



are working  
to create a  
*more inclusive*  
company and  
world.

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# COLGATE- PALMOLIVE 2022 DIVERSITY, EQUITY & INCLUSION REPORT

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Colgate-Palmolive is a caring, innovative growth company that is reimagining a healthier future for all. Fulfilling this purpose inspires Colgate people to choose to work here every day. It guides the decisions we make and the standards we set for ourselves and the culture in which we work.

Achieving our purpose starts with our people—ensuring our workforce represents the people and communities we serve—and creating an environment where our people feel they belong; where we can be our authentic selves, feel treated with respect and have the support of leadership to impact the business in a meaningful way. If we do these two things well, when we maintain diverse, open and honest input from each other, our partners and customers, we succeed.

Colgate is a global company with almost 34,000 dedicated and diverse employees developing innovations that people in more than 200 countries buy every day. By design and necessity, we are a diverse company. We work all over the world, bringing insights from our own experiences to Colgate to enrich our company culture and inform the products we make. By being a part of our communities, by living our values and by maximizing our individual talents and knowledge, we earn the trust of millions of people each day. In fact, the Colgate brand is found in more homes than any other in the world.

This report provides a window into how we do this—by recruiting diverse talent from different backgrounds and creating an environment where they can and want to contribute, learn and thrive. Importantly, it provides a transparent record of our progress on Diversity, Equity and Inclusion in 2022, including our achievements and our opportunities for improvement. It is the story of how we generate and grow the Power of We.

# LETTER FROM NOEL WALLACE, CHAIRMAN, PRESIDENT AND CHIEF EXECUTIVE OFFICER

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**To all Colgate-Palmolive stakeholders:**

A couple of years ago, when we put into words our Company purpose, we thoughtfully and deliberately added a word to punctuate our commitment to diversity—to embed right in the middle of our statement how important inclusion is to defining our success. We added “all.”

**We are Colgate, a caring, innovative growth Company that is reimagining a healthier future for all people, their pets and our planet.**

Colgate-Palmolive is determined to make the world better for everyone—for all people in the global communities we serve. We’re providing a healthier future not only with innovative products that people trust to care for themselves, their homes and the pets they love, but also by supporting fairness and full and equal opportunity, so that all people can grow, show their talents and flourish.

This report presents our Diversity, Equity and Inclusion (DE&I) aspirations and strategies and the path we are on to strengthen our Company culture and improve the world around us. It charts the progress we are making and the areas where we have more to accomplish.

## Progress on Building Belonging at Colgate

The foundation of our progress is our Company culture. Of course, DE&I is not new to us. Colgate has long benefited from an amazing global diversity and a history of working together as one team. Valuing the differences between cultures is part of who we are. But we need to do more.

We want each of our businesses around the world to mirror their local communities by fully including underrepresented groups at all levels. To get there, we’re increasing the size and diversity of the pool of talented people we choose from. For example,

we have been focused on advancing women in their careers, and today women hold senior leadership roles for more than half of our functions. Another example: in South and East-West Africa, we offer a career exposure program to high-potential university graduates to improve our diverse-talent pipeline.

Further, our goal is for every Colgate person to feel that they can bring their authentic self to work and feel welcomed, respected and valued. So we continue our company-wide discussion on DE&I, supported by training and educational sessions, and we’re holding managers at all levels accountable for building an inclusive culture within their teams and organizations. We know that when

we draw from a more diverse pool of talented people and help Colgate people recognize their own biases, we strengthen our culture and Company.

Progress on Promoting Fairness  
Beyond Our Walls

With the Colgate brand found in more homes than any other, we recognize our responsibility to lead in DE&I for the people and communities we serve. So we engage with others to learn and to advocate for change. For example, in Brazil we joined with other companies to commit by 2030 to filling 10,000 leadership positions with Black Brazilians and to reaching three million people with jobs and training. And I appreciated the opportunity in December to participate in the Women Reimagine conference sponsored by Seramount, a partner in our DE&I efforts for 20 years. The focus was on allyship and the need to actively promote an inclusive workplace.

This year we also amped up our outreach to suppliers and partners from underrepresented groups in the U.S. to benefit from their talent and

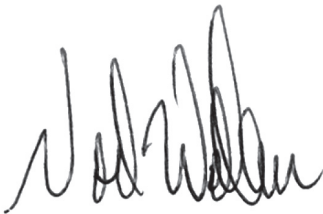
perspectives and to support their growth. And we expanded our funding of scholarships for underrepresented groups, recently launching the Inspire our Future scholarship for Black and African American students who demonstrate a sustained commitment to supporting their communities.

Progress Energized by  
the Power of WE

Most importantly, our efforts are energized by Colgate people working together for lasting change. We are proud of our collaborative spirit, which we call the Power of WE.

The Power of WE represents how we are changing the face of Colgate to reflect the diversity of the world we serve. It conveys how we are improving a sense of belonging among all Colgate people so they can and want to succeed. More broadly, the Power of WE extends to promoting diversity among our partners and helping underrepresented people in our communities thrive. *All* of this—as you will see in the following report—is pursued strategically,

transparently and with ambitious, meaningful and measurable goals toward reimagining a healthier future for ALL.



Noel Wallace  
CHAIRMAN, PRESIDENT AND CHIEF EXECUTIVE OFFICER



# LETTER FROM DEREK GORDON

## CHIEF DIVERSITY, EQUITY AND INCLUSION OFFICER

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We are better than we've ever been. We will be better than we are.

Last year we published our first-ever Diversity, Equity & Inclusion Report, communicating our intention, strategy and performance to date regarding diversity, equity and inclusion. Our core ambitions in diversity and inclusion are threefold, and help us fulfill our purpose as a caring, innovative growth company reimagining a healthier future for ALL. First, we want to create a culture of belonging. By belonging, we mean that every Colgate person feels accepted being their authentic self while having confidence that their ability to impact the business and advance within the organization is an outcome of their capability, not their identity. Second, we work to achieve labor force representation of underrepresented people across all organizational levels. Last, we want to impact our community by promoting diversity, being an ally for positive change and helping underrepresented people in our communities thrive.

**This report communicates our actions over the last year to advance our strategy and help fulfill our purpose. As you read it, we hope you take away the following points:**

- 1. We are expending substantial corporate effort and resources to evolve our culture, including educating, measuring and transparently reporting our position in creating an inclusive and diverse organization.** This is because we truly believe a diverse and inclusive culture is additive to our business results. The Communication pillar of our Diversity, Equity and Inclusion strategy has been a key enabler of our ability to drive the dialog necessary for the change. Our people experience the change through the actions we are taking. These include: speakers we feature, tips we provide, our focus on listening and the messages delivered by our leaders. Through training, we are asking that Colgate people recognize their own biases and change their behavior to create more inclusive teams. We are driving action around the world to ensure our people understand our expectations and the behaviors they must exhibit to realize change.
- 2. We are making progress in representation, particularly at the most senior levels of the organization.** We understand we need to go further and as a result we are taking action by ensuring we have diverse slates as part of our hiring practices, resulting in the most competitive talent pools from which to hire. Additionally we learn that success here can only be accomplished if we deliver on the three key levers: hiring, promoting and retaining exceptional talent of all identities. Our aspiration is for inclusion for all, both those in the minority and the majority.



**3. We are making process and structural changes to institutionalize behaviors that result in a more diverse and inclusive culture.** Of particular note are our efforts to educate and drive accountability for creating this inclusive culture. As one example, 80% of our open positions start with at least a 50% diverse slate. Last year, in order to hold ourselves accountable for creating a culture of diversity, equity and inclusion, we asked all people managers to set a DE&I objective. Going forward, our training will shift from a foundational and common understanding of Unconscious Bias and Allyship to how to create a more inclusive team. Perhaps the most important two indicators to me of our progress are a) stories of our people taking responsibility to identify, highlight and drive changes where we have not been as inclusive as we can be and b) the marketing work that the company is doing, particularly behind the Colgate equity. The inclusiveness and optimism is both world class and reflected globally.

