

Diversity, Equity and Inclusion  
Reporting for 2023

# THE VALUE OF INCLUSION







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# About This Report



For 217 years, Colgate-Palmolive Company has built a legacy – and culture – informed by our purpose as a caring, innovative growth company that is reimagining a healthier future for all people, their pets and our planet. Guided by our purpose, in 2023 the Company reimagined our Company values: We are Caring. We are Inclusive. We are Courageous.

Our global footprint includes approximately 34,000 people based in over 100 countries, and we market our products in more than 200 countries and territories. We have accomplished this in part by having our people contribute their personal experiences to the understanding, marketing, selling and production of the products we sell and distribute. Today, the Colgate brand is found in more homes than any other brand globally due, in part, to the trust we have built with our customers and consumers. And this trust begins with us being authentic and transparent with our team, who can then bring that same mindset to our relationships with our customers and consumers.

In this report, we share stories and data we believe showcases our unwavering commitment to our people and their well-being. As you will see, we approach this in a few ways including by having a diverse workforce; having a deep resolve to bring equity to all the work we do; and by having inclusivity be a guiding beacon for our work. By leveraging the value of inclusion, we believe we are in a good position to achieve our goals.

# Letter from Noel Wallace

## Chairman, President and Chief Executive Officer

### To all Colgate-Palmolive stakeholders:

During the year, I host informal receptions honoring small groups of Colgate-Palmolive people who are celebrating 30, 35 or even 40 years with the Company. We recognize their accomplishments and ask each honoree to offer a few words of wisdom to the group.



No matter their achievements, our honorees almost always reflect upon our people — supportive colleagues they have leaned on, a team that rallied to achieve a challenging goal, a mentor that had an oversized impact on their success. Yes, the breakthrough innovations and successful projects are remembered, but it is Colgate's culture that they value most.

An essential way we are strengthening our culture and our company is through our commitment to Diversity, Equity and Inclusion, which is the focus of this report. The goals of our Diversity, Equity and Inclusion program are straightforward:

- To build our culture of belonging so everyone feels they can be their authentic selves and know that their success is dependent on their impact, not their identity.

- To strive for an organization that reflects the communities where we live and work.

- To positively impact our communities so that all people can thrive.

Our commitment to these goals was underscored this past year when we updated our Company values to include: We are Inclusive. When we say “We are Inclusive,” it is shorthand for how we seek, today and tomorrow, to be a place where everyone feels valued and part of a global team that is empowered to do extraordinary things. Importantly, it requires that each of us recognize and respect our differences. Because when we embrace our unique talents, perspectives and backgrounds, we are able to solve the toughest problems by creating the best solutions. And that supports the growth of our people and our business, as well as our purpose to reimagine a healthier future for all.

The update to our values follows the launch of new Leadership Principles that I highlighted in this letter last year. Being more inclusive is also front and center to our Leadership Principles, as they call on all Colgate people to listen with empathy and an open mind and to seek out diverse perspectives.

I greatly appreciate how Colgate People continue to make our company more diverse, more equitable and more inclusive.

Their commitment to building a culture that values our people and their diverse experiences is one of the things that makes our Company exceptional and successful. They make Colgate Colgate, a place that is vibrant, growing, equitable and full of possibilities for all.

A handwritten signature in black ink, appearing to read 'Noel Wallace'.

**Noel Wallace**

CHAIRMAN, PRESIDENT AND CHIEF EXECUTIVE OFFICER



# Letter from Derek Gordon

## Chief Diversity, Equity and Inclusion Officer

### The Value of Inclusion

Colgate-Palmolive is committed to our purpose to reimagine a healthier future for all people. To advance this commitment, we have been, and continue to be, on a journey to ensure that all Colgate people feel as if the Company is a place where they belong, have the opportunity to use

their capabilities to impact our business and are recognized and rewarded for the impact they have. That is why our Diversity, Equity and Inclusion actions are focused on breaking down the everyday barriers people face to create equal opportunity and drive a culture of belonging.

In 2023, one of the most notable markers of our progress on this journey was the launch of our refreshed values: *We are Caring, We are Inclusive and We are Courageous*. Adding *We are Inclusive* as one of our values acknowledges how inclusion guides who we are as a company today and who we want to become tomorrow. It recognizes that inclusion helps us achieve better results because it affords us the opportunity to value the differences that our people bring to growth ideas, decision-making and process development and execution. We can say confidently that our values — and the Power of WE — drive our culture and are essential enablers of our business results.

