

THE POWER OF WE



DIVERSITY, EQUITY AND INCLUSION REPORTING FOR 2022



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ABOUT THIS REPORT

Colgate-Palmolive is a caring, innovative growth company that is reimagining a healthier future for all people, their pets and our planet. Fulfilling this purpose guides the decisions we make, the standards we set for ourselves, and the culture in which we work.

How we do this is driven by Colgate’s People — ensuring our workforce represents the communities we serve – and creating an environment where our employees feel they belong. Through recruiting diverse talent from different backgrounds, we seek to create an environment where all people can and want to contribute, learn, and thrive. This means sustaining a culture where we can be our authentic selves, be treated with respect, and have the support of leadership to impact the business in a meaningful way. We succeed when we operate in this way, maintaining open and honest input from each other, our business partners, and our customers.

Colgate’s global footprint includes almost 34,000 dedicated employees that support the development of innovative products that are marketed in more than 200 countries and territories. Our people bring insights from their personal experiences to Colgate that enrich company culture and inform the design and distribution of our products. By striving to have representation that mirrors that of the markets we serve and playing an active role in our communities, we can understand consumer and customer needs, ultimately earning the trust of millions of people each day. We take very seriously — and with much gratitude — the fact that the Colgate brand is found in more homes than any other in the world.

This report is intended to describe how we leverage diversity, equity and inclusion to fulfill our purpose — to reimagine a healthier future for all people, our pets and our planet. It is a transparent look at our DE&I progress in 2022, including our achievements, opportunities for improvement and forward-looking goals. It is the story of how we generate and grow the Power of We.

LETTER FROM NOEL WALLACE

CHAIRMAN, PRESIDENT AND CHIEF EXECUTIVE OFFICER



To all Colgate-Palmolive stakeholders:

What makes the drive for greater diversity, equity and inclusion a powerful force at Colgate-Palmolive is that it is in us and of us: not a finite program or vertical campaign, but an essential part of who we are, what we do and how we do it.

At our core, Colgate People are diverse, working across more than 200 countries and territories for millions of people in every corner of the world who trust us for the health and well-being of their families and their pets.

If you ask anyone in any one of our offices or plants — from Maine to Mumbai to Mexico City and everywhere in between — they’ll tell you that Colgate People care for the people we serve, their pets, and for one another. We show respect for our colleagues. We strive to act with integrity in everything we do. And we are committed to our purpose to reimagine a healthier future for all.

These ideas are ingrained in our People and our culture. Because they are authentic to Colgate, they provide a strong foundation for the efforts we are making to become more diverse, more equitable and more inclusive. And it cuts both ways. While our culture supports our DE&I efforts, our DE&I efforts are strengthening our culture.

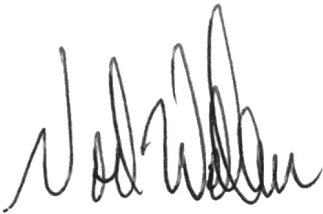
New Leadership Principles

In 2022, we took an important step forward to strengthen our culture that is adding momentum to our DE&I efforts. We launched new Leadership Principles to define for all Colgate People the behaviors we must demonstrate for our Company to grow and win in a connected world. Being more inclusive is at the center.

These Leadership Principles call on all Colgate People to listen with empathy, seek out diverse perspectives, speak openly, and listen with an open mind. They encourage us to pursue opportunities to learn what we don’t know and invest our time and energy to help others grow. And they call on us to take ownership for outcomes and do what is right. All of this contributes to a more diverse, equitable and inclusive Colgate.

I greatly appreciate the energy Colgate People bring to our purpose — to proudly and optimistically demonstrate, every day and everywhere, that we are a caring, innovative growth company that is reimagining a healthier future for all. How we approach our work and how we reach our goals is just as important as the science and technology that goes into our products. That’s why we stand

committed to diversity, equity and inclusion in all we do, supporting fairness and full opportunity, and, as you will read, measuring what we do to assess our progress and inform future strategy. In us and of us — that is how we think about diversity at Colgate and why we believe we can and we will — together — make the world a better place for all.



Noel Wallace
CHAIRMAN, PRESIDENT AND CHIEF EXECUTIVE OFFICER

These ideas are ingrained in our People and culture. Because they are authentic to Colgate, they provide a strong foundation for the efforts we are making to become more diverse, more equitable and more inclusive.

LETTER FROM DEREK GORDON

CHIEF DIVERSITY, EQUITY AND INCLUSION OFFICER



Culture of Belonging

Colgate-Palmolive's purpose is to reimagine a healthier future for ALL people, their pets and our planet. To realize this purpose, our Company needs to be a place where all of us feel we belong — and Our Global Diversity, Equity and Inclusion Strategy and actions help us create such an organization.

Our ambition is for all Colgate People to trust that the Company invites each of us to be our authentic selves while giving us the opportunity to achieve our personal and professional ambitions based on our capabilities — instead of our identity. With the Colgate brand in more homes than any other, we have the opportunity to leverage our Company's global reach and scale to break down the barriers to equitable treatment people face daily.

In this Global Diversity, Equity and Inclusion Report, you will see the actions and metrics that reflect how we are progressing on this journey to create a culture of belonging both inside and outside of Colgate. Four highlights include:

1. **Advancing representation of women and Black/African American:**

At the Vice President-level of the organization, we have increased representation of each about 2.5 percentage points in 2022 versus 2021.
2. **Over the last five years,** Vice President-level representation is up almost 9 percentage points for women globally.
3. **While we have further to go for women, for Black/African Americans in the US,** we are nearing our aspiration to create an organization that represents the labor force at the Vice President level.
4. **Progress on inclusion.** Our goal, which we have achieved and maintained, is for our Inclusion Index to be in the top quartile of benchmark companies. Importantly, our Inclusion Index is also above the benchmark of the broader consumer products industry. The Inclusion Index is how we measure the overall sense of belonging for Colgate People around the world.

In the following pages, we highlight our achievements and we also acknowledge our opportunities for improvement, mapping out how we will continue to fulfill our commitment to DE&I.