**4. Our efforts are global.** U.S. based companies often tend to talk about these efforts from an American perspective. We're working to achieve this inclusive and diverse culture around the world for gender, disability, socioeconomic status, ethnicity, sexual orientation and all other aspects of identity. Our Division teams have adapted the global DE&I strategy for their geographies. They have taken the lead in creating their own diversity councils to drive the cultural change among the different identities that are relevant to them.

We get accolades from outside organizations for being a great and inclusive place to work. For that we must thank our people, our Employee Resource Groups, our Diversity councils and our leaders. They create a culture that

we are proud of. However, going forward we want to go further faster. That includes continued learning, listening, empathy and making the unbiased and objective choice every time. It requires that we give our people the capability, responsibility and accountability to create the business and culture we want to achieve. Together, only through the Power of We, will we get there.



**Derek Gordon**

CHIEF DIVERSITY, EQUITY AND INCLUSION OFFICER



# 2025 DE&I STRATEGY





# 2025 DIVERSITY, EQUITY AND INCLUSION STRATEGY

We are clear and transparent about our intentions to advance DE&I at Colgate, and have three ambitions:

1.

**Foster a corporate culture where everyone feels they belong and has the tools to drive their own successes**

2.

**Increase diverse representation across our organization, supply chain and partnerships to reflect the diversity of the world we serve**

3.

**Leverage our global reach to advocate for diversity and help underserved communities and people thrive**

Through these ambitions we aim to champion and be an industry leader in DE&I. Our DE&I strategy is based on four actionable pillars, each with their own goals and objectives:

**PEOPLE:** Implement policies, learning experiences and processes that promote awareness, empathy, advocacy and opportunity

**COMMUNITY:** Be an ally and driver for positive change

**SUPPLIER DIVERSITY:** Support minority and women-owned suppliers to promote the success of diverse businesses owners

**COMMUNICATION:** Build trust, be transparent and create dialogues that promote diversity, equity and inclusion

# DIVERSITY BY THE NUMBERS



# DIVERSITY BY THE NUMBERS

**We aspire to create a company that represents the world around us, and for everyone in our global community to feel like Colgate-Palmolive is a place where they belong.**

We recognize these efforts are important to our business success which starts with building loyalty among our employees. Our managers are trained and expected to foster and support inclusion for all our employees and convey that everyone is supported, their opinions matter and they are valued. To accomplish this, we manage, measure and report key inclusion and representation metrics that we believe signify our performance in these areas. Our aspirations are to achieve:

- Labor force representation among women across the world at all organizational levels;
- Labor force representation of each ethnic group in the U.S. (13% Black, 18% Latin, 6% Asian) at all organizational levels, and;
- Achieving inclusion scores in the top quartile of measured companies.

Overall in 2021, women were well represented (52%) at Colgate. We continue to steadily advance the representation of women at the Vice President level to our goal of at least 50% representation. We have also achieved or exceeded labor force representation with LatinX and Asians at the most senior levels of the organization and have identified opportunities to increase Black representation and anticipate doing so in 2022.

Our Board of Directors is currently 40% women, and 20% Black/African-American.

Representation at the Corporate Officer level is 19% women, 5% Black/African American, 5% LatinX and 10% Asian. We also recognize an opportunity to increase diverse representation at the senior manager and director levels. Where our focus is always on advancing and hiring the best talent, we are deliberately developing a diverse talent pool to assure we are finding, developing and recognizing talent needed to increase representation. To assure balanced consideration, we are pursuing diverse hiring and promotion slates and in 2021, 80% of our U.S. hiring slates were at least 50% diverse. For entry, level talent, we partner with schools, industry groups and nonprofit organizations to help us identify candidates from underrepresented groups and prepare them for roles at Colgate.

Importantly, there were more promotions and new hires to mid-level management roles of people of color than in prior years, further increasing diverse representation. While we've maintained representation for women and other major ethnic groups at this organizational level, we have been hiring above labor force representation levels for females. But there remains work to be done. Like many organizations, we've seen some turnover coming out of COVID that offset gains that we would have made from hiring and promotions.

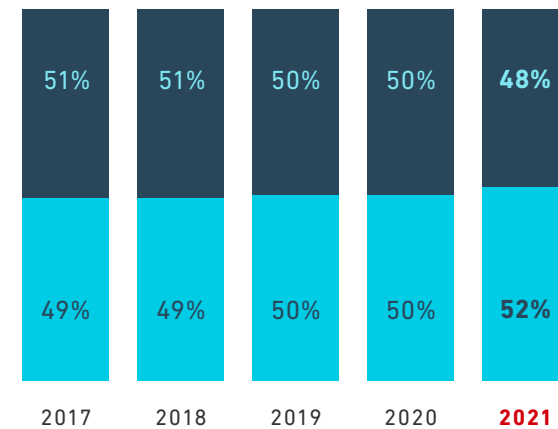
In this report, we present the numbers of our salaried and clerical (S&C) organization, which represents the Company's exempt or non-plant employees (not including joint ventures).

Within the S&C group, we divide our discussion on the senior most groups which we define as Senior Manager/Director and Vice President and above. Both of these organization levels participate in our Executive Incentive Compensation Plan (EICP), but we report them separately to show the robustness of the Senior Manager/Director organization level as a pipeline for the most senior 150 people in the company, which we call the Vice President+ population.

## Global Gender Data &amp; Trends

In 2021, women represented 52% of our salaried and clerical workforce.

## Overall Representation by Gender

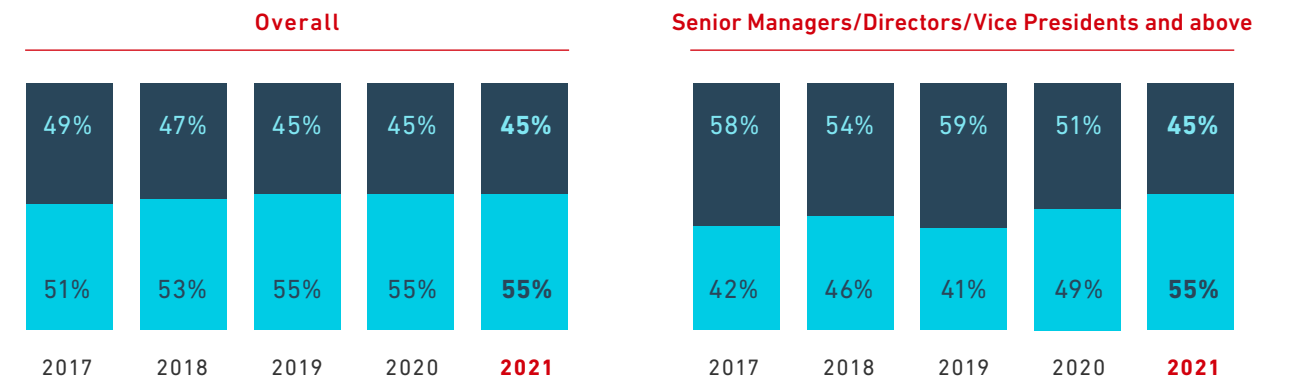


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We continue to hire women at a rate equal to or greater than the rate of men.

