Welcome to your CDP Climate Change Questionnaire 2020

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

Founded in 1806, Colgate-Palmolive Company (the “Company,” “Colgate-Palmolive,” “we” or “us”) is a publicly traded consumer products company with approximately $15.7 billion of worldwide net sales in 2019, serving people around the world with well-known brands that make their lives healthier and more enjoyable.

Colgate manufactures and markets a wide variety of products in the U.S. and around the world in two product segments: Oral, Personal and Home Care; and Pet Nutrition. Oral, Personal and Home Care products include toothpaste, toothbrushes, mouthwash, bar and liquid hand soaps, shower gels, shampoos, conditioners, deodorants and antiperspirants, skin health products, dishwashing detergents, fabric conditioners, household cleaners and other similar items. These products are sold primarily to a variety of traditional and Ecommerce retailers, wholesalers and distributors worldwide. Pet Nutrition products include specialty pet nutrition products manufactured and marketed by Hill’s Pet Nutrition. The principal customers for Pet Nutrition products are authorized pet supply retailers, veterinarians and Ecommerce retailers. Principal global and regional trademarks include Colgate, Palmolive, elmex, meridol, Tom’s of Maine, Sorriso, hello, Speed Stick, Lady Speed Stick, Softsoap, Irish Spring, Protex, Sanex, Filorga, EltaMD, PCA Skin, Ajax, Axion, Fabuloso, Soupline and Suavitel, as well as Hill’s Science Diet and Hill’s Prescription Diet.

At Colgate, we are aware of the potential consequences of climate change. We are committed to acting responsibly and conscientiously to protect people and the environment wherever we operate. We recognize that businesses and their suppliers, customers and consumers along with other stakeholders have a vital role to play in addressing the global issue of climate change.

In 2014, Colgate made a bold commitment to reduce carbon emissions on an absolute basis by 25% compared to 2002, with a longer term goal of a 50% absolute reduction by 2050 compared to 2002. These goals are in line with the CDP and World Wildlife Fund report – The 3% Solution - and will allow us to play our part in limiting global warming to 2°C, as recommended by the Intergovernmental Panel on Climate Change.

Colgate also expanded this commitment to include Scope 3 emissions. Specifically, Colgate also commits, as a way to reduce our most significant Scope 3 greenhouse gas emissions, to promote water conservation to 100% of our global consumers and reduce emissions by up to 5% from 2016 to 2022, and increase the recycled content in our packaging to 50% by 2020.

Additionally, we have set a goal to reduce our carbon emission intensity from our suppliers by 30% by the ton of products purchased. This goal was approved by the Science-Based Targets initiative.

While these commitments are more recent, we started collecting and analyzing energy use data in 1998 and completed our first carbon emissions inventory in 2002. We have reported publicly on our efforts to the Carbon Disclosure Project (CDP) since 2004 and we were recognized as a member of the Carbon Disclosure Leadership Index in 2008, 2009, 2010, 2013, 2015 and we were on the Climate A List in 2016 and 2017. Colgate-Palmolive was named a US EPA Energy Star Partner of the Year each year from 2011-2019 for our commitment to energy efficiency on a company-wide basis. We have also reduced our energy intensity of manufacturing our products by 33% since 2002.

We continued to drive improvement to achieve our Sustainability 2020 targets and, to maintain momentum, set new ambitions looking forward to 2025. As part of these ambitions, we set two major related targets: (1) Net Zero Carbon Emissions by 2040 and (2) Achieve 100% Renewable Electricity by 2030.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years
Reporting year	January 1, 2019	December 31, 2019	No

C0.3

(C0.3) Select the countries/areas for which you will be supplying data.

Argentina
Australia
Brazil
Cameroon
China
Colombia
Czechia
France
Greece
Guatemala
India
Italy
Malaysia
Mexico
Morocco
Myanmar
Netherlands

Pakistan
Papua New Guinea
Poland
Saudi Arabia
South Africa
Switzerland
Thailand
Turkey
United States of America
Venezuela (Bolivarian Republic of)
Viet Nam

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Financial control

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Board-level committee	i. Climate-related responsibilities: Sustainability is integrated at the core of Colgate's overall strategy, including our brand strategy and brand purpose. Sustainability and Corporate Responsibility are represented at the Board level through the Nominating, Governance and Corporate Responsibility Committee. The Committee oversees the Company's sustainability, social responsibility and corporate citizenship matters. Sustainability and climate change are also critical risks

	identified by Colgate's Enterprise Risk Management (ERM) Committee. The Audit Committee of the Board of Directors receives regular updates from Colgate's ERM Committee, including from Colgate's Chief Financial Officer, on the risks identified by the ERM Committee. At the recommendation of the Audit Committee, the Board approves the Company's financial statements for inclusion in the Company's Annual Report on Form 10-K, which includes risk factors relating to an investment in the Company's common stock. Such risk factors include risks relating to sustainability and climate change. Additionally, since the Board has the final decision on overall strategy, Colgate's Board of Directors, which includes Colgate's Chairman of the Board, President and Chief Executive Officer, are kept abreast of the Company's progress via regular updates and consider sustainability matters, risks and opportunities in decision-making, including those related to our climate strategy. ii. Climate-related decisions: The Board approved the financial statements for inclusion in the Annual Report on Form 10-K, which, in turn, includes our risk factors related to climatic and sustainability risks. The Committee also reviewed our strategy as related to our sustainability efforts, providing input into Colgate's development of our new 2025 Sustainability Mission, announced in July 2020. As sustainability is an underlying topic that helps drive our strategy, and therefore is considered by all committees, the committee approved moving forward with a restructuring of our board-level governance, whereby sustainability matters are formally included in the Nominating, Governance and Corporate Responsibility Committee's charter, which was adopted in March 2020. These matters may include climate-related issues. This approach was undertaken in part to align with Task Force on Climate-related Financial Disclosure (TCFD) reporting.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Please explain
Scheduled – all meetings	Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Reviewing and guiding annual budgets Reviewing and guiding	Sustainability related issues are discussed in quarterly board meetings, which may or may not include issues that are directly or indirectly related to climate change. Climate related risks and opportunities are included as appropriate during reviews with the board. This may include progress updates on climate and energy goals, supply chain programs, such as energy efficiency, renewable energy and progress against science-based climate targets. Also included are relevant NGO and regulatory activities. At the

	business plans Monitoring implementation and performance of objectives Overseeing major capital expenditures, acquisitions and divestitures Monitoring and overseeing progress against goals and targets for addressing climate-related issues	recommendation of the Audit Committee, the Board approves the Company's financial statements for inclusion in the Company's Annual Report on Form 10-K, which includes risk factors relating to an investment in the Company's common stock. Such risk factors include risks relating to sustainability and climate change. Colgate's Nominating, Governance and Corporate Responsibility Committee Charter clearly states that the Board is responsible for reviewing the Company's sustainability program and goals and the Company's progress toward achieving those goals. The Committee also monitors the sentiment of various constituencies, including investors and non-governmental organizations, regarding the Company's environmental and social footprint. These responsibilities are reported publicly under our Charter Documents and Colgate's website. The Committee meets at least three times each year and at such other times as it deems necessary to carry out its responsibilities. The Committee makes regular reports of its proceedings to the Board, which may include issues related to sustainability and climate change.

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on climate-related issues
Chief Sustainability Officer (CSO)	Both assessing and managing climate-related risks and opportunities	Quarterly
Sustainability committee	Both assessing and managing climate-related risks and opportunities	Not reported to the board

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

Chief Sustainability Officer

i) Responsibilities with regard to the assessment and monitoring of climate-related issues: At the beginning of 2020, Colgate developed the new role of Chief Sustainability Officer (CSO). Our CSO's performance-based compensation is determined, in part, by high impact (material) targets and our achievements against them, including climate-related initiatives. The CSO is a key leader of the Sustainability Steering Committee, along with Colgate's Senior Vice President and Chief of Staff President, North America & Global Sustainability; Chief Technology Officer; Chief Human Resources Officer; Vice President, Global Compensation and Benefits; Chief Marketing Officer; Chief Communications Officer; Chief Legal Officer and Secretary; and Chief Supply Chain Officer, which makes strategic decisions related to sustainability and guides the organization to meet sustainability goals. The CSO, together with the Worldwide Director of Global Sustainability, is subsequently directly responsible for implementing these decisions on a day-to-day basis to manage our environmental and product sustainability, with the support of our Global Sustainability and EOHS teams who execute our energy and climate change strategies. The CSO is also responsible for managing external relationships, safety, and helping to shape the company's Supply Chain Strategy, which may be impacted by climate-related issues. This position is responsible for providing quarterly reports to the board on sustainability issues and Colgate's performance.

ii) Rationale: The CSO has been assigned oversight of climate-related issues due to the direct insight the role has toward implementation of strategic decisions related to sustainability. Therefore, the CSO is the most appropriate position to provide the Board with visibility into progress against climate and energy goals and other action plans to achieve our sustainability objectives, which can then be used in strategic decision making. Additionally, the individual performing this role has worked across all four of Colgate's categories in manufacturing, quality and customer service & logistics roles with experience in each of the Colgate divisions, therefore has broad insight into the overall company and the underpinning of sustainability in company strategy.

Colgate's Sustainability Steering Committee

i) Responsibilities: The Sustainability Steering Committee is composed of Colgate's Senior Vice President and Chief of Staff; President, North America & Global Sustainability; Chief Sustainability Officer; Chief Technology Officer; Chief Human Resources Officer; Vice President, Global Compensation and Benefits; Chief Marketing Officer; Chief Communications Officer; Chief Legal Officer and Secretary; and Chief Supply Chain Officer makes strategic decisions related to sustainability and guides the organization to meet sustainability goals. Colgate's Chief Sustainability Officer has direct responsibility for implementing sustainability and EHS programs and is responsible for providing quarterly reports on these issues to the board. For our annual corporate social responsibility report, the Global Sustainability team gathers the content cross-functionally and the Sustainability Steering Committee reviews the final report content.

ii) Rationale: The members of the Sustainability Steering Committee were chosen due to their broad expertise and insight into various parts of the business. As sustainability is integrated into our core strategy, the various responsibilities of the team members help to ensure all perspectives are captured.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive	Type of incentive	Activity inventivized	Comment
Chief Sustainability Officer (CSO)	Monetary reward	Emissions reduction target	Our CSO's performance-based compensation is, in part, determined by high impact (material) targets and our achievements against them, including climate-related initiatives.
Corporate executive team	Monetary reward	Emissions reduction target	The achievement of Colgate's global sustainability initiatives and targets, including climate change-related targets, are among the individual objectives used to determine the compensation for many of Colgate's senior managers and director-level employees whose responsibilities include sustainability matters (where individual performance is a component of their compensation).
Facilities manager	Monetary reward	Emissions reduction project	The achievement of Colgate's global sustainability initiatives and targets, including climate change-related targets, are among the individual objectives used to determine the compensation for many of Colgate's facility managers whose responsibilities include sustainability matters (where individual performance is a component of their compensation).
All employees	Non-monetary reward	Behavior change related indicator	Recognition for climate change issues may occur through The Chairman's "You Can Make a Difference Award" Program. Introduced in 1986, the program was created to reward Colgate people all over the world and at all levels who exhibit

			innovation, ingenuity and performance excellence. Many winning teams have made process changes to reduce energy, water and waste, or make other sustainability improvements. Note the program includes both monetary and non-monetary rewards.
All employees	Monetary reward	Behavior change related indicator	Recognition for climate change issues may occur through The Chairman's "You Can Make a Difference Award" Program. Introduced in 1986, the program was created to reward Colgate people all over the world and at all levels who exhibit innovation, ingenuity and performance excellence. Many winning teams have made process changes to reduce energy, water and waste, or make other sustainability improvements. Note the program includes both monetary and non-monetary rewards.
Energy manager	Monetary reward	Energy reduction project	The achievement of Colgate's global sustainability initiatives and targets, including energy and climate change-related targets, are among the individual objectives used to determine the compensation for many of Colgate's energy managers whose responsibilities include sustainability matters (where individual performance is a component of their compensation).
Environment/Sustainability manager	Monetary reward	Emissions reduction target	The achievement of Colgate's global sustainability initiatives and targets, including climate change-related targets, are among the individual objectives used to determine the compensation for the VP, Global Sustainability, EOHS and Supply Chain Strategy (where individual performance is a component of their compensation).
Management group	Monetary reward	Energy reduction target	The achievement of Colgate's global sustainability initiatives and targets, including climate change-related targets, are among the individual objectives used to determine the compensation for many of

			Colgate's managers whose responsibilities include sustainability matters (where individual performance is a component of their compensation).

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	1	3	
Medium-term	3	6	
Long-term	6	20	

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

i. Definition: Colgate evaluates matters on a case-by-case basis to determine whether they have a substantive financial or strategic impact on our business. As a U.S. public company, we always have in mind, pursuant to U.S. federal securities laws, the materiality standard and what information would be considered "material" to a reasonable investor, which does not have absolute dollar value or percentage thresholds. When evaluating particular matters, we would consider, among other factors, the size of the business units impacted; the size of the impact on those business units; whether the impact to the Company's business is continuing and whether the Company is able to offset such impact and the potential for shareholder or reputational impact. From this perspective, we define "material" risks as those that should they occur, our business, results of operations, cash flows and financial condition could be materially and adversely impacted, which might cause the value of our securities to decline.

An important part of sustainability management at Colgate is to understand which issues have the biggest impact on the environment, society and our business. From a "materiality assessment" perspective as compliant with key sustainability reporting frameworks such as GRI, potentially substantive financial or strategic impact of a topic is defined as being assessed as high priority for our external stakeholders and our business from a risk and opportunity perspective. In 2019, we conducted a new materiality assessment called "Sustainability

Prioritization Assessment" (SPA) to attain compliance with sustainability reporting frameworks, address investors' interests, and inform our 2025 sustainability strategy and goal-setting.

ii. Quantitative indicators: Colgate uses an Enterprise Risk Management (ERM) Program to identify, prioritize and manage risks. Risks are collectively identified across the organization and are classified within the Strategic, Financial, Operational, IT, Legal & Compliance and Emerging Risk Categories. Each Risk Category is assigned to a member of Colgate's ERM Committee, who is ultimately accountable for managing the identified risk. As mentioned above, we consider quantitative indicators to define substantive impacts including the size of the business units impacted, the size of the impact on those business units, whether the impact to the Company's business is continuing and whether the Company is able to offset such impact and the potential for shareholder or reputational impact.

As part of the ERM process, we use multiple tools, some of which include GIS data by translating climatic and water related scenarios into geospatial indicators, such as Colgate's Natural Hazard Map, or WRI Water Stress assessment tool (Aqueduct). These tools also provide quantifiable indicators that may be mapped to the above factors; for example the Aqueduct results are screened to identify manufacturing sites (direct operations) meeting the CDP guidance for "substantive" as follows: 1) sites indicated as "High" or "Extremely High" overall water risk per WRI Aqueduct, and 2) which are either considered strategic sites or those which account for >2% of global production volume.

Additionally, we use our recent Impact Assessment results to inform Colgate's senior management and to define our Sustainability Strategy, which includes actions to mitigate risks and promote opportunities. Our 2019 Impact Assessment process used data from multiple sources and quantified it through statistical analysis to understand which topics have the highest impact potential for our business and the external stakeholders. These sources include: (1) sustainability frameworks and rating systems, (2) industry reports and scientific research, (3) Colgate employee survey results, (4) consumer preferences, and (5) in-depth interviews with subject matter experts within Colgate. Through this research and during these interviews, we included questions directly addressing potential risks and opportunities related to climate change and water risks. The results were quantified to rank the potential impacts of the sustainability-related topics and published in our Sustainability Report.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered

Direct operations
Upstream
Downstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term
Medium-term
Long-term

Description of process

i. Description of process: Colgate uses an Enterprise Risk Management (ERM) Program to identify, prioritize and manage risks across our value chain. Risks are collectively identified across the organization on a continuous basis and are classified within the Strategic, Financial, Operational, IT, Legal & Compliance and Emerging Risk Categories. Each Risk Category is assigned a risk sponsor on Colgate's ERM Committee, who is ultimately accountable for managing the identified risk.

As it relates to climate risks, the risk sponsors engage with our Sustainability and Supply Chain Groups, and other internal and external stakeholders, to understand the level of importance and potential climate-related impacts related to brand reputation, operational disruption, supply availability and cost, customer/consumer awareness and NGO/regulatory activity.