I believe that the most important progress that we have made is our continued effort to assure we are institutionalizing the Company’s expectations that we ALL work to create an inclusive culture. Previously, we stated that Diversity, Equity & Inclusion is a key consideration in our Company’s purpose and a transformative enabler of our Company’s business strategy. In 2022, we introduced new Company leadership principles that are based fundamentally on the idea of being an inclusive leader.

From purpose to business strategy, from values to leadership principles, Colgate is ensuring that we integrate DE&I into every aspect of how we work, who we are and what we do.

I invite you now to learn more about our DE&I progress and the commitment of our people around the world to creating a culture of inclusiveness and belonging.



Derek Gordon
CHIEF DIVERSITY, EQUITY AND INCLUSION OFFICER

Colgate is ensuring that we integrate DE&I into every aspect of how we work, who we are and what we do.

OUR

STRATEGY

AND PEOPLE DRIVEN LEADERSHIP



OUR STRATEGY AND PEOPLE DRIVEN LEADERSHIP

“ Our DE&I strategy reflects our purpose, strengthens our culture and helps to advance our business. ”

Eugene K.
VICE PRESIDENT, GLOBAL DIVERSITY, EQUITY & INCLUSION

Our Strategy

Colgate's DE&I objective is to break down the barriers to equality of opportunity both within and outside our Company. We believe ALL people should have the opportunity to achieve their ambition based on their capability as opposed to their identity. To achieve our objective, our strategy has 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 and supply chain partnerships to reflect the diversity of the world we serve by assuring that all people have equal opportunity.
3. Leverage our global reach and the strength of our brands to break down barriers that limit people from underrepresented populations, specifically around health, education and career opportunities.

Through these ambitions, we aim to champion and be an industry leader in DE&I focused on four pillars:

People:

Create a sense of belonging by implementing policies, learning experiences and processes

Community:

Be an ally and driver for positive change

Supplier Diversity:

Provide equal access and opportunity for qualified diverse businesses to compete for business with our Company

Communication:

Build trust, be transparent and create dialogues that promote Diversity, Equity and Inclusion.

Leadership Principles

This past year, a global group at Colgate sat down to reflect on the meaning and purpose of leadership and the ever-evolving expectations of leaders today. We discussed our goals and future strategies and how our Colgate leaders will shape them. The result was three new leadership principles which, in May of 2022, were rolled out globally. Colgate hosted a three-day Global Growth Forum with the top 200 managers where we introduced the principles and how we intended to embed them throughout the organization.

This process is continuing throughout 2023, designed to empower stronger, more inclusive leaders and guide future partnerships, general practices, and global collaboration.

We Cultivate Trust:

By cultivating an environment of trust, we give people the confidence to feel safe being their authentic selves and bring their best ideas and abilities to the fore.

We Create The Future:

By pursuing our curiosity, changing courageously, and recognizing progress, we can stimulate agility, learning, and innovation.

We Commit to Impact:

By providing clarity, taking ownership, and doing what’s right, we can drive performance, empowerment, and integrity in our outcomes.

Our goal is to work as one team of people with different backgrounds, perspectives and ways of working. We recognize and respect these differences and leverage them to advance Colgate’s business goals and our purpose of reimagining a healthier future for all people, their pets, and our planet.

Wendy B.
VP, GLOBAL PEOPLE DEVELOPMENT

DIVERSITY —

BY THE NUMBERS



DIVERSITY — BY THE NUMBERS

■ ■ We want to make a positive impact in our world and it all starts with cultivating trust. We listen with an open mind, with empathy, and with a commitment to doing the right thing.

Though we have further to go, we are proud of our progress in building an even more diverse and inclusive culture ■■

Maria Paula C.

PRESIDENT, COLGATE-AFRICA/EURASIA

At Colgate, we are committed to making progress against the aspirations that we set for ourselves with respect to inclusion and representation. We diligently manage, measure and report key performance metrics on our way to reaching the following goals:

- Labor force representation among women across the world at all organizational levels.
- Labor force representation of Black/African American, Latin and Asian ethnic groups in the US at all organizational levels.
- Achieving inclusion scores in the top quartile of measured companies.

In 2022, women represented more than half (53%) of our global workforce across business functions. We have focused on increasing female representation at the executive level (Vice Presidents and above), where we have steadily increased female positions from 27% in 2018 to 36% in 2022. We are proud of the results of our efforts thus far, and will continue this focus as we aim to reach labor force representation.

We have surpassed our representation goals for Latin and Asian employees across much of the senior manager/director levels of the organization and continue to work to increase Black/African American representation in all levels of leadership and throughout the Company in 2023.

Hiring at the leadership levels included a higher percentage of people of color than last year, demonstrating our priority of having a senior leadership team that is representative of our employee base and our communities.

Our Board of Directors is currently 36% women and 18% Black/African American, with one member who identifies as LGBTQIA+.

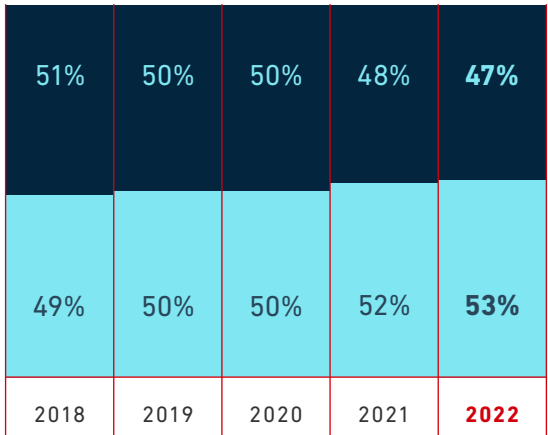
Across Colgate, respondents to our employee engagement survey widely indicated that they feel that they belong at Colgate, that they can be their authentic selves, and that their managers support inclusion in their workplace. Our survey results placed us in the top quartile of measured companies, showing that our culture of inclusion is felt at every level of the Company.

In this report, we present the numbers of our salaried and clerical (S&C) organization, which represents the Company's exempt or non-hourly 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 it serves as a pipeline for the most senior people in the Company, which we call the Vice Presidents and above population.