This report provides perspective on our Global Diversity, Equity and Inclusion Strategy and progress in creating a more inclusive and diverse organization. It provides transparency regarding our demographics as well as brings to life some of the personal stories that provide insight into what it is like to work at Colgate-Palmolive around the world. This is a notable point because Colgate-Palmolive operates in more than 200 countries and territories and the Colgate brand is in more homes than any other. So whether you are in New York, Warsaw, Mexico City, Johannesburg, Mumbai, Hong Kong or Sydney, we have a shared culture and common experiences that are, definitively, unique to Colgate-Palmolive.

We continue to make measurable progress in gender and ethnic representation at our Executive level of the company and in maintaining an inclusive environment that respects individuals for who they are and what they contribute to the business. Our aspiration

is for everyone to feel that sense of belonging and to see themselves at all levels of the organization. We are getting there.



**Derek Gordon**

CHIEF DIVERSITY, EQUITY AND INCLUSION OFFICER



# Our Culture and Strategy





# Why We Exist: Our Purpose



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

This Purpose is why we exist, and guides how we work, how we innovate and the care that we take in our communities and our workplace. It sets a tone that starts at the highest levels of our organization and percolates throughout our entire team across the globe. Being caring and innovative and driving healthy outcomes for our stakeholders is essential.

# Colgate-Palmolive's Culture DNA



The answers to the questions of why we exist, who we are and how we lead form the fundamental basis of our culture. **Our cultural DNA helps guide us in our daily interactions with each other, with our decision-making and in how we innovate.**

There are also tangible business advantages to our DE&I strategy. Driving inclusion and creating a sense of belonging for all results in greater engagement, which in turn drives productivity. It enhances our reputation which makes building a robust talent pipeline easier. By equipping our managers with the skills needed to make the workplace welcoming, we improve employee retention, maximize the potential of our talented people and make us more innovative, more responsive and, ultimately, more sustainable.



# Who We Are: Our Values

## We are Caring.

We are united in making the world a better place. We believe that everyone deserves a healthier life. We lead with empathy, respect and gratitude. We act with integrity, doing things the right way, for the right reasons, no matter what. We support others by generously sharing our resources and our talents. We work every day to earn the trust of all our stakeholders.

## We are Inclusive.

We create a sense of belonging for all. We cultivate an environment where people can be their authentic selves. We foster a culture of belonging where everyone feels valued, part of a global team, and empowered to do extraordinary things. We design the best solutions by embracing the unique talents, perspectives, and backgrounds of our diverse workforce. We form the strongest teams and create powerful pathways for our people and communities, to break through everyday barriers for equality of opportunity.

## We are Courageous.

We are infinitely curious, constantly searching for better ways of working. We challenge each other and how we do things, unafraid to disrupt the status quo, boldly and intentionally innovating, exploring, and reaching for what is possible. We recognize that to grow and thrive we must build on the power of our legacy, our scale, and reach for good and for all.

Our values reflect **who we are.**

# How We Lead: Our Leadership Principles

These principles were introduced in 2022 and guide how we lead our people and are essential elements of how we continue to be an inclusive organization.

## We Cultivate Trust

- Listen with empathy
- Speak openly
- Grow together

## We Create the Future

- Pursue our curiosity
- Courageously change
- Recognize progress

## We Commit to Impact

- Provide clarity
- Take ownership
- Do what's right



# Our Global Diversity, Equity and Inclusion Strategy

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.

Explore diverse talent pools as we seek qualified talent and supply chain partners, and implement unbiased policies, which will ultimately enable us to make progress toward our long-term aspiration of representation in line with qualified labor force availability.

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.

**Our purpose is to reimagine a healthier future for all.**

To fulfill our purpose, our DE&I Strategy is to break down barriers to equality of opportunity within the Company and the communities in which we live and work. We believe ALL people should have the opportunity to achieve their ambitions based on their capability as opposed to their identity. We also believe that a culture of inclusion makes our teams more successful and enables them to operate with safety, respect and authenticity.

To achieve these ambitions and be an industry leader, we created our DE&I strategy which focuses our work on four pillars:

## People:

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

## Community:

Be an ally and driver for positive change

## Supplier Diversity:

Provide equal 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.

The four pillars, People, Community, Supplier Diversity and Communication, are equally important elements of our DE&I strategy. Here we share stories from our supplier diversity work, to showcase some of the important progress we made in 2023.



# Our Stories





## Our Stories

# Creating a Sense of Belonging



Our leaders emphasize the importance of being courageous in our professional and personal lives and highlight how courage allows us to step out of our comfort zones, take risks, and embrace change.”

