

# THE POWER OF WE



Reimagining a healthier future  
for *all* people, their pets and our planet.

2022 SUSTAINABILITY & SOCIAL IMPACT REPORT



CONTENTS

PAGE 04

2025 Sustainability & Social Impact Strategy

PAGE 07 Sustainability & Social Impact Strategy Highlights

PAGE 08 About Colgate-Palmolive

PAGE 09 Sustainable Development Goals

PAGE 02

Letter from Noel Wallace  
Chairman, President and CEO

PAGE 12

Sustainability Management

PAGE 13 Materiality Approach

PAGE 14 Stakeholder Engagement

PAGE 15 About This Report

PAGE 03

Letter from Ann Tracy  
Chief Sustainability Officer

PAGE 16

Sustainability Governance

PAGE 18 Board of Directors

PAGE 19 Business Integrity

PAGE 20

Driving Social Impact

PAGE 21 WE Inspire Our People to Make a Difference

PAGE 29 WE Create a More Inclusive World

PAGE 30 WE Help Children, Their Families and Communities Thrive

PAGE 35

Helping MILLions of Homes

PAGE 37 Design Sustainable Products

PAGE 41 Build Sustainable Habits for Life

PAGE 42 Foster Lifelong Relationships Between Pets and People

PAGE 43

Preserving Our Environment

PAGE 44 Eliminate Plastic Waste

PAGE 49 Accelerate Action on Climate Change

PAGE 59 Lead with Zero Waste Facilities

PAGE 61 Water Stewardship

PAGE 65 Drive Sustainable Sourcing

# A WELCOME LETTER FROM NOEL WALLACE, CHAIRMAN, PRESIDENT AND CEO

**This report details our ambitious sustainability and social impact goals and the gains Colgate-Palmolive has made in 2022 to reach them. I'm proud of our progress and the Colgate People who continue to develop innovations and processes that advance our purpose of reimagining a healthier future for all people, their pets and our planet.**

We see the benefits of investing in sustainability and social impact reaching far and wide - improving our performance and productivity and strengthening our culture and communities.

Beginning with performance and our focus on profitable growth, we know that consumers favor brands and companies that reflect their values and act responsibly. So while our products must deliver value and provide solutions and experiences that our consumers desire, we must also demonstrate our commitment to building a better world.

Our flagship Colgate Bright Smiles, Bright Futures® program is a great example that engages our retail customers, drives consumption and helps communities understand the importance of good oral health. Since 1991, we have reached more than 1.6 billion children and their families in over 80 countries with oral health education - including the importance of brushing twice a day - as well as toothpaste and a toothbrush, dental screenings and treatment referrals.

Another example that drives consumer awareness, purchase and loyalty is our Hill's Food, Shelter & Love program, which helps provide premium nutrition to shelter pets. We consider pets members of the family. Since 2002, Hill's Pet Nutrition has provided more than \$300 million worth of food to more than 1,000 shelters and helped more than 13 million shelter pets find

forever homes. In addition to helping our communities, we have found that pets flourishing on Hill's food at a shelter will often remain with Hill's in their new home, which strengthens our business. This program has also helped us build strong relationships with shelters, new pet parents and veterinarians.

In addition, we are investing in innovations to improve the sustainability profile of our products and packaging. We are proud of our innovations, such as our first-of-its-kind recyclable toothpaste tube, Colgate® Keep (our manual toothbrush with a replaceable head and a reusable metal handle), and our concentrated formulas, such as Fabuloso® Multi-Purpose Cleaner 2X Concentrated.\*\* These innovations are in support of our 2025 goals to design sustainable products and eliminate plastic waste. These are exciting developments that appeal to our consumers, support category growth and deliver premiumization for Colgate.

Productivity is another area that benefits from our investments in sustainability. We have captured new efficiencies and lowered our costs through a variety of operational changes and new packaging developments.

Colgate-Palmolive is the global leader in achieving TRUE certifications for Zero Waste from the GBCI, with 32 certified Colgate sites on five continents as of December 31, 2022. In addition to being good for the environment, less waste equates to greater efficiency and lower costs. We aim to achieve certification for our global operations.

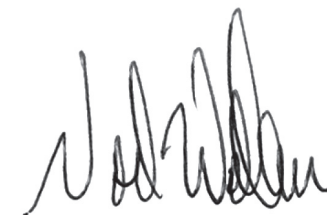
Similarly, we have targeted Net Zero carbon emissions across our value chain, including our own operations, by 2040. We are making progress. Since 2010, we have reduced the energy we use in our operations by 17% and our water use by 11%, and since 2020 we have cut greenhouse gas emissions by 8.5%, all favorably impacting operating costs. We expect to see similar benefits from our ambition to have 100% renewable electricity for our global operations by 2030—good for the planet and good for business.

In 2019, we introduced our first-of-its-kind recyclable toothpaste tube, the first to be recognized by external recycling authorities as recyclable.\* While we are on schedule to convert our global portfolio to recyclable tubes by 2025, we are already making our tube better. In 2023, we will debut a next-

generation design engineered to use less plastic; it is lighter, so it requires less energy to transport and is shown to be preferred by consumers because it is easier to squeeze.

A third benefit of investing in environmental and social initiatives is around people. Caring is a longstanding value at Colgate-Palmolive. To uphold this value, strengthen our culture and attract and retain top talent, we earn trust through meaningful diversity, equity and inclusion efforts, by promoting a learning mindset, and by engaging our people in mentoring programs, employee resource groups and more. The evidence is clear - when our teams reflect the diversity of the 200 markets where we sell our brands, we make better business decisions and connections with the people we serve. And, with the Colgate brand found in more homes than any other in the world, we feel strongly - and with great pride - that we have the responsibility and opportunity to improve the communities where we live and work. We are amplifying our impact by using our global reach to advocate for diversity and help underserved and underrepresented communities thrive.

Investing in a sustainable future is the right thing to do. It is the smart thing to do. As you will read in the pages that follow, it supports our performance, productivity and people. I hope you sense the energy and commitment to our purpose and understand how sustainability is woven throughout that purpose, making us more efficient, more engaged, more innovative, and, we believe, more successful. Thank you for your interest in Colgate-Palmolive. We invite you to join us as we reimagine a healthier future for all people, their pets and our planet



**Noel Wallace**  
CHAIRMAN, PRESIDENT AND CHIEF  
EXECUTIVE OFFICER



\* During this transition phase, not all communities may accept tubes for recycling. Consumers should check with their local community programs. Learn more at [www.colgate.com/goodness](http://www.colgate.com/goodness).

\*\* versus non-concentrated Fabuloso Original.



# A WELCOME LETTER FROM ANN TRACY, CHIEF SUSTAINABILITY OFFICER

I grew up with the “milk man” dropping off (refillable) containers to our door as well as advertisements telling us not to litter. These behaviors were instilled in us in the past and I believe we can drive these behaviors again now! These were “mainstream” behaviors when I grew up, not just for the environmentally conscious. Fast forward to today and we are seeing a growing trend of people who want to learn how to live more sustainably and have a general concern for our environment, particularly the younger generations. Multiple surveys tell us that people want products and packaging with an improved sustainability profile. That said, our experience is that these same people don't want to compromise on price, quality or, most of all, convenience. So our job is to figure out how to deliver our product benefits without compromising in those areas most important to our consumers, and in a manner that also meets today's environmental concerns. And even better, offering them a product they cannot resist!

We are now two years into our 2025 Sustainability & Social Impact Strategy and making steady progress across our three Key Ambitions under which we have set 11 actions with clear measurable targets. These actions are designed to manage both risks and opportunities for our business and to bring our purpose to life: WE are Colgate, a caring, innovative growth company reimagining a healthier future for all people, their pets and our planet. Our ESG strategy is focused on both the “E” and the “S” through our Ambitions to *Preserve our Environment* and *Drive Social Impact*. Equally important, we are also committed to the Ambition to *Help Millions of Homes* through the science and innovation delivered by our products that people use everyday.

We are focused on innovating our packaging to use more recycled plastic, less plastic, or no plastic, as we work toward our 2025 targets to have all packaging recyclable, reusable, or compostable, and to reduce virgin plastic by one-third. A great example is the progress we have made to implement the first tube to be recognized by external recycling authorities as recyclable across all of our toothpaste brands. Part of our mission is to educate consumers about our recyclable toothpaste tubes, encouraging them to check locally since their community may not yet accept tubes for recycling, and inviting them to learn more on our website. We are also excited to hear that other major brands have pledged to move to a recyclable tube by 2025 so that at least 75% of the 20 billion toothpaste tubes that are used annually will become recyclable. We are also working with our suppliers to ensure we have strong responsible sourcing programs in place, helping to reduce emissions and water use in our value chain. Finally, in the communities where we live and work, we have reached over

1.6 billion children and their families with our Bright Smiles, Bright Futures oral health education program since the program was established in 1991 and helped to find over 13 million shelter pets forever homes through our Hill's Food, Shelter & Love program since 2002. We invite you to learn more about our progress towards our 2025 Sustainability & Social Impact Strategy through this interactive report.

While we are proud of our progress so far, we recognize there is much more work to be done. And this work cannot be done without collaboration with our consumers, suppliers, retailers, communities and, most importantly, Colgate People. We are working to fully embed sustainability into our growth strategy and across all facets of our business. Together, we will tackle these problems and inspire people to live more sustainably. Together, we will smile, because we are reimagining a healthier future for all people, their pets and our planet.