Global Gender Data & Trends

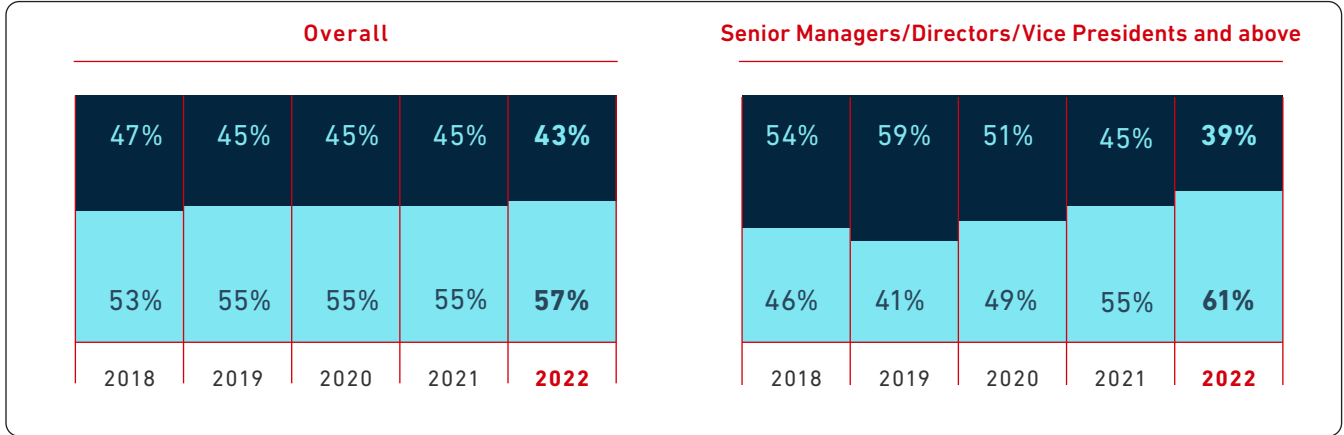
Overall Representation by Gender



In 2022, women represented 53% of our salaried and clerical workforce.

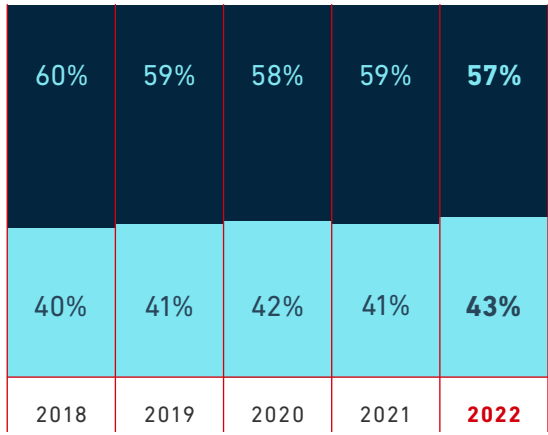
We continue to hire women at a rate equal to or greater than the rate of men.

Hiring by Gender



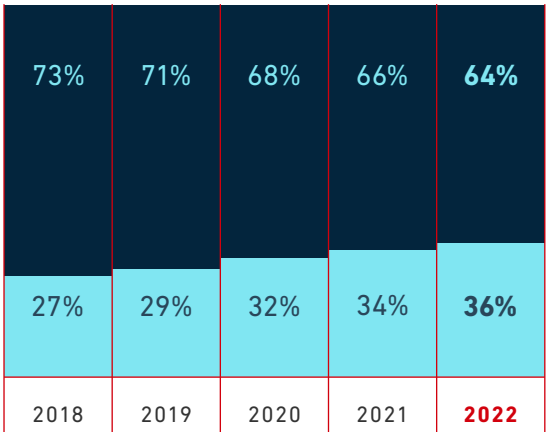
Gender Representation: Global Management

Senior Managers/Directors



We are continuing to approach equal representation between women and men for our Senior Managers/ Directors.