Colgate evaluates matters on a case-by-case basis to determine whether they have a substantive financial or strategic impact on our business over the short, medium, and long-term. As a U.S. public company, we always have in mind, pursuant to U.S. federal securities laws, the materiality standard and what information would be considered “material” to a reasonable investor, which does not have absolute dollar value or percentage thresholds. When evaluating particular matters, we may consider, among other factors, the size of the business units impacted; the size of the impact on those business units; whether the impact to the Company's business is continuing and whether the Company is able to offset such impact and the potential for stakeholder or reputational impact.

For each risk identified the appropriate teams are engaged to develop and implement a plan that includes process definition, communication plan requirements, ongoing measurement/monitoring as well as improvement plans and training to enhance risk mitigation. Each risk sponsor updates the ERM committee on their respective risks mitigation plans and results for discussion and oversight.

ii. Physical Risk case study:
Situation: The risk of natural disasters, including climatic events, can significantly impact business operations and has been included in the company's risk factors, which are disclosed in the Company’s Annual Report on Form 10-K. Natural disasters are categorized as an Operational risk in the ERM program. The Operational risk sponsor outlines for the ERM committee the identified exposure, the assessed business impact

should an event occur, mitigation plans, if required, along with prioritization of any capital spend.

Task: To ensure mitigation strategies are in place and contingency plans are reviewed and tested regularly by the Supply chain and EHOS teams, along with other internal and external partners, and reported back to the ERM committee.

Action: Managing the risk of natural disasters includes actions such as:
Property Loss Control third party assessments are conducted for all natural disaster hazards on a rotational basis, including at least annually for all strategic sites.
Contingency plans for product sourcing, customer service and logistics for each site are developed and reviewed regularly.
Best-in-class climatic and seismic standards are applied to new sites as well as existing site expansions.
Progress against these actions is reported to, and discussed with, the ERM committee by the Operational risk sponsor.

Result: Strategic and tactical sites natural disaster assessments completed on schedule. Contingency plans in place and reviewed annually or as needed. New construction is built with latest seismic and climatic considerations. The results of our actions to mitigate against the risk of natural disasters are reported to, and discussed with, our ERM committee by the Operational risk sponsor.

iii. Transitional Risk case study:
Situation: Colgate is on a mission to create a healthy and sustainable future. For Colgate, we have determined that our company purpose and the value of our products are directly tied to how well we execute on sustainability. Sustainability is classified as a Strategic risk. The Strategic risk sponsor outlines for the ERM committee the Sustainability priority areas and goal progress, informed by input from the Sustainability and Supply Chain Groups and other internal/external stakeholders. We recognize that there is also increased focus, including by governmental and non-governmental organizations, investors, customers, consumers and other stakeholders on our ability to achieve our sustainability goals and other sustainability matters, including deforestation and the use of plastic, energy and water. Our reputation could be damaged if we do not (or are perceived not to) act responsibly with respect to sustainability matters. When the Science-Based Targets Initiative published updated guidance as to how companies can mitigate their climate impact, we recognized that aligning with this new ambition would also align with stakeholder interests.

Task: We recently set new targets aiming to reach net zero carbon emissions across our growing business. Our goals align with the Science-Based Targets initiative, our signing of the Business Ambition for 1.5℃and our commitment to Recover Better, working in concert with the UN Global Compact and others.

Action: Our most dramatic opportunity to impact climate change - accounting for 90% of our total carbon footprint - is in how we design our products and how consumers act

when using them. Our target is to avoid 10 million metric tons of carbon emissions associated with consumer use of our products over 10 years 2016-2025. We're mitigating risk by designing actions to reduce CO2 emissions, use more renewable energy and engage our suppliers. Through these actions, we're also mitigating reputational risks associated with investor, NGO and consumer expectations. Additionally, we see significant opportunity with a sharpening focus on building adaptation to protect against climate change impacts, and we are pursuing more work in this area. Progress against these actions is reported to, and discussed with, the ERM committee by the Strategic risk sponsors.

Result: We have created a robust suite of longer-term programs to achieve our goals. Improving product design - By 2025, our goal is to eliminate one-third of our use of new plastic and to make all packaging recyclable, reusable or compostable.
Influencing consumer behavior - Another major initiative is Colgate's "Save Water" consumer awareness campaign. Since launching in 2016, "Save Water" has helped consumers avoid an estimated 99 billion gallons of water and 5.5 million metric tons of GHG emissions, showing that individual actions can lead to massive impacts. The results and progress against our Sustainability goals are reported to, and discussed with, our ERM committee by the Strategic risk sponsors.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Example of the risk type: Colgate's EOHS Policy states that we will comply with or exceed applicable environmental, health and safety regulations, including regulations that relate to the climate. One example of a current regulatory risk that Colgate considers in our assessments is that of carbon taxes. Many countries have introduced Emission Trading Schemes in the form of cap and trade or others to constrain actions that contribute to the adverse effects of climate change. For example, two of our plants in Europe (Anzio, Italy and Compiegne, France) were affected by the European EU Emissions Trading Scheme in the past. Sites that emit over the allowance threshold would need to purchase allowances. This has the potential to increase operating costs over time. While it is our policy and practice to comply with all legal and regulatory requirements applicable to our business, a finding that we are in violation of, or out of compliance with, applicable laws or regulations could subject us to civil remedies, including fines, damages, injunctions or product recalls, or criminal sanctions, any of which could adversely affect our business, results of operations, cash flows and financial condition. Therefore, risks related to current regulation are always included in our climate-related risk

		assessments.
Emerging regulation	Relevant, always included	Example of the risk type: As part of Colgate's efforts to track and monitor regulations, we seek to identify emerging regulations which may be applicable to the company. One example of an emerging regulation that we continually assess is that of emissions trading schemes, which many countries have introduced in the form of cap and trade or others to constrain actions that contribute to the adverse effects of climate change. In particular, we track emerging regulations in additional geographies and/or facilities beyond Europe, such as India and China, which we expect will likely implement climate-related trading and/or tax schemes in the future. This has the potential to increase operating costs over time. While it is our policy and practice to comply with all legal and regulatory requirements applicable to our business, a finding that we are in violation of, or out of compliance with, applicable laws or regulations could subject us to civil remedies, including fines, damages, injunctions or product recalls, or criminal sanctions, any of which could adversely affect our business, results of operations, cash flows and financial condition. We also include the impacts of climatic events in site selection and building design guidelines. Therefore, risks related to emerging regulation are always included in our climate-related risk assessments.
Technology	Relevant, sometimes included	Example of the risk type: Conducting a full value chain carbon footprint has provided more insight into technological risks and opportunities related to climate. One example of a technological risk that we assess is that of the selection of materials in the formulation process. In particular, we pay close attention to high-carbon materials which have the largest impact on our products' overall footprint. This information was also shared with our Technology organization for better understanding of the impacts of the selection of materials in the product formulation process. As the goal of our continuous innovation efforts is to maintain the health and safety of our customers and our planet, technology and its implications are therefore included in our climate-related risk assessments.
Legal	Relevant, always included	Example of the risk type: Colgate's EOHS Policy states that we will comply with or exceed applicable environmental, health and safety regulations, which includes regulations associated with climate. Our 2019 Annual Report on Form 10-K states that "Concern over climate change may result in new or additional legal and regulatory requirements to reduce or mitigate the effects of climate change on the environment. Despite our sustainability efforts, any failure to achieve our sustainability goals to reduce our impact on the environment or the perception (whether or not valid) that we have failed to act responsibly with respect to the environment or to effectively respond to new or additional legal or regulatory requirements regarding climate change could result in adverse publicity and adversely affect our business and

		reputation." As such, Colgate must monitor developments of and comply with climate-related laws and regulations at various regional levels. While it is our policy and practice to comply with all legal and regulatory requirements applicable to our business, a finding that we are in violation of, or out of compliance with, applicable laws or regulations could subject us to civil remedies, including fines, damages, injunctions or product recalls, or criminal sanctions, any of which could adversely affect our business, results of operations, cash flows and financial condition. Therefore, legal risks are always included in our climate-related risk assessments.
Market	Relevant, sometimes included	Example of the risk type: Consumers are increasingly purchasing products that meet their needs and have a reduced environmental & social footprint. Additionally, these consumers want to buy products from brands that they trust and increasingly expect transparency about their environmental impact. We have seen significant changes in expectations from these consumers and believe they will continue to represent a growing market. Colgate takes the changes in consumer preferences into account in our efforts to understand how climate-change related topics can impact our market growth and to continue to innovate to meet the needs of evolving consumer trends and expectations. For example, we have developed soaps that use less water for rinsing to respond to consumer preferences. Therefore, market risks and opportunities are included in our climate-related assessments.
Reputation	Relevant, always included	Example of the risk type: Where applicable, Colgate integrates climate-related aspects of the Company's brands and reputation. Consumers, nongovernmental organizations (NGOs) and other external organizations expect companies to do their part in the fight against climate change. CDP, representing more than 515 investors as of 2020, requests our disclosure of climate change strategy and energy and greenhouse gas emissions data each year. We stay informed of developments in this landscape, evaluating stakeholder responses to and perspectives on our climate change strategy, to understand their positive and negative reputational impacts on our company. We recognize that any negative publicity from these stakeholders about us, our brands, our products, our supply chain, our ingredients, our packaging or our employees, whether or not deserved, could jeopardize our reputation. Such negative publicity could relate to environmental impacts (including packaging, energy and water use and waste management) or other sustainability or policy issues. For example, companies that use forest-risk commodities (Pulp & Paper, Palm Oil, Tallow, Soy) are exposed to reputational risks if not managed properly, where the impacts are related to loss of natural habitat and increased climate-risk. Financial impacts of changes in consumer perception about products containing these materials are not clearly

		quantifiable, but we acknowledge that damage to our reputation or loss of consumer confidence in our products for these or any other reasons could adversely affect our business, results of operations, cash flows and financial condition, as well as require resources to rebuild our reputation. Therefore, reputational risks are always included in our climate-related risk assessments.
Acute physical	Relevant, always included	Example of the risk type: Predominant acute physical risks related to climate change for Colgate include: operational disruption (to our facilities, suppliers, utilities, logistics and customers) from events such as severe storms, flooding, and droughts/water scarcity. We include acute physical risks, such as disruptions due to water, energy, floods, droughts, and sea level rise in our site contingency and recovery planning and global risk management processes. Resiliency investments are made in accordance with our Loss Prevention and 3rd party engineering and insurance assessments to address learnings from acute events. As the impacts of these acute physical risks could adversely affect our business and global supply chain, results of operations, cash flows and financial condition, we therefore always include them in our climate-related risk assessments.
Chronic physical	Relevant, sometimes included	Example of the risk type: Changes in weather patterns and warming of the climate have the potential to impact the cost and availability of agricultural commodities. As an example, the 2016 El Nino resulted in severe drought in South East Asia impacting supply and increased cost of coconut oil, palm oil and palm kernel oil prices. In Brazil, drought can affect herd sizes, limiting the material availability in low risks and triggering the high cost of tallow material. The predicted effects of climate change may also exacerbate challenges regarding the availability and quality of water. As the impacts of these chronic physical risks could adversely affect our business and global supply chain, results of operations, cash flows and financial condition, we therefore always include them in our climate-related risk assessments.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Current regulation

Carbon pricing mechanisms

Primary potential financial impact

Increased indirect (operating) costs

Company-specific description

The European EU Emissions Trading Scheme is a cap and trade scheme that has affected two of our plants in Europe (Anzio, Italy and Compiegne, France) in the past. Sites that emit over the allowance threshold would need to purchase allowances. We expect that additional geographies and/or facilities beyond Europe may also implement climate-related trading and/or tax schemes in the future. This has the potential to increase operating costs over time.

Time horizon

Medium-term

Likelihood

Very likely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

120,000

Potential financial impact figure – maximum (currency)

210,000

Explanation of financial impact figure

Colgate’s sites did not participate in the ETS in 2019 due to the beneficial impact of previous energy reduction projects. Had Colgate not implemented the energy reduction programs outlined in "management methods," we would have been required to participate in the ETS to ensure compliance. The estimated potential financial impact of participating would have been (avg.) from $120K to $210K USD/year from 2018 onwards, calculated with a CO2 price of about $7/ton (current) to about $11/ton (max. est.). This estimate is provided as a representative financial impact should we be required to participate in these schemes in the future.

Cost of response to risk

12,600,000

Description of response and explanation of cost calculation

i) Case study to address the risk: Our strategy to reduce the need to participate in cap and trade schemes is to set emissions reduction goals and pursue energy reduction projects to achieve them. All Colgate sites have energy and carbon reduction goals and are committed to invest 5% of our manufacturing capital program in “planet” related projects annually. Our “5% for the Planet” program sets an annual goal to invest a minimum of 5% of our manufacturing capital expenditure budget to ensure that sites identify, fund and implement climate, energy, water, and waste projects that drive both environmental improvement and cost savings. Additionally, a minimum of 2% of the manufacturing capital budget is targeted specifically toward energy reduction projects. Since inception in 2011, Colgate has invested more than $248 million in more than 1,300 planet projects, delivering an estimated savings of more than $59 million. For example, in 2019, Colgate allocated $12.6 million to its planet projects and over $7.4 million of this amount was invested to energy related projects. The rest was allocated to water and waste related projects which also help reduce GHG emissions onsite. We also conduct an “Energy Top 10” program across all manufacturing operations, as well as Energy Treasure Hunts at our largest strategic sites. In 2019, six factories went hunting and generated 356 energy reduction ideas that could potentially reduce their energy consumption by an estimated 39,000 MWh, decrease their CO2 emissions by an estimated 14,917 metric tons, and lower their energy costs. While our actions may not reduce the likelihood of regulation, they can reduce the magnitude of the impact for Colgate sites.

ii) Cost calculation: In order to identify the total amount of investments that have a climate change mitigation aspect and contribute to our emissions reduction goals, we summed all planet project investments made in 2019 that address energy, waste or water; this total was $12.6 million. Energy Hunt programs not included.

Comment

Identifier

Risk 2

Where in the value chain does the risk driver occur?

Upstream

Risk type & Primary climate-related risk driver

Acute physical

Increased severity and frequency of extreme weather events such as cyclones and floods

Primary potential financial impact

Decreased revenues due to reduced production capacity

Company-specific description

Hurricanes, typhoons and other natural disasters have the potential to damage/disrupt material supply, facility operations and logistics networks. Specific to hurricanes (e.g. Katrina), we have experienced historical disruptions in petroleum-derived materials sourced from the Gulf of Mexico. In recent years, we experienced temporary disruptions in production distribution and sales due to: Tropical Cyclone Nida, Tropical Cyclone Varda, Super Typhoon Nepartak and heavy rains and flooding in Hyderabad and Secunderabad, India.

Time horizon

Short-term

Likelihood

Very likely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

300,000

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

In the past, there have been disruptions in petroleum-derived materials sourced from the Gulf of Mexico due to climatic events. In recent years, we experienced temporary disruptions in production distribution and sales as a result of these events. In one case lost sales was estimated at $300,000, which can provide insights as to the potential impacts of these events. We have calculated our estimated financial impact based on this historical benchmark related to lost sales.

Cost of response to risk

500,000

Description of response and explanation of cost calculation

i) Case study to address the risk: Colgate uses an Enterprise Risk Management (ERM) Program to identify, assess, prioritize and manage physical risks. We define Natural Disasters as the physical risks associated with water and climate change that could disrupt our commercial and supply chain operations. Risks associated with tropical cyclones are categorized as Natural Disasters and reside within the Operational Risk Category. Natural Disaster mitigation efforts are addressed specifically within the

Operations Risk Management Committee, a subcommittee of our ERM program. This subcommittee provides oversight on our Product Category Contingency Sourcing Plans, site selection protocols that consider climatic risk, Environmental and Loss Prevention Design Standards, Global Procurement Risk Management Strategy, Hurricane Contingency Planning, Logistics “Plan B” and Business Readiness Planning. Specific to tropical cyclones, we implement the Hurricane Contingency Sourcing Plan annually for feedstock sourced from the Gulf of Mexico and Mexico, which entails an inventory build of feedstock prior to the annual hurricane season to minimize risk associated with supply disruption.

ii) Cost calculation: There are limited costs associated with planning activities, such as Product Category Contingency Sourcing Plans, Business Readiness Plans and Logistics “Plan B”. For example, we have hurricane contingency plans in the Gulf of Mexico and in Mexico, where we have experienced disruption of key materials from Hurricanes Katrina and Patricia. One of the most significant ongoing costs is associated with the Gulf of Mexico Hurricane Contingency Plan. Each year, working capital is increased by 1% for a three-month period and approximately $500,000 in incremental operating cost is incurred for material pre-build and storage.

Comment

Identifier

Risk 3

Where in the value chain does the risk driver occur?

