Reciclagem, or Business Commitment for Recycling) in Brazil as a member corporation. CEMPRES promotes the concept of integrated management of solid waste, promotes consumer recycling measures and implements education and awareness programs about the importance of the "3Rs," reducing, reusing and recycling. CEMPRES has played a leading role in the successful waste management model in Brazil of integrating informal waste collectors and cooperatives into the recycling process.



Building Recycling Infrastructure

In 2014, we became one of the initial investors in the Closed Loop Fund to develop local recycling infrastructure. The Closed Loop fund will provide zero interest loans to municipalities and below market loans to private companies, with a goal to develop infrastructure and improve recycling rates.

CLOSED
LOOP *fund*



Colgate partners with eco-innovator Terracycle in the U.S., Mexico, Brazil, Australia, Argentina and New Zealand. Terracycle “upcycles” Colgate packaging collected at schools, stores and other locations into new and affordable eco-friendly products, while generating revenue for schools and charities. Terracycle has collected over two million pieces of waste through our programs since we launched our partnership in 2010.



Recycled Playground Challenge

Colgate partnered with Terracycle and retail partner Shoprite in the U.S. on the Recycled Playground Challenge. In-store displays drove awareness for recycling through Terracycle and publicized a contest for schools to win a playground made from recycled toothbrushes and toothpaste tubes. BelovED Community Charter School in New Jersey won the playground by earning the highest amount of “playground credits,” earned by recycling waste and through online voting.

Commitment to Sustainable Buildings

Colgate has nine Leadership in Energy and Environmental Design (LEED®) certified facilities around the world with over ten additional LEED construction projects underway in the U.S., Latin America, Asia and Europe. We have committed to LEED certification for all of Colgate's new construction. LEED is an internationally recognized green building certification system, developed by the U.S. Green Building Council (USGBC). The buildings reduce Colgate's environmental impact, reduce the Company's overall exposure to water and climate change related issues and offer a healthier, more comfortable work environment.

Colgate has been a member company of the USGBC since 2007. Colgate is also a Charter Member of the USGBC LEED Manufacturing User Group: Industrial Facilities, which collaboratively engages in the advancement of LEED and green building practices for the global manufacturing sector. In 2014, together the group shared strategies for manufacturing facilities to meet the next generation of LEED standards and provided input into the development of LEED requirements. Colgate has also contributed to the development of a state-of-the-art tool to share LEED-certified building details. Further information about Colgate's LEED-certified buildings is available on this "Green Building Information Gateway" at www.gbgi.org.



Over 60% of Colgate toothbrushes are produced in LEED-certified facilities.



LEED-Gold in Poland

The expansion of Colgate's facility in Swidnica, Poland has received LEED-Gold certification. The original construction was certified LEED-Silver.

*"LEED" and related logos are trademarks owned by the U.S. Green Building Council and are used with permission.

Environmental Management

It is Colgate's worldwide policy to manufacture and market our products and operate our facilities so that we conform to, and often exceed, applicable environmental, health and safety rules and regulations. Our Environmental, Occupational Health and Safety (EOHS) standards, including the Management Systems Standard, define environmental performance expectations for Colgate facilities. All Colgate facilities have a fully implemented EOHS Management System, covering a wide range of categories, including energy, water and waste management. Colgate's manufacturing environmental performance goals are included in our Global Supply Chain annual objectives, which are cascaded to site-level facility managers, energy managers and EOHS managers.

Colgate sites are expected to self-assess conformance with our Standards at an eighteen-month interval. Corporate audits are conducted every three to five years, and closure progress is reported quarterly and verification audits are conducted to provide closure assurance. Colgate has also launched a third-party Ethical Compliance Audit program for Colgate manufacturing facilities, using the Sedex Members Ethical Trade Audit (SMETA) protocol. The audit protocol investigates criteria covering freedom of association, child labor, hazards, health and safety, wages and benefits, working hours, discrimination, as well as environmental and business ethics matters. A corrective action plan is in place to remedy any potential areas of concern.

Managing Risk

Prudent environmental risk management is key to the well-being of the Company and the delivery of our strategic objectives. We utilize an Enterprise Risk Management Program to identify, assess, prioritize and manage risks. The Enterprise Risk Management Committee is sponsored by the Chairman, President and CEO of the Company and includes representation from key internal business leaders. Risks are collectively identified across the organization and are classified within the Strategic, Financial, Operational, Information Technology, Legal & Compliance and Emerging Risk categories. Each risk category is assigned an owner who is also a member of the Enterprise Risk Management Committee and who is ultimately accountable for successfully managing the identified risk.

Colgate assesses risks associated with our own operations as well as our supply chain. Sustainability risks are addressed by the Enterprise Risk Management Committee. The Operations Risk Management Committee, a subcommittee of the Enterprise Risk Management Committee, addresses risks related to material supply, responsible sourcing and environmental health and safety.