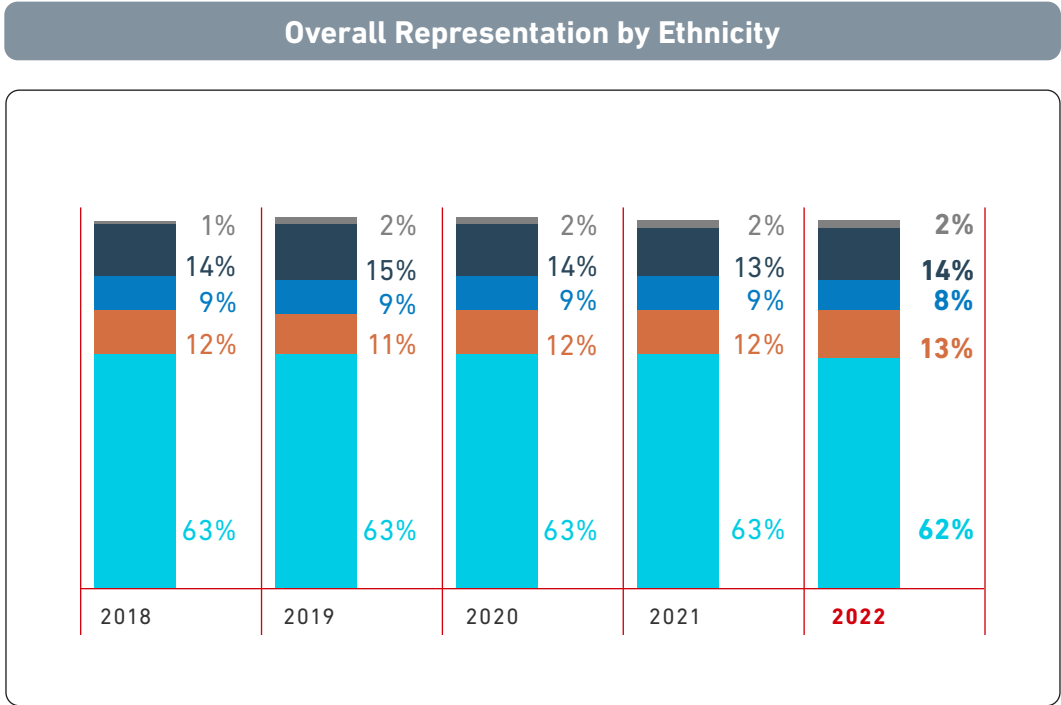
Vice Presidents and above



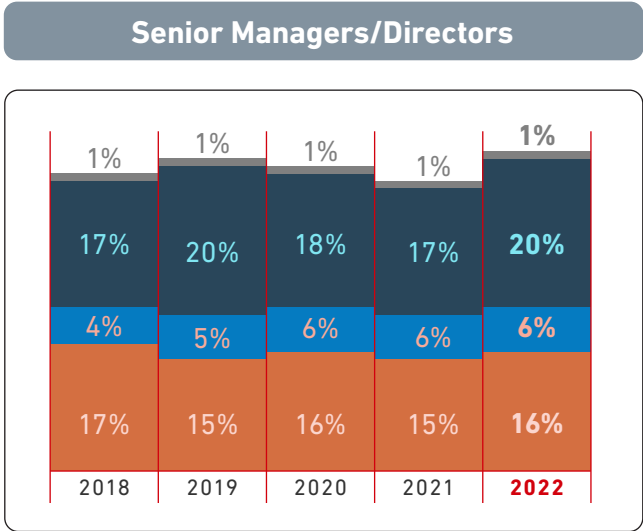
We continue to make progress in advancing women at the VP level and will continue to work towards gender parity.

Legend:
Men
Women

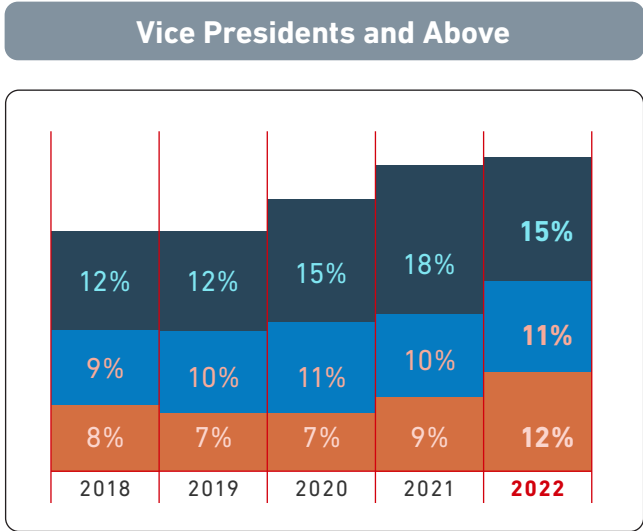
US Ethnicity Data & Trends



Total People of Color representation is in line with the US Labor Force, however we need to make progress advancing Latin and Black/African American employees.



We have essentially achieved or exceeded labor force representation at this organizational level for each ethnic group. We are demonstrating improvement over time for Black/African American and will continue our efforts to achieve meaningful progress.



We are increasing representation overall for People of Color. We will monitor the data across all ethnic groups to ensure we maintain our progress.

Legend:

White

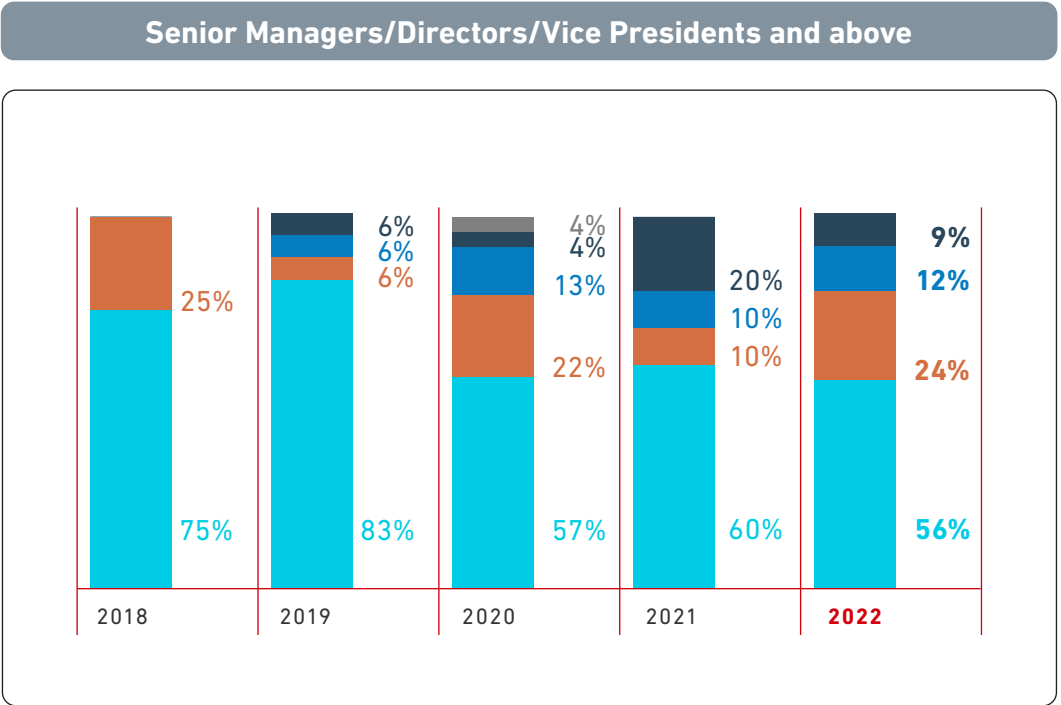
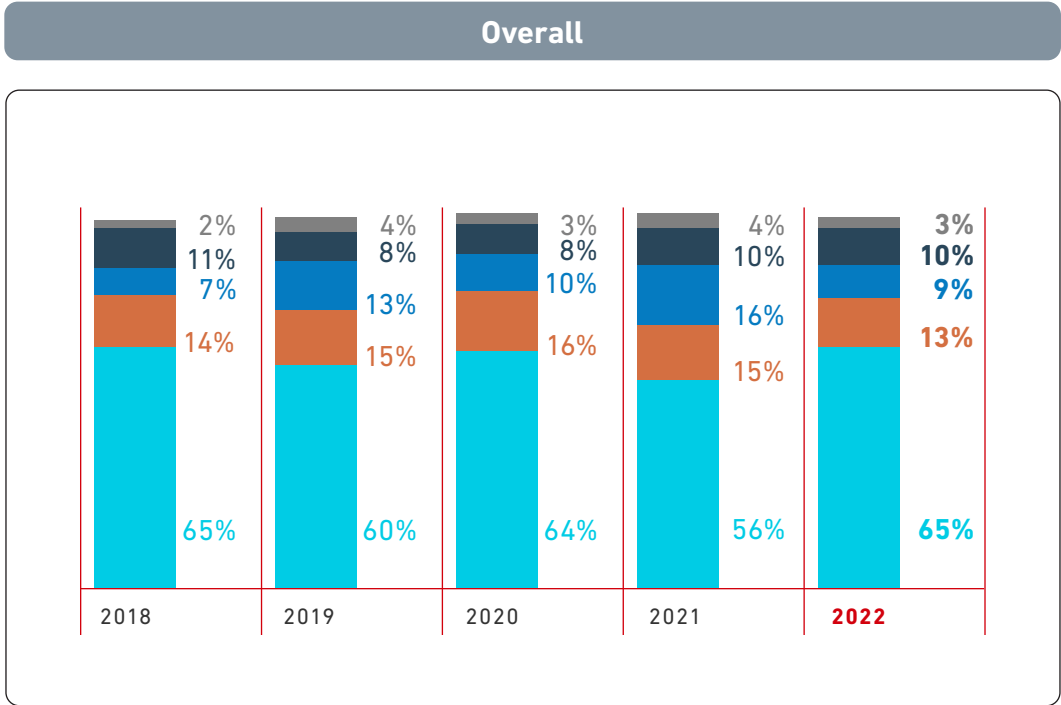
Asian