**Catalina Monroy**

SENIOR VICE PRESIDENT, FLAVORS AND FRAGRANCES, GLOBAL TECHNOLOGY



**Our commitment to DE&I is highlighted through our recruitment efforts and activities, employee training and active support for Employee Resource Groups (ERGs) around the globe.**

### Recruiting Diverse Talent:

Our primary efforts focus on finding and appealing to qualified talent. This past year, our human resources team hired new people to support the recruitment and acquisition of diverse talent. We have expanded our recruiting talent pool and evolved the recruiting experience. We take steps to ensure that the slate of candidates we interview for open roles include people from diverse backgrounds, including using recruiters to ensure we have appropriate representation of diverse candidates. These broad-based recruiting efforts are designed to ensure we have diverse pools of qualified talent for consideration.

### Trainings on Diversity:

In 2023, we launched a new e-learning course, Together We Succeed: Building and Maintaining an Inclusive Workplace, for our global salaried and clerical employees. This course was carefully designed to enhance our understanding of inclusion, challenge biases and equip our people with the tools and knowledge to create an even more welcoming and supporting workplace for everyone. More than 97% of our salaried and clerical employees completed this course.

### Mental Well-being:

At Colgate-Palmolive, we strive to live our purpose to reimagine a healthier future for all people, their pets and our planet every day. Supporting the mental well-being of our people is crucial to ensuring we live this purpose. Our approach to supporting the mental health and well-being of our people is based on three principles:

WE care for ME – caring for yourself and identifying how you can be responsible for your own well-being;

WE care for WE – caring for each other, celebrating our strengths and our differences; and

WE create a safe space – promoting common ground and supporting each other in moments of connection and triumph.



To help promote a stigma-free culture of mental health and well-being, we created a video to connect our current programs, our values and our leadership principles to help inform our mental well-being efforts and make our teams aware of the resources available to them. We also offer a leadership self-assessment to help our leaders cultivate a sense of psychological safety and offer access to telehealth counseling services for our employees to get external support when needed.

## Leading Inclusively:

Inclusivity is part of our values and embedded in our Leadership Principles. This starts with the “tone from the top” where our leaders are regularly informed about our DE&I progress and communicate back to their teams what their expectations and goals are for DE&I in the organization.

Last year, we celebrated Transgender Day of Visibility, a day to celebrate transgender people everywhere and their contributions to the world. As part of this, we offered tips for how to be a helpful ally:

- Listen:** The best way to be an ally is to listen with an open mind and without judgment.
- Learn:** Commit to continuous learning. Get curious and be respectful of pronouns, gender expression, and if you make a mistake? Just apologize.
- Engage:** Look for opportunities to engage or volunteer with your organization’s ERGs or local affinity groups



Balunji Nkhwazi, General Manager of Colgate-Palmolive-South Central Africa, is a champion of our Inclusive value, which unites us in our mission of creating a culture of belonging for all. She is passionate about building an inclusive culture where everyone can thrive, regardless of their background or identity and is a visible leader in our efforts to create a workplace where everyone feels a sense of belonging, and where all voices are heard and valued.

Last January, the Europe & Africa / Eurasia Colgate-Palmolive Women’s Network hosted an online forum entitled “Inclusive Leadership: Creating Inclusive Conversation Spaces.”





## Our Stories

# Employee Resource Groups



When we think about our purpose to reimagine a healthier future for all — and all the strategies that ladder up to our Purpose, the fact is that inclusivity is part of all those strategies.”

**David J. Burke III**

SENIOR MANAGER, DIVERSITY, EQUITY & INCLUSION AND EMPLOYEE PROGRAMS





## Employee Resource Groups corporate contributions initiative:

In 2023, Colgate–Palmolive’s Corporate Social Responsibility team within the Company’s Global Corporate Communications function initiated a corporate contributions program, allocating \$115,000 to ERGs to award as grants to organizations aligned with their missions and in alignment with Colgate’s purpose, values and charitable focus areas:

- Champion healthy smiles
- Champion healthy skin
- Creating educational pathways for diverse and underrepresented students interested in pursuing Colgate–Palmolive–relevant professions (dentistry, dermatology and skin care, veterinary science)
- Providing food, shelter and love for pets everywhere
- Promoting environmental stewardship
- Championing optimism
- Providing disaster relief and emergency care in Colgate–Palmolive communities.

In all, 17 grants were awarded to a range of eligible organizations.

## Global Inclusion Day:

Colgate–Palmolive celebrated Global Inclusion Day on October 10, with employees from different geographies and functional groups joining together to discuss ERGs and the unique perspectives that our regions have with respect to DE&I. Speakers included representatives of Colgate–Palmolive’s Indigenous Cultural Network from Canada, the Abilities ERG from Mexico, the Europe & Africa / Eurasia LGBTQ&A ERG, the Women’s Network from India and the DE&I Committee from Brazil.