Colgate has a formal process to identify suppliers classified as critical or high risk, such as suppliers of unique technologies or those who supply a large volume to Colgate. We assess the risk of our supply base regarding quality and service through our Enhanced Supplier Management Program risk assessment tool. Additionally, through Colgate's Supplier Responsible Sourcing Assessment Program, Colgate uses an industry-standard self-assessment questionnaire focused on labor practices, health and safety, environmental management and business practices to assess suppliers. When suppliers are assessed as high risk, we perform third-party audits of their facilities. We are including this assessment program as part of our supplier qualification process.

Colgate also surveys our suppliers to identify risk associated with water and climatic events through the CDP Supply Chain program. Five of our responding suppliers reported detrimental impacts related to water in 2014, including flooding. Nearly two-thirds of responding suppliers have integrated water into their business strategy and 75 percent have integrated climate change into their business strategy.

Disclosure and Transparency

We recognize that transparency provides a window into the Company's performance on sustainability. This sustainability report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines (see page 75). We also disclose information on our sustainability progress to several organizations. Colgate has provided information to CDP for over a decade. We have responded to the Climate survey since 2004, the Forest survey since 2012 and the Water survey since 2010. Colgate joined the CDP Supply Chain service in

2012 to engage our suppliers. Colgate provides information to RobecoSAM to inform the Dow Jones Sustainability Index rankings. We also provide information to inform the Newsweek Green Rankings and Corporate Knights Capital's Global 100 Most Sustainable Corporations ranking. Colgate's sustainability information is also available on the Bloomberg Terminal.

Colgate also works with a variety of partners to meet our "Planet" goals. See page 71 for more information on Colgate's partnerships.



Community Engagement

Colgate sponsors teachers to attend the Key Issues Institute: Bringing Environmental Issues to the Classroom professional development program in Colorado, U.S., a program of the Keystone Science School. Teachers come from areas where Colgate has operations. The program gives teachers the skills to use innovative and engaging ideas and methods to investigate current environmental issues with their students. In 2014, Colgate sponsored five teachers from Kansas, Ohio and New Jersey who left with curriculum materials, lab equipment and a new professional network of support from fellow teachers and Key Issues staff.

Our Commitment to No Deforestation



In 2014, Colgate issued a Policy on No Deforestation to support a vision for a future without deforestation and pledging to mobilize resources to help achieve zero net deforestation by 2020. In 2015, we also joined in the CDP and We Mean Business Coalition's "Road to Paris 2015" commitments, committing to remove commodity-driven deforestation from all supply chains by 2020. Given Colgate's product mix and our formulas, our commitment is most relevant for four major forest commodities: pulp and paper; palm oil and derivatives; soy and soy oil; and beef tallow.

Colgate's full policy is available on our web site at ColgatePalmolive.com/Sustainability. Below are highlights and updates on our progress.

Planet

Pulp and Paper

Much of Colgate's packaging material utilizes wood-derived or paper-based products. Over 80 percent of our pulp and paper is certified or is in the process of being certified as being sourced from responsibly managed forests. We have achieved our goal to increase recycled content by 20 percent by 2015 and have set additional packaging targets for 2020, including increasing the recycled content of our packaging to 50 percent (see page 41). Currently, approximately 40 percent of Colgate's packaging materials by weight globally come from recycled sources. We have also taken steps to ensure compliance with the U.S. Lacey Act requiring all product and disposable packaging to be comprised of legally-sourced wood or other plant-based material.

We give preference for verification of pulp and paper supply to the Forest Stewardship Council (FSC) certification standards, but utilize other respected certification schemes as geography and availability necessitate. As part of this commitment, Colgate will continue our long-standing strategy to increase the use of recycled materials, as well as our efforts to optimize the use of other packaging materials.

Palm Oil, Palm Kernel Oil and Derivatives

Palm oil is one of the most widely traded vegetable oils in the world and is used in many food and household products. Over 85 percent of the world's palm oil comes from Indonesia and Malaysia, where land is sometimes converted from forest to palm plantations, resulting in greenhouse gas emissions, impacts on biodiversity and social concerns. Colgate uses palm oil and its derivatives in some of our soap products, toothpastes, anti-perspirants, deodorants and household cleaners.

Since 2007, Colgate has been a member of the Roundtable on Sustainable Palm Oil (RSPO), supporting development of more comprehensive standards to ensure palm oil is grown and harvested in a responsible and sustainable manner. Additionally, we continue to support a moratorium on further deforestation by palm oil producers and have communicated that position to our suppliers who have direct contact with the producers.

Colgate is committed to progressing both traceability and responsible/sustainable sourcing of palm oil in parallel; our work in each area is discussed below.