Black

Latin

Other

Hiring by Ethnicity



We are making progress in hiring people of color at senior levels of the Company. We saw a decrease in hiring Latin senior managers/directors due to a slowdown in hiring overall in the US that resulted from COVID-19. In 2023 we will work to address this.

You can find our most recently filed Federal Employer Information EEO-1 Reports [here](#), representing our US employees as of December 2021. 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.

Legend:

White

Asian

Black

Latin

Other

Inclusion Survey Results

Overall Inclusion Index	
Colgate	Measured Companies
82%	75%

We are encouraged that our overall Inclusion Index is in the top quartile of measured companies.

Global Pay Equity

Colgate has long been committed to pay equity, both a driver and indicator of Diversity and Inclusion. All of our employees are paid at a level commensurate with their role, work location, individual experience and performance, irrespective of gender, race, ethnicity, or any other category protected by law. To ensure we live up to our values, Colgate conducts an annual US-based pay analysis for gender and race. We are proud to disclose that across our United States workforce, we have achieved statistical pay equity for gender and race.

While it is challenging to compare pay based on race/ethnicity on a global scale, we conducted a global gender-based pay analysis in 2022, and found statistical equity in pay between men and women. We are committed to ongoing review of our pay processes to ensure all of our employees continue to be paid fairly and equitably.

A

CULTURE

OF BELONGING



A CULTURE OF BELONGING

■ ■ Achieving our DE&I goals means "Colgate-Pamolive is a place where people can be their authentic selves, where they have equity of opportunity, and where anyone and everyone can and wants to thrive. That is what belonging and success look like to us. ■ ■

Yvonne H.
VP, GLOBAL GROWTH AND INNOVATION • MARKETING



We want our people to feel that they belong at Colgate. We approach each of our internal programs with this in mind and strive to be as inclusive an organization as we can be.

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



Manager Accountability

DE&I starts at the top and continues through our culture and corporate business strategy. It is a part of our values and embedded throughout our Leadership Principles. At each quarterly company meeting where we discuss our business results, some element related to DE&I is a topic. In our Senior Leadership Team meetings with our CEO, DE&I is a featured topic. Discussions may center around Inclusion and Diversity aspirations, progress toward them, obstacles, and solutions to push forward.

Our managers also are accountable for advancing DE&I. How managers treat their employees has a sizable effect onto which employees feel they can be themselves. Thus, performance against an inclusion objective is a key metric included in the evaluation of managers in their mid-year and annual reviews. Holding managers accountable for making progress on these issues serves as an essential avenue for building stronger ties to business objectives.



Listening to Each Other

Fostering a culture 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. These surveys consistently show 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. Sharing this feedback also fosters a sense of transparency throughout the Company.

In addition to company-wide engagement surveys, we deploy shorter pulse and individual 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 employees 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.

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. As of December 31, 2022, 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 international exposure and global networking opportunities.

Recruiting Diverse Talent

We know that the best way for us to connect with our communities is for our employees and leaders to share the backgrounds and characteristics of their neighbors. To achieve this, we ensure diverse hiring slates and panels. Our goal is to find the best talent, and expanding our recruiting efforts enables us to find a greater range of talents, backgrounds and experiences.

Diversity Leadership Councils

Located around the world, Diversity Leadership Councils (DLCs) help solidify best practices for talent management and leadership into actionable frameworks that guide our daily activities. Distributing these practices across Colgate, and thus around the world, allows connection with others in the organization and harnesses cultural insights necessary to build empathy and model inclusive behavioral changes. We currently operate DLCs in North America, India, South Africa, Latin America, Europe, Brazil and at select Hill’s locations, connecting and sharing our organization’s best practices from different corners of the globe.



Leadership Development Programs

Our leadership development programs are another way we actively engage with Colgate people to help them meet their greatest potential. Cultivating diverse and highly effective leaders helps to advance Colgate’s long-term goals and business outcomes, creating an environment where anyone can succeed and everyone’s perspective can be heard. Beyond our corporate leadership development programs, we offer specialized opportunities for career development, including the programs below:

Advancing Critical Capabilities Empowers Leaders (ACCEL): Formed to create opportunities for Black/African Americans, ACCEL provides resources to improve program participants’ organizational leadership and networking. As part of this program, 25 emerging Black/African American leaders engage with Colgate’s senior management, learning the needs and responsibilities of executive leadership through networking and mentoring opportunities.

Upon completion of the ACCEL leadership development program, participants may continue advancing their career development

through the Coaching Circle Program to expand and strengthen existing networks. Connecting high potential employees with current leaders is critical to developing diverse management, providing both doorways and pathways to advancement.

Brand Leadership Institute (BLI): In an effort to reduce hidden barriers to leadership positions faced by high-performing women, and women of color in particular, the Velvet Suite SHE Summit and Brand Leadership program is essential to advancing female leaders at Colgate. The program emphasizes the personal-brand leadership model, ensuring readiness for advancement through

a better understanding of the core values and impact areas that distinguish each individual’s leadership style.