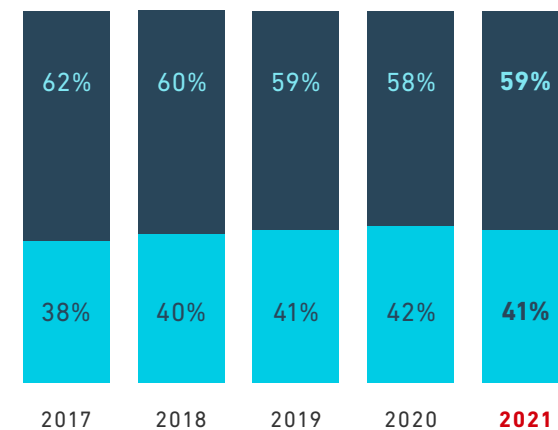
## Hiring by Gender



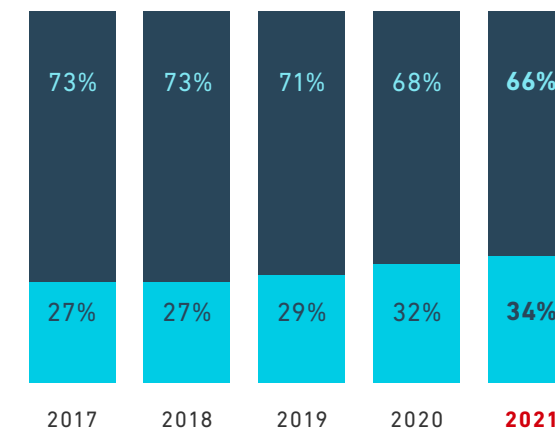
## Gender Representation: Global Management

We are still working to increase gender representation at our senior manager/director level.

### Senior Managers/Directors



### Vice Presidents and above



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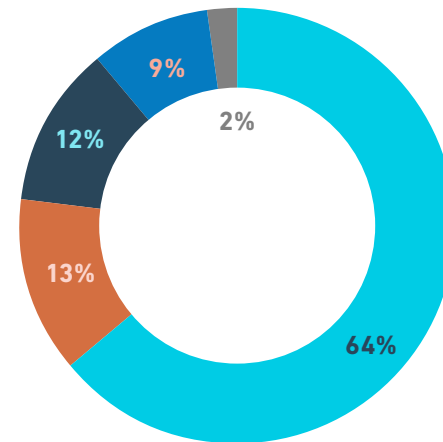


We continue to make progress in advancing women at the VP level and will continue to work towards gender parity.

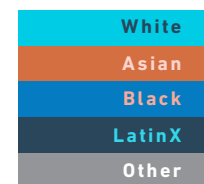


## U.S. Ethnicity Data & Trends

### Overall Representation by Ethnicity



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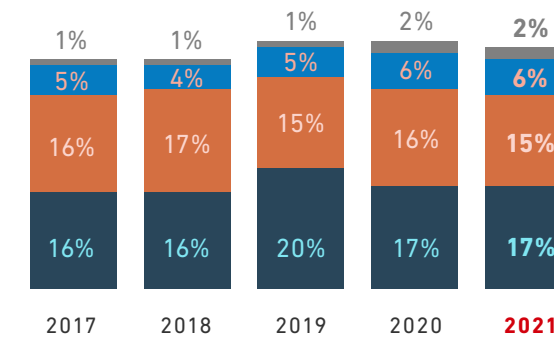


Total People of Color representation is in line with the U.S. Labor Force, however we need to make progress advancing LatinX and Blacks.

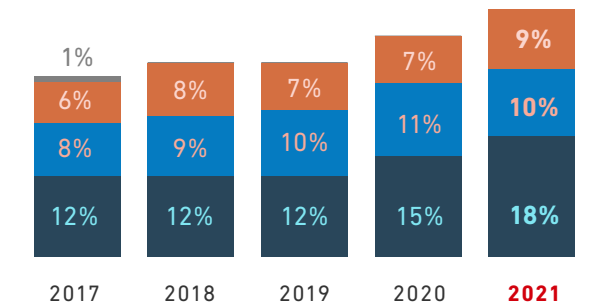
We have essentially achieved or exceeded labor force representation at this organizational level for Asians and LatinX. We are demonstrating improvement over time for Blacks but increasing our efforts to see faster progress.

We are pleased to see the result of our efforts showing increased representation of LatinX and Asians in our most senior positions to achieve or exceed labor force representation. Gains in promotion and hiring for Black executives were offset by retirements during the pandemic. We expect to make progress in this area in 2022.

### Senior Managers/Directors



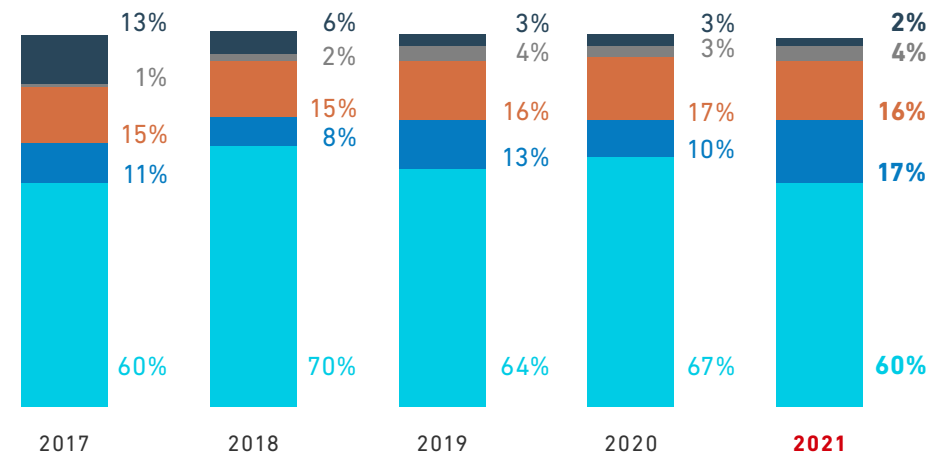
### Vice Presidents and above



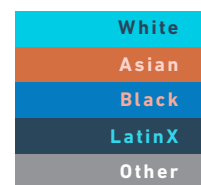
## Hiring by Ethnicity

With 80% of our U.S. candidate slates containing at least 50% diverse candidates, we have been able to increase overall Black representation. We will continue using diverse hiring slates to improve overall representation.

### Overall

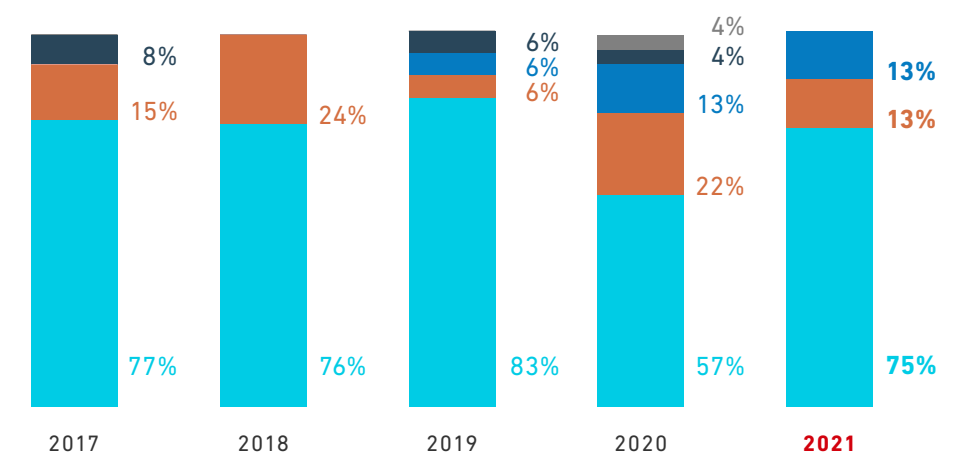


Legend:



You can find our most recently filed Federal Employer Information EEO-1 Reports [here](#), representing our US employees as of December 2020 and December 2019. The categories in the EEO-1 are prescribed by the federal government and do not represent how our workforce is organized or how we measure our progress. As a result, we believe the information reported above may provide a more useful and meaningful reflection of our company's diversity.