We have recently become a member of The Forest Trust (TFT) to help us develop and implement strategies to meet our palm traceability commitment. Based on an increased understanding of our upstream supply chain, we expect to:

- Achieve traceability to the mill for palm oil and palm kernel oil (PKO) by early 2016
- Achieve traceability to the plantation for a significant portion of our palm oil and PKO supply; however, we do not expect to achieve full traceability to the plantation by year end due to complexities in our supply chain

In 2013, we took the interim step of purchasing Green-Palm Certificates to cover substantially all of our palm oil and PKO requirements, thus providing support to advance the production of sustainable palm oil in the marketplace. In 2014, we increased the purchase of certified physical oils, based on the mass balance or identity preserved standards, and covered the balance of our requirements for palm oil and PKO with Green-Palm certificates.

We are committed to:

- Working with suppliers and external expert organizations to identify potential social or environmental risk in our palm oil supply chain
- Working toward achieving full traceability of our palm oil supply chain back to the mill by early 2016 and to the plantation by 2020
- Purchasing increasing volumes of physical Certified Sustainable Palm Oil and PKO each year, where feasible
- Purchasing GreenPalm Certificates to cover the remaining percentage of our requirements, gradually phasing out the need for the purchase each year

Planet

Colgate is engaging with our suppliers and requesting that they provide traceability information back to the raw materials sources, and subsequently to commit to responsibly managed farms and plantations. We are also working to build a transparent global supply chain that meets the following criteria:

- No deforestation of High Carbon Stock (HCS) forest ⁽¹⁾
- No deforestation of High Conservation Value (HCV) areas ⁽²⁾
- No use of fire for land clearance
- No new development on peat lands, regardless of depth
- No exploitation of people or local communities ⁽³⁾⁽⁴⁾

See Colgate's Annual Communication of Progress on the RSPO web site for more information on Colgate's palm oil progress.

Soy

Soy, or soy oil, is an ingredient used in certain Colgate products. Colgate sources soy and soy oil from the United States and Brazil.

In 2014, Colgate joined and continues to support the Round Table on Responsible Soy. In addition, we support efforts such as the Soy Moratorium that help minimize deforestation from soy expansion and increase transparency in the soy sector. We are also committed to:

- Map our soy usage and geography of supply
- Work with our suppliers in Brazil and any other high-risk areas to assess the availability of soy that does not contribute to deforestation and will increase our purchases of soy from these sources
- By 2017, procure soy and soy derivatives that are not linked to deforestation, verifying this through independent third-party verification and monitoring

Tallow

Tallow is a key ingredient in bar soap production and is a cattle byproduct. Colgate sources tallow from suppliers in North America, Latin America and Europe. In Brazil, there are concerns that rising demand for beef as a food source is prompting farmers to clear parts of the Amazon rainforest for cattle ranching. Currently, we require Brazilian suppliers to certify that they are following the environmental and social requirements set forth by the Brazilian Institute of Environment and Renewable Natural Resources (IBAMA). We are also working to minimize the amount of tallow purchased from reportedly high-risk areas. We will continue to work with our suppliers to minimize the amount of tallow purchased from high-risk areas with a goal of eliminating such purchases as soon as possible. Moving forward, we will:

- Collaborate with industry and stakeholder groups such as the Global Roundtable for Sustainable Beef to work toward zero deforestation in this area
- By 2017, require all applicable suppliers to be in compliance with the "Minimum Criteria for Industrial Scale Cattle Operations in the Brazilian Amazon Biome" set in 2009

⁽¹⁾ Forests as defined by the HCS Approach developed by GAR, Greenpeace and TFT

⁽²⁾ Areas as defined by the HCV Network Common Guidance

⁽³⁾ As guided by the United Nations Universal Declaration of Human Rights, regulatory requirements and International Labor Organization standards

⁽⁴⁾ Provide respect to legal or customary land-tenure rights and the rights of indigenous and local communities by providing free and prior informed consent (FPIC)

Partnerships

Another important element of Colgate's sustainability strategy is our use of external partnerships to complement our strong internal capability. Colgate has many such partnerships with a broad array of organizations, including suppliers, research institutions, universities, industry and non-profit organizations. Here are just some of Colgate's sustainability partners:



AIM-PROGRESS – Colgate is a member of AIM-PROGRESS, a global industry forum to promote responsible sourcing practices and sustainable production systems. It is a global initiative supported and sponsored by the European Brands Association in Europe and the Grocery Manufacturers Association in North America.



Stop Caries NOW for a Cavity-Free Future

Alliance for a Cavity-Free Future (ACFF) – As a founding sponsor of the Alliance for a Cavity-Free Future (ACFF), Colgate has joined a worldwide group of experts seeking to promote integrated clinical and public health action in order to stop caries initiation and progression and to move towards a cavity-free future for all age groups.