Additionally, Colgate is a longtime sponsor of several women’s advancement programs. Between Forums for Executive Women (FEW), Leadership Education and Development (LEAD), Women Unlimited and IMPower, we seek to ensure our women executives, managers, and emerging leaders have the mentoring and sponsorship opportunities to maximize their potential.

Bringing Colgate Together – Employee Resource Groups

Much of what makes Colgate’s Diversity, Equity and Inclusion programs special is how much comes directly and organically from our people. Employees have been the catalysts for all of our employee resource groups (ERGs), prompting the creation of spaces where they organize around shared interests. Our DE&I team engages employees in the formation of these groups and the alignment with Company goals. We now have 12 groups across over 50 countries worldwide.

ERGs are formed to create spaces for the exchange of ideas and experiences. Also valuable is the dialog within our ERG Leadership Council, which meets regularly to celebrate successes and discuss strategic messages and relevant current events.



2022 ERG HIGHLIGHTS

In 2022, Colgate’s Lesbian, Gay, Bisexual, Transgender, Queer and Allies Network (LGBTQIA+) ERG organized an event in honor of National Coming Out Day which included a fireside chat with the ERG lead and the actor Daniel Kay Isaac on how to be authentic. This event reinforced our commitment to allyship and was broadcast on LinkedIn live.

Our Black Leadership Network continued to expand on its activities around Juneteenth to further build awareness about the significance of this day, providing information and perspective for all employees.

In honor of Asian American and Pacific Islander Heritage Month our Asian Action Network and AspirAsian ERG hosted Anne Chow, the former CEO of ATT Business, who shared her personal and professional journey as an Asian American female in business.

This year, we also introduced new ERGs:

- Indigenous Culture Network (ICN) in Canada
- Colgate Abilities Network (CAN) in South Africa
- Lesbian, Gay, Bisexual, Transgender, Queer and Allies Network (LGBTQIA+) and Colgate Women’s Network (CWN) in Switzerland
- Lesbian, Gay, Bisexual, Transgender, Queer and Allies Network (LGBTQIA+) and Colgate Women’s Network (CWN) in India



OUR GLOBAL

COMMUNITIES



OUR GLOBAL COMMUNITIES

■ ■ Diversity can mean something different from country to country so we empower our local leaders to develop DE&I action plans that make sense for their communities. Still, we all share the same approach and goals — to break down barriers to health, education, professional development and career opportunities for our people and for underrepresented people in our communities. ■ ■

Massimo M.
VP HR, EUROPE & AFRICA EURASIA

At Colgate, we make an effort to identify opportunities where our Company can be an ally for positive change within the communities where we live and work. Emphasis is placed on creating pathways that help break down barriers to equity in achievement, particularly around health, education and career opportunities.

Celebrating Communities

Throughout Colgate's collaboration with United Negro College Fund'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 at historically Black Colleges and Universities in the United States. The series aims to equip students with valuable skills to navigate corporate cultures, network and expose them to various career paths.

Being an Ally for Change: Making connections with industry associations is vital to staying connected, learning, and advancing Diversity, Equity, and Inclusion. Below, organized by business and region, are some examples of efforts we have undertaken with outside organizations that share our commitment to DE&I and developing actionable solutions for a healthier future.

Global Enterprise Oral Care: We elevate the health and well-being of our communities, particularly for underserved and underrepresented groups. Colgate believes that every child and their family have a right to a lifetime of healthy smiles. That's why we've championed a brighter future for 1.6 billion children and their families and are working to improve the health, education, and well-being in the US and around the world. Focused on promoting healthy habits, our Bright Smiles, Bright Futures program is our signature public health program, connecting the world's children to oral health education, free dental screenings and treatment referrals.



Brazil

United Nations General Assembly (UNGA): Colgate-Palmolive Brazil was invited to a panel at the United Nations General Assembly (UNGA) on September 17, 2022. They spoke with key global thought leaders about actions taken in Brazil to build inclusion and belonging. This invitation was an honor for our Company and symbolizes our progress in DE&I.

Our Brazilian community has established regional Employee Resource Groups including racial, LGBTQIA+ and people with disabilities groups.



Colgate-Palmolive Brazil Team
DE&I Townhall

LGBTQIA+ Events: Colgate-Palmolive Brazil hosted one of the year's first and most prominent events discussing about the Transgender community. Colgate also made in-kind donations to assist transgender individuals with their job search, also helping them to secure employment.

CWN: The Colgate Women's Network (CWN) is an established employee resource group in Brazil. In 2022, the Brazil CWN Committee organized several activities to engage and educate Colgate's teams on themes such as self-awareness, emotional intelligence, female protagonism, support networks, impostor syndrome, and other topics related to gender equity. The exercises included webinars, open round tables, and mentoring. CWN connected with teams from all Colgate locations in person and virtually.

MOVER: This consortium of 47 large companies that employ a total of 1.3 million people, operates in various sectors of the Brazilian economy, united with the purpose of promoting Diversity, Equity and Inclusion actions that help reduce inequality and combat structural racism in the labor market. MOVER has the goal to place 10,000 AfroBrazilians in leadership roles across its member companies. Colgate has allies with MOVER to support racial equality and equity and drive our aspiration to increase by 25% the number of leaders who identify as AfroBrazilian in our own workforce.

Supporting People with Disabilities: Through a partnership with Instituto Jô Clemente, we have taken active steps to integrate people with disabilities into our workforce. With our “supported employment methodology,” we include people with disabilities to identify their profiles and aptitudes, and provide development plans according to the specific needs of each person. Through this program, we were able to include dozens of people with disabilities, occupying everything from administrative functions to positions in our distribution centers.



Colgate Abiltiies Network & DE&I team Celebrating 40 Years of the
National Organization on Disability.

Europe and Africa/Eurasia

Advancing Women in the Region: Our European and Africa/Eurasia Colgate teams have made great strides in all areas of our Diversity and Inclusion goals. Specifically, our European and Africa/Eurasia divisions have been dedicated to expanding our female talent in leadership and director positions. We are committed to advancing women by assuring we recognize those that should be part of a slate for consideration. Additionally, we initiated a pilot involving external leadership programs focused on female leadership.