## Highlights from the ERGs:

**Black Leadership Network:** Hosted a variety of guests and covered a wide range of topics, including the global Leader to Leader Networking Across Borders event, which featured intimate discussions between global leaders and Colgate–Palmolive people, a reverse mentoring program, a webcast on MLK Jr. day, several outreach programs such as the UNCF Walk for Education, the Sandwich Build for a local church and the assembly of Hygiene Kits for the non-profit organizations, including the Bottomless Closet in New York City and Community Resource Center in Nashville.

**North America LGBTQ&A ERG:** Organized Coming Out Day to create environments where LGBTQIA+ people feel empowered to be open about their authentic selves and help to foster a sense of inclusion and belonging for all. This event featured celebrities sharing their stories and senior Colgate–Palmolive executives talking about their own stories and inclusivity at Colgate–Palmolive.

**Indigenous Culture Network:** Hosted a virtual event on Canada’s National Day for Truth and Reconciliation, a day that commemorates children who never returned home and survivors of residential schools, as well as their families and communities.

**Latin Leadership Network:** Produced several virtual events including Living our values as Latin Leaders, where leaders from Colgate–Palmolive relayed their stories of leadership, challenges and opportunities as Latin people on the Colgate team. Partnered with the Black Leadership Network to sponsor a workshop highlighting how authenticity is tied to one’s career advancement. Other programs include Hispanic Heritage Month Kickoff and the Impact of Latinos at Colgate–Palmolive.





## Employee Resource Groups

### Creating a Sense of Belonging

ERGs are vital to helping us build a diverse, equitable and inclusive organization, where all Colgate People feel they belong and can be their authentic selves. Our Global ERGs include the Colgate Abilities Network (CAN), which ensures our business goals are connected to the global disability market, and serves as a valued resource to Colgate colleagues around the world. Our Colgate Women's Network (CWN) develops an inclusive community of women and allies committed to drive change by pioneering ideas to empower women and accelerate their progress into leadership. And our Lesbian, Gay, Bisexual, Transgender, Queer and Allies Network (LGBTQ&A) ERG provides opportunities for visible collaboration, advocacy professional development and networking for Colgate People. Learn more about our ERGs in this video, highlighting our global ERGs.



Learn more about our Purpose, values and leadership principles from Colgate people in this ERGs video at <https://www.colgatepalmolive.com/ourculture>



## Our Stories

# Awards



I am proud of how our Colgate-Palmolive family came together to celebrate Women's Equality Day across functions, business and geographies. It is truly impressive what the Enterprise can do when we come together."

**Chad D. Riley**

EXECUTIVE VICE PRESIDENT, CUSTOMER DEVELOPMENT, NORTH AMERICA



**Bloomberg**  
**Gender Equality**  
**Index**

**Seramount**  
**Top Companies**  
**for Executive**  
**Women**  
**Best Companies**  
**for Multicultural**  
**Women**

**Disability: IN**  
**Disability Equality**  
**Index Best Places**  
**to Work for**  
**Disability Inclusion**

**Human Rights**  
**Campaign**  
**Corporate Equality**  
**Index**

**Fair360**  
**Top 50 Companies**  
**for Diversity**

**Latina Style**  
**50 Best Companies for Latinas to Work**

**Human Rights Campaign**  
**Best Places to Work**  
**LGBTQIA+ EqualityColgate**  
**Mexico**

Colgate-Palmolive  
Awards webpage:





# By the Numbers\*



Diversity and inclusion is a value-add at Colgate-Palmolive. The diversity of the organization provides a broad range of experiences and approaches to innovation, decision-making and consumer perspective. Inclusion creates the environment that gives our people the courage to express those diverse perspectives and assures that they are considered in how we drive our business. Diversity and inclusion enables growth!"

**Derek Gordon**

CHIEF DIVERSITY, EQUITY AND INCLUSION OFFICER

\* The numbers in this DE&I Report differ from those set forth in the Company's Annual Report on Form 10-K filed with the U.S. Securities and Exchange Commission. In our DE&I Report, we present our salaried and clerical (S&C) population, which encompasses the Company's exempt or non-hourly employees, excluding employees of our consolidated joint ventures. Within the S&C population, we focus our discussion on those employees eligible to participate in Colgate's equity incentive compensation plans ("Executives"). We further divide this group into "Directors and Vice Presidents" and "Senior Leadership." The "Directors and Vice Presidents" organizational levels serve as the pipeline for "Senior Leadership," which refers to employees who are Senior Vice Presidents and above. Please see our Annual Report on Form 10-K, which is available on the Investor section of our website at <https://investor.colgatepalmolive.com/node/42191/html>, for additional statistical information on our global workforce (including employees of our consolidated joint ventures).