American Cleaning Institute (ACI) – Colgate has signed on to the American Cleaning Institute's Charter for Sustainable Cleaning, which requires companies to have systems in place for continual assessment, review and improvement of sustainability performance, including raw material selection, resource use and occupational health and safety, at every stage of the product lifecycle. We also participate in their sustainability metrics program.



American Dental Association (ADA) – Colgate partners with the American Dental Association Foundation each year to sponsor the "Give Kids A Smile®" program, providing oral health education and free preventive and restorative care to children from low-income families. Each year, approximately 350,000 underserved children benefit from more than 1,500 events thanks to the efforts of 40,000 or more annual volunteers.



American Institute for Packaging and the Environment (AMERIPEN) – Colgate joined with other companies in 2011 to found this organization, which is focused on coordinating the industry's environmental packaging efforts.



CDP – Colgate has reported our carbon emissions to CDP (formerly Carbon Disclosure Project) since 2004. We now disclose data to CDP Climate Change, CDP Water and CDP Forests and survey our suppliers through CDP Supply Chain.



CEMPRE – Compromisso Empresarial para Reciclagem (Business Commitment for Recycling) – Colgate has recently joined CEMPRE in Brazil as a member corporation. CEMPRE promotes the concept of integrated management of solid waste, promotes consumer recycling measures and implements education and awareness programs about the importance of the "3Rs," reducing, reusing and recycling program.



Closed Loop Fund – In 2014, Colgate became one of the initial investors in the Closed Loop Fund to develop local recycling infrastructure. This fund will provide zero interest loans to municipalities and below market loans to private companies, with a goal to develop infrastructure and improve recycling rates. The aim is to invest \$100 million in the next five years and divert 27 million tons of waste from U.S. landfills.



Conference Board Chief EH&S Officers' Council – Colgate participates in the Conference Board Chief EH&S Officers' Council. Our membership enables peer-to-peer benchmarking of leading EH&S strategies, practices and processes.

Partnerships



Consumer Goods Forum – Colgate’s Chairman, President and CEO is on the Board of Directors of the Consumer Goods Forum; we support its collective commitments related to sustainability and climate change—including the effort to help achieve zero net deforestation by 2020.



Environmental Defense Fund Climate Corps – Colgate and Tom’s of Maine each hosted Climate Corps fellows in 2013 and 2014 to help identify energy and carbon reduction opportunities related to energy efficiency. Colgate will again host a fellow in 2015 focused on electric car charging options and fuel cell feasibility for our Global Technology Center in New Jersey.



The Forest Trust (TFT) – Colgate has recently become a member of The Forest Trust (TFT) to help us develop and implement strategies to meet our palm traceability commitment.



Global Child Dental Fund (GCDF) – Colgate is the founding and principal sponsor of this group, which builds on the achievements of the United Kingdom government-funded Global Child Dental Health Taskforce program. We established this group in partnership with the World Health Organization with the goal of eradicating dental cavities in children globally by 2026.



Grocery Manufacturers Association (GMA) – As a member of the Grocery Manufacturers Association, Colgate is contributing to the development of the Information Transparency Initiative (ITI), driving progress to deliver product information to consumers effectively and efficiently.



International Association for Soaps, Detergents and Maintenance Products (AISE) – Colgate is a charter member of the AISE flagship initiative, the Charter for Sustainable Cleaning. The AISE Charter is a comprehensive program that ensures continual improvement in the sustainability of our home care products, covering production, design and consumption.



National Dental Association (NDA) – Colgate’s commitment to improve children’s oral health in the community includes a long-term partnership with the National Dental Association (NDA), the world’s largest minority oral health association.



The Nature Conservancy – Colgate is working with The Nature Conservancy on a new initiative to raise awareness of water issues in the U.S. and encourage consumers to conserve this vital resource.



Red Cross – Colgate provides financial support to the Red Cross in the event of large scale disasters such as earthquakes, tornados and hurricanes. We also donate personal care products for those who have been displaced from their homes. Additionally, Colgate matches employee donations to the Red Cross through our Matching Gift Program.



Roundtable on Sustainable Palm Oil (RSPO) – Colgate is a member of this group, which is working on solutions for the use and growth of sustainable palm oil.



Round Table on Responsible Soy (RTRS) – Colgate is a member of the RTRS, an internationally recognized forum working to develop and promote a standard of sustainability for the production, processing, trading and use of soy.



Society of Environmental Toxicology and Chemistry (SETAC) – Colgate is a Global Partner in the Society of Environmental Toxicology and Chemistry. Colgate supports SETAC’s mission to develop principles and practices for protection, enhancement and management of the environment by providing a forum where professionals can exchange ideas and discuss environmental challenges, regulations, research and development and environmental education.