Upstream

Risk type & Primary climate-related risk driver

Market

Increased cost of raw materials

Primary potential financial impact

Increased direct costs

Company-specific description

Forest-risk commodities are linked to climate change through historical change in land use/deforestation of tropical forests. As a consumer product company that uses forest-risk commodities, such as Pulp and Paper, Palm Oil, Tallow and Soy, we have identified potential reputational risks associated with forest-risk commodities due to the financial impacts associated with pressure groups’ impact on consumers’ perception and purchase intent relating to our products containing these materials. To increase transparency with our stakeholders and manage this risk, Colgate issued a No Deforestation Policy in March 2014 and reports progress toward our 2020 goals in our CDP Forests response and annual Sustainability Report. The resulting impact to manage this risk is multi-fold, and includes increasing our cost of goods sold in order to

procure the necessary amounts of sustainable commodities, as well as investment in programs, initiatives, and support to progress against our policies.

Time horizon

Medium-term

Likelihood

More likely than not

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

8,000,000

Potential financial impact figure – maximum (currency)

34,000,000

Explanation of financial impact figure

The financial impacts associated with pressure groups impact on consumers' perception and purchase intent relating to our products containing these materials is not clearly quantifiable. As a proxy, we have quantified the impact of this perception on our procurement costs, which is due to the effort of mitigating risks of negative perception. Cost to procure certified palm oil and palm kernel oil for 100% of our tier-1 volume is between $8-9 million. The cost to procure certified palm oil, PKO and palm derivatives for 100% of our tier-1 and tier-2 volumes is approximately $34MM. We have provided the lower- and high-end of these ranges as the estimated impact.

Cost of response to risk

8,000,000

Description of response and explanation of cost calculation

i) Case study to address the risk: We established a Palm Oil Sourcing Team of procurement professionals to implement the palm oil sourcing commitments and to develop palm oil sourcing guidelines. We are engaging the broader sourcing teams globally which manage the suppliers of commodities to ensure understanding, communication, and execution of our commitments. Examples by commodity:
- Palm: We conducted a pilot using Starling-Earthworm Foundation satellite monitoring system to enhance our current risk management program for palm oil suppliers.
- Tallow: We optimized our supply network to only source from suppliers that meet our policy requirements and operate in compliance with IBAMA and the Cattle Amazon sourcing criteria.
- Paper and Board: We set packaging targets for 2020, including increasing the recycled

content of our packaging to 50 percent. Currently, approximately 44 percent of Colgate's paper and board packaging materials by weight globally come from recycled sources.
- Soy: We began a partnership with Earthworm Foundation to continue the traceability work back to the origin, risk assess our supply chain and identify transformation opportunities in collaboration with our suppliers in South America.

As a result of these efforts, we are better positioned to understand deforestation-related risks and opportunities. Additionally, efforts to provide transparent reporting of our progress support our response to the concerns of our stakeholders.

ii) Cost Calculation: The overall cost calculation of implementing all of these commitments is not available. However, we are able to provide specific costs related to palm oil and tallow as a representative calculation. The cost of Green Palm certificates and physical certified oils is market-driven and will increase the cost of palm oil and derivatives. Historical costs to purchase Green Palm Certificates and Physical Certified Oil for Palm and PKO were in the range of $3-4 million. As we previously invested $4.6 million in a tallow refining system at our soap plant in Brazil to increase our ability to source tallow from low-risk region suppliers, we are reporting a total cost of approximately $8 million to manage the risk.

Comment

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Opp1

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Use of more efficient production and distribution processes

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

Regulations that require reporting of emissions present a competitive opportunity for Colgate given our long-standing commitment to emissions reporting and reduction. We have been collecting and analyzing our manufacturing consumption data since 1998 and have long-standing emissions reduction programs in place. We have also begun capturing carbon emissions data associated with movement of our finished goods. These actions have also prepared us to minimize any costs associated with cap and trade schemes and fuel/energy taxes. Regulatory emissions reporting under EU ETS and voluntary emissions reporting to US EPA Energy Star and CDP have helped engage the organization and drive program development.

Time horizon

Short-term

Likelihood

Very likely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

672,000,000

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

The Company has estimated that the energy cost avoidance associated with the implementation of energy conservation projects across our manufacturing sites globally is approximately $672 million from 2002-2019. This number has been calculated by looking at our energy efficiency in 2002 (energy/ton) then applying this number to each subsequent year’s energy use and applicable unit costs to estimate how much we "would have spent" versus what we actually spent toward our production processes.

Cost to realize opportunity

7,450,000

Strategy to realize opportunity and explanation of cost calculation

i) Case study to realize the opportunity: Our approach to energy efficiency is multi-pronged. Colgate has 100% achievement of LEED NC, integrating energy efficiency from the start for new sites. Additionally, over 83% of sites have achieved the US EPA

ENERGY STAR Challenge for Industry; through this initiative, 33 Colgate factories in 23 countries that have collectively avoided using more than 3.2 trillion BTUs of energy through their efforts. We completed a third iteration of our “Energy Top 10” program across all manufacturing operations and are conducting Energy Treasure Hunts at our largest strategic sites. Select Colgate sites have solar, cogeneration and/or are participating in demand response programs. These initiatives are undertaken in support of our emissions reduction targets, enabling us to maintain emission levels below regulatory thresholds in most geographies and avoid costs associated with cap and trade schemes and/or fuel/energy taxes.

ii) Cost Calculation: Colgate has a 5% Capital Investment for the Planet program. In 2019, Colgate invested approximately $12.6 million in planet projects, of which $7.45 million delivered energy investments.

Comment

Identifier

Opp2

Where in the value chain does the opportunity occur?

Downstream

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Reduced water usage and consumption

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

The predominance of our GHG emissions is associated with the consumer use of our products. Our category GHG footprint indicates that the impact of brushing, showering, washing hands, and washing dishes differs greatly. As a way to reduce our most significant Scope 3 GHG emissions, Colgate is committed to promoting water conservation awareness to 100 percent of our global consumers and reducing emissions associated with consumer behavior by up to five percent from 2016 to 2022, and increasing the recycled content of our packaging to 50 percent by 2020. By influencing consumer behavior during product use and reducing consumer waste, we have the opportunity to help reduce both our water and carbon footprint, while consumer messaging will help to enhance and grow our brands and therefore increase demand for our products.

Time horizon

Short-term

Likelihood

Very likely

Magnitude of impact

Medium-high

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

1,150,000

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

Colgate's consumer messaging program is intended to drive awareness of water conservation while enhancing equity and growing preference for the brand. The impact of this campaign varies by geography and scale/scope of execution, but an indicative estimate can be derived based on a recent execution. As an example, a partnership with one of the biggest retailers to encourage consumers to Save Water contributed to incremental net sales of approximately USD $1.15 million in U.S. stores activating the campaign in 2018, and is therefore provided as the estimate of financial impact.

Cost to realize opportunity

187,000

Strategy to realize opportunity and explanation of cost calculation

i) Case study to realize the opportunity: To help consumers conserve water when using our products, Colgate continued to administer our Save Water campaign with messaging via our sponsorship of Michael Phelps and Mina Guli, as well as in-store activations highlighting Save Water messaging and our partnerships with Water For People and The Nature Conservancy. We also continued to have Save Water labels on products and partnered with the American Water Works Association (AWWA) to create co-branded Save Water messaging. In 2019, the campaign was activated globally including countries, such as Brazil, India, Australia, South Africa and Taiwan. The overall program has achieved 4.1 billion impressions and reached over 50 million people around the world as well as ample media coverage.

Colgate also conducts an annual consumer insight survey to determine if the Save Water campaign influenced consumers' own personal behavior. In 2019, the results were as follows: 19% in the U.S., 51% in Brazil, 67% in India, and 52% in Africa. The consumer surveys focus on consumer water-saving behavior as well as try to better understand the regional habits and water reduction opportunities in water-stressed regions of the world.

In 2019, we also launched a first-of-its-kind recyclable toothpaste tube, the first oral or personal care tube to be recognized by the Association of Plastic Recyclers. The recyclable toothpaste tube debuted under the Tom's of Maine brand in the United States and the Colgate Smile for Good brand in Europe. Colgate is making this innovative technology available to interested third parties as part of our campaign to increase recyclability of toothpaste tubes.

ii) Cost Calculation: Costs to implement our Save Water campaign is provided as a representative cost of these efforts. Since 2017, we have had a global celebrity brand ambassador on board to help promote the 'Save Water' message in mass advertising campaigns as well as PR across markets. Colgate's investment of approx. $1.7 million per year includes the celebrity's endorsement fee and together with the costs to produce and disseminate the Save Water campaign. Based on this fee and the fact that Colgate's largest retailer in the U.S. represents 11% of net sales, we estimate that the annual cost to activate the "Save Water" messaging at certain of such retailer's stores is approximately USD $187,000.

Comment

Identifier

Opp3

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Energy source

Primary climate-related opportunity driver

Use of lower-emission sources of energy

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

Colgate's strategy to reduce our operational emissions by 25% by 2020 is driven by several goals: to facilitate our transition to low-carbon technology, increase our resiliency, and to help avoid carbon tax schemes that may affect facilities in certain regions. As stated in our Annual Report on10-K, increases in the costs of energy and transportation have affected and may continue to adversely affect our profit margins; therefore, it is in our best interests to source energy that will be resilient to these cost increases. Additionally, there is an opportunity to avoid carbon tax schemes through investment in energy saving initiatives at facilities such as those located in the EU, to reduce their impacts. While the opportunity of shifting to lower emission sources of energy will eventually translate to lower operating costs once the return on investment has been achieved, we also believe that investments in renewable energy are a

strategic imperative in order to meet our emissions target and decrease reliance on fossil fuels and avoid carbon taxes, thereby increasing the resilience of our company.

Time horizon

Medium-term

Likelihood

Very likely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

385,000

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

The investment in renewable energy often requires financial paybacks beyond typical savings projects, however with the advancement in technologies, combined with higher electricity rates and improved government financial incentives, the return on investment continues to improve over time. We are working to estimate the overall financial benefits of using renewable energy in our value chain. However, to provide an example, the estimated savings from solar power-related projects approved in 2019 was calculated to be US $35,000 per year, while the specific savings from the Piscataway installation is estimated to be US $350,000 for a total savings of $385,000. This number represents estimated annual savings that will eventually meet ROI objectives; savings will be much higher when projects on the roadmap are completed.

Cost to realize opportunity

1,130,000

Strategy to realize opportunity and explanation of cost calculation

i) Case study to realize the opportunity: Traditionally, Colgate has limited our renewable energy engagement mostly to purchasing green power, but more recently is increasing our direct investment in renewable energy and pursuing power purchase agreements. Colgate has been a U.S. EPA Green Power Partner since 2014, supporting the voluntary use of green power to reduce the environmental effects associated with conventional electricity use. In 2019, Colgate purchased 230,000 MWh of Green-e certified wind power renewable energy certificates generated from wind power farms located in Kansas. This green power purchase was recognized by the U.S. EPA Green Power Partnership Leadership Club. The purchase of green power is allocated back to

our facilities in proportion to their carbon emissions as a way to help assign a cost-of-carbon to its source. As a way to further develop our balanced approach to renewable energy, Colgate developed a Renewable Energy Master Plan, which helps the company identify and prioritize renewable energy opportunities at more than 20 facilities around the world. In 2019, we implemented phase I of a multi-phase solar project at our Global Technology Campus in Piscataway, New Jersey. Phase I will generate 903 kWh and when complete, the total project is expected to generate 3.2 MWh. This project joins the 2018 implementations of a 1 MWh solar power generation system in Sri City, India and a 1 MWh solar power generation system in Burlington, NJ, USA. We are currently developing and implementing additional renewable energy activities identified in this Roadmap, including installing onsite solar electricity and purchasing renewable energy from our electricity providers. In addition to lowering our operating costs, other key impacts include meeting our SBT commitments, increased site resiliency due to less dependence on grid energy via on-site renewables, and increased engagement potential with consumers around the use of renewables to make our products.

ii) Cost calculation: Our energy efficiency and renewable energy roadmap has many components. Our solar project capital spend for the Piscataway installation totaled over $1,044,000 in 2019. Additionally, renewable energy labeled projects approved in 2019 as part of our total planet capex budget had an estimated cost of $96,000, for a total sum of $1,130,000.

Comment

C3. Business Strategy

C3.1

(C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?

Yes, and we have developed a low-carbon transition plan

C3.1a

(C3.1a) Does your organization use climate-related scenario analysis to inform its strategy?

Yes, qualitative

C3.1b

(C3.1b) Provide details of your organization's use of climate-related scenario analysis.

Climate-related scenarios and models applied	Details

2DS	i. How selected scenarios were identified: Colgate set our original Science Based Target, approved by the SBTi, in 2017. In order to create these targets, Colgate used the 2DS in relation to the suggested methodologies by SBT. We are updating our goals following the SBT guidelines and aiming for a 1.5C ambition. The selected scenarios for both target-setting processes were identified via discussions with the SBTi, including suggested inputs, assumptions and analytical methods. The SBT modeling conducted was specific to our organizations sector, emissions and target years (2020 and 2050). Additionally, following the TCFD guidelines Colgate has started our research to identify best ways to include scenario analysis in our business strategy. In 2017, Colgate worked with a team of students from MIT Sloan School of Management in their Sustainability-Lab (S-Lab) program on a project to better understand the components of a robust scenario analysis and identify the next steps to implement it. The project was completed with success and the results were published on MIT's website. We are using these results to expand our scenario analysis to assess the potential impacts of various climate scenarios (i.e. RCP 2.6, 4.5 & 8.5) on our business operations and to explore the best responses to avoid risks. ii. Time horizon & relevance: The time horizon considered was discussed and agreed to with SBTi, utilizing 2002 as the base year since that was most relevant to our organization as the time we began tracking CO2 emissions. As SBTi criteria requires both medium- and long-term considerations, we utilized target years of 2020 and 2050 for the goals set in 2017. Our new target utilizes a base year of 2018 and reflects target years of 2025 and 2030 in alignment with SBTi. iii. Areas of organization considered as part of the analysis: We considered our global operations in the analysis since this is where our direct emissions are and the area where we had CO2 data. iv. Results of the analysis: The SBT scenario analysis results included a projected target reduction of absolute emissions of 25% by 2020 and 50% by 2050 using our 2002 base year. These reductions will enable us to do our part in aligning with climate science and mitigating our impact. v. How results have informed business strategy: Based on the results of the analysis, we set an absolute (versus intensity) target on GHGs, which has then driven evaluations and investment decisions related to our increased use of renewable energy and green power purchases. Our updated scenario analysis will provide a broader set of data on potential financial risks and opportunities of the different climate-change scenarios. vi. Case study: The impact of the SBT target setting scenario analysis has been multi-fold. We began the journey in order to ensure our commitments were

	aligned with climate science. Based on the results of the analysis, we set an absolute (versus intensity) target on GHGs, which has then driven evaluations and investment decisions related to our increased use of renewable energy and green power purchases. For example, we have since pursued direct investment in several on-site solar projects now underway in the U.S. and India, with additional projects being evaluated in the U.S., China, Vietnam and Mexico.