We continue to make progress toward our long-term aspiration of representative diversity across all aspects of our business at all levels of the organization. An important part of these efforts is to manage, measure and report key performance metrics to monitor our progress and deploy our resources strategically toward the following aspirational goals for our salaried and clerical workforce:

- Qualified labor force representation among women across the world at all organizational levels.
- Qualified labor force representation of Black/African American, Latin and Asian ethnic groups in the U.S. at all organizational levels.

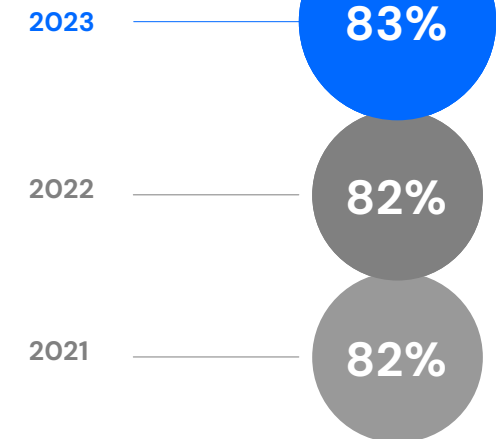
In this report, we present data that highlights our progress, or areas where more progress needs to be made, across our salaried and clerical (S&C) workforce.

Another important benchmark we monitor is our “Inclusion Index” score. The “Inclusion Index” is how we measure the overall sense of belonging Colgate-Palmolive People feel around the world. By asking employees to react to statements such as “I feel like I really belong at Colgate,” “I am able to bring my authentic self to work” and “My manager supports inclusion in the workplace,” we can ascertain how much progress

we are making towards an inclusive workplace. “People managers” with three or more direct reports can see the inclusion score for their teams and track progress over time.

Over the past three years, our Inclusion Index score has increased from 82% in 2021 and 2022 to 83% in 2023. Our goal, which we have achieved every year and have maintained in 2023, 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 packaged goods industry.

#### Inclusion Index Scores



### 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 U.S.-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.

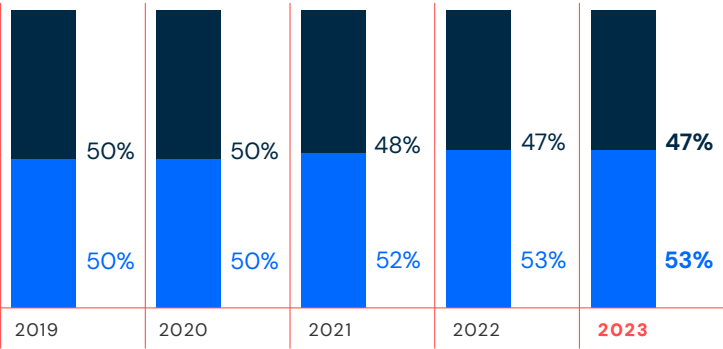
While it is challenging to compare pay based on race/ethnicity on a global scale, we conducted a global gender-based pay analysis in 2022, and found statistical equity in pay between men and women. We are committed to ongoing review of our pay processes to ensure all of our employees continue to be paid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

We are encouraged that our overall Inclusion Index score is in the top quartile of companies that conduct similar inclusion surveys.



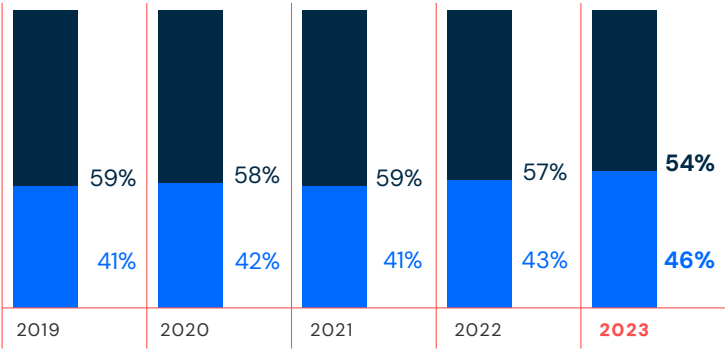
# Global Gender Data & Trends

Overall S&C Representation by Gender



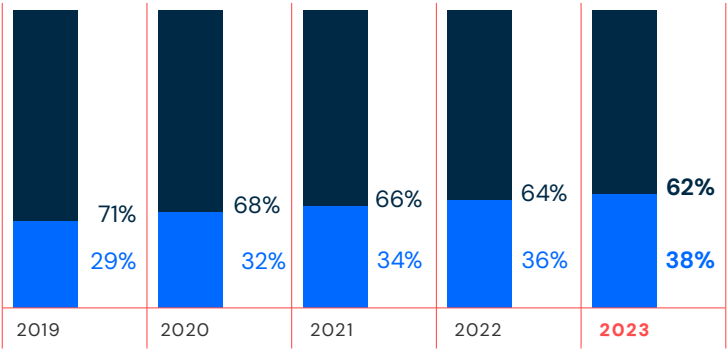
In 2023, women represented 53% of our global S&C workforce.