Partnerships



Starlight Children's Foundation – For more than 25 years, Colgate has been a sponsor of Starlight Children's Foundation, a leading global charity that partners with experts to improve the life and health of kids and families around the world. Over the years, Colgate has contributed more than \$11.6 million to Starlight programs.



The Sustainability Consortium – Colgate is an active member of the Home and Personal Care Sector of the Sustainability Consortium, which is committed to improving product sustainability. Colgate is also on the Corporate Advisory Council of this group.



Terracycle – Over two million people around the world are collecting used Colgate packaging to be made into new products by Terracycle.



United Way – Colgate partners with United Way on our Annual Giving Campaign for employees in several U.S. locations.



U.S. EPA ENERGY STAR – Colgate is an active partner of the EPA's industrial sector and has been named an ENERGY STAR Partner of the Year for five years in a row. Additionally, 65 percent of Colgate's manufacturing sites have achieved U.S. EPA ENERGY STAR Challenge for Industry recognition.



U.S. EPA GREEN POWER PARTNER – In 2014, Colgate joined the U.S. EPA's Green Power Partnership, which encourages the voluntary use of green power to reduce the environmental impacts associated with conventional electricity use. Partners benefit from the use of green power, while supporting the development of renewable energy in the United States.



U.S. EPA SmartWay – In the U.S., Colgate-Palmolive and Hill's Pet Nutrition are U.S. EPA SmartWay Transport Partners. The program helps the freight transportation sector improve supply chain efficiency and reduce greenhouse gas emissions.



U.S. Green Building Council (USGBC) – Colgate has been a member company of the USGBC since 2007. Colgate is also a Charter Member of the USGBC LEED* Manufacturing User Group: Industrial Facilities, which actively engages in the advancement of green building practices for manufacturing sites.



Walden Asset Management – Colgate consulted with Walden Asset Management to develop our new climate change commitments and our 2015 to 2020 Strategy.



water for people

Water For People – Colgate launched our partnership with Water For People in 2013. Colgate's contributions to Water For People's Everyone Forever program helped them to reach over 100,000 people in 2014 with water, sanitation systems and/or health and hygiene education in Guatemala, Peru and India.



World Resources Institute (WRI) – Colgate has joined WRI's Corporate Consultative Group to share knowledge and stay informed on key environmental issues. Colgate also uses the WRI Aqueduct tool to assess a variety of water-related risks in our operations, including water stress, drought and flood.

Key Performance Indicators

People	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Approximate number of employees	35,800	34,700	36,000	36,600	38,100	39,200	38,600	37,700	37,400	37,700
% Minority officials and managers (U.S. EEOC data)	24.6	24.6	24.9	27.2	27.2	28.9	32.11	31.0	31.0	33.0
% Minorities in workforce (U.S. EEOC data)	27.9	28.9	28.6	29.5	29.0	28.8	32.03	30.0	30.0	31.0
% Women officials and managers	29.3	30.6	32.0	32.9	36.2	36.6	38.18	33.0	34.0	35.0
% Women in workforce	34.0	36.1	37.0	38.9	40.7	40.7	39.37	39.0	39.0	38.0
Total recordable rate ⁽¹⁾	0.72	0.74	0.57	0.46	0.49	0.49	0.47	0.40	0.38	0.35
Lost workday case rate ⁽²⁾	0.19	0.23	0.19	0.12	0.12	0.12	0.11	0.08	0.10	0.10
Safety notices of violation ⁽³⁾	1	0	0	5	2	0	2	0	3	0
Safety fines paid (\$) ⁽⁴⁾	300	0	0	16,899	7,800	0	4,032	0	250	0
Total children reached through Colgate's "Bright Smiles, Bright Futures" program since 1991 (millions)							650	700	750	800
Salaried and clerical people participating in annual training and certification on Code of Conduct (%)								100	100	100
At-risk suppliers who have undergone a responsible sourcing self-assessment and/or third-party audit (%)								27	46	62

Performance	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Global Sales (\$MM)	11,397	12,238	13,790	15,330	15,327	15,564	16,734	17,085	17,420	17,277
Global charitable contributions — cash (\$MM) ⁽⁵⁾	7.329	7.059	8.307	9.678	20.941	17.809	17.60	32.0	23.58	23.43
Global charitable contributions — in-kind (\$MM) ⁽⁶⁾	n/a	n/a	n/a	n/a	26.334	21.85	20.05	32.0	10.38	5.53