### Senior Managers/Directors/Vice Presidents and above



We saw a decrease in LatinX hiring senior managers/directors due to a slowdown in hiring in the U.S. that resulted from COVID-19. In 2022 we will work to address this decrease.

## Inclusion Survey Results

Colgate is in the top quartile of responses among companies that ask these questions. Our objective is to reach parity in the way all people experience inclusiveness within the company.

### Global Gender Results

Female	Male	Inclusion Survey Items
79%	84%	I feel like I really belong at Colgate
81%	84%	I am able to bring my authentic self to work
88%	90%	My manager supports inclusion in the workplace
<b>83%</b>	<b>86%</b>	<b>Average by Gender</b>

Though our inclusion scores are strong overall, we will use this data to develop tailored conversations and efforts to bolster a sense of belonging for groups that scored lower, specifically Blacks/African Americans.

### U.S. Ethnicity Results

White	Asian	Black	LatinX	Other	Inclusion Survey Items
77%	81%	78%	84%	63%	I feel like I really belong at Colgate
79%	82%	72%	81%	70%	I am able to bring my authentic self to work
92%	91%	87%	92%	96%	My manager supports inclusion in the workplace
<b>83%</b>	<b>85%</b>	<b>79%</b>	<b>86%</b>	<b>76%</b>	<b>Average by Gender</b>

# CREATING A CULTURE OF BELONGING



# CREATING A CULTURE OF BELONGING

Embracing diverse voices everywhere, advocating for equity and fostering an inclusive work environment are not just things we do, but reflect who we are, what we value and how we think. It guides our work every day and our interactions with each other. It helps Colgate people around the world feel like this is a place where they belong; where they are respected and have the support of their manager and the company to impact the business and achieve their potential. This in turn helps us better run our business and serve our communities by forming relationships built on trust, respect and communication.

## A Culture that Includes Everyone

Developing a culture of inclusion requires creating a common foundation of trust for open and honest conversations, understanding and accountability. Our [Power of We Inclusion Checklist](#), is a way to help our employees communicate challenges in a respectful, non-judgmental and productive way. Through this checklist:



**WE listen to learn**, not just respond

**WE discover value** by looking for the positives in new situations

**WE share the floor** and value everyone's input on new ideas

**WE speak up** when we hear misinformation or bias

**WE are allies** and strive to amplify diverse voices and perspectives

We supplement our inclusion checklist by giving our people the tools to effectively identify and reduce bias and support each other in our lives and careers. We regularly conduct bias and allyship training, and are proud to announce that in 2021, 100% of our salaried and clerical employees received this training. This learning helps to provide a common understanding and language as a foundation for our efforts to understand and overcome biases and to create a more inclusive culture. These efforts go hand in hand with our employee resource groups (ERGs) that host panels and events which feature guest speakers who discuss challenges facing diverse communities, what it means to be inclusive and how to be an ally.



Creating the culture we want at Colgate requires ongoing efforts that we are committed to make at all levels of our organization. We hold our managers accountable to create an inclusive culture by requiring Diversity, Equity & Inclusion individual objectives; each manager's annual bonus is dependent, in part, on the successful achievement of these objectives. In addition, training opportunities such as the Global Technology and Design (GTed) Group's "Let's talk about Race" sessions, the North America Division's training sessions with the women's organization Catalyst on Unconscious Bias and Hill's Global Inclusion Checklist are examples of how we are building capabilities for our people to be more inclusive across all organizational levels.

**"I found this training incredibly useful to both become aware of the different kinds of identities/groups that exist and also to better understand some of the terminology and issues in this area. It was also really good to have some of the guidance on what to do/phrases to use when we see an issue because these conversations are sensitive and not easy.**

**Lastly, I'm a minority group myself and I see that sometimes when you are one kind of 'minority' you may not always be sensitive to or aware of the issues/challenges faced by another kind. Thanks for raising all of these and helping us to make the unconscious conscious."**

**Maryann D.**

ORAL CARE, MARKETING DIRECTOR, AEA.

## Listening to Our Employees

Fostering a sense of belonging begins with listening to learn, extends to actively seeking feedback on what people may go through every day and requires identifying opportunities to work together to improve their experience and engagement. When people feel heard, when their needs are addressed and they can be their authentic selves, they want to—and can—reach their true potential.

Every two years, we conduct "Colgate Connect," a global survey that evaluates what our employees care about and what keeps them engaged. We partner with an industry-leading vendor to develop each survey and build robust reporting and analytics capabilities that, managers can use to review results and create action plans with their teams. The results of our most recent pulse survey showed that managers care about their teams and support inclusion. This and other feedback is shared with managers and helps them have more open and productive conversations with their teams and develops a sense of transparency throughout the company.

In addition to company-wide engagement surveys, we also deploy shorter pulse surveys to gather additional insights at critical moments of the employee journey. These key moments include the recruiting process, onboarding, learning, events such as DE&I webcasts and when they leave Colgate. Our goal with these surveys is to listen to our people and gather feedback to help us identify new ways of improving engagement and the employee experience at Colgate.





We have launched targeted programs to make Colgate the best place to work for people with visible and invisible disabilities.

## Promoting Diversity Around the World

We strive to support and elevate underrepresented communities all over the globe by celebrating their achievements and raising awareness for the challenges they face. While the metrics may vary by geography, our efforts to promote diversity, equity and inclusion can be seen around the world.

- Diversity in Brazil:** Our Diversity Committee, in collaboration with LGBTQIA+ employees, prepared several initiatives during the month of June to demonstrate the importance of Pride Month at Colgate Brazil. This included multiple guest speakers that talked about what it means to be inclusive, and other topics important to the community, and was attended by over 500 of our employees. We also launched an initiative to increase awareness of the role of Afro-Brazilians and the important role they play in the Colgate family.
- Inclusion for People with Disabilities:** At our operations in France, Spain, Mexico and other locations, we have launched targeted programs to make Colgate the best place to work for people with visible and invisible disabilities. Through these programs we are encouraging dialogue between people with disabilities and employers, advocating for inclusive workplaces and encouraging disabled Colgate people to be transparent about their experiences so that we can better understand how to create an environment where they feel included and are fully engaged.
- Hill's First Cultural Diversity Week:** We spent the week of May 21st observing the United Nations General Assembly's World Day for Cultural Diversity for Dialogue and Development at our Hill's facility at Bowling Green, Kentucky. During this time we celebrated our diverse employees by providing food trucks, custom diversity shirts and a chance to talk about their own cultures and backgrounds.
- R U OK Day in Australia and New Zealand:** Our operations in Australia and New Zealand dedicated a day to raise awareness about mental health by empowering people to stay connected through conversations and building strong, meaningful support networks. Our leaders openly discussed their tactics for coping with stress and how to stay resilient when feeling overwhelmed.
- Social Impact in India:** In India, we launched a program to address the issues of inequity and opportunity in India by focusing on women's empowerment, poverty and educational opportunities in South Asia.

“As a mother of an wonderful human, who is also my transgender son, I continue to feel incredibly grateful to work for an organisation that not only talks the talk when it comes to Diversity, Equity & Inclusion, but truly walks the walk. In addition to the fantastic DE&I initiatives rolled out globally, what I feel every day when I come to work is SAFE. I feel that Colgate has always lived the values we now speak of through our DE&I initiatives. We have done and continue to do so through our recruitment program, our global culture, our compassionate and caring leadership and most of all by listening to our people. I am so proud to be a part of this organization and I know my son feels this support too.”