C3.1d

(C3.1d) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	i) Description & time horizon: As described in 2.3a/2.4a, consumers are increasingly choosing products that they believe have lower climate impacts and are better for the environment. In accordance with our No Deforestation policy, we have identified potential reputational risks associated with climate aspects of deforestation. These risks influence the attributes of the commodities we use in our products and packaging; we are modifying our sourcing approach to prioritize commodities with sustainability-related certifications. Additionally, the predominance of our GHG emissions is associated with the consumer use of our products. Our category GHG footprint indicates that the impact of brushing, showering, washing hands, and washing dishes differs greatly; therefore our Research and Development and Procurement teams are working to identify and prioritize opportunities through material and supplier choices without negatively affecting consumer experience, quality or cost. We evaluate the potential of reputational impacts affecting our sales and therefore strategize our approach to product development through to marketing over both the short- and medium-term time horizons. ii) Most substantial business decision to date: Colgate has made significant progress in policy development on commodity sourcing and deforestation over the past three years. We published a no deforestation policy covering the following forest commodities: palm, soy, beef tallow and paper based materials. Colgate also has a standalone policy

		on the Responsible and Sustainable Sourcing of Palm Oils. We are engaging the broader sourcing teams globally which manage the suppliers of commodities to ensure understanding, communication, and execution of our commitments. For example, we established a Palm Oil Sourcing Team of procurement professionals to implement our palm oil sourcing commitments and to develop palm oil sourcing guidelines. As a result of these efforts, we are better placed to understand deforestation-related risks and opportunities and reflect those in our approach to product development and packaging, thereby addressing consumers' and other stakeholders' concerns. Additionally, efforts to provide transparent reporting of our progress support our response to the concerns of our stakeholders.
Supply chain and/or value chain	Yes	i) Description & time horizon: Colgate's approach to climate change considers our supply chain and broader value chain. For one, our goal-setting and marketing efforts consider where we can make the most impact: with consumers. Therefore we have set targets that promote water conservation among our customer base, which then results in reduced emissions. We also routinely consider resilience in our procurement strategy, as climate-related natural disasters such as hurricanes, cyclones, and typhoons are increasing in frequency and may damage or disrupt material supply. The time horizon of influence is primarily in the short-term, though our procurement decisions may relate to longer timeframes particularly when considering shifting from certain regions. ii) Most substantial business decisions to date: Customers are a key stakeholder within our value chain. As a way to reduce our most significant Scope 3 GHG emissions, Colgate committed to promoting water conservation awareness to 100 percent of our global consumers and reducing emissions associated with consumer behavior by up to five percent from 2016 to 2022. Colgate's Save Water campaign, launched worldwide in 2016, continues to increase consumer awareness through messaging on our packaging, online and in stores. The Save Water message appears on our toothpaste and toothbrush packaging, soaps and cleaning products. Thanks to the ongoing efforts of Colgate People around the world, we are helping drive greater awareness of water issues among consumers, customers and fellow Colgate People. To date, our Save Water program has helped avoid using an estimated 99

		billion gallons of water and an estimated 5.5 million metric tons of greenhouse gas emissions.
Investment in R&D	Yes	i) Description & time horizon: The predominance of our GHG emissions is associated with the consumer use of our products. Our category GHG footprint indicates that the impact of brushing, showering, washing hands, and washing dishes differs greatly. As a way to reduce our most significant Scope 3 GHG emissions, Colgate is committed to increasing the recycled content of our packaging to 50 percent by 2020. Our R&D and Procurement organizations also help design and manage product formulations to minimize both risk and costs. We are designing products that allow consumers to use less water or temperate water, evaluating options to replace carbon intensive materials, and strategically sourcing and using commodities in a way that minimize deforestation risk. These efforts require significant investment in R&D to achieve, with the time horizon of influence ranging from the short- to long-term depending on the effort . ii) Most substantial business decisions to date: Conducting a full value chain carbon footprint has provided us valuable insight into the environmental impacts of our products. One of the resulting outcomes was our pledge to use 100% recyclable packaging on all its products by 2025. After five years in the making, we launched a first-of-its-kind recyclable toothpaste tube in 2019, the first oral or personal care tube to be recognized by the Association of Plastic Recyclers. Our packaging engineers tested a combination of grades of high-density polyethylene (HDPE) before finding a combination that meets bottle recycling standards, protects the product, and holds up to the demands of high-speed production, all while remaining comfortably squeezable. The recyclable toothpaste tube debuted under the Tom's of Maine brand in the United States and the Colgate Smile for Good brand in Europe. We are continuing with our research to convert all of our caps into a more compatible material with the HDPE stream. Consistent with the Company's commitment to sustainability, Colgate is making this innovative technology available to interested third parties as part of our campaign to increase recyclability of toothpaste tubes.
Operations	Yes	i) Description & time horizon: Climate-related risks and opportunities have influenced our operational strategy in terms of increasing the overall sustainability of facilities,

		implementing energy efficiency programs, and pursuing renewable energy. These efforts allow Colgate to avoid ETS emissions cap and trade schemes, significantly reduce operational costs, and increase operational resiliency. We evaluate the impacts of regulations and strategize our approach to sustainable operations over both the short- to long-term time horizons. ii) Most substantial business decisions: Benchmarking the sustainability of our operations through third party certifications and recognitions give our efforts more credibility. In 2019, our Burlington, New Jersey, manufacturing facility became the first site in the world to achieve LEED Zero certification for net zero carbon, energy, water and waste. To date, Colgate has 100% achievement of LEED New Construction and over 83% of global manufacturing sites - 33 factories in 23 countries - have achieved the US EPA ENERGY STAR Challenge for Industry, collectively avoiding using more than 3.2 trillion BTUs of energy through their efforts. The savings associated with the implementation of energy conservation projects globally could be greater than $560 million in avoided costs in the coming years, based on estimated historical savings. In 2011, Colgate initiated the “5% for the Planet” program, which sets an annual goal to invest a minimum of five percent of our manufacturing capital expenditure budget on energy reduction, water conservation, and reduction of waste to landfill. A minimum of 2% of the budget is targeted specifically toward energy reduction projects. Since inception, Colgate has invested more than $248 million in more than 1,300 planet projects, delivering an estimated savings of more than $59 million. Finally, Colgate developed a Renewable Energy Master Plan, which helps the company identify and prioritize renewable energy opportunities at our facilities. In 2019, we implemented phase I of a multi-phase solar project at our Global Technology Campus in Piscataway, New Jersey. Phase I will generate 903 kWh and when complete, the total project is expected to generate 3.2 MWh. This project joins two prior solar power installations in Sri City, India and Burlington, NJ, USA.

C3.1e

(C3.1e) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues Indirect costs Capital expenditures Capital allocation Assets Liabilities	i) Case studies - capital expenditures/allocation: The emergence of carbon trading schemes in different geographies might require us to update our existing capital to be more energy-efficient and reduce emissions. For example, we have continually pursued capital upgrades and investments to improve our energy efficiency at manufacturing sites and avoid carbon tax schemes. As part of Colgate's 5% for the Planet initiative, facilities are expected to invest a minimum of 5% of their annual capital budgets towards projects which reduce energy, water, and waste. In 2019, Colgate invested in $12.6 million in “planet” related projects, with over $7.4 million directed toward energy investments. Since inception, Colgate has invested more than $248 million in more than 1,300 planet projects, delivering an estimated savings of more than $59 million. These projects deliver energy and carbon reduction, enabling us to maintain emission levels below regulatory thresholds in most geographies. We expect this level of investment to be similar in the coming years, as part of our "5% for the Planet" annual capital expenditure budget goal. Additionally, Colgate developed a Renewable Energy Master Plan in 2017, which helps the company identify and prioritize renewable energy opportunities at our facilities around the world. We began project implementation in 2018, with solar projects pursued in Sri City, India, as well as Burlington and Piscataway, New Jersey, in the United States. We are continuing developing and implementing additional renewable energy activities identified in this Roadmap. This exercise helped us identify and prioritize renewable energy opportunities at more than 20 facilities around the world, and require significant planning for capital allocations and investment in the coming years. ii) Time horizon: Our financial planning related to revenues, indirect (operating) costs, capital allocation/expenditure, access to capital, assets, and liabilities as impacted by climate-related risks and opportunities extends to the long term, for example when considering investments in significant capital upgrades. Several elements are also continually assessed in the short-term, such as the operational costs required to conduct Energy Treasure Hunts and to implement more immediate planet projects.

C3.1f

(C3.1f) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).

N/A

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Absolute target

C4.1a

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Target reference number

Abs 1

Year target was set

2016

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 1+2 (market-based)

It is noted that our 2020 Science-Based emissions target (25% reduction of Scope 1 + Scope 2 market-based emissions) does not include fugitive emissions as fugitive emissions were not included in our base year emissions (2002) and because fugitive emissions are a small fraction (1.4%) of our Scope 1 + Scope 2 market-based emissions.

Base year

2002

Covered emissions in base year (metric tons CO2e)

699,761

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)

95

Target year

2020

Targeted reduction from base year (%)

25

Covered emissions in target year (metric tons CO2e) [auto-calculated]

524,820.75

Covered emissions in reporting year (metric tons CO2e)

474,312

% of target achieved [auto-calculated]

128.8720005831

Target status in reporting year

Achieved

Is this a science-based target?

Yes, this target has been approved as science-based by the Science-Based Targets initiative

Please explain (including target coverage)

Through 2018, we achieved a 29.7% reduction in our Scope 1 (without fugitive emissions) + Scope 2 (Market Based) emissions versus our 2020 goal of 25% reduction. By 2019 we reached a 31% reduction from the 2002 baseline, continuing to surpass our target.

Fugitive emissions are not included in our 2020 goal as they are a small fraction of our Scope 1 + Scope 2 market-based emissions (1.4%) and are not included in the approved Science-Based targets. However, fugitive emissions are measured, third party reviewed and reported.

It is noted that approximately 95% of our Scope 1 + Scope 2 (Market Based) emissions are included in this target. The emission sources that are not covered by this target include fugitive emissions, a number of Colgate owned offices, warehouses and mobile sources (cars and trucks). In an effort to improve our reporting methodologies this year we reviewed those emission sources during our third-party verifications and will be included in our new commitment with the Science Based Targets and future reports.

Our climate strategy is anchored in setting and achieving science-based goals to reduce greenhouse gases. As part of our 2015 to 2020 Sustainability Strategy, Colgate developed the 2020 and 2050 science-based goals to reduce absolute greenhouse gas emissions by 25% and 50%, respectively, compared to 2002. Colgate collaborated with CDP to develop these goals. Early on, CDP reviewed these goals and indicated that the 2020 and 2050 targets exceeded the requirements of the “Linear Approach” to a science-based goal, which is based on the Intergovernmental Panel on Climate Change’s “RCP 2.6 Carbon Pathway,” one of the climate trajectories used for modeling

and research. Our 2020 target also exceeds the requirements of the “Sectoral Decarbonization Approach” to a science-based goal, which is based on the 2°C change in global average temperature scenario developed by the International Energy Agency (IEA). This target was officially approved by SBTi in 2017.

Now, Colgate is joining the Science Based Targets initiative, UN Global Compact and the We Mean Business Coalition’s Business Ambition for 1.5°C campaign and has received approval for a new SBTs including Scope 1, 2 and 3 targets for 2025 and 2030, using 2018 as baseline that are aligned with limiting global temperature rise to 1.5°C above pre-industrial levels.

Target reference number

Abs 2

Year target was set

2016

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 1+2 (market-based)

It is noted that our 2050 Science-Based emissions target (50% reduction of Scope 1 + Scope 2 market-based emissions) does not include fugitive emissions as fugitive emissions were included not in our base year emissions (2002) and because fugitive emissions are projected to be a small fraction (approximately 2%) of our 2050 Scope 1 + Scope 2 market-based emissions.

Base year

2002

Covered emissions in base year (metric tons CO2e)

699,761

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)

95

Target year

2050

Targeted reduction from base year (%)

50

Covered emissions in target year (metric tons CO2e) [auto-calculated]

349,880.5

Covered emissions in reporting year (metric tons CO2e)

474,312

% of target achieved [auto-calculated]

64.4360002915

Target status in reporting year

Underway

Is this a science-based target?

Yes, this target has been approved as science-based by the Science-Based Targets initiative

Please explain (including target coverage)

Our climate strategy is anchored in setting and achieving science-based goals to reduce greenhouse gases. As part of our 2015 to 2020 Sustainability Strategy, Colgate developed 2020 and 2050 science-based goals to reduce absolute greenhouse gas emissions by 25% and 50%, respectively, compared to 2002. Colgate collaborated with CDP to develop these goals. Early on, CDP reviewed these goals and indicated that the 2020 and 2050 targets exceeded the requirements of the “Linear Approach” to a science-based goal, which is based on the Intergovernmental Panel on Climate Change’s “RCP 2.6 Carbon Pathway,” one of the climate trajectories used for modeling and research. Our 2020 target also exceeds the requirements of the “Sectoral Decarbonization Approach” to a science-based goal, which is based on the 2°C change in global average temperature scenario developed by the International Energy Agency (IEA). This target was officially approved by SBTi in 2017.

To meet the 50% reduction goal of Scope 1 + Scope 2 emissions by 2050 with 2002 base year, we should have achieved the percent reduction of Scope1 + Scope 2 emissions that we attained through 2019 by 2028 indicating that we are ahead of schedule to accomplish that goal.

Now, Colgate is joining the Science Based Targets initiative, UN Global Compact and the We Mean Business Coalition’s Business Ambition for 1.5°C campaign and has received approval for a new SBTs including Scope 1, 2 and 3 targets for 2025 and 2030, using 2018 as baseline that are aligned with limiting global temperature rise to 1.5°C above pre-industrial levels.

Target reference number

Abs 3

Year target was set

2016

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 3: Use of sold products

Base year

2016

Covered emissions in base year (metric tons CO2e)

47,200,000

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)

90

Target year

2022

Targeted reduction from base year (%)

5

Covered emissions in target year (metric tons CO2e) [auto-calculated]

44,840,000

Covered emissions in reporting year (metric tons CO2e)

42,014,727

% of target achieved [auto-calculated]

219.7149576271

Target status in reporting year

Achieved

Is this a science-based target?

Yes, this target has been approved as science-based by the Science-Based Targets initiative

Please explain (including target coverage)

In 2017, the SBTi approved Colgate's science based target which included a Scope 3 aspect related to consumer use of our products: “Colgate-Palmolive Company commits to reduce absolute Scope 1 and 2 greenhouse gas emissions from manufacturing by 25% from 2002 to 2020, with a longer term goal of a 50% reduction by 2050. Colgate also commits, as a way to reduce our most significant Scope 3 greenhouse gas emissions, to promote water conservation awareness to 100% of our global consumers and reduce emissions associated with consumer behaviour by up to 5% from 2016 to 2022, and increase the recycled content of our packaging to 50% by 2020.”

We achieved a median value of 5% reduction in emissions associated with consumer behaviour, relative to a 2016 baseline and based on consumer survey results from 2019. Reduction estimates range from 3-7% due to inherent variability in consumer behaviours.

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

Target(s) to increase low-carbon energy consumption or production

Other climate-related target(s)

C4.2a

(C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.

Target reference number

Low 1

Year target was set

2016

Target coverage

Business activity

Target type: absolute or intensity

Absolute

Target type: energy carrier

Electricity

Target type: activity

Consumption

Target type: energy source

Renewable energy source(s) only

Metric (target numerator if reporting an intensity target)

Percentage

Target denominator (intensity targets only)

Base year

2016

Figure or percentage in base year

21.5

Target year

2020

Figure or percentage in target year

25

Figure or percentage in reporting year

28

% of target achieved [auto-calculated]

185.7142857143

Target status in reporting year

Achieved

Is this target part of an emissions target?

Abs1, Abs2

Is this target part of an overarching initiative?

No, it's not part of an overarching initiative

Please explain (including target coverage)

Colgate has 2020 goals to promote the use of renewable energy and reduce absolute greenhouse gas emissions. By 2020, Colgate will seek to obtain a minimum of 25% of its global purchased electricity from renewable energy sources and in doing so reduce our GHG emissions. For this target, renewable energy sources include unbundled RECs that Colgate purchases. Our renewable energy target is internal and supports our absolute greenhouse gas reduction goal. Colgate has achieved this goal.

C4.2b

(C4.2b) Provide details of any other climate-related targets, including methane reduction targets.

Target reference number

Oth 1

Year target was set

2015

Target coverage

Business activity

Target type: absolute or intensity

Intensity

Target type: category & Metric (target numerator if reporting an intensity target)

Energy productivity

Other, please specify

Total Global Energy Consumption at Manufacturing Sites (MWh)

Target denominator (intensity targets only)
metric ton of product

Base year
2002

Figure or percentage in base year
0.519

Target year
2020

Figure or percentage in target year
0.343

Figure or percentage in reporting year
0.349

% of target achieved [auto-calculated]
96.5909090909

Target status in reporting year
Underway

Is this target part of an emissions target?
Abs1, Abs2

Is this target part of an overarching initiative?
Science Based Targets initiative

Please explain (including target coverage)
Our 2020 Energy Efficiency Goal is to reduce our manufacturing energy intensity (MWh/MT) by 33% from our 2002 base year and in doing so reduce our GHG emissions. Our manufacturing intensity in the base year (2002) was 0.519 MWh/MT. Our 2020 goal is 0.343 MWh/MT. Through 2019, we achieved 96.6% of our goal to reduce manufacturing energy intensity (0.349 MWh/MT).

Target reference number
Oth 2

Year target was set
2015

Target coverage
Business activity

Target type: absolute or intensity
Intensity

Target type: category & Metric (target numerator if reporting an intensity target)

Waste management

Other, please specify

Mass of Landfill Waste (kg) Landfilled wastes include wastes that are disposed in a landfill, wastes that are treated and disposed offsite and the solids in aqueous wastes that are hauled offsite

Target denominator (intensity targets only)

metric ton of product

Base year

2010

Figure or percentage in base year

10.68

Target year

2020

Figure or percentage in target year

5.34

Figure or percentage in reporting year

3.653

% of target achieved [auto-calculated]

131.5917602996

Target status in reporting year

Achieved

Is this target part of an emissions target?

No

Is this target part of an overarching initiative?