Ann Tracy  
CHIEF SUSTAINABILITY OFFICER





2025  
SUSTAINABILITY & SOCIAL IMPACT  
STRATEGY



# COLGATE'S 2025 SUSTAINABILITY & SOCIAL IMPACT STRATEGY

With the Colgate brand in more homes than any other, we are presented with great opportunities and new challenges as we work to integrate sustainability into all aspects of our business and create positive social impact. We are determined to position ourselves for further growth as we act on our 2025 Sustainability & Social Impact Strategy, based on our three Key Ambitions, which are supported by a set of dedicated actions and targets:



## DRIVING SOCIAL IMPACT

We are committed to helping to ensure the well-being of all people and their pets, building an equitable and inclusive culture and creating meaningful opportunities for all people to succeed inside and outside of Colgate.

### WE Inspire Our People to Make a Difference:

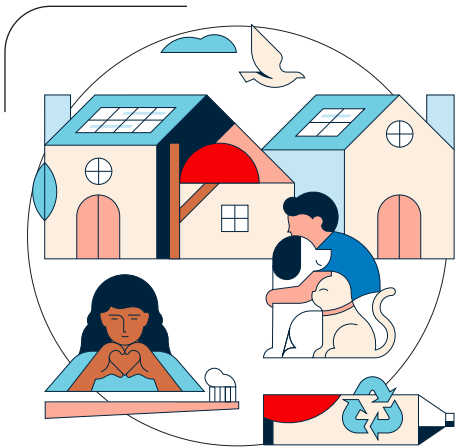
We motivate and enable our people to reach their full potential and perform at their best every day by valuing people for their contributions and sharing in the success we create together.

### WE Create a More Inclusive World:

We will ensure all Colgate People feel they belong and are supported to achieve their potential. We will drive representation across all organizational levels with a focused, consistent effort and a goal to achieve parity with labor force availability.

### WE Help Children, Their Families and Communities Thrive:

We advance the health and well-being of children, their families and communities by investing in innovations that empower them for healthy and bright futures.



# HELPING MILLIONS OF HOMES

We are empowering people to develop healthier habits by choosing sustainable products that improve their lives and homes, from oral and personal care to pet nutrition and home care.

## Design Sustainable Products:

We will innovate our products to help our consumers live more sustainable lives. We intend to improve the environmental footprint of all products we market and develop.

## Build Sustainable Habits for Life:

We will help people build more sustainable habits by offering better products, information choices and education. Our target is to provide 100% ingredient transparency, promote water conservation awareness with messaging to 100% of our global consumers and guide consumers on recycling for our products.

## Foster Lifelong Relationships Between Pets and People:

We want to help every pet find a forever home by supporting our global shelter partners with resources and premium nutrition. Our ambitious goal is to find adoption homes for 15 million shelter pets through the Hill's Food, Shelter & Love program.



# PRESERVING OUR ENVIRONMENT

We are accelerating action on climate change and reducing our environmental footprint, working with our partners and operations to eliminate waste, decrease plastic usage, save water and conserve natural resources.

## Eliminate Plastic Waste:

We will design and deliver zero plastic waste solutions for Colgate-Palmolive products. We aim to eliminate one-third of our new (virgin) plastics and make all of our plastic packaging recyclable, reusable or compostable by 2025.

## Accelerate Action on Climate Change:

We have targeted Net Zero carbon emissions across our value chain.\* Our goal is to achieve Net Zero carbon by 2040 and 100% renewable electricity for our global operations by 2030.

## Lead with Zero Waste Facilities:

We will operate high-efficiency, low-impact, zero waste facilities and achieve 100% zero waste operations.

## Water Stewardship:

We will work for water resilience across our value chain, protecting ecosystems and supporting water access. Our goal is to achieve Net Zero water at our manufacturing sites in water-stressed areas by 2025 and across all sites by 2030.

## Drive Sustainable Sourcing:

We will engage all of our key suppliers in order to support our goal to source sustainably and strive for zero deforestation, prioritizing palm and soy.

\* Excludes Scope 3 optional emissions per SBTi Net Zero Standard.



# 2022 HIGHLIGHTS

We view sustainability as being critically important to our overall business and growth strategy. Our 2025 Sustainability & Social Impact Strategy, which we announced in November 2020, is focused on three key ambitions—driving social impact with a commitment to helping to ensure the well-being of all people and their pets; helping millions of homes by empowering people to develop healthier habits; and preserving our environment by accelerating action on climate change and reducing our environmental footprint.

These ambitions, supported by actionable targets consistent with our continued commitment to building environmental and social consciousness into our decision-making, earned us recognition in 2022 on the Dow Jones Sustainability Indices for the sixth consecutive year and as a U.S. EPA ENERGY STAR® Partner of the Year for the 12th consecutive year. We were also named to both the CDP Water A List and CDP Climate A List. In addition to the highlights below, more about our 2025 Sustainability & Social Impact Strategy progress is available in the Sustainability section of our website at <https://www.colgatepalmolive.com/sustainability>.

## Driving Social Impact

Reached over **1.6B** children and their families, since 1991, through Colgate’s flagship oral health and well-being initiative, Bright Smiles, Bright Futures.

In 2022, **16,000** Colgate People completed digital training and **14,000** completed data literacy training.

**100%** of our managers receive unconscious bias and allyship training to understand and remove biases both in themselves and in others, and to learn how they can be inclusive leaders and champion diverse and underrepresented people.

## Helping Millions of Homes

Through our Hill’s Food, Shelter & Love program, we have helped more than **13M** shelter pets find their new homes across North America since 2002.

We continue to promote ingredient transparency and seek to follow the highest safety and efficacy standards as we formulate our products. We have rolled out a new “Fragrance & Flavors Share for Good” ingredient transparency program, which provides additional ingredient information.

Since introducing our first-of-its-kind recyclable toothpaste tube in 2019, as of December 31, 2022 we have transitioned **77%** of our toothpaste SKUs in North America to recyclable tubes, with over 95% expected to be transitioned by the end of 2023.

## Preserving Our Environment

Colgate is taking steps to accelerate action on climate change through science-based near-term, long-term and Net Zero 2040 emissions targets across our operations and supply chain, which were approved by the Science Based Targets initiative (SBTi) in 2022. We were the **1st** large multinational company in the Consumer durables, Household and Personal Products sector to have our Net Zero targets approved by the SBTi.

Achieving TRUE certification for Zero Waste at 100% of our operations is one of our 2025 sustainability targets. In 2022, six more of our sites achieved TRUE certification for Zero Waste. That brings the total number of TRUE certified sites, as of December 31, 2022, to **32** across five continents and in 19 countries. Colgate was also the first company to achieve this certification in Venezuela and Argentina. As of December 31, 2022, approximately 83% of all of Colgate’s products are being produced at TRUE certified facilities.

We built a global renewable energy master plan, which includes roadmaps by division to cover our manufacturing facilities, owned warehouses, global technology centers and offices and have engaged our priority Tier 1 Suppliers in support of our goal to reduce their greenhouse gas emissions by 20% (versus a 2020 baseline).

# ABOUT COLGATE-PALMOLIVE

Founded in 1806, Colgate-Palmolive Company (together with its subsidiaries, “we,” “us,” “our,” the “Company” or “Colgate”) is a caring, innovative growth company reimagining a healthier future for all people, their pets and our planet. We are a publicly traded consumer products company with \$18.0 billion of worldwide net sales in 2022. As of December 31, 2022, we had approximately 33,800 Colgate employees based in over 100 countries driving our success. Headquartered in New York City, Colgate operates in two product segments: Oral, Personal and Home Care; and Pet Nutrition. The operations of the Oral, Personal and Home Care product segment are managed geographically in five reportable operating segments: North America, Latin America, Europe, Asia Pacific and Africa/Eurasia.

We market our products in more than 200 countries and territories under brands such as Colgate, Palmolive, elmex, hello, meridol, Sorriso, Tom’s of Maine, EltaMD, Filorga, Irish Spring, PCA SKIN, Protex, Sanex, Softsoap, Speed Stick, Ajax, Axion, Fabuloso, Soupline and Suavitel, as well as Hill’s Science Diet and Hill’s Prescription Diet. We are recognized for our leadership and innovation in promoting sustainability and community well-being, including our achievements in decreasing plastic waste and promoting recyclability, saving water, conserving natural resources and improving children’s oral health through the Colgate Bright Smiles, Bright Futures program, which has reached more than 1.6 billion children since 1991. For more information about Colgate’s global business and how we are building a future to smile about, visit [www.colgatepalmolive.com](http://www.colgatepalmolive.com).