#### Tamara D.

LGBTQ AND ALLIES  
SOUTH PACIFIC LEGAL DIRECTOR  
& COMPANY SECRETARY,  
COLGATE AUSTRALIA



## Awards & Recognitions

We are proud of our work in building an inclusive culture where everyone feels they belong and are honored to be recognized for these efforts. Below are some of the ways Colgate was recognized in 2021 for our work in advancing diversity, equity and inclusion. For a full list of our awards and recognitions please visit our [website](#).

Bloomberg – [Gender Equality Index](#)

Disability: [IN Disability Equality Index – Best Places to Work for Disability Inclusion](#)

DiversityInc – [Top 50 Companies for Diversity](#)

Human Rights Campaign – [Corporate Equality Index](#)

Human Rights Campaign – [Best Places to Work LGBTQ+ Equality - Colgate Mexico](#)

Latina Style – [50 Best Companies for Latina's to Work](#)

Thailand's Ministry of Social Development & Human Security – [Best Advertising to Embrace Gender Equality](#)

Women in Leadership in Latin America – [Best Place for Women to Work – Colgate Brazil](#)

In March, 2022, Colgate-Palmolive Brazil was recognized with the "DE&I Stamp by the Government of São Paulo" for being a role model on DE&I practices.

# PEOPLE



# PEOPLE

We are committed to being more diverse, equitable and inclusive by implementing policies, learning experiences and processes that promote awareness, empathy, advocacy and opportunity.

We also provide our managers with allyship training, to learn how they can be inclusive leaders and champion diverse and underrepresented people.

## Creating a Culture of Belonging

We understand that the behavior change needed to create a more inclusive organization is our responsibility. This is why we focus our efforts on our managers and structures within Colgate to remove barriers and allow everyone to thrive.

## Manager Accountability

Creating a place where people want to work and can be themselves starts with our own management. Our functional, division and corporate leadership teams regularly review their departments to measure and address representation and inclusion. If there's an opportunity for improvement, managers will develop goals and strategies to strengthen their organizations. In addition, 100% of our managers receive unconscious bias training to understand and remove biases—both in themselves and in others. We also provide our managers with allyship training, to learn how they can be inclusive leaders and champion diverse and underrepresented people.

To further embed our culture of belonging into our business decisions, managers are asked to build an inclusion component into their performance objectives by identifying an aspect of inclusion they wish to see in Colgate's culture and developing a strategy and plan to achieve it. This builds ownership and accountability as well as stronger ties to business objectives.



Inclusion Index

As part of our efforts to understand, track and improve our own progress in fostering inclusion, in 2021 we launched our first-ever Inclusion Index. Conducted through surveys and analyzing trends among various demographic groups, our initial results indicated a strong sense of inclusion across our operations. Our goal is to be in the top quartile of leading inclusion scores as measured by our survey provider. Beyond the absolute scores, it’s important that, over time, all underrepresented groups are experiencing the company similarly.

Inclusive Time-off Policy in India

Introduced in 2021, our operations in India revamped our "Leave/Time-off Policy" to make it more suited to the diverse needs of a multi-generational workforce, inclusive of all backgrounds and lifestyles and with an increased focus on employee well-being. Through this rework, we revised our parental leave policy to give an equal opportunity for parenting regardless of gender, sexual orientation or way of becoming a parent. In addition, employees can now take Care & Compassion Leave (a new leave type) on an as-needed basis, to recover from sudden sickness, provide care to an immediate family member or pet suffering from sudden sickness, or to grieve the loss of an immediate family member or pet, over and above their annual leave entitlement.

“Over the course of 2021 the North America Chapter of the Black Leadership Network (BLN) has made unprecedented progress in Elevating Awareness, Increasing Allyship and Driving Education. With a new strategy & focus implemented in 2021 (primarily meant to extend support and engagement to our broader North America field teams), they have substantially increased their impact across the organization not just for Black & AA employees, but for Allies and all interested parties across CP. In addition to programs and content, they have continued to contribute to the inclusive and caring culture at CP by increasing co-sponsorships like never before, coaching/best-practice sharing with other ERG, and providing business guidance around the Black/AA Consumer.”

**Derrick W.**  
BLACK LEADERSHIP NETWORK, REGIONAL MANAGER,  
COLGATE ORAL PHARMACEUTICALS

## Driving Inclusivity, Belonging & Allyship through Employee Resource Groups

Employee resource groups (ERGs) are vital to helping us build a diverse, equitable and inclusive organization, where all Colgate People feel we belong and can be our authentic selves. As key drivers of our purpose to reimagine a healthier future for ALL, ERGs support Colgate 2025 and our Global DE&I Strategy.

ERGs are voluntary, employee-led communities of Colgate People who organize around a particular dimension of diversity, identity and/or background. Distinct from clubs or support groups, ERGs build a partnership with Colgate based upon a shared vision, clarity in roles and responsibilities and a commitment to contribute to the Company’s growth and business strategies.

Our ERGs celebrate individual and collective diversity, contribute to our employees’ personal and professional development and offer the opportunity—especially in a hybrid work environment—to connect with each other. They are also spaces where people of similar backgrounds can get together to discuss issues affecting their communities and create awareness on how Colgate can support them and be better allies.

Beyond regular meetings, each ERG hosts multiple events every year to celebrate and support people from their respective communities. Below are some of the events we hosted in 2021:

- Colgate Women’s Network organized a broadcast featuring health professionals (dentist, cardiologist and dermatologist) who shared important insights on health issues relevant to all of us, especially women.
- Colgate LGBTQ+ and Allies presented an event where health care professionals shared their experiences and learnings related to HIV/AIDS care, explaining the connection between oral health, physical health and mental well-being as part of our #KnowYourOQ efforts.

- Colgate Women’s Network led a global discussion about confidence—why women may struggle with it, how they can build it and why it matters featuring Colgate’s Chief Digital Officer and speakers from the UK & Ireland, the U.S., and India.
- Colgate Abilities Network & Allies hosted a panel discussion with caretakers and community advocates for people living with disabilities.
- Colgate & Hill’s Black Leadership Networks held Juneteenth events with educational, uplifting and celebratory programming to mark the end of slavery in the U.S., and discuss “where do we go from here?” Colgate introduced Juneteenth as a holiday effective 2022.
- Hill’s Black Leadership Network organized an informative panel discussion and virtual tour of the Negro Leagues Baseball Museum, which is the world’s only museum dedicated to preserving and celebrating the rich history of African-American baseball.
- Colgate Women’s Network offered a global workshop on how to master the language of leadership to help people more effectively deliver feedback for impact, advocacy and growth.
- Colgate Asian Action & Hill’s AspirAsian Networks coordinated multiple speaking events to discuss rising violence and hate against the Asian American community.
- Colgate Mexico launched another chapter of our disability employee resources group for Colgate people with visible and invisible disabilities. It offers a platform to engage with leadership, discuss challenges with each other and receive development and training opportunities.
- Hill’s Parents Network Event on Kids, COVID & Coping featured an expert guest speaker on how parents can stay physically and mentally healthy during uncertain times.

“We are proud of the Hill’s Pride Tribe and the work the team does to drive Inclusivity and Belonging within Hill’s and with external consumer and veterinary communities. Allyship plays a critical role in today’s work culture and we’ve seen a groundswell of support across our organization in embracing pronouns, as well as connecting and caring for each other.”

**Megan L.**  
HILL’S PRIDE ERG  
ASSOCIATE DIRECTOR, RETAIL MARKETING  
HILL’S PET NUTRITION

## Improving Diverse Representation

We are committed to driving diverse representation across all organizational levels and investing in relationships that support our development of a diverse talent pipeline.