Colgate’s Women’s Network in Africa: Our Colgate Women's Network grew with the additional involvement of an executive sponsor. In addition, we initiated efforts to better understand how we can increase the presence of female executives.



Leadership Development in Africa: In South Africa, Colgate launched a program to highlight key talent around the region and invited them for an 18–24-month intensive rotational program. We also have a program where people compete for 6-month international assignments. In addition, we hired a dedicated human resources professional to drive further leadership development in the region, who secured 20 spots in the prestigious Black McKinsey Academy program, a program designed for high-performing early-to-mid-career managers who aspire to take the challenging leap into the C-suite.



People with Different Abilities: We conducted focus groups to understand potential additional efforts to increase the representation of people with different abilities in Western Europe. This has helped us discover changes we need to implement in our offices to be more inclusive of all abilities.

Asia

India: In 2022, Colgate in India launched a LGBTQIA+ and women's employee resource group. They have initiated a multi-tiered women's empowerment and development initiative.

CREATING

PATHWAYS



CREATING PATHWAYS

Colgate partners with academic institutions, nonprofits and industry associations to offer mentorships, scholarships and other support for underrepresented groups, particularly in the areas of focus so important to our business, such as dentistry, skin health and veterinary sciences.

Joanna Z.
VP & GM, CP SKIN HEALTH US

Colgate takes multiple approaches to philanthropic community support but one key focus is on creating pathways to achieve equity in opportunity, particularly in the areas of healthcare, science and technology. We create a diverse talent pipeline by partnering with academic institutions and nonprofits to offer scholarships, mentorships and research projects and student competitions for people from underserved communities. We believe expanding educational opportunities and professional networks benefits individuals, companies, causes and communities.



Colgate Women's Games

Educational Access & Grants

United Negro College Fund: Colgate is committed to promoting national organizations that champion Black/African American civil rights and education. We have been a proud legacy partner of the United Negro College Fund (UNCF) since its inception in 1944. In 2022, we expanded our partnership with UNCF with increased scholarships support to make higher education more accessible to students over virtual workshops expose them to various career pathways at Colgate.

Inspire our Future: In early 2022, Colgate announced the Inspire Our Future scholarships, designed to encourage and support Black/African American students to pursue careers in engineering, supply chain management, sales and marketing. Half of the scholarships are designated for students pursuing degrees related to manufacturing, engineering, or supply chain while the balance are designated for those pursuing degrees related to sales or marketing.

Honoring our Veterans: Colgate recognizes and gives thanks to the men and women of our armed forces for the sacrifices they’ve made to protect America. Our partnership with American Corporate Partners pairs mentors from Colgate with Veterans and military spouses who are interested in corporate careers.

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 helps to elevate women out of extreme poverty.

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. Seventy-five percent of MentorHer participants are BIPOC.



Educating Communities

Oral health is a gateway to overall health and well-being, and our Company is working to motivate people to prioritize their oral care. Colgate recently launched Know Your OQ™, an extensive oral health literacy initiative to reach healthcare professionals and consumers to advance oral health worldwide. Oral diseases are largely preventable, yet they remain prevalent across the globe, affecting nearly half the world's population and disproportionately affecting Black/African American and Latin communities. To address this global health crisis, we are educating people about the importance of oral health by encouraging them to “Know Your OQ” — your oral health quotient. This program has been one of the key corporate initiatives that we launched in 2022. Colgate’s Clinical Team, in two studies of nearly 300 people across diverse populations, report that people who are exposed to Know Your OQ see a 34% improvement in oral health knowledge; a 25% increase in awareness that dental cavities are the most common disease in the world; and a 15% improvement in change in attitude toward the importance of good oral hygiene.

Hill’s Pet Nutrition Black Leadership Network sponsoring the Xavier University of Louisiana Alumni Homecoming Banquet

SUPPLIER DIVERSITY



SUPPLIER DIVERSITY

Just as important as cultivating diversity within our Company, we promote diversity throughout our value chain, making DE&I a priority as we make partnership and supplier decisions as well.

Ayesha S.
DIRECTOR, SUPPLIER DIVERSITY

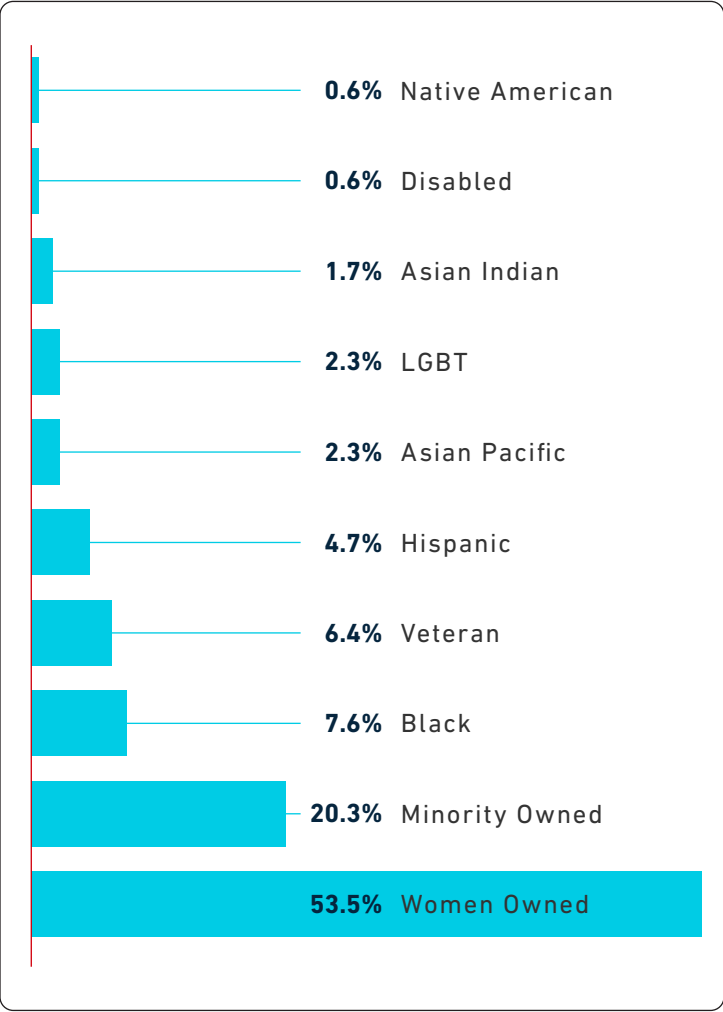
At Colgate, we are creating and expanding business opportunities for underrepresented business owners to advance economic and social equity in our value chain.