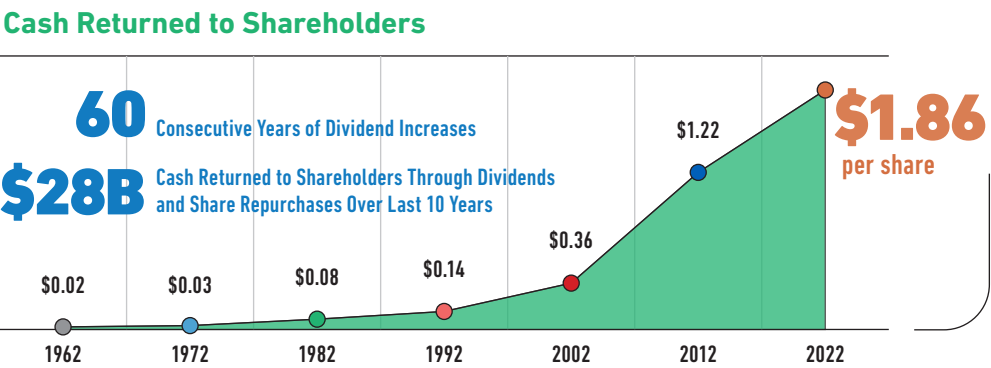
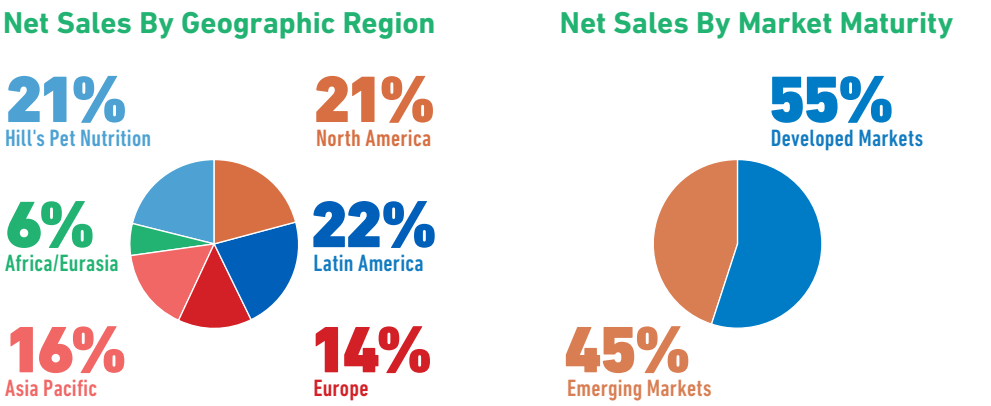
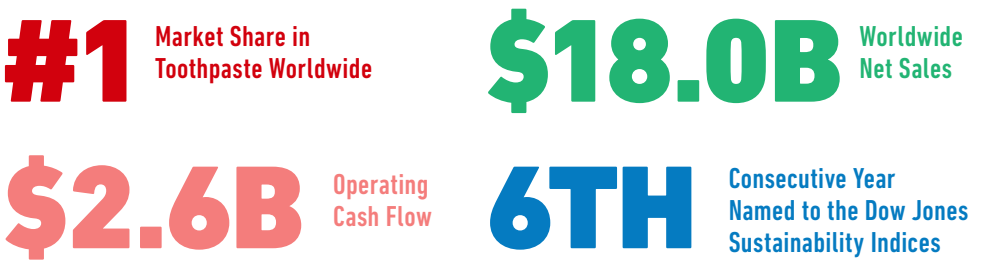
## Business Priorities

To achieve our business and financial objectives, we are focused on driving organic sales growth and long-term profitable growth through science-led, core and premium innovation; pursuing higher-growth adjacent categories and segments; expanding in faster-growing channels and markets and delivering margin expansion through operating leverage and efficiency. We are also seeking to maximize the impact of our environmental, social and governance programs and to lead in the development of human capital, including our sustainability and social impact and diversity, equity and inclusion (DE&I) strategies, which we are working to integrate across our organization. We are strengthening and leveraging our capabilities in areas such as innovation, digital, eCommerce and data and analytics, enabling us to be more responsive in today’s rapidly changing world.

Additional 2022 highlights can be found in [Colgate's 2022 Annual Report](#).



## 2022 At A Glance



# UN SUSTAINABLE DEVELOPMENT GOALS

Colgate-Palmolive supports the Sustainable Development Goals (SDGs). The table below shows how initiatives described in each section of this report addresses specific UN SDGs.

Colgate's 2025 Sustainability & Social Impact Strategy	Sustainable Development Goals (SDGs)																
	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
<b>DRIVING SOCIAL IMPACT</b>																	
WE Inspire Our People to Make A Difference																	
WE Create a More Inclusive World																	
WE Help Children, Their Families & Communities Thrive																	
<b>HELPING MILLIONS OF HOMES</b>																	
Design Sustainable Products																	
Build Sustainable Habits for Life																	
Foster Lifelong Relationships Between Pets and People																	
<b>PRESERVING OUR ENVIRONMENT</b>																	
Eliminate Plastic Waste																	
Accelerate Action on Climate Change																	
Conserve Water																	
Lead with Zero Waste Facilities																	
Drive Sustainable Sourcing																	
Our Partnership and collaboration with external partners are an important element of our 2025 Sustainability & Social Impact Strategy																	





We are committed to ensuring the well-being of those we serve, building a culture of inclusivity and creating meaningful opportunities for all people to succeed inside and outside Colgate. Our Bright Smiles, Bright Futures program continues to educate young people on the relationship between and importance of oral health and well-being and provides education, access to dental services, and the products and tools to implement healthy habits. Through these efforts, we contribute towards the goals of SDG (3.d). In some countries, as an addition to our BSBF oral care education programs, we include education about proper handwashing. In our Hill's Pet Nutrition business, we help enrich and lengthen the special relationship between people and their pets by providing science-led pet nutrition to cats and dogs.



We believe one of the best ways to drive social impact and to help young people in our communities thrive is through educational opportunities for different populations. Examples of how we accomplish this is by sponsoring the Colgate Women's Games, the longest-running amateur track and field competition for girls and young women in the U.S.; supporting the 1,000 Dreams Fund, we are a title sponsor for the MentorHER initiative where talented young high-school girls and college and post-graduate women are provided critical funding, resources and meaningful mentor relationships. We recently launched our Know Your OQ™, a comprehensive public health initiative and global consumer education campaign to advance oral health worldwide. Our employee resource groups (ERGs) celebrate individual and collective diversity, contribute to our employees' personal and professional development and offer the opportunity to connect with each other. Through these efforts, we contribute towards the goals of SDG (4.3).



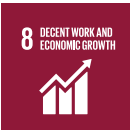
Colgate is committed to making progress against the aspirations that we set for ourselves with respect to inclusion and diversity representation. We diligently manage, measure and report key performance metrics on our way to reaching the following goals: labor force representation among women across the world at all organizational levels; labor force representation of Black/African American, Latin and Asian ethnic groups in the U.S. at all organizational levels; and achieving inclusion scores in the top quartile of measured companies; achieving supplier diversity aspiration of 10% of our Tier 1 spend. Through these efforts, we contribute towards the goals of SDG (5.5), supporting participation in equal opportunities for leadership at all levels of decision making within the organization.



Saving water is a cornerstone of Colgate's 2025 Sustainability & Social Impact Strategy, a central component of our mission to create a healthy and sustainable future. We are taking action to promote water stewardship, ensure security and resilience across our value chain, protect ecosystems, and support water access in our communities. Our Save Water campaign continues to increase consumer awareness through messaging on our packaging, online and in stores. Through these efforts, we contribute towards the goals of SDG (6.3) and (6.4) as we help support reductions of our environmental impact by managing wastewater and working to reduce pollutant-loading in our wastewater discharges prior to treatment, in addition to supporting water-use efficiency across our operations as well as educating our consumers.



Sourcing carbon-free renewable electricity is a central element of our plan to achieve Net Zero greenhouse gas emissions in our operations. Our plan provides detailed visibility into the timelines and milestones to reach 100% renewable electricity. We have built a global renewable energy master plan which includes roadmaps by division, to cover our manufacturing facilities, owned warehouses, global technology centers and offices. Through these efforts, we contribute towards the goals of SDG (7.2) and SDG (7.3), by increasing the share of renewable energy in our global operations and increasing the rate of improvement in our energy efficiency.



We have a strong model to develop our internal talent in current roles or to get prepared for future roles and to promote productivity and innovation. That includes career development leveraging functional career pathways and skills frameworks to get a better understanding of what experiences and skills are required to achieve our career aspirations. Based on these aspirations, strengths, and development opportunities, team members can work with their managers to identify development goals and actions to focus on. Building the capabilities of our team so they can perform well in their day-to-day work, drive business objectives and develop personally is a top priority. Through these efforts, we contribute towards the goals of SDG (8.3).



We deliver on our promise each and every day with our culture of innovation, contributing to the goals of SDG (9.5). By enhancing scientific research and upgrading our technological capabilities to support the development of sustainable products, we are also contributing to SDG (9.b). Our first-of-its-kind recyclable toothpaste tube is an example of our innovation within packaging. Our goal is to transition the remainder of our toothpaste portfolio to the recyclable tubes in the U.S. by 2023 and by 2025 globally. We are making significant progress in our efforts to transform the toothpaste category and, so far, have shared our tube technology by holding over 70 sessions with the packaging industry, NGOs and other consumer product companies.



Colgate takes multiple approaches to philanthropic community support and one key focus is creating pathways to achieve equity in opportunity, particularly in the areas of healthcare, science and technology. Through these efforts, we help contribute to the goals of SDG (10.2), encouraging inclusivity. We create a diverse talent pipeline by partnering with academic institutions and nonprofits to offer scholarships, mentorships and research projects and student competitions for people from underserved communities. We believe expanding educational opportunities and professional networks benefit individuals, companies, causes and communities.