### Creating Teams that Reflect the Communities We Serve

At Colgate, we understand that serving diverse communities requires having employees and leaders that are equally diverse. We continue to use diverse hiring slates and panels to ensure we have a selection of qualified candidates from different backgrounds to recruit from, in addition to making sure each candidate is fairly and equally evaluated. In 2021, we focused on creating a robust and diverse pipeline for senior positions.

As part of our We S.T.A.N.D. Together strategy to promote diversity, equity and inclusion in North America, one of our goals is to inspire courageous and inclusive leadership. To accomplish this, in 2021 we started an Inclusive Leadership Series in partnership with CATALYST, a global nonprofit dedicated to accelerating women into leadership. In the first session called “Inclusive Leadership-PRIMER,” we focused on exploring how our differences impact our ability to contribute to our workforce and to learning tangible, inclusive communication strategies to communicate and connect across people’s differences.

### Diversity Leadership Councils

Colgate’s Diversity Leadership Councils (DLC) are responsible for establishing inclusive frameworks for talent management and leadership practices. Colgate has DLCs around the world, with their mission being to connect with the people in their organization and harness cultural insights needed to build empathy and change behaviors to be more inclusive. This year, in addition to DLCs in operation in India, South Africa and our LATAM region, we added new DLCs in Europe, Brazil and at select Hill’s locations.

“The CWN is an inclusive group of women and allies who welcome diverse perspectives with the goal of advancing women into leadership. This important network elevates the challenges women face while providing them with the right opportunities and tools to succeed”

**Stephanie K.**  
COLGATE WOMEN’S NETWORK  
MARKETING MANAGER, SOFTSOAP

## Developing Diverse Talent and Leaders

At Colgate, diversity attracts talent, drives innovation and leads to business success. We hire for expertise and skill, while also recognizing the enormous value of diverse perspectives and backgrounds. To attract top talent, we go beyond traditional leadership development programs and invest in initiatives to ensure that Colgate people can maximize their potential.

### Leadership Development Programs

Our programs prioritize collaboration, tailored mentorship and leadership coaching, and are supplemented with the thoughts and perspectives of diverse, high-potential leaders.

In addition to our corporate leadership development programs, we offer specialized training and career development opportunities. Below are some of the important programs we offer alongside our corporate leadership development programs:

- **Advancing Critical Capabilities Empowers Leaders (ACCEL):** This program is dedicated to creating opportunities for career advancement for Black and African Americans. For each of the past five years, ACCEL has selected 25 emerging Black and African-American leaders to increase their technical proficiency, achieve organizational goals, advance diverse leadership and be more globally competitive. ACCEL creates

a crucial internal community through networking and mentoring opportunities, and participants engage with Colgate’s senior management to better understand the needs and responsibilities of executive leadership.

- **Coaching Circle Program:** for those that completed the ACCEL leadership development program and wish to continue advancing their careers, the Coaching Circle Program is designed to build further career potential and expand and strengthen existing networks for our Black and African American employees. Through direct engagement with Colgate leadership and developing their own career path, each participant receives the training, support and network to become agile, resilient and savvy leaders.
- **Velvet Suite:** The Velvet Suite SHE Summit and Brand Leadership program addresses

hidden barriers to leadership positions faced by high-potential/high-performing working women with added attention to women of color. Emphasizing personal-brand leadership models, the Velvet Suite creates leadership readiness through an understanding of each individual’s own potential and value.

- **Women’s Programs:** We support the advancement of women’s leadership and are proud of our long-term sponsorship of several Women Unlimited Programs, including: Forums for Executive Women (FEW), Leadership Education and Development (LEAD) and IMPower. These programs provide women executives, managers and emerging leaders with mentoring to maximize their talents and skills, increase employee motivation and increase self-awareness and personal impacts.

Ensuring Equity

We are institutionalizing processes that drive equality in hiring and advancement opportunities and reviewing existing processes to ensure equitable treatment for all Colgate people.

Pay Parity

Colgate has long been committed to pay equity and its role in fostering a diverse and inclusive workplace. We pay all Colgate people at a level commensurate with their role, work location, individual performance and experience, irrespective of gender, race, ethnicity or any other category protected by law. Consistent with these values,

Colgate conducts an annual U.S.-based pay analysis for gender and race.

Acknowledging that comparing pay based on race/ethnicity is challenging on a global basis, in 2020, Colgate also conducted a global gender-based pay analysis. Our results confirm that in the United

States, Colgate has achieved statistical pay equity for gender and race. Globally, there is a less than 1% unexplained difference in pay between women and men, and we are committed to continuing our work to close that gap. We will be updating these results in 2022 to ensure we remain on track for pay equity.

“The Colgate’s Abilities Network (CAN) employee resource group has focused on key areas to help raise awareness and educate employees regarding the various challenges faced by individuals with disabilities not only in the workplace but also throughout their everyday activities outside the company. Additionally, the team has focused on partnering with various business teams to incorporate accessibility into their products and strategies.”

Alexander S.  
COLGATE ABILITIES NETWORK  
CHIEF INFORMATION SECURITY OFFICER



# COMMUNITY



# COMMUNITY

At Colgate, we continually strive to be an ally for positive change within the communities where we live and work. We focus our support on creating educational and professional pathways for underrepresented and underserved young people; sponsoring DE&I industry associations to spark change in industry; and supporting organizations that advance civil rights.

**This year we hosted our first-ever  
National Aboriginal and Islander  
Day of Celebration (NAIDOC)  
Discussion at Colgate Australia.**

## Celebrating Communities

**Beyond our professional aspirations of promoting diverse communities, we believe it is also important to take time and celebrate cultures from around the world. Here are some of the ways we celebrated:**

- 2021 marked the second annual employee #Juneteenth event. In collaboration with the [Black Leadership Network](#), we educated, uplifted and celebrated black history and culture. We want Colgate people to be educated about Juneteenth and more knowledgeable about Black history, and understand how they can play a part in advancing diversity, equity and inclusion. Beginning in 2022, we will recognize Juneteenth as a company holiday.
- This year the Colgate and Hill's Australia team hosted a virtual discussion for National Aboriginal and Islander Day of Celebration (NAIDOC). This event shared insights into how the Company is supporting Indigenous communities with our oral health programs and how our long-term charity partner, The Smith Family, are helping First Nations students with support to continue their education.
- In South Africa, our team stepped up to help children at an underserved school as part of the country's National Youth Day. We raised funds to purchase and donate 235 pairs of school shoes, which meant that every child at the school had a pair of shoes to wear.
- In Mexico, to celebrate the first anniversary of the DE&I committee there, our teams held its first-ever Inclusion Week with events focused on the four pillars: LGBTQ+, Disabilities, Gender and Generations. Colgate leaders and expert speakers shared their personal experiences to invite understanding and tolerance so we can foster a workplace where everyone feels they belong.