Planet	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Energy use efficiency (kWh x 1000/ton of product) ⁽⁷⁾	0.458	0.431	0.422	0.415	0.403	0.411	0.396	0.390	0.379	0.370
CO ₂ emissions (metric tons x 1000) ⁽⁷⁾	699	693	689	660	637	664	662	651	655	637
CO ₂ emissions intensity (kg/ton of product)	152	142	139	136	133	136	132	129	126	122
Water use efficiency (m3/ton of product)	1.51	1.33	1.28	1.22	1.15	1.09	1.06	1.06	1.03	1.01
Wastewater Chemical Oxygen Demand (kg/ton of product) ⁽⁷⁾	3.01	3.04	2.93	2.68	2.63	2.94	2.77	2.83	2.76	2.72
Environmental Incidents ⁽⁸⁾	1	2	2	2	2	1	3	0	0	0
Environmental Notices of Violation ⁽⁹⁾	3	0	8	8	7	2	5	5	5	7
Environmental fines paid (\$) ⁽¹⁰⁾	0	0	26,200	9,057	1,000	0	50,094	1,065	38,582	3,600
Certified palm oil (%) ⁽¹¹⁾								0	100	100
Certified palm kernel oil (%) ⁽¹¹⁾								0	94	100

⁽¹⁾ The number of occupational injuries and illnesses that require medical treatment per 200,000 work-hours.

⁽²⁾ The number of occupational injuries and illnesses causing employees to be absent from work per 200,000 work-hours.

⁽³⁾ A violation or citation issued by a governmental authority with jurisdiction.

⁽⁴⁾ Fines associated with Safety Notices of Violations (NOVs).

⁽⁵⁾ Cash contributions to charitable organizations, including cash contributions to the "Bright Smiles, Bright Futures" (BSBF) program in Colgate's 20 largest subsidiaries (by oral care sales). 2013 data has been updated to reflect actual spend on BSBF. 2014 is reflective of our latest BSBF estimate.

⁽⁶⁾ In-kind and product donations by Colgate to charitable organizations.

⁽⁷⁾ Data varies slightly from previous reporting due to boundary changes and updated reporting methodology.

⁽⁸⁾ Represents site-related spills or accidental releases that reach a water body, groundwater or soils or affect a third party. As of 2012, significant spills are reported, which are defined as any spills that are included in our financial statement.

⁽⁹⁾ An environmental violation or citation issued by a governmental authority with jurisdiction.

⁽¹⁰⁾ Fines associated with Environmental Notices of Violations (NOVs).

⁽¹¹⁾ Includes purchase of GreenPalm certificates.

Note that KPI table published in online report has been amended to disclose additional KPIs material to the Company.

Global Reporting Initiative (GRI) Index

This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.

GRI Indicator	Indicator Description	Colgate Sustainability Report Reference or Direct Answer	Other Reference
Specific Standard Disclosures			
Strategy and Analysis			
G4-1	Statement from the most senior decision-maker of the organization	Message from Ian Cook (p3)	
G4-2	Description of key impacts, risks and opportunities	Throughout Report	Annual Report on Form 10-K
Organizational Profile			
G4-3	Name of the organization	Company Profile (p4)	—
G4-4	Primary brands, products, services	Company Profile (p4)	Annual Report on Form 10-K
G4-5	Headquarters location	Company Profile (p4)	—
G4-6	Country operations	Company Profile (p4)	Annual Report on Form 10-K
G4-7	Nature of ownership and legal form	Company Profile (p4)	Annual Report on Form 10-K
G4-8	Markets served	Company Profile (p4)	Annual Report on Form 10-K
G4-9	Scale of the reporting organization	Company Profile (p4)	Annual Report on Form 10-K
G4-11	Percentage of total employees covered by collective bargaining agreements	Approximately 47%*	—
G4-12	Significant changes during the reporting period	—	Annual Report on Form 10-K
G4-15	Externally developed charters, principles to which organization subscribes or endorses	Partnerships (p71)	—
G4-16	Memberships of associations	Partnerships (p71)	—
Identified Material Aspects and Boundaries			
G4-17	Entities included in the organization's consolidated financial statements or equivalent documents	—	Annual Report on Form 10-K

*Represents proportion of non-salaried and clerical employees.

Global Reporting Initiative (GRI) Index

GRI Indicator	Indicator Description	Colgate Sustainability Report Reference or Direct Answer	Other Reference
Stakeholder Engagement			
G4-27	Key topics and concerns raised through stakeholder engagement and response	Throughout Report	—
Report Profile			
G4-28	Reporting period	About This Report (p2)	—
G4-29	Date of most recent report	—	ColgatePalmolive.com/ Sustainability
G4-30	Reporting cycle	—	ColgatePalmolive.com/ Sustainability
G4-31	Contact point for questions about report	csr@colpal.com	—
Governance			
G4-34	Governance structure	—	ColgatePalmolive.com - Governance
G4-38	Composition of highest governance body and committees	—	ColgatePalmolive.com - Governance
G4-39	Chairman as executive officer	—	ColgatePalmolive.com - Governance
Ethics and Integrity			
G4-56	Organization's values, principles, standards and norms of behavior	Company Profile (p5); People (p10)	
Specific Standard Disclosures			
Economic			
Disclosure on Management Approach	Economic Performance, Market Presence, Procurement Practices	Company Profile (p5); People (p20); Performance (p30)	Annual Report on Form 10-K
EC1	Direct economic value generated and distributed	Company Profile (p5); Performance (p30)	Annual Report on Form 10-K
EC2	Financial implications, risks and opportunities due to climate change	Planet (p55) Planet (p66)	CDP Climate Change, CDP Water
EC3	Defined benefit plan obligations	—	Annual Report on Form 10-K
EC4	Significant financial assistance received from government	—	Annual Report on Form 10-K