As a way to reduce our Scope 3 GHG emissions from our waste streams, Colgate is working toward zero waste through the Total Resource Use and Efficiency (TRUE®) certification for Zero Waste program overseen by Green Business Certification Inc. (GBCI). Currently, our manufacturing facilities in all our geographies and certain offices and warehouses are using the TRUE® certification for Zero Waste approach and tools. Facilities that have received TRUE certification for Zero Waste also meet high standards with respect to energy and water efficiency. In addition, our first-of-its kind recyclable toothpaste tube helps to make plastic tubes part of the circular economy, thereby promoting reduction in waste. Through these efforts, we contribute towards the goals of SDG (12.5).



Accelerating Action on Climate Change is a core action of our 2025 Sustainability & Social Impact Strategy and drives our intention for Net Zero carbon emissions across our growing business. Our targets align with SBTi, the Paris Agreement, our signing of the Business Ambition for 1.5°C and our commitment to Recover Better, working in concert with the UN Global Compact (UNGC). These targets and commitments show our acknowledgement and support to mitigating our climate-related risks. Through these efforts, we contribute to the goals of SDG (13.1). We will continue to make progress towards reducing emissions by working across our entire value chain, including our suppliers, operations, brands and consumers, across our interconnected pillars: Supply Chain Engagement; Net Zero Carbon Operations; Sustainable Products & Consumers; Business Resilience and Society & Nature.



In our 2025 Sustainability & Social Impact Strategy, we set a target to design and deliver circular and alternative solutions for all our products, aimed at zero plastic waste. We aim to reduce the absolute use of new (virgin) plastic by one-third against a 2019 baseline; use at least 25% post-consumer recycled plastic in our packaging; make all of our packaging recyclable, reusable, or compostable; and eliminate unnecessary and problematic packaging. Through these efforts, we contribute towards the goals SDG (14.1).



Through responsible sourcing, we strive for the sustainable use of terrestrial and inland freshwater ecosystems and its services to support our efforts to protect the environment through our sourcing practices focused on key forest risk commodities, including palm oil, soy-based products, pulp and paper-based packaging and beef (tallow). Through these efforts, we support SDG (15.1) as we have developed and implemented commodity-specific policies for palm and soy that outline our expectations for suppliers of these materials, and we have an overarching No Deforestation Policy that applies to the four key forest risk commodities we source.



Our success is linked to the Company's values of Caring, Global Teamwork and Continuous Improvement. We are committed to acting with compassion, integrity, honesty and high ethics in all situations, to listening with respect to others, and to valuing differences. By fully integrating ethics and integrity into our ongoing business relationships and decision making, we demonstrate a commitment to a culture that promotes the highest ethical standards.



An important element of Colgate's sustainability strategy is our engagement and collaboration with external partners, which enhance our strong internal capabilities. Colgate partners with a broad array of organizations, including suppliers, customers, stockholders, research institutions, universities, industry, and nonprofits. These partnerships are important to us to help us achieve our ambitions, particularly in the areas of climate, plastic waste, water, no deforestation, oral health and other key areas of sustainability impact.

# SUSTAINABILITY MANAGEMENT





We view sustainability as being critically important to our overall business and growth strategy. In November 2020, we announced our 2025 Sustainability & Social Impact Strategy, focusing on three Key Ambitions—driving social impact with a commitment to helping to ensure the well-being of all people and their pets; helping millions of homes by empowering people to develop healthier habits; and preserving our environment by accelerating action on climate change and reducing our environmental footprint. These ambitions are supported by actionable targets consistent with our continued commitment to building environmental and social consciousness into our decision-making.

### Materiality Approach

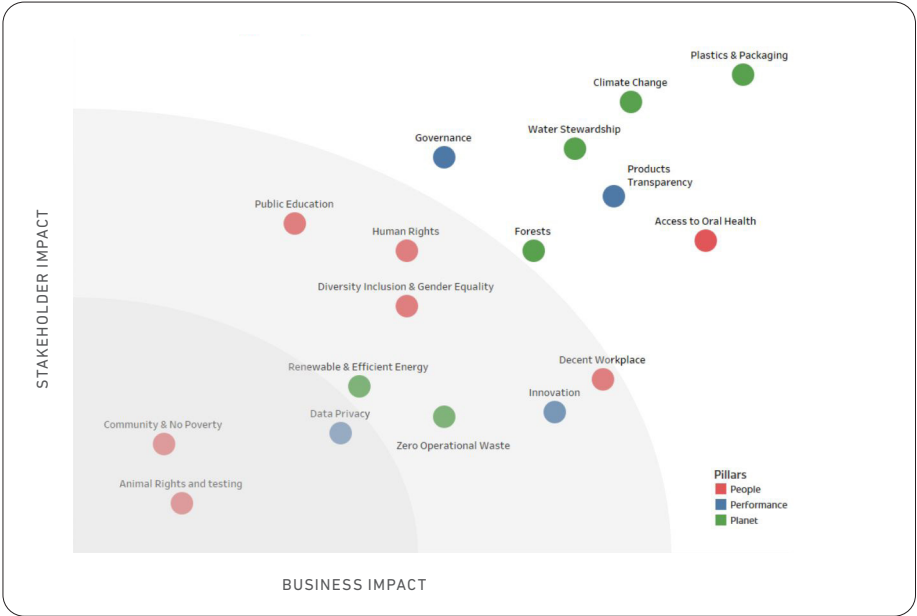
In 2019, to assess the priority of Colgate’s sustainability issues, we developed a framework called our Sustainability Impact Assessment, also known as a materiality analysis. We examined a large number of internal and external sources for information regarding sustainability practices, including ESG reporting frameworks, investor surveys, peer-reviewed scientific research, industry reports, consumer insights data and employee feedback.

We then assessed the interrelations between these sustainability-related topics and our business through the lenses of risks and opportunities. We also asked our employees where Colgate could make the biggest impact, held in-depth interviews with internal

subject matter experts, function leads and senior leaders to align our findings with business priorities and analyzed data from our consumers to identify trends in the market. We received nearly 8,000 responses from employees in over 100 countries. The result was the initial "Sustainability Impact Matrix" presented here, updated for 2021 and aligned with our 2025 Sustainability & Social Impact Strategy.

The matrix highlights our key sustainability issues, categorized by the impact on our stakeholders and our business and aligned with the three Key Ambitions of our 2025 Sustainability & Social Impact Strategy: Driving Social Impact, Helping Millions of Homes and Preserving Our Environment. These issues also intersect with the following GRI Standards and define the content of this report: Economic Performance, Materials, Energy, Water, Emissions, Effluents and Waste, Products and Services, Compliance, Transport, Environmental Health and Safety, Training and Education, Diversity and Equal Opportunity, Local Communities, Public Policy and Service Labeling.

Colgate is managing risks and opportunities related to these issues through the implementation of our 2025 Sustainability & Social Impact Strategy. Through our Enterprise Risk Management process, we focus on sustainability, specifically as it relates to climate transition and plastic transition, as a critical risk facing the Company. These same issues also provide an opportunity to drive innovation and growth, strengthen brand reputation and demonstrate our commitment to responsible business practices. Additional detail on each of the issues and our actions to address them is provided throughout this report. Colgate plans to conduct an updated materiality analysis in 2023.



The “materiality” thresholds of the guidelines and disclosure frameworks that help inform the sustainability risks and opportunities disclosed in this sustainability and social impact report may differ from the concept of “materiality” (as defined by the U.S. federal securities laws or the rules and regulations of the U.S. Securities and Exchange Commission (SEC)) that guides our disclosure of sustainability matters in our SEC filings, including in our Annual Report on Form 10-K. Consequently, the use of the term “material” in this report should not be interpreted in the same manner as the use of “material” in our SEC filings, including in Item 1A, “Risk Factors” in our Annual Report on Form 10-K.

## Stakeholder Engagement

Colgate strives to connect with a wide variety of internal and external stakeholders so they can provide input on our sustainability strategy, particularly in terms of our targets. Our main stakeholder groups, with examples of our engagement approach for each group with respect to sustainability, are outlined below.

Stakeholders	Method of Engagement
<b>Our employees</b>	Through frequent internal communication, employee engagement surveys, digital engagement tools such as MindSpark and LinkedIn-Elevate, geographic sustainability teams, and internal subject matter experts. We consider our employees to be one of the more important stakeholder groups. Our Sustainability Global Collaborative, a cross-functional group of Colgate People, reviews best practices and key learnings. Our ESG Reporting Task Force addresses the increasing demands for ESG disclosure. Our Sustainability Steering Committee makes strategic decisions related to sustainability, monitors climate-related issues and works to integrate our sustainability and social impact strategy into our broader organization and to measure and meet our sustainability targets and key performance indicators (KPIs).
<b>Our consumers</b>	Integrated marketing communications (including those addressing “brand purpose”), ongoing consumer dialogue, consumer surveys and social media and digital engagement.
<b>Our retail customers and partners</b>	Ongoing sustainability network groups, sustainability surveys and partnering with customers to encourage sustainable habits with consumers and promote more sustainable products.
<b>Our stockholders and the investment community</b>	We participate in direct engagement with a significant and diverse group of our stockholders, including during our annual stockholder engagement program, on topics important to them as well as to our Company. Such topics may include our governance practices, as well as environmental and social topics such as human capital management, DE&I and sustainability.
<b>Government and regulatory bodies</b>	Ongoing monitoring of government and regulatory activity relevant to Colgate, as well as meetings and engagement through trade associations and partner NGOs.
<b>Non-governmental associations</b>	Direct inquiries and feedback on an ongoing basis, virtual and in-person meetings, participation in boards, advisory councils and partnership programs and reporting and disclosure expectations.
<b>Industry trade associations</b>	Ongoing participation in sustainability steering and working groups.
<b>Local communities and community groups</b>	Direct inquiries and feedback, virtual and in-person meetings and engagement with local communities and schools, including through our Bright Smiles, Bright Futures oral health education program.
<b>Media</b>	Direct inquiries and feedback.