Directors and Vice Presidents



We have increased women representation in our Director and Vice President organizational level, growing three percentage points since last year.

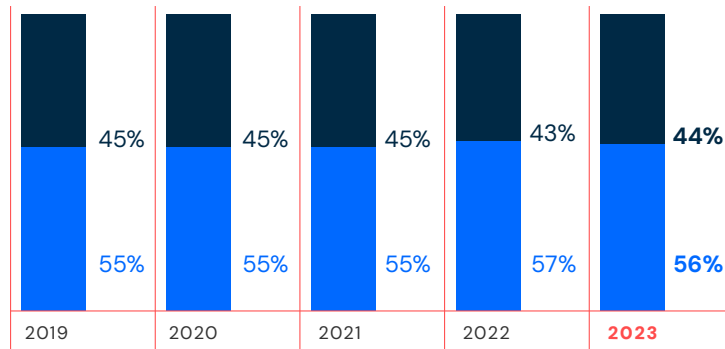
Senior Leadership



We continue to make progress toward our aspiration for equal representation of women in the Senior Leadership level of management. For perspective, female representation has increased 9 percentage points since 2019.

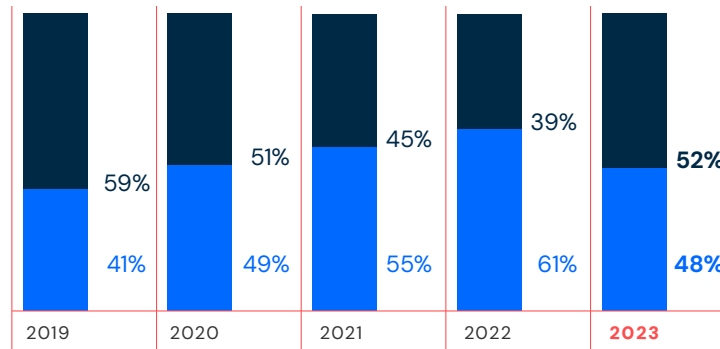
# Hiring by Gender

Overall S&amp;C



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

Directors, Vice Presidents and Senior Leadership

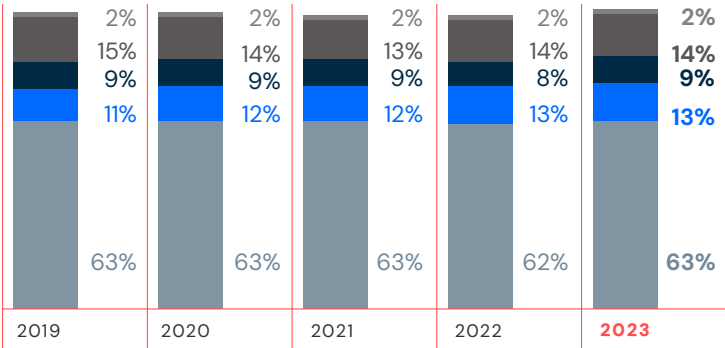


Our commitment to hiring women remains strong. In each of the past five years at least 41% of our Executive hires were women.