## Creating Educational Pathways

**One way we create a diverse talent pipeline is by creating educational paths and teaming up with academic organizations to offer scholarships for continuing education to people from underserved communities. This helps talented individuals be more successful for themselves and their communities, while exposing them to the Colgate brand and culture of caring. It also helps strengthen our own communities by showing that we take our commitments seriously and we continuously strive to help the underserved.**

**For example, in collaboration with UNCF's Lighted Pathways team, Black Leadership Network and the North American DE&I council, we created a three-part webinar series for Black/African American undergraduate students. The objective of the series is to equip students with the skills necessary to navigate the work environment and expose them to the culture of Colgate.**

Other major programs from around the world:

- **United Negro College Fund:** Colgate is committed to promoting national organizations that champion Black and African American civil rights and urban education. We have been a proud legacy partner of the United Negro College Fund (UNCF) since its inception in 1944. In 2021, we expanded our partnership with UNCF to include a scholarship to make higher education more accessible to students and expose them to the various career pathways at Colgate.
- **Inspire our Future:** This scholarship is designed to encourage and support Black/African American students to pursue careers in engineering, supply chain management, sales and marketing. The scholarship award is \$10,000 and is renewable for two years. In addition to using funds for tuition at an accredited college or university, scholars may also use their funds for other educational expenses, such as on-campus housing, textbooks and laptops.
- **Haz La U:** In partnership with the Hispanic Heritage Foundation, our Haz La U program offers a one-time educational grant for rising high school seniors of Latin descent.
- **Keep India Smiling:** Aimed at providing talented individuals from low-income homes with financial scholarships and mentorship opportunities, this scholarship is increasingly helping to elevate women out of extreme poverty. In 2021, 51% of recipients were female, up from 32% in 2020.
- **1,000 Dreams Fund:** Colgate proudly supports the 1,000 Dreams Fund and is a title sponsor for the MentorHER initiative where talented young high-school girls, college and post-graduate women are provided critical funding, resources and meaningful mentor relationships.

## Advancing Civil Rights

We are committed to become an ally for positive change in conditions for the underserved populations, in communities in which we live and work. In doing so, we have looked to deepen our support of organizations that defend civil rights and advocate positively for all people such the **National Urban League, National Action Network (NAN), NAACP Legal Defense Fund and the Asian American Business Development Center (AABBC).**



**We have increased our financial support to these organizations by about 50%.**

## Being an Ally for Change

We work hard to be an ally for change by sponsoring diversity, equity and inclusion initiatives for industry associations and striving to be a thought leader in this space. We also believe it is essential that we provide the tools for change to the people responsible for driving it. Below are some examples of efforts we have undertaken with others with whom we share a commitment to this cause.

### MOVER Coalition in Brazil

To combat ongoing racism against Black Brazilians, Colgate joined the MOVER coalition, a group of industry leaders dedicated to filling 10,000 leadership positions with Black Brazilians, reaching 3 million people through jobs and training, and creating guiding principles to promote racial equity in participating companies by 2030.

### Graduate Program for South and East-West Africa

As part of our efforts to improve our diverse talent pipeline, we offer a career exposure program to high-potential university graduates in South and East-West Africa. To date, more than 40% of graduates became full-time hires and are still working with us, with over 75% being mixed race. In the future we plan to expand this program to people with Master's degrees, and provide this talent international exposure and global networking opportunities.

### Human Rights Campaign Corporate Equality Index

For the sixth consecutive year, we received a score of 100 on the Human Rights Campaign Corporate Equality Index, which measures employer LGBTQ-inclusive policies, practices and benefits. We are committed to creating an environment that includes everyone from the LGBTQIA+ community, and will work to extend and champion these values in the communities we serve.

## Reimagining a Healthier Future for All

We are committed to elevating people from underserved communities around the world. We will continue to be an ally for positive change and support programs that enrich lives and promote healthy habits for underserved people in our communities.

### #KnowYourOQ

We recently launched Know Your OQ™, a comprehensive public health initiative and global consumer education campaign to advance oral health worldwide. Oral diseases are largely preventable, and yet they remain prevalent across the globe, affecting nearly half the world’s population and disproportionately affecting Black and LatinX communities. In order to address this global health crisis, we are educating people about the importance of oral health by encouraging them to Know Their OQ—their oral health quotient. By empowering people to understand that oral health is the gateway to overall health and well-being, we can motivate people to prioritize proper oral care, which leads to healthier futures and healthier communities.

### Colgate Bright Smiles, Bright Futures Program

Oral care is key to lifelong health. For over 30 years, Colgate’s flagship oral health education initiative, *Bright Smiles, Bright Futures*® has reached more than 1.4 billion children and is active in 80 countries. Our U.S. BSBF® mobile and accessible dental vans travel to rural and urban communities and provide free dental screenings and activities that encourage healthy habits leading to healthy smiles.

### Colgate Women’s Games

We believe one of the best ways to drive social impact and to help young people in our communities thrive is by supporting girls and encouraging them to pursue education. One way we accomplish this by sponsoring the [Colgate Women’s Games](#), one of the largest amateur track series for girls and young women in the US.

Since 1974, Colgate Women’s Games has provided young female athletes the opportunity to compete for educational grants-in-aid, instilling the importance of educational achievement and providing a training ground for those who might not otherwise participate in organized sports. Each year, thousands of girls participate in the track series, where finalists compete for trophies and receive educational grants. In 2020 and 2021, we suspended these games due to COVID safety risks, but we will hold the Games in Spring 2022 and beyond.

Illustrating the impact that the Colgate Women’s Games can have, the Netflix original film “[Sisters on Track](#)” details the coming-of-age story of Tai, Rainn and Brooke Sheppard. They overcome incredible hardship and discover that running, mentorship and education can merge to become a powerful force for good.



# SUPPLIER DIVERSITY





# SUPPLIER DIVERSITY

At Colgate, we are creating and expanding business opportunities for underrepresented business owners to advance economic and social equity and strengthen communities.

## Diverse Business Development

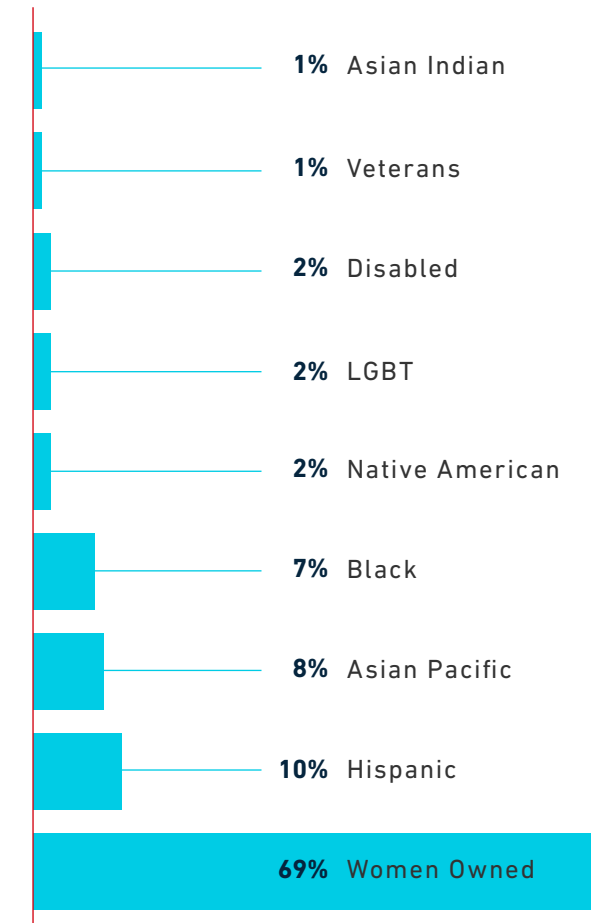
**This year, in the U.S. Colgate and Hill's business, 4.4% of our Tier 1 direct spend was with minority- and women-owned businesses, with a goal to increase to 10% by 2025. An important part of our 2025 strategy is to enable the success of diverse companies.**

In 2021, we held our first virtual Indirect Procurement Diversity Fair in North America, for suppliers in all indirect categories: Warehousing, Transportation, Customization; Capital, Maintenance, Repair & Operations; Marketing/Media, Insights & Analytics; and Commercial Development/eCommerce, Professional. The fair provided an avenue for diverse suppliers and Colgate stakeholders to come together for meaningful discussions and set the model for how Colgate will operate in the future, through direct connections between business leaders and diverse suppliers.