## About This Report

We recognize that transparency is important, and thus, this report provides sustainability information relevant to a broad range of stakeholders, including consumers, customers, investors, non-governmental organizations (NGOs) and our own employees. We acknowledge the importance of data verification and obtain third-party assurance for our primary environmental and social KPIs: the percentage of products with an improved sustainability profile, the number of TRUE certified for Zero Waste sites, manufacturing carbon reduction per ton (of production), manufacturing energy reduction per ton (of production), manufacturing water consumption per ton (of production), waste-to-landfill per ton (of production), outbound logistics carbon per ton (of goods shipped), the number of hours worked, the number of lost-time incidents, the number of recordable incidents and the number of occupational fatalities.

Unless otherwise indicated, this report includes environmental, health and safety (EHS) data from 100% of our manufacturing sites and technology centers around the world, but does not include data from contract manufacturers or certain acquired businesses.<sup>(1)</sup> Certain information relates to our broader value chain. Supplier Responsible Sourcing Assessment program data includes selected contract manufacturers, warehouses and suppliers; our greenhouse gas and water footprints include additional data from upstream and downstream in our value chain; and progress on our Policy on No Deforestation includes selected suppliers. Financial information is presented on a consolidated basis and in U.S. dollars. The report provides data for Colgate’s fiscal year 2022 along with historical information and more recent updates where indicated. We issue our report on an annual basis; our previous report focused on fiscal year 2021. This report has been prepared with reference to the GRI Standards. The alignment of this year’s report to the GRI framework can be found in our GRI Content Index. There are no significant changes in the scope of our report or the key sustainability issues identified. Please see our [2022 GRI Content Index](#) for more details.

For inquiries, please visit [Colgate’s Consumer Affairs](#) site.

In 2022, we published our first report aligned with the Task Force on Climate-related Financial Disclosures Report (TCFD) recommendations and our first report aligned to the Sustainability Accounting Standards Board (SASB) standards. These reports are available on our website.

### Cautionary Statement on Forward-Looking Statements

All statements in this report that are not historical, including targets for and projections for future results, the expected achievement and effect of our sustainability strategies and initiatives, including our 2025 Sustainability & Social Impact Strategy, and the amounts and timing of their expected impact are “forward-looking statements” within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 and the rules, regulations and releases of the U.S. Securities and Exchange Commission (SEC). Forward-looking statements generally can be identified by words such as “believes,” “expects,” “estimates,” “intends,” “plans,” “strives,” “may,” “could,” “projects,” “should,” “will,” “continue,” “targets” and other similar expressions, and are based on management’s views and assumptions as of the date they were made. This report is issued as of April 24, 2023 and, except as required by law, we undertake no obligation to update these statements as a result of new information and we make no representation, express or implied, that the information is still accurate or complete. We caution that such forward-looking statements are not guarantees of future performance and that actual events or results may differ materially from these statements due to a number of factors. Information about factors that could impact our business and cause actual results to vary, possibly materially, from these forward-looking statements, can be found in this report and in our filings with the SEC, including the information set forth under the captions “Risk Factors” and “Cautionary Statement on Forward-Looking Statements” in Colgate’s Annual Report on Form 10-K for the year ended December 31, 2022 and subsequent Quarterly Reports on Form 10-Q.

<sup>(1)</sup> Although we do not include the local operating results of our subsidiaries in Venezuela and Pakistan in our Consolidated Financial Statements, data from these locations are included in the calculations in this report. Our EltaMD, Filorga, hello and PCA SKIN businesses are not included in calculations referenced throughout this Report, but are consolidated for financial reporting purposes after their respective dates of acquisition.



# SUSTAINABILITY GOVERNANCE



We view sustainability as critically important to our overall business and growth strategy. We have a team of people responsible for assessing and monitoring sustainability issues, led by our Group President, Growth and Strategy, a member of our leadership team who reports to our Chairman of the Board, President and CEO, and her direct report, our Chief Sustainability Officer (CSO). This team has responsibility for our overall 2025 Sustainability & Social Impact Strategy and monitors progress against our sustainability targets, including our science-based targets related to climate change. Within our CSO’s team, our Vice President and Fellow, Global Sustainability is responsible for our climate strategy and leads the planning and execution of our Climate Action and Net Zero Carbon Transition roadmap covering Scope 1, 2, and 3 greenhouse gas (GHG) emissions.

Colgate’s CSO is responsible for providing our Board of Directors (Board), through its Nominating, Governance and Corporate Responsibility Committee (NGCR Committee), with quarterly updates on sustainability issues, risks and opportunities, including our progress against our science-based climate targets and other action plans to achieve our sustainability objectives. Our CSO also leads our Sustainability Steering Committee, which makes strategic decisions related to sustainability, monitors climate-related issues and works to integrate our sustainability and social impact strategy into our broader organization and to measure and meet our sustainability targets and KPIs. The Sustainability Steering Committee meets quarterly and is composed of members of senior management, including Colgate’s Chief of Staff, Group President, Growth and Strategy, Chief Financial Officer, Chief Legal Officer and Secretary, CSO, Chief Technology Officer, Chief Human Resources Officer, Chief Communications Officer, Chief Supply Chain Officer and Chief Investor Relations Officer and SVP, Mergers & Acquisitions. The members of

the Sustainability Steering Committee were chosen due to their broad expertise and insight into every function of Colgate’s business. The Sustainability Steering Committee has reviewed our climate strategy and is informed of our progress against our sustainability goals, including our science-based near-term, long-term and Net Zero 2040 emissions targets across our operations and supply chain, which were approved by The Science Based Targets initiative in 2022.

Our sustainability efforts span all aspects of our business, including supply chain, research and development, marketing, innovation, customer development and people development. Networks of senior leaders in each division and local champions support on-the-ground sustainability efforts, communications and reporting. Moreover, to integrate sustainability tracking and disclosures into our business strategy, operations and employee review process, our global sustainability initiatives are among the individual objectives used to determine the compensation for many of our senior managers,

including the CSO. The incentive compensation of many of our managers (e.g., CSO, Chief Procurement Officer, facility managers, energy managers, sustainability managers) is determined, in part, by the degree of our achievement against our sustainability goals, including climate-related initiatives. In addition, in recognition of the importance of ESG matters to the Company’s continued success, in 2022, the Personnel & Organization Committee (P&O Committee) of our Board of Directors determined that the strategic component of the Company’s annual incentive program, which represents 20% of executives’ annual bonus opportunity, should include performance measures tied to our sustainability and DE&I progress.

Our Enterprise Risk Management (ERM) Committee, which includes Colgate’s Chairman, President and CEO, Chief Financial Officer, Chief Human Resources Officer, CSO, Chief Investor Relations Officer and SVP, Mergers & Acquisitions, Chief Legal Officer and Secretary, Chief Supply Chain Officer, Vice President and Corporate Treasurer and

other members of Colgate’s senior management, monitors current and emerging risks facing our Company and has identified sustainability, specifically as it relates to climate transition and plastic transition, as a critical risk facing the Company. Risks identified by the ERM Committee are assigned risk sponsors who are responsible for overseeing the management of the risk and reporting back to the ERM Committee on the risk landscape and the Company’s mitigation efforts. The Group President, Growth and Strategy, is the risk sponsor for the sustainability risk. ERM Committee members provide the Board and its committees with regular updates on risks facing the Company.

Our ESG Reporting Task Force was formed in 2021 to address the increasing demands for additional ESG disclosure from our stakeholders. Through the ESG Reporting Task Force, management is kept abreast of climate disclosure-related issues to guide the Company on its ESG reporting. The ESG Task Force is composed of representatives from the Company’s investor relations, legal, supply chain, sustainability, corporate communications and finance functions. The ESG Reporting Task Force’s sponsors include the Company’s Chief of Staff, Group President, Growth and Strategy, Chief Financial Officer, Chief Legal Officer and Secretary, Chief Investor Relations Officer and SVP, Mergers & Acquisitions, Vice President and Controller, Chief Communications Officer and CSO, all of whom serve on the Sustainability Steering Committee. The ESG Reporting Task Force meets on an as-needed basis and meets with the sponsors quarterly.

### Board of Directors

Our Board views sustainability as being critically important to Colgate’s overall business and growth strategy and our Board plays an essential role in guiding and overseeing that strategy. Our Board was deeply involved in the development of our strategic plan and receives detailed briefings throughout the year on critical aspects of its implementation. As we work to integrate sustainability into all aspects of our business, our Board addresses sustainability in its oversight of the implementation of Colgate’s strategic plan, annual budget, capital expenditures, capital structure and innovation plans and is kept abreast about the Company’s sustainability efforts, including as they relate to climate change, during reviews of our operating divisions and functions, product categories and competitive and marketplace trends.