Global Reporting Initiative (GRI) Index

GRI Indicator	Indicator Description	Colgate Sustainability Report Reference or Direct Answer	Other Reference
Environmental			
Disclosure on Management Approach	Materials, Energy, Water, Biodiversity, Emissions, Effluents and Waste, Products and Services, Compliance, Transport, Overall	Performance - Product Sustainability (p34); Planet (p46)	—
EN2	Percentage of materials used that are recycled input materials	Performance - Packaging (p41)	—
EN3	Energy consumption within the organization	Planet - Climate and Energy (p48); Key Performance Indicators (p74)	CDP Climate Change
EN4	Energy consumption outside of the organization	Planet - Climate and Energy (p48)	CDP Climate Change
EN5	Energy Intensity	Planet - Climate and Energy (p48); Key Performance Indicators (p74)	CDP Climate Change
EN6	Reduction of energy consumption	Planet - Climate and Energy (p48); Key Performance Indicators (p74)	CDP Climate Change
EN8	Total water withdrawal by source	—	CDP Water
EN9	Water sources significantly affected by withdrawal of water	—	CDP Water
EN15	Direct greenhouse gas emissions (Scope 1)	Planet - Climate and Energy (p48); Key Performance Indicators (p74)	CDP Climate Change
EN16	Energy indirect greenhouse gas emissions (Scope 2)	Planet - Climate and Energy (p48)	CDP Climate Change
EN17	Other indirect greenhouse gas emissions (Scope 3)	Planet - Climate and Energy (p48)	CDP Climate Change
EN18	Greenhouse gas emissions intensity	Planet - Climate and Energy (p48); Key Performance Indicators (p74)	CDP Climate Change
EN19	Reduction of greenhouse gas emissions	Planet - Climate and Energy (p48); Key Performance Indicators (p74)	CDP Climate Change
EN22	Water discharge by quality and destination	Key Performance Indicators (p74)	CDP Water
EN23	Amount of waste by type/destination	Planet - Reducing Waste (p61)	—
EN24	Number/volume of significant spills	Key Performance Indicators (p74)	—
EN27	Extent of impact mitigation of environmental impacts of products and services	Performance - Product Sustainability (p34); Planet (p46)	—
EN29	Incidents/fines for non-compliance with environmental regulations	Key Performance Indicators (p74)	—
EN30	Significant environmental impacts of transportation or logistics	Planet - Climate and Energy (p54)	CDP Climate Change

Global Reporting Initiative (GRI) Index

GRI Indicator	Indicator Description	Colgate Sustainability Report Reference or Direct Answer	Other Reference
Labor Practices and Decent Work			
Disclosure on Management Approach	Employment, Labor/Management Relations, Occupational Health and Safety, Training and Education, Diversity and Equal Opportunity, Equal Remuneration	People (p10)	—
LA5	Notice period regarding operational changes	Comply with regulations	—
LA6	Health and safety data	People (p16); Key Performance Indicators (p74)	—
LA9	Average hours of training per year per employee	People - Supporting Colgate People (p13)	—
LA10	Programs for skills management/lifelong learning	People - Supporting Colgate People (p13)	—
LA12	Employee and governance body demographics	People (p10); Key Performance Indicators (p74)	—
Human Rights			
Disclosure on Management Approach	Investment and procurement practices, non-discrimination, freedom of association and collective bargaining, child labor, prevention of forced and compulsory labor, security practices, indigenous rights, assessment, remediation	People - Business Integrity (p21)	Code of Conduct; Supplier Code of Conduct
Society			
Disclosure on Management Approach	Local communities, corruption, public policy, anti-competitive behavior, compliance	People - Business Integrity (p20)	Code of Conduct; ColgatePalmolive.com - Governance
SO6	Political contributions to political parties or candidates	\$0	Code of Conduct; ColgatePalmolive.com - Governance
Product Responsibility			
Disclosure on Management Approach	Customer health and safety, product and service labeling, marketing communications, customer privacy, compliance	Performance (p33) Performance (p35)	Product Safety Research Policy
PR5	Results of surveys measuring customer satisfaction	Performance - Consumer driven Innovation (p33)	Consumer Affairs

Reconciliation of Non-GAAP Financial Measures

The following is provided to supplement certain financial measures discussed in the financial highlights sections of this report (pages 5 and 32) both as reported (on a GAAP basis) and excluding the impact of certain items (Non-GAAP) as explained below. Management believes these Non-GAAP financial measures provide useful supplemental information to investors regarding the performance of the Company's ongoing operations. The Company uses these financial measures internally in its budgeting process and as a factor in determining compensation. While the Company believes that these Non-GAAP financial measures are useful in evaluating the Company's business, this information should be considered as supplemental in nature and is not meant to be considered in isolation or as a substitute for the related financial information prepared in accordance with GAAP. In addition, these Non-GAAP financial measures may not be the same as similar measures presented by other companies.