### Tier 1 & Tier 2 Diverse Spend



### Tier 1 Certified Diverse Suppliers



We performed functional portfolio reviews to identify opportunities to collaborate with new diverse suppliers or develop the capabilities of existing ones.

## Building a Diverse Supplier Portfolio

**As part of our efforts to increase the number of our diverse suppliers, in 2021 we performed functional portfolio reviews to identify opportunities to collaborate with new diverse suppliers or develop the capabilities of existing ones.**

In addition, this year we internally hosted virtual supplier forums, one for indirect suppliers (goods and services) and one for direct suppliers (materials). In this forum we sought feedback from suppliers about what Colgate could do to help them improve, what tools we could provide and how they could help Colgate accomplish our own goals. This exchange provided valuable information we can use as a road map to connect our diverse supplier base with business leaders and stakeholders.

## Advocating for Diverse Suppliers

**Our focus is to expand our work with diverse suppliers to increase our spend across all business units, and engage leaders to provide mentoring to enable their success. We want to encourage greater collaboration among our partners to engage minority- and women-owned businesses, and align with Colgate's DE&I goals. Our partners that help with these efforts include:**

- National Minority Supplier Development Council
- Local Affiliate – New York/New Jersey Minority Supplier Development Council
- Women's Business Enterprise National Council
- Local Affiliate – Women's Business Enterprise Council MetroNY
- National Gay & Lesbian Chamber of Commerce
- Disability: IN
- National Veteran Owned Business Association
- WEConnect International

# COMMUNICATION



# COMMUNICATION

At Colgate, we focus on promoting dialogue around diversity, equity and inclusion to advance our vision of creating a culture where everyone feels included and that they are a valued member of our team.

## Build Awareness and Comfort Discussing DE&I

**We must always be listening, learning and growing. If we are to innovate and succeed in the marketplace, we have to work together. Understanding each other and those we serve is as important as learning new technical skills and discovering new ingredients. Our success begins with our talent and our ability to leverage the potential of each and every person to their fullest ability. To do that, we have to be open and honest, respectful and empathetic, curious and receptive.**

To help facilitate these discussions, in 2021 our R&D organization introduced a new program called “Let’s Talk About Race.” This initiative is designed to help managers understand the different experiences people of color (POC) face in daily life to help provide a more empathetic perspective to everyone. The program does not stop at building empathy but also provides insight into how to create an inclusive environment by productively discussing issues involving race while remaining sensitive to people’s experiences.

## DE&I Thought Leadership

**We strive to be an ally for change as a thought leader on DE&I issues by evaluating our own performance and identifying opportunities for improvement. One easy way we act as an ally is by correctly using people’s pronouns. Asking for and using someone’s preferred pronouns is a simple way to show that we care about each individual and want to be an ally who recognizes and supports who they are.**

This year we conducted an internal review of our policies to ensure they are aligned with and support our DE&I goals, in addition to updating the language we use to be more inclusive. For example, we updated our job postings to contain more gender-neutral language.

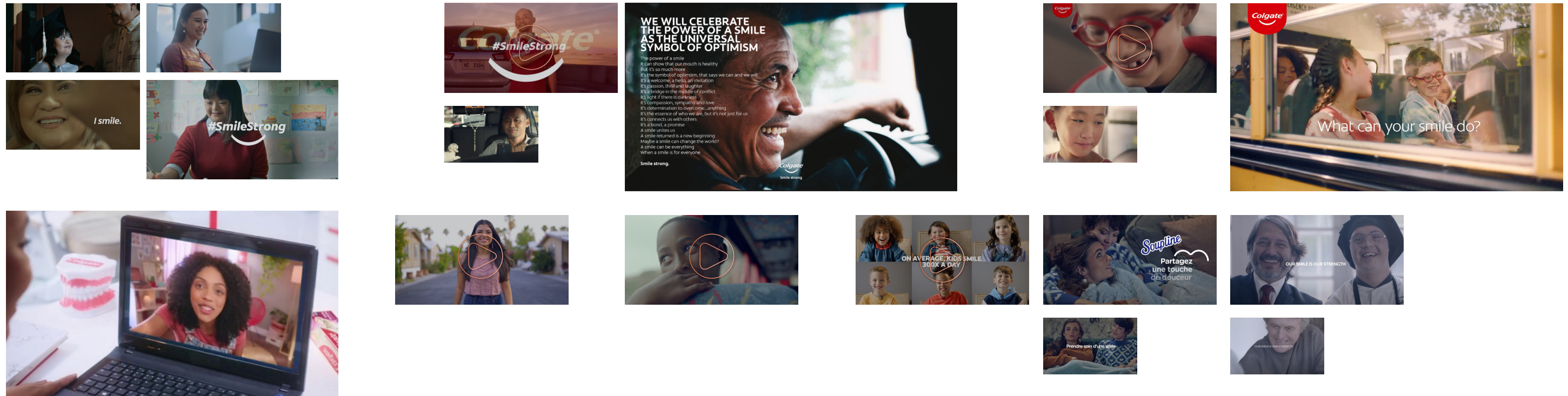
## Transparent Communication

**In order to be recognized as a trustworthy company dedicated to diversity, equity and inclusion, it is essential that we transparently and openly discuss where we are as an organization, and where we want to go. To further our commitment to transparency, we participated in the 2021 Chief Human Resources Officer and Chief Diversity Officer Workshop Series, hosted by CEO Action for Diversity & Inclusion, that discussed DE&I data and transparency. This workshop brought industry leaders together to discuss all that’s involved in capturing, disclosing and acting on diversity and inclusion data in a monthly interactive workshop.**

## Communicating with Colgate-Palmolive's Brands

Another important way we communicate with consumers is through our brands. They illustrate who we are, where we come from and what we value. We take great care in how we position our brands so that they demonstrate our diversity, values and purpose, while leveraging cultural insights so that they resonate with our underserved consumers. This collection of work highlights that everyone deserves a future to smile about.

Below are some of the ways we are communicating our commitments to diversity through our brands:







Our global advertising has evolved to over represent the under represented. Whether in gender, race, disability, age, or LGBTQ status, our work reflects the reality of people in the world in a manner that is authentic and optimistic. We believe it's important for both our underrepresented consumers and the majority to experience a world of positivity and optimism for people that have often been ignored or reflected in stereotypical ways. At Colgate, we stand up for a better world for everyone.



Legal Notice: Forward-Looking Statements

All statements in this report that are not historical, including targets for and projections for future results, the expected achievement and effect of our diversity, equity and inclusion strategy and initiatives, including our 2025 Diversity, Equity and Inclusion Strategy, and the timing of their expected impact are “forward-looking statements” within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 and the rules, regulations and releases of the U.S. Securities and Exchange Commission (SEC). Forward-looking statements generally can be identified by words such as “believes,” “expects,” “estimates,” “intends,” “plans,” “strives,” “may,” “could,” “projects,” “should,” “will,” “continue,” “targets” and other similar expressions, and are based on management’s views and assumptions as of the date they were made. This report is issued as of April 18, 2022 and except as required by law, we undertake no obligation to update these statements as a result of new information and we make no representation, express or implied, that the information is still accurate or complete. We caution 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. Information about factors that could impact our business and cause actual results to vary, possibly materially, from these forward-looking statements, can be found in this report and in our filings with the SEC, including the information set forth under the captions “Risk Factors” and “Cautionary Statement on Forward-Looking Statements” in Colgate’s Annual Report on Form 10-K for the year ended December 31, 2021 and subsequent Quarterly Reports on Form 10-Q.”