### Nominating, Governance and Corporate Responsibility Committee

Within our Board, the NGCR Committee oversees our sustainability program, including our 2025 Sustainability & Social Impact Strategy, and the Personnel & Organization Committee has responsibility for overseeing our workplace and human rights practices, including diversity and inclusion and equal opportunity initiatives. The NGCR Committee was reconstituted and renamed in 2020 to heighten the Board’s focus on sustainability (including climate change), social responsibility and corporate citizenship matters. The NGCR Committee receives regular updates from management on

sustainability matters, risks and opportunities, including our actions to preserve the environment and to accelerate action on climate change and achieve our sustainability targets. The NGCR Committee is scheduled to meet quarterly and a sustainability-related topic, which may include topics directly or indirectly related to climate change, is typically presented and discussed at each scheduled meeting. Management provides the Board, through the NGCR Committee, with the highlights of our progress against the targets within our 2025 Sustainability & Social Impact Strategy, including our climate strategy, on at least an annual basis.

### Audit Committee

In addition, our Board is kept abreast of climate-related risks through the Audit Committee, which oversees the Company’s enterprise risk management process and the implementation of appropriate risk monitoring and management systems. In this capacity, the Audit Committee receives regular updates from members of the Company’s ERM Committee (as discussed in further detail above), which has identified sustainability (including as it relates to climate transition) as a critical risk facing the Company.

Please visit [Colgate’s Policy Statements](#) for a complete listing of Colgate’s policies.



Business Integrity

As we work to achieve Colgate’s purpose of reimagining a healthier future for all people, their pets and our planet, Colgate People around the world share a commitment to our three core corporate values: Caring, Global Teamwork and Continuous Improvement. These values are reflected not only in the quality of our products and reputation, but also in our dedication to serving the communities where we live and work, as represented in our Sustainability & Social Impact and DE&I strategies. With these values, we work to maintain a strong culture based on integrity, ethical behavior and a commitment to doing the right thing. Underlying these values and our strong culture is the commitment of all Colgate People to maintain the highest ethical standards and demonstrate ethical leadership, including compliance with Colgate policies and our Code of Ethics.

We care about people: Colgate People, consumers, customers, stockholders, business partners and people in the communities where we live and work. We are committed to acting with compassion, integrity, honesty and high ethics in all situations and to providing our employees with an innovative and inclusive work environment. Our Code of Conduct has guided Colgate People for over 30 years with principles that reflect our values and set standards for our ethical behavior. While our values and principles are enduring, the Code is regularly updated to ensure it addresses the changing context of our business. Our job as Colgate People, no matter where in the world we work, is to make sure our behavior and decisions always live up to our Code of Conduct.

Each employee is responsible for complying with the Code, the Business Practices Guidelines, Company policies and all applicable laws. By fully integrating ethics and integrity in our ongoing business relationships and decision making, we demonstrate a commitment to a culture that promotes the highest ethical standards. This has enabled us, for over a decade, to be awarded one of The World’s Most Ethical Companies by Ethisphere.

To further this goal, all our employees worldwide are required to annually certify that they understand and comply with the Code of Conduct. In addition, our employees worldwide participate in training programs regarding the Code of Conduct, Anti-Bribery, Data Privacy, Trade Compliance & Harassment Prevention as well the applicable laws and regulations that govern our business practices around the world. Our Board of Directors also annually certify their compliance with the [Code of Conduct](#). The Code is available online and has been translated into forty-two languages.

All reporting activity provided when Colgate People “Speak Up” is reviewed and, if deemed to be a potential violation of the Code of Conduct or Business Practices Guidelines, the matter is promptly and thoroughly investigated by the Global Ethics & Compliance Organization.

In 2022, Ethics and Compliance received 484 contacts through a variety of channels, including the EthicsLine, Ethics web tool and [ethics@colpal.com](mailto:ethics@colpal.com), which covered a wide variety of reporting activities including 57 consultations. Allegations reported to Ethics and

Compliance are grouped into the following categories: Accounting-related, Conflict of Interest, Discrimination, Financial-related, Harassment, Regulatory/Legal, Retaliation, Work Environment, Miscellaneous Issues and non-Ethics and Compliance matters. After a thorough investigation has been completed, if the allegations are substantiated, appropriate remedial action is taken.



# DRIVING SOCIAL IMPACT





# WE Inspire Our People to Make a Difference

## Employee Development

### Maximizing Our Human Potential

At Colgate, we motivate and enable our people to reach their full potential and perform at their best every day.



We are committed to ensuring the well-being of those we serve, building a culture of inclusivity and creating meaningful opportunities for all people to succeed inside and outside Colgate. Holistic well-being is an organizational priority. This is a key component of our 2025 Sustainability & Social Impact Strategy and an expression of living our Company’s purpose as a caring, innovative growth company reimagining a healthier future for all people, their pets and our planet.

Our people strategy ensures that 1) our workplace is where everyone feels they belong, 2) our organization has the people, capability and agility for the future and 3) our teams have ongoing opportunities to learn and develop. This strategy includes creating an inclusive work environment built on trust, developing our leaders of the future and promoting a mindset of continuous learning.

In 2022, Colgate launched a new leadership framework anchored in three core principles: cultivate trust, create the future and commit to impact. These principles will serve as a foundation to guide our ongoing transformation by clearly defining the behaviors we all need to model. Trust creates a strong foundation for how we interact by fostering psychological safety—the ability for anyone to openly share new ideas and raise questions or concerns. That, in turn, lets us bring our authentic selves to work every day and gives us the courage to boldly explore what is possible as innovators, and to be confident in the ability to learn and experiment towards an even better future. And last but not least, we commit to impact. That means we take accountability and ownership to deliver results.

### Attracting Top Talent

People are crucial to our ongoing business success, so we aim to recruit, develop and retain strong and diverse talent. A key tool for

this is our presence and visibility on social media and search engine platforms, where potential employees learn about Colgate and find opportunities they seek to pursue. Job openings below the executive level are posted on our internal career site offering our internal talent the opportunity to apply and explore new possibilities within Colgate. In 2022, more than 1.8 million people visited our career site and we received over 280,000 external applicants and 6,400 internal applicants for open positions globally.

Once potential employees engage with us, we can demonstrate that not only do we offer excellent employment, competitive compensation and advancement opportunities, but also that our diverse backgrounds enable us to respond in an authentic manner to candidates’ interests and aspirations. We know that the best way for us to connect with our communities is for our employees and leaders to share the backgrounds and characteristics of their neighbors. To achieve this, we ensure diverse hiring slates and panels. Our goal is to find the best talent, and expanding our recruiting efforts enables us to find a greater range of talents, backgrounds and experiences.

We also have a strong model to develop our internal talent in their existing roles or to get prepared for future roles. That includes career development leveraging functional career pathways and skills

frameworks to get a better understanding of what experiences and skills are required to achieve employees' career aspirations.

Based on these aspirations, strengths, and development opportunities, team members can work with their managers to identify development goals and actions to focus on. Examples of development actions are engaging and challenging work experiences and leadership development and learning experiences.

### Promoting a Learning Mindset

Our learning strategy has four primary components: fostering a continuous learning environment, upskilling our team, focusing on digital tools and approaches and using data rigorously to measure results. By focusing on these four pillars, our team is equipped to address the challenges of a global customer base, integrate new technologies into their everyday work and track the results of our efforts, ensuring that we address the most important issues.

Building the capabilities of our team so they can perform well in their day-to-day work, drive business objectives and develop personally is a top priority. We do this by offering a portfolio of innovative and blended learning solutions that address leadership, as well as technical skills that equip employees to succeed in our fast-moving, collaborative and diverse environment. An important element of this system is learning communities, where our team can share learnings and collaborate with each other on their development.

Team members access a wide variety of content through MindSpark, our learning portal. In addition, we have launched Learning Fridays, which is an opportunity for teams to learn together and get more external.

### Measuring Our Progress

We regularly measure the impact of our learning efforts. We use broad market-based capability assessments to understand where Colgate needs to build specific skills and the impact of our learning programs. We also measure the reach of our target learners. Measurement is ongoing and learning is continuous. Since 2020, we have collected data from more than 45,000 surveys, including surveys on pre- and post-application of learning experiences. The average Net Promoter Score (NPS) of all Colgate courses has consistently exceeded the industry average.

### Focusing on Digital IQ

The approach to digital capability building started with a study that allowed us to understand the stage of digital maturity of Colgate relative to other companies and confirmed areas of our strategy that needed capability development. The upskilling initiative was established in 2021 and included multi-level approaches, from experiential C-suite sessions to hands-on practical boot camps for digital practitioners. The learning continues with access to ongoing curated digital learning content provided through MindSpark by leading digital providers, such as Dot Native and Circus Street.

Based on this approach, learners are awarded badges and certificates for lessons attended. We made meaningful progress in our digital upskilling efforts, significantly surpassing our goals. In 2022, we launched our Data and Analytics Academy where 14,000 Colgate People went through upskilling, we conducted IQ assessments with more than 5,000 practitioners and awarded more than 3,500 badges.

### Recognition for Our Efforts

In 2022, we continued to be recognized for our training programs. We earned 18 awards, including six Gold medals, three Silver medals, and nine Bronze medals, from the Brandon Hall Group, which recognizes organizations that have successfully deployed learning programs with measurable results.



### Building a Coaching Culture

Ongoing coaching is a key element of our performance enablement process. In 2022, we launched #evenbetter, a shift in how we approach performance conversations and how we can improve, develop and win. The focus is on stretching our ambitions and fulfilling our potential. #evenbetter encourages forward-focused conversations and continuous feedback that help make a greater impact and create new possibilities.