Note: All per share amounts have been restated to reflect the 2013 two-for-one stock split.

⁽¹⁾ Charges relate to the 2012 Restructuring Program that began in the fourth quarter of 2012.

⁽²⁾ In 2014, the Company recorded \$214 million of aftertax remeasurement charges related to the effective devaluations as a result of the changes to Venezuela's foreign exchange system in 2014. In 2013, the Company recorded a \$111 million aftertax charge related to the devaluation in Venezuela in 2013.

⁽³⁾ Represents charges for European competition law matters.

⁽⁴⁾ Represents costs related to the sale of land in Mexico.

⁽⁵⁾ In 2014, the Company recorded a \$66 million income tax charge related to a foreign tax matter.

⁽⁶⁾ Represents costs associated with global business realignment and other cost-saving initiatives.

⁽⁷⁾ In 2011, the Company recorded a \$135 million aftertax gain on sale of a non-core laundry detergent business in Colombia. In 2010, the Company recorded a \$30 million aftertax gain on sale of non-core product lines.

⁽⁸⁾ In 2010, the Company recorded a \$271 million charge related to the transition to hyperinflationary accounting in Venezuela.

⁽⁹⁾ In 2010, the Company recorded a \$61 million aftertax charge for termination benefits.

⁽¹⁰⁾ In 2010, the Company recorded a \$31 million benefit related to the reorganization of an overseas subsidiary.

(Dollars in Millions Except Per Share Amounts)	Gross Profit Margin	Operating Profit	Net Income	Diluted EPS
2014				
As Reported (GAAP)	58.5%	\$3,557	\$2,180	\$2.36
2012 Restructuring Program ⁽¹⁾	0.2%	286	208	0.23
Venezuela Remeasurement Charges ⁽²⁾	—	327	214	0.23
European Competition Law Matters ⁽³⁾	—	41	41	0.04
Mexico Land Sale ⁽⁴⁾	—	4	3	—
Charge For A Foreign Tax Matter ⁽⁵⁾	—	—	66	0.07
Excluding Items (Non-GAAP)	58.7%	\$4,215	\$2,712	\$2.93
2013				
As Reported (GAAP)	58.6%	\$3,556	\$2,241	\$2.38
2012 Restructuring Program ⁽¹⁾	0.2%	371	278	0.30
Venezuela Remeasurement Charges ⁽²⁾	—	172	111	0.12
European Competition Law Matters ⁽³⁾	—	23	23	0.03
Mexico Land Sale ⁽⁴⁾	—	18	12	0.01
Excluding Items (Non-GAAP)	58.8%	\$4,140	\$2,665	\$2.84
2012				
As Reported (GAAP)	58.1%	\$3,889	\$2,472	\$2.57
2012 Restructuring Program ⁽¹⁾	—	89	70	0.07
Mexico Land Sale ⁽⁴⁾	0.2%	24	18	0.02
Business Realignment Initiatives ⁽⁶⁾	—	21	14	0.02
Excluding Items (Non-GAAP)	58.3%	\$4,023	\$2,574	\$2.68
2011				
As Reported (GAAP)	57.3%	\$3,841	\$2,431	\$2.47
European Competition Law Matters ⁽³⁾	—	21	21	0.02
Mexico Land Sale ⁽⁴⁾	—	13	9	0.01
Business Realignment Initiatives ⁽⁶⁾	0.3%	190	147	0.15
Gain on Sale of Non-Core Product Lines ⁽⁷⁾	—	(207)	(135)	(0.14)
Excluding Items (Non-GAAP)	57.6%	\$3,858	\$2,473	\$2.51
2010				
As Reported (GAAP)	59.1%	\$3,489	\$2,203	\$2.16
Gain on Sale of Non-Core Product Lines ⁽⁷⁾	—	(50)	(30)	(0.03)
Venezuela Hyperinflationary Charge ⁽⁸⁾	—	271	271	0.26
Termination Benefits ⁽⁹⁾	—	86	61	0.06
Tax Initiatives ⁽¹⁰⁾	—	—	(31)	(0.03)
Excluding Items (Non-GAAP)	59.1%	\$3,796	\$2,474	\$2.42