No, it's not part of an overarching initiative

Please explain (including target coverage)

Our 2020 goal on landfill waste is to halve our manufacturing waste sent to landfill per ton of product compared to 2010, working toward our goal of ‘Zero Waste’ and in doing so reduce the GHG emissions associated with landfilling our wastes. We achieved this goal in 2019.

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	5	47
To be implemented*	10	298
Implementation commenced*	13	1,019
Implemented*	35	14,234
Not to be implemented	3	8

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type

Energy efficiency in buildings
Lighting

Estimated annual CO2e savings (metric tonnes CO2e)

623

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

187,000

Investment required (unit currency – as specified in C0.4)

910,000

Payback period

4-10 years

Estimated lifetime of the initiative

6-10 years

Comment

ETH - Lighting opt for HC & VI ph2.4 Location: Mission Hills, Mexico

Initiative category & Initiative type

Energy efficiency in buildings
Lighting

Estimated annual CO2e savings (metric tonnes CO2e)

615

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

122,000

Investment required (unit currency – as specified in C0.4)

555,000

Payback period

4-10 years

Estimated lifetime of the initiative

6-10 years

Comment

ETH - Lighting Optimization Phase 4 Location: Emporia, Us

Initiative category & Initiative type

Energy efficiency in production processes
Process optimization

Estimated annual CO2e savings (metric tonnes CO2e)

603

Scope(s)

Scope 1
Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

61,338

Investment required (unit currency – as specified in C0.4)

180,000

Payback period

1-3 years

Estimated lifetime of the initiative

11-15 years

Comment

Base Plant Variable Speed Blowers Location: Mission Hills, Mexico

Initiative category & Initiative type

Energy efficiency in production processes

Reuse of steam

Estimated annual CO2e savings (metric tonnes CO2e)

473

Scope(s)

Scope 1

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

40,000

Investment required (unit currency – as specified in C0.4)

53,844

Payback period

1-3 years

Estimated lifetime of the initiative

11-15 years

Comment

Steam Traps Energy Savings Location: Gebze, Turkey

Initiative category & Initiative type

Energy efficiency in production processes

Process optimization

Estimated annual CO2e savings (metric tonnes CO2e)

458

Scope(s)

Scope 1
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
64,311

Investment required (unit currency – as specified in C0.4)
635,000

Payback period
4-10 years

Estimated lifetime of the initiative
11-15 years

Comment
Utilities Consumption Reduction Location: Bowling Green, Us

Initiative category & Initiative type
Energy efficiency in production processes
Cooling technology

Estimated annual CO2e savings (metric tonnes CO2e)
344

Scope(s)
Scope 1
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
78,409

Investment required (unit currency – as specified in C0.4)
195,000

Payback period
1-3 years

Estimated lifetime of the initiative
6-10 years

Comment
ETH-Chilled Wtr Cooling Syst for MCC ph2 Location: Mission Hills, Mexico

Initiative category & Initiative type

Energy efficiency in production processes
Cooling technology

Estimated annual CO2e savings (metric tonnes CO2e)

245

Scope(s)

Scope 1
Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

55,366

Investment required (unit currency – as specified in C0.4)

144,730

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

Heat Pump for FS Cooling Location: Colgate Palmolive Hellas

Initiative category & Initiative type

Energy efficiency in production processes
Cooling technology

Estimated annual CO2e savings (metric tonnes CO2e)

206

Scope(s)

Scope 1
Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

65,000

Investment required (unit currency – as specified in C0.4)

49,078

Payback period

<1 year

Estimated lifetime of the initiative

6-10 years

Comment

VSD For Water Pumps Location: My Phuoc, Vietnam

Initiative category & Initiative type

Energy efficiency in production processes

Process optimization

Estimated annual CO2e savings (metric tonnes CO2e)

203

Scope(s)

Scope 1

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

48,400

Investment required (unit currency – as specified in C0.4)

299,944

Payback period

4-10 years

Estimated lifetime of the initiative

11-15 years

Comment

Refrigerant Management ph2.5 Location: Mission Hills, Mexico

Initiative category & Initiative type

Energy efficiency in production processes

Process optimization

Estimated annual CO2e savings (metric tonnes CO2e)

202

Scope(s)

Scope 1
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
31,500

Investment required (unit currency – as specified in C0.4)
191,089

Payback period
4-10 years

Estimated lifetime of the initiative
11-15 years

Comment
RO on Boiler Room Location: Swidnica Plant

Initiative category & Initiative type
Energy efficiency in production processes
Process optimization

Estimated annual CO2e savings (metric tonnes CO2e)
201

Scope(s)
Scope 1
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
30,670

Investment required (unit currency – as specified in C0.4)
857,565

Payback period
4-10 years

Estimated lifetime of the initiative
11-15 years

Comment
New Injection Molder Location: Colgate Palmolive Hellas

Initiative category & Initiative type

Energy efficiency in buildings
Lighting

Estimated annual CO2e savings (metric tonnes CO2e)

188

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

80,698

Investment required (unit currency – as specified in C0.4)

300,000

Payback period

4-10 years

Estimated lifetime of the initiative

6-10 years

Comment

Lighting optimization for PCP ph 1.3 Location: Mission Hills, Mexico

Initiative category & Initiative type

Energy efficiency in production processes
Cooling technology

Estimated annual CO2e savings (metric tonnes CO2e)

187

Scope(s)

Scope 1
Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

29,076

Investment required (unit currency – as specified in C0.4)

88,280

Payback period

1-3 years

Estimated lifetime of the initiative

11-15 years

Comment

Upgrade BM Chilling Capacity Location: Colgate Palmolive Hellas

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Initiative category & Initiative type

Energy efficiency in production processes
Machine/equipment replacement

Estimated annual CO2e savings (metric tonnes CO2e)

172

Scope(s)

Scope 1
Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

39,359

Investment required (unit currency – as specified in C0.4)

158,000

Payback period

4-10 years

Estimated lifetime of the initiative

11-15 years

Comment

ETH - VFD for vacuum pumps Location: Mission Hills, Mexico

Initiative category & Initiative type

Energy efficiency in production processes
Machine/equipment replacement

Estimated annual CO2e savings (metric tonnes CO2e)

150

Scope(s)

Scope 1

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

66,881

Investment required (unit currency – as specified in C0.4)

162,000

Payback period

1-3 years

Estimated lifetime of the initiative

11-15 years

Comment

New WWTP Blower Location: Via Anchieta, Brazil

Initiative category & Initiative type

Energy efficiency in production processes

Cooling technology

Estimated annual CO2e savings (metric tonnes CO2e)

141

Scope(s)

Scope 1

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

23,208

Investment required (unit currency – as specified in C0.4)

190,000

Payback period

4-10 years

Estimated lifetime of the initiative

6-10 years

Comment

ETH - Dry Cooling for VI Air Compressors Location: Mission Hills, Mexico

Initiative category & Initiative type

Energy efficiency in production processes

Process optimization

Estimated annual CO2e savings (metric tonnes CO2e)

138

Scope(s)

Scope 1

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

747,251

Investment required (unit currency – as specified in C0.4)

850,000

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

WIP Bin Strategy & Sustainability Supl Location: Richmond, Us

---

Initiative category & Initiative type

Energy efficiency in production processes

Process optimization

Estimated annual CO2e savings (metric tonnes CO2e)

121

Scope(s)

Scope 1

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

279

Investment required (unit currency – as specified in C0.4)

30,898

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

Reverse Osmosis optimisation Location: Colgate Palmolive France

Initiative category & Initiative type

Low-carbon energy generation

Solar PV

Estimated annual CO2e savings (metric tonnes CO2e)

119

Scope(s)

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

29,719

Investment required (unit currency – as specified in C0.4)

56,185

Payback period

1-3 years

Estimated lifetime of the initiative

21-30 years

Comment

Solar Power Station for WWT Location: Gebze, Turkey

Initiative category & Initiative type

Low-carbon energy generation

Solar PV

Estimated annual CO2e savings (metric tonnes CO2e)

119

Scope(s)

Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
6,510

Investment required (unit currency – as specified in C0.4)
30,000

Payback period
4-10 years

Estimated lifetime of the initiative
21-30 years

Comment
Solar panels for manufacturing building Location: Guatemala City, Guatemala

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Initiative category & Initiative type
Energy efficiency in production processes
Process optimization

Estimated annual CO2e savings (metric tonnes CO2e)
2,453

Scope(s)
Scope 1
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
174,225

Investment required (unit currency – as specified in C0.4)
250,000

Payback period
1-3 years

Estimated lifetime of the initiative
6-10 years

Comment
water heating with high efficiency CTO DI. Oral Care. Location: Mission Hills

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Initiative category & Initiative type

Energy efficiency in production processes

Process optimization

Estimated annual CO2e savings (metric tonnes CO2e)

1,158

Scope(s)

Scope 1

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

82,278

Investment required (unit currency – as specified in C0.4)

85,450

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

Heat Recovery. General Services (Utilities). Location: Mission Hills

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Initiative category & Initiative type

Energy efficiency in production processes

Reuse of water

Estimated annual CO2e savings (metric tonnes CO2e)

1,092

Scope(s)

Scope 1

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

85,982

Investment required (unit currency – as specified in C0.4)

185,000

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

Veteos de vapor de agua a la atmosfera. Soaps. Location: Mission Hills

Initiative category & Initiative type

Energy efficiency in production processes

Reuse of steam

Estimated annual CO2e savings (metric tonnes CO2e)

1,026

Scope(s)

Scope 1

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

73,885

Investment required (unit currency – as specified in C0.4)

87,000

Payback period

1-3 years

Estimated lifetime of the initiative

3-5 years

Comment

Perdidas de energia hacia el ambiente atraves de venteo de vapor. Soaps. Location: Mission Hills

Initiative category & Initiative type

Energy efficiency in production processes

Smart control system

Estimated annual CO2e savings (metric tonnes CO2e)

931

Scope(s)

Scope 1
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
66,099

Investment required (unit currency – as specified in C0.4)
78,000

Payback period
1-3 years

Estimated lifetime of the initiative
6-10 years

Comment
No hay un control automatico de temperatura en tanque de paso. Soaps. Location: Mission Hills

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Initiative category & Initiative type
Energy efficiency in production processes
Compressed air

Estimated annual CO2e savings (metric tonnes CO2e)
318

Scope(s)
Scope 1
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
87,303

Investment required (unit currency – as specified in C0.4)
280,899

Payback period
1-3 years

Estimated lifetime of the initiative
11-15 years

Comment

New compressor with inverter. Location:Anzio

Initiative category & Initiative type

Energy efficiency in buildings

Combined heat and power (cogeneration)

Estimated annual CO2e savings (metric tonnes CO2e)

178

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

25,127

Investment required (unit currency – as specified in C0.4)

15,000

Payback period

<1 year

Estimated lifetime of the initiative

6-10 years

Comment

Disolved Oxigen transmitter. General Services (Utilities). Location: Mission Hills

Initiative category & Initiative type

Energy efficiency in production processes

Cooling technology

Estimated annual CO2e savings (metric tonnes CO2e)

115

Scope(s)

Scope 1

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

19,224

Investment required (unit currency – as specified in C0.4)

3,000

Payback period

<1 year

Estimated lifetime of the initiative

6-10 years

Comment

Mission Hills Chillers. General Services (Utilities). Location: Mission Hills

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Initiative category & Initiative type

Energy efficiency in production processes

Cooling technology

Estimated annual CO2e savings (metric tonnes CO2e)

392

Scope(s)

Scope 1

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

161,927

Investment required (unit currency – as specified in C0.4)

611,000

Payback period

4-10 years

Estimated lifetime of the initiative

11-15 years

Comment

Injection and Blowing Cooling System. General Services (Utilities). Location: Mission Hills

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Initiative category & Initiative type

Energy efficiency in production processes

Motors and drives

Estimated annual CO2e savings (metric tonnes CO2e)

163

Scope(s)

Scope 1

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

23,042

Investment required (unit currency – as specified in C0.4)

13,200

Payback period

<1 year

Estimated lifetime of the initiative

6-10 years

Comment

Arrancador de tension plena en motor de 60 HP. Soaps. Location: Mission Hills

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Initiative category & Initiative type

Energy efficiency in production processes

Machine/equipment replacement

Estimated annual CO2e savings (metric tonnes CO2e)

153

Scope(s)

Scope 1

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

21,554

Investment required (unit currency – as specified in C0.4)

120,000

Payback period

4-10 years

Estimated lifetime of the initiative

11-15 years

Comment

WWTP blowers. General Services (Utilities). Location: Mission Hills

Initiative category & Initiative type

Energy efficiency in production processes
Cooling technology

Estimated annual CO2e savings (metric tonnes CO2e)

146

Scope(s)

Scope 1
Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

10,396

Investment required (unit currency – as specified in C0.4)

24,000

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

No se aprovecha energi-a de chillers (agua helada). Soaps. Location: Mission Hills

Initiative category & Initiative type

Energy efficiency in production processes
Compressed air

Estimated annual CO2e savings (metric tonnes CO2e)

145

Scope(s)

Scope 1
Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

20,431

Investment required (unit currency – as specified in C0.4)
100,000

Payback period
4-10 years

Estimated lifetime of the initiative
11-15 years

Comment
Base Plant compressor optimization. Home Care. Location: Mission Hills

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Initiative category & Initiative type
Energy efficiency in production processes
Motors and drives

Estimated annual CO2e savings (metric tonnes CO2e)
140

Scope(s)
Scope 1
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
19,761

Investment required (unit currency – as specified in C0.4)
5,578

Payback period
<1 year

Estimated lifetime of the initiative
6-10 years

Comment
High Efficiency Motors Replacement. General Services (Utilities). Location: Mission Hills

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Initiative category & Initiative type
Energy efficiency in production processes
Smart control system

Estimated annual CO2e savings (metric tonnes CO2e)
316

Scope(s)

Scope 1

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

86,709

Investment required (unit currency – as specified in C0.4)

78,652

Payback period

<1 year

Estimated lifetime of the initiative

6-10 years

Comment

Automatization of controllers. HVAC/Chillers/Compressed air. Location:Anzio

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Internal finance mechanisms	Colgate seeks to invest 5% of our capital budget in projects that reduce energy and water consumption and waste generation. Since inception, Colgate has invested more than $248 million in more than 1,300 planet projects, delivering an estimated savings of more than $59 million.
Employee engagement	In 2019, six Energy Treasure Hunts (ETH) were completed in Thailand, China, Vietnam, Mexico, and Brazil. These Treasure Hunts identified 356 energy savings ideas with the potential to reduce our energy consumption by over 39,000 MWh and CO2 emissions by nearly 15,000 MT. Since its inception in 2012, this program has identified 2,138 energy savings projects with the potential to reduce Colgate's energy consumption by 388,759 MWh and CO2 emissions by 136,741 MT. We estimate that nearly 1,150 Colgate employees have participated in an ETH event, raising energy reduction awareness at 26 individual facilities, representing about 82% of our global energy spend.
Internal incentives/recognition programs	In 2019, Colgate was honored to receive the Sustained Excellence award for the eighth year in a row (ninth award received). Colgate presented each of our North American facilities with "ENERGY STAR Partner of the Year" flags to proudly display at their facilities, increasing the visibility of

	Colgate's ENERGY STAR commitment in the communities in which we operate. Colgate uses the US EPA ENERGY STAR Challenge for Industry as our energy reduction recognition program. Nearly all (98%) of our eligible Colgate manufacturing sites are enrolled in the Challenge, and 83% of our Plants have achieved the Challenge, including 75% of Oral Care plants, 89% of Personal Care plants, 83% of Home Care plants and 50% of Pet Nutrition plants. This award recognizes sites that achieve a 10% reduction in source energy intensity within 5 years. In 2019, our factories in Boksburg, South Africa, Cali, Colombia, Guatemala City, Guatemala and Rillieux, France won the award. Winning sites are provided with a certificate of recognition from the USEPA and an Achievement Banner from the Vice President Global Supply Chain and Chief Sustainability Officer. Winning sites are also recognized on the Company's Intranet site.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products or that enable a third party to avoid GHG emissions.

Level of aggregation

Group of products

Description of product/Group of products

Colgate's "fast dry" technology available in fabric softener products, such as Suavitel Fast Dry fabric softener and Suavitel Complete products, brings a unique technology that wicks away water from fabric to help clothes dry faster, saving consumers time and energy. All in all, Fast Dry™ technology not only cuts drying time considerably, but since clothes spend less time in the dryer, it could also save energy at home, which in turn helps the environment. Based on faster drying times, U.S. consumers using Fast Dry™ could benefit from lower energy consumption by their electric dryers. With additional research, Colgate-Palmolive's fabric conditioner product development team also found that Fast Dry™ use resulted in a reduction of wrinkles. Less wrinkles means less energy expended on ironing. In addition to the Suavitel brand that introduced it, the integrated, Fast Dry™ technology product portfolio was expanded to Fleecy, another Colgate-Palmolive brand enabling more people to save time and reduce their environmental footprint.