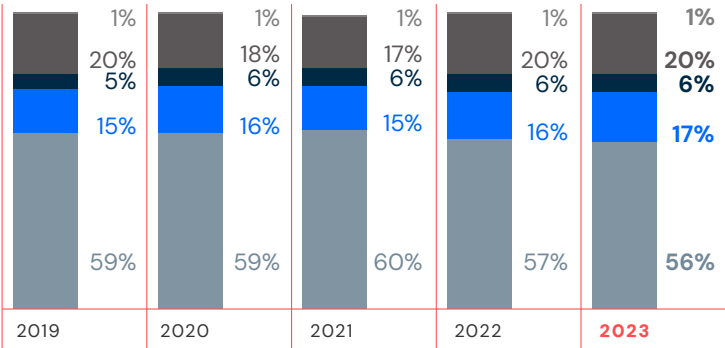


# U.S. Ethnicity Data & Trends\*

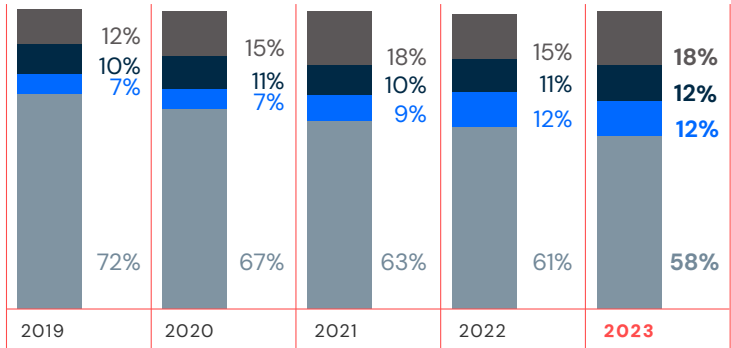
Overall S&C Representation by Ethnicity



Directors and Vice Presidents



Senior Leadership



In aggregate, the proportion of People of Color in our workforce reflects U.S. labor force demographics. However, our goal is to make more progress in further advancing the representation of Latin and Black/African American employees.

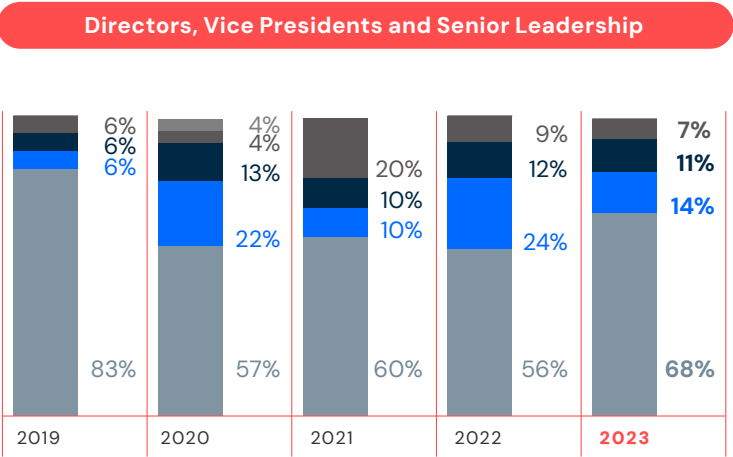
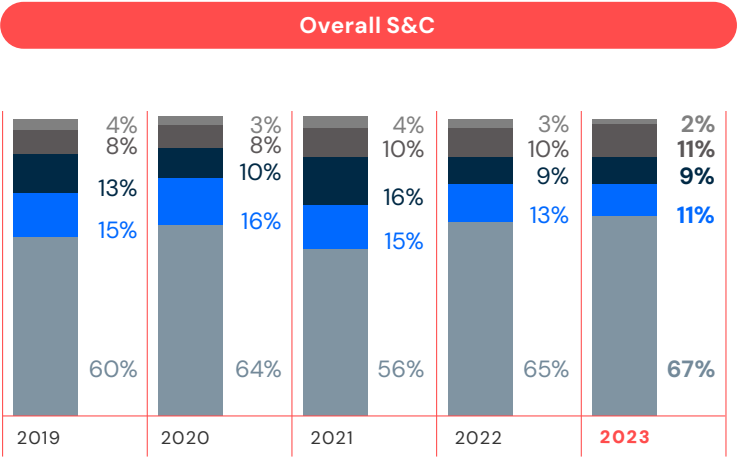
For Directors and Vice Presidents, we have further to go with Black/African American representation to be in line with the U.S. labor force representation.

For Senior Leadership, we are in line with or above U.S. labor force representation for Black/African Americans, Latins and Asians.

\* The identified ethnicity data is representative of employees who voluntarily self-identify their race/ethnicity. "Other" refers to American Indian/Alaska Native, two or more races or Native Hawaiian/other Pacific Islander.



# U.S. Hiring by Ethnicity



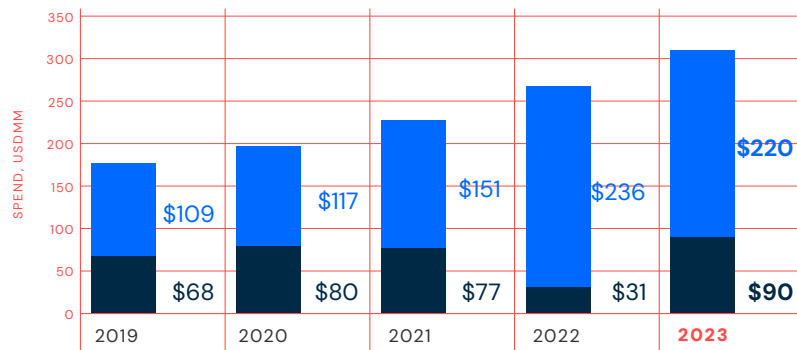
Over the past few years, overall, our hiring of People of Color has equaled or exceeded U.S. labor force representation.

32% of our Executive hires were People of Color in 2023.