This year, in the US, including Colgate and Hill’s business, 5.1% of our Tier 1 direct and directed spend was with diverse-owned businesses, with a goal to increase this spend to 10% by 2025. An important part of our 2025 strategy is to enable the success of diverse companies. In 2022, we continued our initiative to host virtual Services Procurement Diversity Fairs in North America, for suppliers in all services categories: Warehousing, Transportation, Customization; Capital, Maintenance, Repair & Operations; Marketing/Media, Insights & Analytics; and Commercial Development/eCommerce, Professional. The fairs allow diverse suppliers and Colgate stakeholders to come together for meaningful discussions and set the model for how Colgate will operate through direct connections between business leaders and diverse suppliers.

Tier 1 & Tier 2 Diverse Spend



Tier 1 Certified Diverse Suppliers



As part of our efforts to increase the number of our diverse suppliers, in 2022, we continued to perform functional portfolio reviews to recognize opportunities to collaborate with new diverse suppliers or enhance the capabilities of existing ones. In addition, we expanded our business with four of the six supplier participants in the 2021 virtual diverse supplier forums. These forums provided opportunities for both services suppliers (goods and services) and direct suppliers (materials) to explore how Colgate could benefit from their offerings and also share our capabilities to improve their organizations. These exchanges provide a valuable roadmap to connect our diverse supplier base with business leaders and stakeholders generating potential future opportunities for growth.

We partner with the following advocate organizations to further our efforts to develop diverse supplier relationships:

- 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

MARKETING AND

COMMUNICATIONS



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MARKETING AND COMMUNICATIONS

Colgate is committed to representation of all people in our marketing. We also work hard to maintain open, transparent and frequent communications with our many stakeholders.

Communicating with Colgate-Palmolive’s Brands & Consumers:

Communicating openly, honestly, authentically and frequently is essential to cultivating trust and a sense of belonging. Our marketing campaigns seek to illustrate who we are, where we come from, and what we value. We take great care in positioning our brands so that they demonstrate our diversity, values, and purpose while leveraging cultural insights to resonate with our underserved consumers. This collection of work highlights that everyone deserves a future to smile about.

Our global advertising has evolved to focus on representing the underrepresented. Whether in gender, race, disability, age or LGBTQIA+ status, our work reflects the reality of people in the world in an authentic and optimistic manner. Below are some of the ways we are communicating our commitment to diversity through our brands:

Thun — a passionate scuba diver from Thailand who also is a double amputee

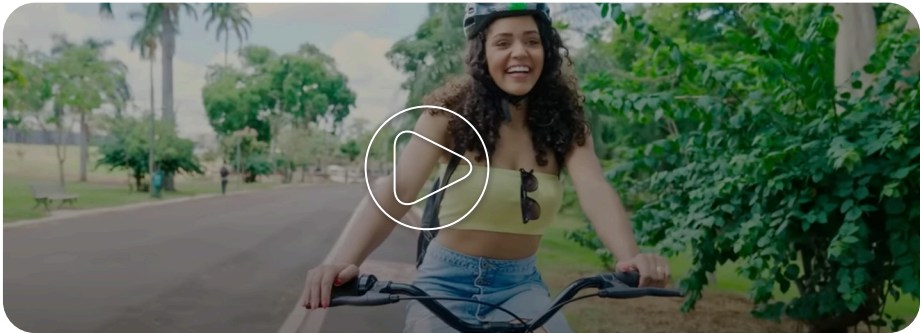


"Smile Out Loud" with NEW Colgate Optic White 02

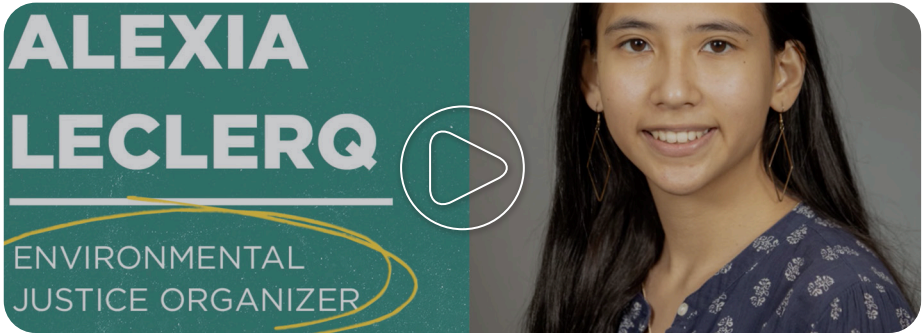


Lady Speed Stick

Eres Barbara Cuando Alcanzas Tus Metas



Tom's of Maine



AWARDS

& RECOGNITION



AWARDS & RECOGNITION

We are honored to be recognized for our DE&I efforts. Below are some ways Colgate was recognized in 2022 for 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 LGBTQIA+ EqualityColgate Mexico
- Latina Style — 50 Best Companies for Latinas 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, C-P Brazil was recognized with the "DE&I Stamp by the Government of São Paulo" for being a role model on DE&I practices.
- Seramount — 100 Best Companies, Best Companies for Multicultural Women, Best Companies for Dads, and Top Companies for Executive Women, Leading Inclusion Index
- *Diversity MBA Magazine* — 50 Out Front Companies for Diversity Leadership; Best Places for Women & Diverse Managers to Work; Top 10 Best in Class for Recruitment, Representation, Retention, and Succession Planning; Top 5 Best in Class for College Recruiting, Retention, Pay Equity, Integrated Strategy, Diversity Training, and Social Responsibility
- *Economic Times* — Colgate-Palmolive India (Ltd) Best Organizations for Women

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 US Private Securities Litigation Reform Act of 1995 and the rules, regulations and releases of the US 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 May 2023 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, 2022 and subsequent Quarterly Reports on Form 10-Q.