Are these low-carbon product(s) or do they enable avoided emissions?

Avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Other, please specify

Internal methods

% revenue from low carbon product(s) in the reporting year

1

Comment

Other: We estimated base energy consumption (kwh) without use of the fabric softener by dividing the estimated quantity of clothing treated (kgs) by the expected energy consumption for an electric dryer (3.01 kgs clothing dried/ kwh). This value is based upon Department of Energy Standard for residential dryers. To estimate energy savings from product use, we multiplied the estimated energy consumption (kwh) without product use by the percent reduction of dryer time achieved during the residential scale electric dryer tests with use of the product. To calculate the avoidance in CO2 emissions, we multiplied the reduction in electricity consumption (kwh) in the United States times the average CO2 emission factor (kgs CO2/ kwh of electricity).

C5. Emissions methodology

C5.1

(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

Scope 1

Base year start

January 1, 2002

Base year end

December 31, 2002

Base year emissions (metric tons CO2e)

286,001

Comment

Between 2002 and 2010, our manufacturing sites reported the use of fuel oil, natural gas and coal with no distinction as to the type of oil, e.g. fuel oil or residual oil nor the type of coal e.g., bituminous or anthracite. Furthermore, during this period our manufacturing sites did not report the use of LPG nor did they report fugitive losses including refrigerant and SF6 losses. Our 2002 base year emissions do not include fugitive emissions.

In 2010, our manufacturing sites started reporting the type of oil that was combusted, e.g., residual oil and gas oil, the type of coal that was used, e.g., anthracite and

bituminous and also LPG usage and of course natural gas usage. Fugitive emissions were reported in subsequent years.

Scope 2 (location-based)

Base year start

January 1, 2002

Base year end

December 31, 2002

Base year emissions (metric tons CO2e)

413,760

Comment

We have been collecting purchased electricity consumption (MWh) since the 2002 base year. We used updated 2002 IEA emission factors (using the 2017 IEA publication), e.g. kgs CO2/MWh of purchased electricity consumed) to calculate base year Scope 2 emissions. We did not have purchased steam data covering that period so purchased steam emissions are not known. We used the latest eGRID factors for facilities located in the United States.

Scope 2 (market-based)

Base year start

January 1, 2002

Base year end

December 31, 2002

Base year emissions (metric tons CO2e)

413,760

Comment

In 2002, the methodology to determine Scope 2 emissions via the market-based method had not been issued. Accordingly, we have assumed that the Scope 2 emissions for the location-based and market-based method are the same.

C5.2

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

197,523

Comment

Scope 1 emissions are third-party validated by Apex.

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We are reporting a Scope 2, market-based figure

Comment

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based

379,901

Scope 2, market-based (if applicable)

283,289

Comment

Scope 2 emissions are third-party validated by Apex.

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

Yes

C6.4a

(C6.4a) Provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure.

Source

There are a number of Colgate owned offices and warehouses and owned vehicles that are within our reporting boundary which are not included in our disclosure.

Relevance of Scope 1 emissions from this source

Emissions are not relevant

Relevance of location-based Scope 2 emissions from this source

Emissions are not relevant

Relevance of market-based Scope 2 emissions from this source (if applicable)

Emissions are not relevant

Explain why this source is excluded

Data to estimate energy consumption from these sources and the methodology to calculate the related emissions has been evaluated for the first time this year to improve our reporting methodology. The estimated Scope 1 and 2 emissions from offices, warehouses and owned vehicles account for less than 4% of Colgate Scope 1 and 2 emissions, and are therefore not relevant to our total footprint. These sources will be incorporated in our results in future reports.

C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, calculated

Metric tonnes CO2e

3,998,484

Emissions calculation methodology

The quantity of each purchased raw material (MT) was determined by the Colgate procurement team. Where available, a mass-based emission factor was identified in the Ecoinvent database for each raw material. When an emission factor was not available for a specific raw material, a surrogate emission factor was identified that is representative for the given material. The mass purchased was multiplied by the corresponding emission factor (typically expressed in kg CO2eq/kg material), to obtain a mass-based CO2e estimate for that material. The results for each raw material were summed to obtain a total CO2 emissions for this category. The methodology for quantifying impacts in this category has been updated from prior years' estimates. In prior years, packaging spend data and economic input-output emission factors were used to estimate impacts from packaging. For the 2020 CDP report (2019 data), Colgate used packaging data based on mass purchased of each packaging material type, as well as percentage (%) of virgin and recycled contents. Thus, packaging material contributions to Category 1 are now considered more representative.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

10

Please explain

For our Oral Care business, approximately 25% of overall Scope 1 + 2 + 3 emissions are based on some data provided by suppliers/value chain partners. This data is specific to the energy used during manufacturing processes for the largest contributors for oral care to Category 1: Purchased Goods and Services), as well as feedstocks for these raw materials. However, these estimates are also updated using publicly available data that has been published, as well as LCI/LCA data available in both GaBi, SimaPro, and EcoInvent. The emissions estimates for the Personal Care and Home Care product categories are based on internal data, including procurement data for purchased raw materials and packaging not on data provided by our suppliers. Overall, approximately 10% of the emissions attributable to this category are based upon data provided by suppliers/ value chain partners.

Capital goods

Evaluation status

Not relevant, calculated

Metric tonnes CO2e

107,147

Emissions calculation methodology

Colgate’s 2019 capital goods spending was broken down into the following categories: machinery/equipment, buildings, construction, and real estate. The capital goods emissions were estimated using an economic input-output model developed by Carnegie Mellon Green Design Institute (2008). The boundary of the model is the cradle, e.g., oil well, agricultural field to Colgate operations. The model output is CO2 emissions (MT) per million dollars of 2002 expenditures. We ran the model for the four different categories of capital spending. The producer price indices and RS Means

construction cost indices were used to adjust Colgate's 2019 capital goods expenditures back to the 2002 dollars. The model outputs, CO2 Emissions (MT)/ 2002 capital expenditures ($) for each category was multiplied by the Colgate's 2019 capital goods expenditures (converted using Means cost indices to 2002 dollars) for each category. The calculated emissions from the four categories were summed to yield the estimated CO2 emissions for this category.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

As indicated, we use an economic input-output model to determine the CO2 emissions (MT)/ Million Dollars ($) of spending. We did not use data provided by our suppliers/ value chain partners to estimate the emissions from this category.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status

Not relevant, calculated

Metric tonnes CO2e

144,711

Emissions calculation methodology

Well to tank (WTT) emissions which are associated with the extraction, processing, and refining of the fossil fuels used at Colgate’s manufacturing sites and the transportation of these fuels to Colgate sites were estimated using WTT emission factors provided by the Department of Food, Rural Affairs and Environment (2019) (DEFRA). The WTT factors for each of the fuels used at Colgate's manufacturing sites, e.g., natural gas, residual oil were multiplied by the consumption of the various fuels at Colgate global manufacturing sites. For purchased electricity, the WTT emissions associated with the extraction, processing, refining, and transportation of the primary fuels used at power stations that generate electricity used by Colgate manufacturing sites were based upon a different set of DEFRA WTT emission factors which vary by country. Colgate’s electricity consumption was broken down by country and multiplied by the country-specific WTT emission factor to obtain the WTT emissions. Finally, the emissions attributable to the loss of energy in the grids that distribute electricity to Colgate manufacturing sites, so-called Transmission and Distribution (T&D) Losses, were estimated using country-specific Transmission and Distribution emission factors provided by DEFRA.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

We use fuel and electricity purchase records provided by our energy suppliers to calculate Scope 1 and Scope 2 emissions and other fuel and energy-related emissions.

We also use DEFRA WTT and Transmission and Distribution factors to calculate fuel and other energy-related emissions not included in Scope 1 and Scope 2. While we use DEFRA WTT and Transmission and Distribution loss factors, we use fuel and electricity consumption data provided by energy suppliers/ value chain partners to calculate the emissions from this category.

Upstream transportation and distribution

Evaluation status

Not relevant, calculated

Metric tonnes CO2e

622,256

Emissions calculation methodology

For 2019 category 4 calculations Colgate adopted a New Global Colgate Methodology based on “GLEC factors” from the Global Logistics Emissions Council.

The emissions associated with the transportation and distribution of products manufactured by and for Colgate to Colgate customers were estimated using data provided by Colgate’s accounting software (SAP). SAP data include the tons shipped, the origin and destination of the shipment, the mode of shipment, e.g., rail, road. The distance for each shipment is obtained from Google Maps or from the transporter. For each shipment, the quantity shipped (MT) is multiplied by the distance shipped (km) to obtain the product of weight.distance (MT.km). This value is multiplied by the GLEC emission factor (kgs CO2/MT.km) to yield CO2 emissions.

The new methodology considers round trip travels, Well-to-tank and Tank-to-Wheel impacts.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

Our transporter/value chain partners provide information that we use to calculate this category's emissions including vehicle size, maximum payload (MT) mode of transport, e.g., rail, sea and in some cases, the distance between the origin and destination that Colgate will use later to apply the GLEC emission factors.

Waste generated in operations

Evaluation status

Not relevant, calculated

Metric tonnes CO2e

43,842

Emissions calculation methodology

Colgate uses the methods presented in Methodologies for Biogenic Emissions from Selected Source Categories: Solid Waste Disposal Wastewater Treatment to calculate methane and CO2 emissions from the wastes that are landfilled and liquid wastes that are sent to offsite anaerobic treatment systems for energy recovery. Waste management companies provide information on whether the landfill is covered and whether the landfill gas is vented or captured and combusted for energy recovery. Similarly, Colgate used the reference publication to estimate CO2 generated from wastes that are combusted at waste to energy facilities and from sludges that are treated in land-based treatment systems. Colgate also uses well-established approaches to estimate CO2 emissions from facilities where Colgate wastes are incinerated without energy recovery. The approach that Colgate uses requires that Colgate know the quantity of wastes that are generated, the methods of treatment and disposal, for example, landfilling with methane capture with energy recovery and the characteristics of the major waste streams, for example, the degradable carbon content in the waste. To increase our understanding of the aspects which control the emissions, we surveyed 33 manufacturing sites in 2015 to obtain information on the characteristics, e.g., percent plastics, the waste treatment methods, e.g., incineration, for the landfilling the percent of degradable carbon and the fraction of the landfill gas that is captured and burned for energy recovery. It is noted that Colgate manufacturing sites also report the Chemical Oxygen Demand (COD) that is present in the wastewaters that are discharged to offsite wastewater treatment facilities. Colgate uses published approaches to calculate the CO2 emissions at offsite wastewater treatment facilities that handle Colgate's wastewater discharges.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

Each manufacturing site obtains information from their waste management contractors regarding the methods used to treat their wastes, the quantity of waste that are treated, and for cases where wastes are landfilled, whether the landfill is covered and whether the methane gas is collected and burned for energy recovery. The waste management contractors do not provide the GHG emissions emitted to treat and dispose of each waste stream. Rather Colgate, using the aforementioned information provided by its waste management contractors calculates the emissions using emission factors that are specific for the treatment technologies.

Business travel

Evaluation status

Not relevant, calculated

Metric tonnes CO2e

43,504

Emissions calculation methodology

American Express provides a breakdown of business travel including the mode of travel e.g., road, rail or air, the class of air travel, e.g., economy, business economy, first class, and the distance traveled. Using DEFRA business travel emission factors for air, road and rail including WTT and radiant forcing factors (air), we estimate business travel emissions. Colgate estimates that the American Express Report accounts for approximately 90% of Colgate's business travel.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

American Express provides the distance between the origin and destination for air travel, the class of air travel, e.g., economy or business class, the number of hotels overnight stays from travel records, rental car and rail trips. Neither the airlines nor rail nor auto fleet companies provide the emissions for each travel route. Rather American Express calculates emissions using DEFRA emission factors, e.g., kgs CO2/ km for air travel multiplied by an activity level, e.g., air travel distance also provided by American Express. It is noted that the DEFRA emission factors vary with the class of air travel, e.g., economy, premium economy, business, and first class and the type of flight, e.g., short haul, international.

Employee commuting

Evaluation status

Not relevant, calculated

Metric tonnes CO2e

75,573

Emissions calculation methodology

Colgate based its estimate of employee commuting on an employee survey conducted for one of its business units. The survey covered the travel habits of employees working at manufacturing sites and offices located in Poland, United States, China, Brazil, India, Thailand, Mexico and Vietnam. The survey assessed the fraction of commuting traveled by bus, train, car, motorcycle and bicycle and distance travelled. 2019 DEFRA emission factors (kgs CO2/ km for various modes of travel. WTT factors were used to estimate emissions. The survey results were then scaled up to estimate the employee commuting emissions for the entire company.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

The commuting distance and the mode of the commute are generated by Colgate's employee data. The emissions factors are developed by DEFRA. It is noted that to

develop the emission factors, DEFRA must be in contact with its value chain partners, e.g., car fleet managers, motorcycle, bus and rail companies.

Upstream leased assets

Evaluation status

Not relevant, calculated

Metric tonnes CO2e

70,599

Emissions calculation methodology

Colgate leased assets include offices, warehouses, its worldwide car fleet and a fleet of small trucks which deliver pet nutrition products to customers. Colgate maintains a record of the floor area in each of its leased offices and warehouses. Colgate uses factors published by the US Department of Energy to estimate fuel consumption, e.g., natural gas per square meter of office or warehouse area and electricity consumption (kwh) per square meter of office or warehouse area. Colgate used average country-specific grid factors (kgs CO2/ MWh) to estimate emissions associated with electricity consumption. WTT and T&D losses are accounted for in the calculation Standard fossil fuel factors (kgs CO2/ liter of fuel oil) were used to estimate emissions from fossil fuel consumption. Car fleet emissions were determined by multiplying the distance each vehicle travels times a DEFRA (2019) emission factor (grams CO2/ km traveled). It is noted that the emission factor is a function of the engine displacement. Truck emissions were determined by multiplying fuel consumption (liters of diesel used by the truck fleet) times a published emission factor for diesel fuel (grams CO2/ liter of diesel). The emissions from offices, warehouses, car fleet and truck fleet were then added to yield the estimated emissions from this category.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

For car fleet emissions, the number of vehicles, vehicle size and emission factors are provided by Colgate's car fleet managers. For leased offices and warehouses, the leased areas and locations are provided by the lessors. Diesel fuel consumption for Colgate's leased trucks is provided by companies that sell diesel fuel. It is noted that the suppliers and business chain partners do not generate the estimated emissions rather the information provided by the value chain partners is used by Colgate to estimate the emissions for this category.

Downstream transportation and distribution

Evaluation status

Not relevant, explanation provided

Please explain

The emission sources in this category include the emissions associated with the transport of Colgate products from our customers' warehouses to the consumers of our products. The distances between our customer's warehouses and the consumers of our products are significantly less than the distances in the upstream transportation category. For example, in the US, Colgate has one manufacturing plant that produces personal care products. The distance involved in shipping product from this one manufacturing sites to US customers is greater than the distance from the location of our customers, e.g., retail warehouses to the consumers, e.g., retail outlets. The magnitude of the emissions for this category will be less than for the upstream transportation category. Furthermore, the potential for emissions reduction that could be influenced by Colgate is limited. Once in hand, the customer has exclusive control of the product. Colgate views the risks associated with our customers' distribution of its products to the consumer to be minimal.

Processing of sold products

Evaluation status

Not relevant, explanation provided

Please explain

The sale of Colgate products and intermediates that require additional processing, e.g. the sale of off-spec detergent solution to a company that further processes the material to produce a product for sale to a car wash is minimal and not relevant. Colgate almost exclusively produces products that are directly used by the consumer, e.g. toothpaste, liquid hand soap. Furthermore, the potential for emissions reduction that could be influenced by Colgate is limited. This is not a relevant category for Colgate.

Use of sold products

Evaluation status

Relevant, calculated

Metric tonnes CO2e

42,014,727

Emissions calculation methodology

For our oral care products, consumer use impacts are estimated based on time spent brushing teeth extrapolated into water and electricity use (for lights) for that time period. For Personal and Home Care: - Consumer use impact numbers have a wide range of possible values, and are determined by a variety of underlying assumptions per use event including product type, product quantity use, energy use, water use, electricity grid factors, incoming tap water temperature, water temperature used during product use, regional consumer habits, and appliance efficiency. Once these assumptions were determined (based on information available from CP's Consumer Insights Team, market surveys, and publicly available information), estimates were developed for kg CO2e per product use and multiplied by the total number of product uses (based on company sales data) in order to determine a mass based CO2e estimate for each product sub-category. This year the Category 11. Use of Sold Products calculation methodology was

updated to reflect the impacts of the Save Water campaign. Annually, consumers are surveyed to assess the impact of the campaign in changing behaviors related with water and energy use. Those changes are translated into water and carbon impacts that are now included in the category results.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

The assumptions used to estimate emissions, of consumer use of sold products are based upon surveys of Colgate's consumers, input from Colgate's consumer insight teams and publicly available information. As in other Scope 3 categories, the consumers and other value chain partners do not provide CO2 emissions per use. Rather the consumers and value chain partners provide information that allows Colgate to calculate emissions attributable to product use.