We continued our partnership with BetterUp, a leading provider of virtual coaching. We enrolled 500 Colgate leaders in the program, providing personalized leadership training to accelerate their individual

effectiveness and development. Not only do the participants experience high-quality coaching but they in many cases become champions of coaching within Colgate. In 2022, the program got a Net Promoter Score of 86% and 97% of participants report coaching has helped them make meaningful progress towards their development goals.

We also launched two initiatives to continue building coaching skills: #evenbetter Coach, a chatbot where we engaged with around 1,300 people managers globally and where we shared, on a monthly basis, nudges of content connected with their moments of need. And for the first time we experimented with simulations with human powered avatars, which provide an opportunity to practice difficult conversations in a safe environment, reflect, and then be able to apply new behaviors going forward.

Our ongoing Colgate Leadership Challenge for talented, early-in-career employees provides participants with exposure to and interaction with senior management, a greater understanding and connection to the global organization, personal leadership skills training and an opportunity to work on an important strategic issue for the business. In 2022, the program got a Net Promoter Score of 93%.

### Engaging Employees

Ongoing listening is key to making Colgate a place where people can learn, grow and be their authentic selves. Formal surveys are one way we gather feedback. Colgate Connect is our global survey to assess key drivers of employee engagement. We also use shorter pulse surveys to gather more targeted and timely data at various moments of the employee journey—at the completion of the recruitment

process, during the onboarding process and when leaving Colgate—to improve employee experience.

Our 2022 Colgate Connect survey gave us the opportunity to include additional key drivers we were interested in measuring priorities, empowerment, curiosity, coaching and our new leadership principles. We learned that the vast majority of our people have a clear understanding of their team’s priorities and how their work connects to Company objectives. We also heard that our people feel encouraged by the Company to come up with new and better ways of doing things. We made progress on people feeling that they can be their authentic selves at work, a testament to our focus on inclusion. Ultimately, it is what we do with the feedback – the actions we take – that create impact and affect real change. We will continue to act on what we heard throughout 2022 at company-wide and local levels.

### Employee Health and Wellness

As one of Colgate-Palmolive’s core values and the first word we use to describe our Company’s purpose, Caring lies at the heart of everything we do around the world. It is central to the benefits we offer, our approach to professional growth, development, reward and recognition and how we are building an inclusive culture where everyone feels they belong. And Caring - specifically promoting holistic well-being - guides our global Live Better efforts throughout the year.

The well-being of our employees demands both a macro and a micro view. We are building a supportive culture and a suite of meaningful programs and services that address the diverse needs of Colgate People, while creating individual solutions to unique issues.

### Encouraging Holistic Well-being

Our perception of well-being goes beyond physical health. It is a core component of our workforce strategy and is seen as a key influence in achieving business goals. For our people to bring their best selves to work each day, we must meet their needs across multiple interdependent dimensions of well-being. As an employer, Colgate plays a key role in making that happen by supporting, among other things:

- Physical well-being: providing access to comprehensive health care, safety programs, nutritious food and physical activity opportunities.
- Mental well-being: supporting a positive sense of self, life/work balance, emotional resilience and coping skills and access to mental health care and counseling.
- Social well-being: fostering social connections with colleagues and maintaining healthy relationships
- Financial well-being: providing appropriate compensation, supporting retirement planning and offering guidance to manage financial challenges and changes, such as childcare, college expenses, disability, care for aging parents and relocation.



## Mental Health as a Priority

We recognize our responsibility to prioritize mental health and we are proud to put our employees first. Mental well-being is an organization priority and a key dynamic influencing employee capacity, which is essential when considering holistic well-being.

We are proud to provide resources and opportunities to help our employees take care of their mental health, from facilitating a strong company culture that empowers colleagues to connect with each other to offering robust benefits that position mental health as integral to overall health. We have taken a few specific measures to address mental health directly, including:

- Access for all Colgate People, around the world, to an Employee Assistance Program
- Mental health awareness training
- Free health, fitness and well-being classes
- Ongoing flexibility in work schedules

## Breaking the Stigma

We invest in making space for employees to understand mental health issues, letting us embrace each other’s differences, show empathy for the challenges or struggles others may be facing and ultimately foster a strong and supportive Colgate culture.

- R U OK?—an initiative leveraged by CP Australia to foster open and honest dialogue about mental health

- Wysa - a digital app available to Colgate People in India that uses an AI driven chatbot and principles of cognitive-behavioral techniques (CBT) to help process feelings and emotions.
- Well-being Compass - CP Brazil employees are empowered to take care of their health and wellness by doing an individual assessment of their health and creating action plans.
- In the spring of 2022, we held a Global Mental Wellness Summit where dozens of our HR and benefits professionals from around the world gathered virtually to reimagine ways to improve mental well-being for all Colgate People by focusing on topics like finding your rhythm, psychological safety, caring and reducing stigma.
- Our Europe and Africa/Eurasia divisions rolled out the #WECare for Mental Health Program, a holistic initiative addressing mental and emotional wellness for Colgate People in the regions, with the support of trained Mental Health Ambassadors. Our Europe and Africa/Eurasia divisional teams hosted the “Red Sofa Talk,” an interactive panel discussion with Senior Leaders to break the stigma on mental health and foster a culture that prioritizes mental well-being.



- Colgate continually strives to foster optimism and to raise awareness about issues affecting mental health. Two examples include our Optimism Project and our partnership with The Cybersmile Foundation, intended to foster digital well-being and combat cyberbullying.

## Live Better Month

Since 2010, our quality of living program, Live Better, has aimed to promote a culture of health and wellness by increasing awareness and participation in healthy activities that will encourage Colgate People to proactively manage their health to improve their personal well-being.

The Live Better campaign is designed to get people to engage and participate in their own well-being, be it physical, mental, social or financial. The program has a global architecture, but we encourage our people to make it their own to accommodate regional differences.

In 2022, our campaign, which usually takes place in the month of June, had a focus on embracing mental health. The main topics included communications and activities around:

- Reducing the stigma around mental health
- Understanding how each of us can better find our individual “rhythm” and flourish
- Colgate leadership perspectives on mental health



## Benefits

Around the world, we are committed to creating a culture of health and well-being, recognizing that the success of our Company is driven by our talented and dedicated employees. Colgate also remains committed to a safe and healthy work environment with a goal of zero harm. We offer a variety of benefit programs to support our employees and their families at every stage of their lives so our employees can bring their full selves to work.

While specific program offerings for eligible employees vary by country according to local regulations and practice, typically benefit programs include:

- Health and Dental Care Plans
- Retirement and Savings Plans
- Employee Assistance Programs
- Tuition Benefits
- Maternity and Paternity Leave
- Recognition Programs
- Subsidized Child Care Benefits
- Financial Seminars
- Adoption Benefits
- Employee Resource Groups
- Flexible and Hybrid Work Arrangements

## Environment, Health and Safety

Colgate’s value of Caring is aligned with our EHS Guiding Principles to ensure that we protect the health and safety of all our employees and any individuals who access our sites, minimize our impact on the environment, strive to consider sustainable product solutions and minimize global impacts in all operations. Colgate People around the world are committed to maintaining healthy and safe working conditions in our facilities and to keeping our business operations environmentally sound.

In 2022, as the severity of the COVID-19 pandemic evolved, our focus shifted to safely returning our office and sales teams back to the office. We developed specific protocols and processes that aligned with local health ministry requirements to ensure our employees were protected and felt comfortable. Depending on transmission rates in a given geography, this could have included the use of masks, temperature/symptom screening, enhanced cleaning/disinfection, and enhanced ventilation and system maintenance. We continue to ensure our manufacturing, warehouse and technology center operations maintain ongoing vigilance and preventative measures. We work closely with medical experts and health ministries to ensure our approaches are aligned with best practices. Vaccine education and communication continued in 2022.

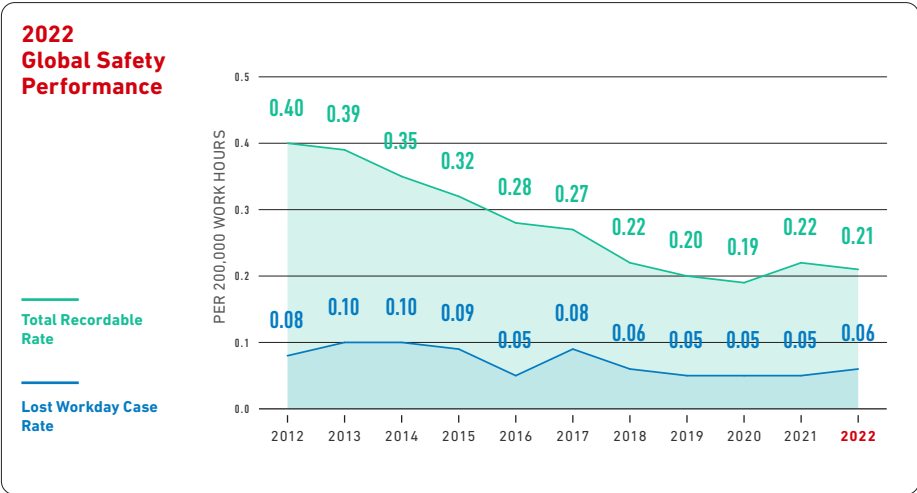
We continue to maintain a robust EHS Management System and EHS Global Standards. The EHS Management System includes self-assessments and inspection, management of change, training, documentation and EHS leadership expectations. In 2022, we made changes to better align our teams to focus and observe critical

work and communicate when gaps are observed. We annually evaluate our EHS Management System with a third-party vendor to ensure it is the equivalent of benchmark consensus standards, such as ISO 45001:2018 or ISO 14001:2015. Sites are required to develop appropriate programs to comply with Company standards and applicable regulatory requirements. Colgate has established appropriate systems for the management of Environmental, Occupational Health and Safety systems. In 2022, we worked with a third-party provider to revise, combine and/or archive over 35 EHS standards. This was accomplished to ensure that our standards contain the most current approaches, controls and direction.