You can find our most recently filed Federal Employer Information EEO-1 Reports [here](#), representing our U.S. employees as of December 2022. 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.

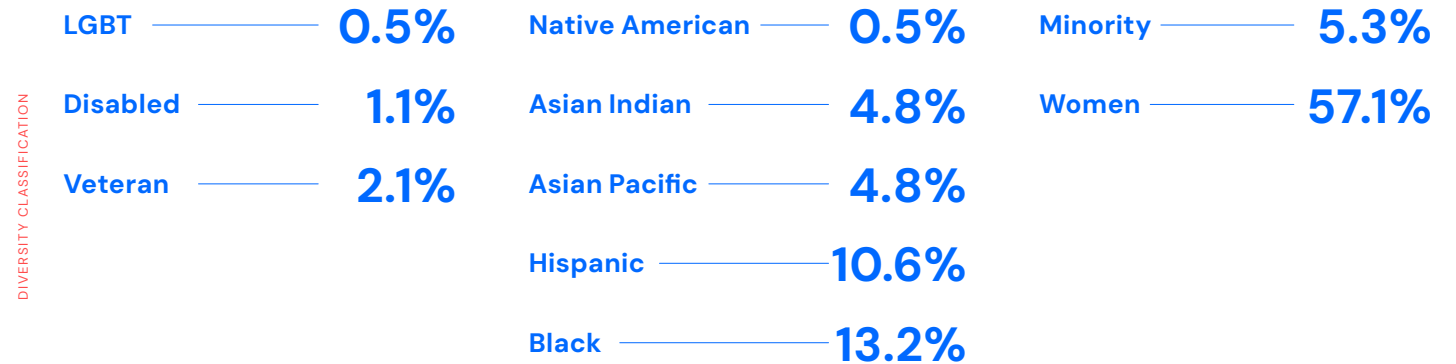
# Supplier Diversity

## Total Tier 1 and Tier 2 Diverse Supplier Spend



In 2023 our Tier 1 spend among diverse suppliers reached 5.3%. Importantly, the Tier 1 and 2 total spends increased 16%.

## Tier 1 Certified Diverse Suppliers & Subcontractors\*



The number of diverse suppliers has increased 10% in 2023. Female-owned organizations represent 57% of our diverse supplier base.

\* A certified Tier 1 diverse supplier or subcontractor is one that holds a diversity certificate from a recognized national and/or regional organization or municipality that has verified they have at least 51% ownership.

**We provide equal opportunity for qualified diverse businesses to compete for business with our Company**

To live according to our values, our actions extend beyond our own walls and are inclusive of our business partners and suppliers. Our aspiration is that 10% of our spend with suppliers based in North America will be with diverse suppliers. We seek to achieve this by providing equal opportunity for qualified diverse businesses to compete for business with our Company. We are proud that the number of diverse supplier partners increased by 10% in 2023.

In 2023, we implemented a supplier diversity advisory council made up of senior executives from across the Company. This group recognized that while we have built robust supplier diversity initiatives within the procurement function, there is a need to increase the visibility of these efforts across the entire organization.

The President of the Company's North America Division hosted a supplier diversity workshop with his leadership team to share the supplier diversity strategy, help the leaders understand how our program compares to our peers and how it contributes to our value creation imperative. This meeting was important, as many sourcing decisions are made by this leadership team, thus necessitating alignment across their areas of responsibility and the geographies they represent.

One example of our efforts relates to a key supplier of ours, an existing women-owned business that supplies all pumps for liquid hand soaps in North America. We recognized that this company could also help us with external manufacturing capacity and supplying packaging materials. We were able to work hand-in-hand with them to expand their business to do that, develop the site where this manufacturing would happen and create a new partnership with this supplier in this new business. Our coaching and expertise, quality and engineering played an essential role in building the capability of this diverse supplier to provide needed capacity, deliver material savings and reduce carbon emissions.

In 2023, we assessed our current suppliers, identified additional diverse suppliers that could compete for work, and considered how diversity is defined in regions outside the U.S. In 2024, we will continue mapping diversity in our global supply chain and evaluating how to further increase opportunities for different categories of suppliers.



We are doing well in that Supplier Diversity is part of our global DE&I strategy. But we also recognize that everyone in the organization needs to be on board. Building those connections across functional groups is essential to our long-term success."

**Ayesha Simons**

SENIOR DIRECTOR, SUPPLIER DIVERSITY, GLOBAL SUPPLY CHAIN

**Partners are essential to achieve our goals and develop diverse supplier relationships. We engage with the following advocate organizations to further our efforts:**

- 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

# 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,” “goals” 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 7, 2024 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, 2023 and subsequent Quarterly Reports on Form 10-Q.