End of life treatment of sold products

Evaluation status

Relevant, calculated

Metric tonnes CO2e

1,559,375

Emissions calculation methodology

The methodology for quantifying impacts in this category are based on packaging materials purchase data, which accounts for mass purchased of each packaging material type, as well as percentage (%) of virgin and recycled content. Packaging material type and industry average end of life treatment (landfill, recycling, incineration) pathways, along with corresponding emission factors were used to estimate impacts. This category also includes the impact of the treatment of the water used by the final consumer. This year the Category 12. End of Life Treatment calculation methodology was updated to reflect the impacts of the Save Water campaign. Annually, consumers are surveyed to assess the impact of the campaign in changing behaviors related with water and energy use. Those changes are translated into water and carbon impacts that are now included in the category results.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

25

Please explain

The additional information obtained from the packaging suppliers on our packing materials allows us to determine with more accuracy the mode of treatment and disposal of our sold products and hence the emissions. Similar to the purchased goods and services category, we estimate that 25% of the information is provided by suppliers/ value chain partners.

Downstream leased assets

Evaluation status

Not relevant, explanation provided

Please explain

The emissions from this category are not relevant. The emissions attributable to Colgate products from our customer's warehouses and leased automobiles and offices will be significantly less than the emissions from Colgate's leased assets.

Franchises

Evaluation status

Not relevant, explanation provided

Please explain

Colgate does not operate franchises, therefore this source of Scope 3 emissions is not relevant.

Investments

Evaluation status

Not relevant, explanation provided

Please explain

Colgate does not make significant investments that would meet the significance threshold for inclusion in the analysis, therefore this source of Scope 3 emissions is not relevant.

Other (upstream)

Evaluation status

Not relevant, explanation provided

Please explain

This source of Scope 3 emissions is not applicable to Colgate.

Other (downstream)

Evaluation status

Not relevant, explanation provided

Please explain

This source of Scope 3 emissions is not applicable to Colgate.

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

No

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure

0.0000306

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

480,812

Metric denominator

unit total revenue

Metric denominator: Unit total

15,693,000,000

Scope 2 figure used

Market-based

% change from previous year

4.4

Direction of change

Decreased

Reason for change

During the reporting year, Colgate increased use of renewable energy via REC purchases and implemented several energy efficiency improvements such as lighting retrofits, process optimization, cooling technologies, etc. as reported in 4.3b. The related emissions reductions resulted in a decrease in emissions which, concurrent with a 1% increase in revenue, led to the overall decrease in intensity.

Intensity figure

0.0924

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

480,812

Metric denominator

metric ton of product

Metric denominator: Unit total

5,204,724

Scope 2 figure used

Market-based

% change from previous year

4.8

Direction of change

Decreased

Reason for change

During the reporting year, Colgate increased use of renewable energy via REC purchases and implemented several energy efficiency improvements such as lighting retrofits, process optimization, cooling technologies, etc. as reported in 4.3b. The related emissions reductions resulted in a decrease in emissions which, concurrent with a 3% increase in manufactured product tonnage, led to the overall decrease in intensity.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Yes

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP Reference
CO2	190,787	IPCC Fifth Assessment Report (AR5 – 100 year)
CH4	113	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	123	IPCC Fifth Assessment Report (AR5 – 100 year)
HFCs	6,427	IPCC Fifth Assessment Report (AR5 – 100 year)
SF6	54	IPCC Fifth Assessment Report (AR5 – 100 year)

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
Africa	7,273
Asia, Australasia	24,485
Europe	44,576
Latin America (LATAM)	65,872
United States of America	55,320

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By business division
By activity

C7.3a

(C7.3a) Break down your total gross global Scope 1 emissions by business division.

Business division	Scope 1 emissions (metric ton CO2e)
Home Care	63,570
Oral Care	24,448
Personal Care	58,430
Pet Nutrition	46,285
Other: R&D	4,795

C7.3c

(C7.3c) Break down your total gross global Scope 1 emissions by business activity.

Activity	Scope 1 emissions (metric tons CO2e)
Production Related	192,732
Research & Development	4,795

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-	Scope 2, market-	Purchased and consumed	Purchased and consumed low-carbon electricity,

	based (metric tons CO2e)	based (metric tons CO2e)	electricity, heat, steam or cooling (MWh)	heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
Africa	8,270	8,270	9,665	0
Asia, Australasia	167,831	167,831	330,864	0
Europe	38,638	49,055	94,078	0
Latin America (LATAM)	58,133	58,133	214,645	0
United States of America	107,028	0	227,411	227,411

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By business division

By activity

C7.6a

(C7.6a) Break down your total gross global Scope 2 emissions by business division.

Business division	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Home Care	84,089	52,215
Oral Care	176,261	169,554
Personal Care	56,382	44,536
Pet Nutrition	50,523	13,688
Other: R&D	12,645	3,296

C7.6c

(C7.6c) Break down your total gross global Scope 2 emissions by business activity.

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Production Related	367,255	279,993
Research & Development	12,645	3,296

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Decreased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	3,256	Decreased	0.7	Since 2014, we have been purchasing Green-e certified renewable electricity certificates generated from wind farms in the state of Kansas, USA. These RECs are allocated back to our US facilities. In 2019, Colgate increased its RECs purchases by 7,411 MWh, resulting in a 3,256 MT reduction of Scope 2 (market based) emissions between 2018 and 2019. To calculate the change in renewable energy consumption we used a U.S. average emission factor for electricity from eGRID (439 kgs CO2-e/MWh) and applied it to the difference of purchased and used RECs between 2018 and 2019 (220,000 RECs in 2018 minus 227,411 RECs in 2019= 7,411 MWh). Since the associated emissions reductions totaled 3,256 MT CO2e. Our S1 and S2 emissions in 2018 totaled 498,300 MT CO2e, therefore we arrived at -0.7% through (-3,256 / 498,300)= -0.7% (i.e. a 0.7% decrease in emissions).
Other emissions reduction	14,234	Decreased	2.9	Colgate implemented several emissions reduction projects listed in C4.3b, such as lighting retrofits, process

activities				optimizations, and cooling technologies. The electricity and fossil fuel reductions were estimated by the project teams. A database multiplied the projected reduction of electricity consumption (MWh) for each project times average grid factor (kgs CO2/MWh) for the country/ region and the projected fuel savings, e.g., cubic meters of natural gas times the average emission factor, e.g., kgs CO2/ cubic meters of natural gas. The database added the projected reduction in CO2 from fuel savings and electricity savings. The associated emissions reductions totaled 14,234 MT CO2e. Our S1 and S2 emissions in 2018 totaled 498,300 MT CO2e, therefore we arrived at -2.9% through (-14,234/ 498,300)= -2.9% (i.e. a 2.9% decrease in emissions).
Divestment				
Acquisitions				
Mergers				
Change in output				
Change in methodology				
Change in boundary				
Change in physical operating conditions				
Unidentified				
Other				

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Market-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	Yes
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	Yes

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	LHV (lower heating value)	0	942,479	942,479
Consumption of purchased or acquired electricity		227,411	591,051	818,462
Consumption of purchased or acquired		0	58,201	58,201

steam				
Consumption of self-generated non-fuel renewable energy		2,249		2,249
Total energy consumption		229,660	1,591,732	1,821,392

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Yes
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	Yes
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	Yes

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Fuels (excluding feedstocks)

Natural Gas

Heating value

LHV (lower heating value)

Total fuel MWh consumed by the organization

888,042

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

128,448

MWh fuel consumed for self-generation of steam

513,793

MWh fuel consumed for self-cogeneration or self-trigeneration

0

Emission factor

1.88679

Unit

kg CO2 per m3

Emissions factor source

World Resources Institute (2008) GHG Protocol Tool for Stationary Combustion Version 4.0

Comment

We do not collect data which breaks down the usage of fossil fuel, i.e., to generate steam or to produce heat. To answer C8.2c, we surveyed several manufacturing sites in different businesses to determine how fossil fuels are used. The MWh of fuel consumed for self-generation of heat and the self-generation of steam is based upon the survey results.

Fuels (excluding feedstocks)

Residual Fuel Oil

Heating value

LHV (lower heating value)

Total fuel MWh consumed by the organization

15,808

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

3,162

MWh fuel consumed for self-generation of steam

12,647

MWh fuel consumed for self-cogeneration or self-trigeneration

0

Emission factor

2.94857

Unit

kg CO2 per liter

Emissions factor source

World Resources Institute (2008) GHG Protocol Tool for Stationary Combustion Version 4.0

Comment

We do not collect data which breaks down the usage of fossil fuel, i.e., to generate steam or to produce heat. To answer C8.2c, we surveyed several manufacturing sites in different businesses to determine how fossil fuels are used. The MWh of fuel consumed for self-generation of heat and the self-generation of steam is based upon the survey results.

Fuels (excluding feedstocks)

Fuel Oil Number 2

Heating value

LHV (lower heating value)

Total fuel MWh consumed by the organization

17,370

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

3,474

MWh fuel consumed for self-generation of steam

13,896

MWh fuel consumed for self-cogeneration or self-trigeneration

0

Emission factor

2.68526

Unit

kg CO2 per liter

Emissions factor source

World Resources Institute (2008) GHG Protocol Tool for Stationary Combustion Version 4.0

Comment

We do not collect data which breaks down the usage of fossil fuel, i.e., to generate steam or to produce heat. To answer C8.2c, we surveyed several manufacturing sites in different businesses to determine how fossil fuels are used. The MWh of fuel consumed

for self-generation of heat and the self-generation of steam is based upon the survey results.

Fuels (excluding feedstocks)

Liquefied Petroleum Gas (LPG)

Heating value

LHV (lower heating value)

Total fuel MWh consumed by the organization

6,383

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

1,277

MWh fuel consumed for self-generation of steam

5,107

MWh fuel consumed for self-cogeneration or self-trigeneration

0

Emission factor

1.61309

Unit

kg CO2 per liter

Emissions factor source

World Resources Institute (2008) GHG Protocol Tool for Stationary Combustion Version 4.0

Comment

We do not collect data which breaks down the usage of fossil fuel, i.e., to generate steam or to produce heat. To answer C8.2c, we surveyed several manufacturing sites in different businesses to determine how fossil fuels are used. The MWh of fuel consumed for self-generation of heat and the self-generation of steam is based upon the survey results.

Fuels (excluding feedstocks)

Bituminous Coal

Heating value

LHV (lower heating value)

Total fuel MWh consumed by the organization

14,471

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

2,894

MWh fuel consumed for self-generation of steam

11,577

MWh fuel consumed for self-cogeneration or self-trigeneration

0

Emission factor

2.45816

Unit

metric tons CO2 per metric ton

Emissions factor source

World Resources Institute (2008) GHG Protocol Tool for Stationary Combustion Version 4.0

Comment

We do not collect data which breaks down the usage of fossil fuel, i.e., to generate steam or to produce heat. To answer C8.2c, we surveyed several manufacturing sites in different businesses to determine how fossil fuels are used. The MWh of fuel consumed for self-generation of heat and the self-generation of steam is based upon the survey results.

C8.2d

(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	80,173	73,169	2,312	2,249
Heat	69,627	69,627	0	0
Steam	557,039	557,039	0	0
Cooling	0	0	0	0

C8.2e

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero emission factor in the market-based Scope 2 figure reported in C6.3.

Sourcing method

Unbundled energy attribute certificates, Renewable Energy Certificates (RECs)

Low-carbon technology type

Wind

Country/region of consumption of low-carbon electricity, heat, steam or cooling

United States of America

MWh consumed accounted for at a zero emission factor

227,411

Comment

The source of the purchased Green Power is wind farm electricity in the state of Kansas, USA

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

Description

Energy usage

Metric value

0.39

Metric numerator

Total Energy Consumption (MWh)

Metric denominator (intensity metric only)

Net Manufactured for Shipment (MT)

% change from previous year

28

Direction of change

Decreased

Please explain

Our 2020 Energy Efficiency Goal is to reduce our manufacturing energy intensity (MWh/MT) by 33% from our 2002 base year and in doing so reduce our GHG emissions. Our manufacturing intensity in the base year (2002) was 0.519 MWh/ MT and 0 .349 MWh/MT in 2019. Our 2020 goal is 0.343 MWh/MT. Through 2019, we reached our 2020 goal of reducing manufacturing energy intensity.

Description

Waste

Metric value

3.65

Metric numerator

Total Waste to Landfill (kgs)

Metric denominator (intensity metric only)

Net Manufactured for Shipment (MT)

% change from previous year

41

Direction of change

Decreased

Please explain

Our 2020 goal on landfill waste is to: Halve our manufacturing waste sent to landfill per ton of product compared to 2010, working toward our goal of ‘Zero Waste’ and in doing so reduce the GHG emissions associated with landfilling our wastes.

Description

Other, please specify

Normalized Water Used to Make Product

Metric value

0.99

Metric numerator

Total Incoming Water (m3)- Water in Products (m3)

Metric denominator (intensity metric only)

Net Manufactured for Shipment (MT)

% change from previous year

8

Direction of change

Decreased

Please explain

Our 2020 manufacturing water use goal is to reduce 50% of our manufacturing water intensity by 50% from our 2002 base year.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

colgate-scope-1-and-2-ghg-emissions-verification-statement-2019.pdf

Page/ section reference

Pages 1 & 2

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

95

C10.1b

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach

Scope 2 location-based

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

colgate-scope-1-and-2-ghg-emissions-verification-statement-2019.pdf

Page/ section reference

Pages 1 & 2

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

95

Scope 2 approach

Scope 2 market-based

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

colgate-scope-1-and-2-ghg-emissions-verification-statement-2019.pdf

Page/ section reference

Pages 1 & 2

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

95

C10.1c

(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Scope 3 category

Scope 3: Capital goods

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

colgate-scope-3-verification-opinion-2019.pdf

Page/section reference

Pages 1 & 2

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

95

Scope 3 category

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement

colgate-scope-3-verification-opinion-2019.pdf

Page/section reference
Pages 1 & 2

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
95

Scope 3 category
Scope 3: Upstream transportation and distribution

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement

colgate-scope-3-verification-opinion-2019.pdf

Page/section reference
Pages 1 & 2

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
95

Scope 3 category

Scope 3: Waste generated in operations

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

colgate-scope-3-verification-opinion-2019.pdf

Page/section reference

Pages 1 & 2

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

95

Scope 3 category

Scope 3: Business travel

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

colgate-scope-3-verification-opinion-2019.pdf

Page/section reference

Pages 1 & 2

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

95

Scope 3 category

Scope 3: Employee commuting

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

colgate-scope-3-verification-opinion-2019.pdf

Page/section reference

Pages 1 & 2

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

95

Scope 3 category

Scope 3: Upstream leased assets

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

colgate-scope-3-verification-opinion-2019.pdf

Page/section reference

Pages 1 & 2

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

95

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

Yes

C10.2a

(C10.2a) Which data points within your CDP disclosure have been verified, and which verification standards were used?

colgate-assurance-statement-env-indicators-2019.pdf

Disclosure module verification relates to	Data verified	Verification standard	Please explain
C9. Additional metrics	Other, please specify Incoming water, well water, municipal water, other water, total energy consumption, wastes to landfill, wastes to treatment followed by disposal, waste to recycle, wastes to reuse, waste to waste to energy facilities, bulk wastewater to treatment	International Standard on Assurance Engagements (ISAE) 3000 Revised	Other environmental indicators were independently verified by a third party including energy consumption, incoming water and the sources of that water, e.g., municipal water supplies, ground water and quantity of wastes disposed and how these wastes were disposed. e.g, via landfill, via offsite treatment followed by disposal.

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

No, and we do not anticipate being regulated in the next three years

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

Yes

C11.2a

(C11.2a) Provide details of the project-based carbon credits originated or purchased by your organization in the reporting period.

Credit origination or credit purchase

Credit purchase

Project type

Landfill gas

Project identification

LCSWMA Landfill Gas-to-Energy Project (PA): Lancaster County Solid Waste Management Authority - The Landfill Gas (LFG) Plant converts methane gas emitted from landfill waste into renewable energy. Gas from LCSWMA's closed Creswell Landfill and active Frey Farm Landfill is sold to Energy Power Partners who owns, operates and maintains the plant.

During the natural progression of bacterial decomposition, landfill waste emits methane gas, which is collected through a series of pipes. Major particulates and water are removed and the clean gas is burned. The LFG Plant has a 1.6 megawatt capacity, which is enough renewable energy to power the equivalent of 1,200 area homes.

In addition to the benefits of generating renewable energy and preventing methane gas from polluting the air, the LFG Plant provides Turkey Hill Dairy, a neighboring manufacturing facility, with a green power source. Steam produced as a by-product of the combustion process is piped to Turkey Hill Dairy where they use the steam to sanitize food processing equipment, instead of using commercial boilers. This offsets more than 140,000 gallons of diesel fuel annually.

Verified to which standard

CAR (The Climate Action Reserve)

Number of credits (metric tonnes CO2e)

911

Number of credits (metric tonnes CO2e): Risk adjusted volume

911

Credits cancelled

Yes

Purpose, e.g. compliance

Voluntary Offsetting

C11.3

(C11.3) Does your organization use an internal price on carbon?

Yes

C11.3a

(C11.3a) Provide details of how your organization uses an internal price on carbon.

Objective for implementing an internal carbon price

Change internal behavior
Drive energy efficiency
Drive low-carbon investment
Identify and seize low-carbon opportunities

GHG Scope

Scope 2

Application

The cost of Colgate's REC purchases is charged back to Colgate's businesses in proportion to their Scope1 plus Scope 2 emissions. The cost of carbon shown below is the current cost for 230,000 RECs divided by the achieved CO2 reduction in MT.

Our energy reduction initiatives are part of the "5% to Planet" initiative, aiming to reduce energy, CO2, water, and waste as part of our capital investments.

It is noted that the minimum financial rate of return to implement a planet project is in effect a surrogate for an internal price of carbon, i.e., $/ MT of carbon reduced. By requiring that a minimum of 5% of Colgate's capital budget be allocated to planet projects, the internal rate of return for planet projects can be less than the rate of return for other projects.

Our planet projects are tracked as to their approval status, the year of implementation, the fuel and electricity savings in MWh, the CO2 reduction (MT/ year), the cost savings and project costs.

Actual price(s) used (Currency /metric ton)

1.52

Variance of price(s) used

A number of factors are considered in assessing an investment including but not limited to the age of the equipment being replaced, needs to meet production demands, projected growth, the location of the project, utility costs, labor costs and projected cost savings. CO2 reductions are also a factor in the evaluation. The end result is differentiated pricing: a price that varies by region, business unit or type of decision.

Type of internal carbon price

Internal fee

Offsets

Impact & implication

In support of our 2020 Sustainability Climate goal of reducing absolute CO2 emissions from our global factories by 25%, Colgate purchases appropriate quantities of green power in the form of green-e certified US-based Renewable Energy Certificates (RECs). As indicated, the cost of this green power purchase is then internally charged back to our global sites directly in proportion to their Scope 1 & 2 CO2 emissions. Although the REC costs are relatively modest compared to energy costs, we believe this sends yet another important financial signal to our sites, and further, incentivize them to consider the potential opportunities associated with reducing their carbon emissions.

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers

Yes, other partners in the value chain

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement

Information collection (understanding supplier behavior)

Details of engagement

Collect climate change and carbon information at least annually from suppliers

% of suppliers by number

5

% total procurement spend (direct and indirect)

51

% of supplier-related Scope 3 emissions as reported in C6.5

0

Rationale for the coverage of your engagement

Rationale: We have prioritized suppliers to engage based on several criteria, relative to either their significance to our business in terms of spend or risk, or where we see opportunity to increase positive impact. These criteria include: suppliers representing approximately 80% of our total global spend, suppliers from high emitting sectors (for

example manufacturers and logistics providers), suppliers connected with our agricultural materials where we would like to see significant emissions reductions, and all our forest commodities suppliers (these responses are mandatory). Every year we assess the pool of suppliers selected and evaluate if we need to add any additional supplier in our engagement plan. For CDP Supply Chain, we focus on our largest suppliers by spend level. For raw material engagement, we began engaging key suppliers of raw materials which have been determined to be our most carbon-intensive in our oral care value chain. In 2016, Colgate estimated or updated the carbon and water footprints for our Oral Care, Personal Care and Home Care categories. We are beginning to use this data to engage with our suppliers in the areas where we can have the greatest impact.

Impact of engagement, including measures of success

i. Measure of success: We request that our key Tier I suppliers and suppliers of carbon-intensive materials participate in the CDP Supply Chain Program Climate Disclosure to help us understand and address climate impacts and associated risks and opportunities in our upstream supply chain. We consider ongoing engagement with these suppliers and a strong CDP Supply Chain program survey response rate to be measures of success.

ii. Impact of engagement according to measures of success: We have participated in CDP's Supply Chain Leadership Collaboration Project since 2008. In 2019, more than 42% of our Tier I suppliers responded to the survey, including our largest raw material suppliers and contract manufacturers. We achieved an 81.5% supplier response rate, significantly higher than the average rate for all member companies.

Comment

C12.1d

(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.

i. Partners in the value chain: Colgate works closely with our third party logistics providers on a number of climate related initiatives. We have focused our efforts on key strategic larger-scale providers, as Colgate has the greatest potential to initiate change and drive transformation with its principal provider.

ii. Case study: In the logistics area (category #4 Upstream Transportation & Distribution), Colgate has worked closely with its third party logistics providers for several years on a number of climate related initiatives including: use of natural gas instead of diesel to fuel the transport vehicles; the use of collaborative shipping where products from Colgate and other companies that are going to the same customer are combined to produce fully loaded vehicles; encouraging the use of energy efficient lighting in the warehouses owned by third party logistics providers; working with customers to promote the environmental benefits intermodal shipments (rail). Additionally, Colgate is a member of the EPA Smartway program, a market-driven partnership aimed at helping businesses move goods in the cleanest, most efficient way possible. To track our progress on conversion to natural gas, we have developed a scorecard

that measures tons shipped, distance, origin and destination for natural gas shipments. All of these collective efforts have led to a reduction in logistics emissions, which is a key measure of success.

Our sustainable and efficient logistics efforts in 2019 included initiatives such as:

• Load Optimization: Through the use of SAP Transportation Management—a tool currently in place in Canada, the United States, Mexico, Brazil and Vietnam—we are automatically planning shipments to their optimal capacity. This has led to more efficient load planning and minimization in the number of shipments to deliver our products in a timely fashion. In 2020, we will be rolling out this technology for Hill's exports, which will continue to drive freight planning efficiencies.

• Route Optimization: By analyzing trends in lane level detail, using internal tools and partnering with third parties, we are identifying transport solutions aimed at reducing transit time, emissions and costs.

• Distribution Network Optimization: By using a customer location study, which reorganizes the freight to customers through a buffer warehouse and/or new warehouse location, we reduce costs, better serve our customers and reduce our carbon footprint.

• Co-Loading Trailers: Colgate is working to minimize the number of trucks on the road by co-loading trailers with other companies. This creative freight load-sharing program enables us to minimize the number of our trucks on the road as well as wasted space in our trailers.

• Improving Vehicle Fuel Efficiency: Our logistics providers are upgrading their fleets to include more aerodynamic and efficient vehicles, resulting in improved miles-per-gallon fuel efficiency.

• Intermodal Shipping: We are using intermodal shipping globally to drive reductions in CO2 emissions, diesel consumption and cost. Hill's has been a prime example of our commitment to this initiative and has reached 100 percent utilization on lanes set up for transport by rail two years in a row.

C12.3

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?

Trade associations

Funding research organizations

Other

C12.3b

(C12.3b) Are you on the board of any trade associations or do you provide funding beyond membership?

Yes

C12.3c

(C12.3c) Enter the details of those trade associations that are likely to take a position on climate change legislation.

Trade association

Consumer Goods Forum

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

CGF states publicly that climate change is a major strategic threat, one which could affect our customers and their habitats, our businesses and the wider economy and society. As disclosed in their public website, CGF notes that with deforestation, refrigeration and waste being significant sources of greenhouse gas emissions, as well as negatively impacting the health of people and the planet, there is a need for the consumer goods industry to address these and other sustainability challenge, that the private sector is well-placed to show leadership and CGF members understand the role they need to play and are committed to taking action on the most pressing environmental challenges facing our industry. The mission of CGF's environmental sustainability work is to position the consumer goods industry as a leader in tackling climate change, reducing waste and improving environmental stewardship in global supply chains.

How have you influenced, or are you attempting to influence their position?

Colgate's Chairman, President and Chief Executive Officer serves on the Board of the CGF and actively participates in sustainability-related decision-making.

Trade association

AISE - International Association for Soaps, Detergents and Maintenance Products

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

A.I.S.E. is involved in various EU efforts relating to the Europe 2020 strategy on smart, sustainable and inclusive growth. A.I.S.E. is engaged with the European Commission's Resource Efficiency Roadmap, which includes climate change milestones. A.I.S.E. has been selected to conduct one of 14 pilot studies to test how an environmental footprint for products and organisations could work for the liquid laundry detergents sector. A.I.S.E. is a campaign partner of DG Climate's "a world you like with a climate you like" campaign. This "I prefer 30°" multi-stakeholder campaign promotes low temperature washing.

How have you influenced, or are you attempting to influence their position?

Colgate is on the Board of the A.I.S.E. We participate actively in decision making and have signed on to their Charter for Sustainable Cleaning.

C12.3d

(C12.3d) Do you publicly disclose a list of all research organizations that you fund?

No

C12.3e

(C12.3e) Provide details of the other engagement activities that you undertake.

U.S. EPA ENERGY STAR: Colgate is an Energy Star Partner Company in the EPA's industrial sector, furthering emissions reduction in manufacturing and targeting energy efficiency and carbon footprint. We strive to achieve Energy Star Partner status and have enrolled all Colgate manufacturing sites globally in the USEPA Energy Star Challenge for Industry. We were named an Energy Star Partner of the Year several years in a row (2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019) and 83% of our sites have achieved ENERGY STAR Challenge for Industry status. We have sponsored Energy Star events with our suppliers to increase awareness and engagement.

USGBC: Colgate is an active member of the U.S. Green Building Council, committed to a sustainable future through cost-efficient and energy-saving green buildings. We have 19 facilities around the world which have achieved 26 Energy and Environmental Design (LEED) Certifications, with one more projects registered and underway; and we've committed to LEED for all new construction. Colgate is a Charter Member of the USGBC LEED User Group: Industrial Facilities. We review proposed Standards and discuss real world practicalities regarding design in the construction of facilities globally and contributed to the development of a tool to share LEED certified building details.

The Sustainability Consortium (TSC): Colgate is an active member of The Sustainability Consortium and sits on the Corporate Advisory Council. We contribute to the development of key metrics to measure sustainability efforts, a crucial first step for product sustainability and emissions reductions over the product lifecycle. Colgate contributes to the development of a standardized framework for the communication of sustainability-related information throughout the product sustainability value chain downstream to consumers.

Roundtable on Sustainable Palm Oil (RSPO): Colgate is an RSPO member company, contributing to the development of standards in conjunction with governments and owners to ensure palm oil is grown and harvested in a sustainable manner. We have disclosed progress on our palm oil sourcing via our RSPO Annual Communication of Progress since 2012, and issued our responsible and sustainable palm oil sourcing policy in 2016, which extends to the sources of all Colgate's operations.

We Mean Business: Colgate made a public commitment to climate-related initiatives and committed to adopt a science-based emissions reduction target and remove commodity-driven deforestation from all supply chains through the We Mean Business Take Action Platform, demonstrating support for a low-carbon economy.

United Nations: In May 2017, Colgate became a member of the United Nations Global Compact (UNGC) and currently we are a UN Global Compact LEAD member, supporting the Sustainable Development Goals (SDGs). In our 2019 CSR report, we describe how our initiatives can be linked to specific UN SDGs. Colgate is working with the UNGC to leverage the

SDGs in the ongoing development of our climate stewardship and sustainability strategies. Additionally, we are part of two UNGC Action Platforms that are related to climate change and water: “Business Ambitions on the Climate and Health, and “Water Security through Stewardship.”

C12.3f

(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

A central Colgate team engages with various external stakeholder groups (e.g. USEPA, TSC, ACI, AISE, USGBC, WRI, UNGC) and our internal stakeholders to ensure our direct and indirect activities that influence policy are consistent with our overall climate strategy. We believe our commitment and performance demonstrate business support for climate. Global Sustainability and EHS is also consulted in the event of proposed policy engagement of relevance to climate change.

Additionally, Colgate manages multiple engagement activities around climate change across business divisions/categories and geographies by including Climate Change Strategies and commitments in our Global Sustainability Strategy. These commitments are cascaded into Division specific Sustainability Plans and goals. Function specific strategies and goals are coordinated at the global level and are also included in Global Growth and Efficiency, Global Technology and Global Supply Chain strategic plans. Progress on our climate change commitments and KPIs are reported on twice a year as part of our Environmental Performance and Sustainability progress report and our New Products Sustainability progress report. Many strategies are led globally. Global manufacturing drives 5% for the Planet capital investment program, engagement in US EPA Energy Star Challenge for Industry, achievement of manufacturing energy and carbon reduction goals, Business Readiness Planning, and LEED NC certification for all new manufacturing plants. Global logistics drives carbon reduction relating to movement of finished goods through network optimization, low carbon transportation and efficient load building. Our marketing team leads development of consumer engagement campaigns to reduce water/energy associated with use of our products, often with support of our Global Sustainability and EHS team. Clarity of purpose, inclusion in our goal alignment process and regular progress reporting drives alignment.

C12.4

(C12.4) Have you published information about your organization’s response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication

In mainstream reports

Status

Complete

Attach the document

colpal2019 AR.LORES_.pdf

Page/Section reference

PDF pages listed.
Strategy, other metrics: 3
Governance: 9
Other metrics: 7
Strategy, Risks & Opportunities: 7, 20, 26, 32

Content elements

Governance
Strategy
Risks & opportunities
Other metrics

Comment

Publication

In mainstream reports

Status

Complete

Attach the document

colpal 2020 Proxy Statement_Final.pdf

Page/Section reference

PDF pages listed.
Strategy: ii
Governance: 9, 21, 22
Other metrics: B-2

Content elements

Governance
Strategy
Other metrics

Comment

Publication

In voluntary sustainability report

Status

Complete

Attach the document

Colgate-Palmolive 2020 Sustainability Commitments Progress.pdf
Colgate-Palmolive Sustainability Planet Commitments.pdf
Colgate-Palmolive 2018 Sustainability Progress At A Glance.pdf
colgate-palmolive-sustainability-gri-index-2019.pdf
colgate-palmolive-sustainability-kpis-2019.pdf

Page/Section reference

All

Content elements

Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets
Other metrics

Comment

C15. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

N/A

C15.1

(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Chairman of the Board, President & Chief Executive Officer	Chief Executive Officer (CEO)

SC. Supply chain module

SC0.0

(SC0.0) If you would like to do so, please provide a separate introduction to this module.

SC0.1

(SC0.1) What is your company's annual revenue for the stated reporting period?

	Annual Revenue
Row 1	15,693,000,000

SC0.2

(SC0.2) Do you have an ISIN for your company that you would be willing to share with CDP?

Yes

SC0.2a

(SC0.2a) Please use the table below to share your ISIN.

	ISIN country code (2 letters)	ISIN numeric identifier and single check digit (10 numbers overall)
Row 1	US	1941621039

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

SC1.2

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

N/A

SC1.3

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Allocation challenges	Please explain what would help you overcome these challenges
Other, please specify Supply chain is complex	Supply chain is complex and emissions are not allocated to unique customers at the technical level. Given the complexity of the supply chain, a decision was made to allocate greenhouse gas emissions based on revenue. This is not a calculation of the specific emissions and sources attributable to our customers.

SC1.4

(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Yes

SC1.4a

(SC1.4a) Describe how you plan to develop your capabilities.

We will continue to allocate based on revenue and expand the number of retailers to which this information is supplied, upon request.

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?

No

SC3.1

(SC3.1) Do you want to enroll in the 2020-2021 CDP Action Exchange initiative?

No

SC3.2

(SC3.2) Is your company a participating supplier in CDP's 2019-2020 Action Exchange initiative?

No

SC4.1

(SC4.1) Are you providing product level data for your organization's goods or services?

No, I am not providing data

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I am submitting to	Public or Non-Public Submission	Are you ready to submit the additional Supply Chain Questions?
I am submitting my response	Investors Customers	Public	Yes, submit Supply Chain Questions now

Please confirm below