We maintain a global EHS Audit Program that is executed by our employees and a third-party provider. Our process includes a full audit that is completed every three to six years, depending on a site’s risk profile. In 2022, we moved to on-site or hybrid auditing. The hybrid process involves a combination of on-site and virtual auditors. We also conduct a verification audit in between a site’s full audit to assess follow-up action plan closure effectiveness. This process was predominantly conducted virtually. During 2022, we established revised audit frequency criteria based on a site’s EHS risk profile to more effectively audit sites with greater risk potential at a reduced frequency.

We leverage a global third-party provider to annually conduct industrial hygiene assessments at our global operations to see where we need to improve engineering controls to reduce exposure to workplace chemical, physical and biological hazards. Data collected during the assessments is uploaded into a global digital system.

Our 2022 safety performance was similar to our 2021 results. Our total recordable rate (TRR) was 0.21 (87 recordable incidents versus 92 in 2021), and our lost workday case rate (LWCR) was 0.06, a slight increase from 2021 (0.05). In 2022, we experienced 27 lost workday accidents versus 22 in 2021. We also experienced 10 incidents that were considered “serious” according to the Colgate Illness, Injury and Event Reporting and Management Standard versus 14 in 2021. We report serious incidents for employees, temporary workers and contractor incidents that occur on our sites or during the execution of Colgate work. The 10 incidents included two amputations and eight fractures and six were related to pre-cursor tasks, working at heights, machine safety and lockout/tagout. We have put enhanced emphasis on ensuring we have robust controls for these types of tasks. We did not experience a fatal work-related incident in 2022. During 2022, Colgate moved to a new global digital system to track injury and illness data. The integrated system allows synchronization with modules that were executed in 2021—auditing, compliance calendar, industrial hygiene and action tracking.



During 2022, we delivered a virtual train-the-trainer session on EHS principles related to Human & Organizational Performance (HOP). Over 100 employees from different functional areas participated, from EHS, HR, engineering, operations, plant management and quality team members. The HOP system focuses on ensuring high-risk tasks have appropriate controls in the event errors are made. Leveraging resiliency and capacity so that failures result in a safe outcome. The HOP training is in the process of being deployed globally with the expectation of completing the rollout during the first half of 2023. To further strengthen our foundational environmental performance, we began delivering global Environmental Boot Camp webcasts during the fourth quarter 2022. Courses on air emissions and refrigerants and wastewater, stormwater and drinking water were delivered and our plan is to continue with additional topics in 2023. During 2022, we continued delivering our virtual training on Health & Safety Engineering globally. This course includes important considerations to protect our employees from process and equipment-related risks.

Our ambition for 2025 is to continue to strive for zero harm and drive for zero serious incidents. At Colgate, relevant Colgate executives are involved when there is a serious injury. Sessions on how to proactively prevent critical risks from, among other things, electricity, machine risks, and work at heights, with a focus on establishing the most effective preventive controls, are conducted. Our teams participate in risk assessments to determine if the controls in place are effective to mitigate potentially negative outcomes.

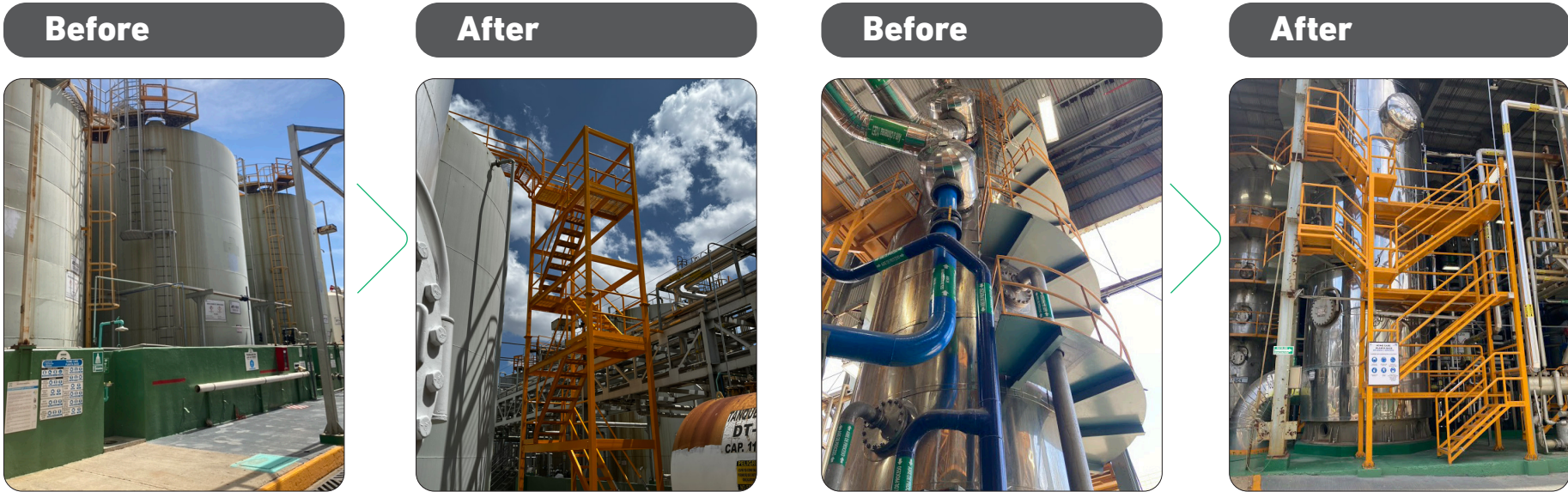
### 2022 Safety Highlights

In 2022, we continued to drive our platform to identify and mitigate risks that could result in a serious outcome. Our global teams focused on tasks that have the potential to have a significant impact if proper controls are not in place. We are emphasizing the importance of leveraging higher levels of controls—elimination, substitution and/or engineering controls when an adverse outcome has the potential to result in a serious injury or fatality. We challenge our teams to think beyond administrative or personal protective equipment as the sole controls if the outcome has the potential to be serious. We have leveraged our HOP program to stress the importance of higher levels of control when the outcome has serious consequences. Our Management System has been updated to reflect our focus on SIF reduction and mitigation. We robustly assess standards and regulations with SIF potential as a priority in our EHS Audit Program to ensure sites have robust processes and controls implemented.

Safety Week is an all-inclusive event to share best practices and refresh our commitment to our health and safety culture—a key tenet of our EHS Guiding Principles. In 2022, our Safety Week themes revolved around striving for zero harm and driving to reduce serious incidents, which aligns with our 2025 strategy. Sites completed specific activities, training and events to support this theme.

Ladder Alternative Initiative

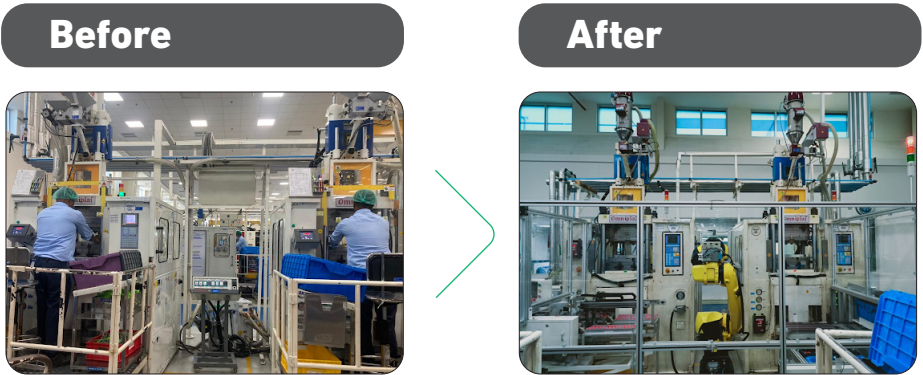
We have embarked on a journey to identify safer alternatives to access elevated heights instead of fixed or portable ladders. Our sites have shifted to fixed platforms, stairs, portable stairs or portable platforms, when employee access to an elevated height is required. If removal of the ladder is not feasible, the sites are moving to add an appropriate engineered fall arrest system. By the end of 2022, over 650 fixed or portable ladders were removed and replaced with a safer alternative and over 280 fixed ladders were equipped with a fall arrest system.



Colgate’s Sulphonation Plant, which processes surfactant base for Colgate home care and personal care products, located in Guanajuato, Mexico, was challenged with finding safer alternatives to working at elevated heights, replacing the use of fixed or portable ladders. They installed two of the highest vertical ladders in this area.

Reducing Ergonomic Exposure

Colgate continues to expand the use of collaborative robots to drive efficiency and reduce the amount of repetitive or ergonomically challenging tasks completed by workers. As we bring this new technology into our manufacturing operations, we are following ISO 10218-1, ISO 15066, and RIA TR R15306 guidelines. This system helps us identify potential or reasonably foreseeable contact between operator and robot system, understand risks, assess occurrence of exposure, and develop a risk reduction model that targets elimination of hazards.



In 2022, our plant in Sri City, India, was challenged with finding a more ergonomic and safe solution to the manual feeding in VIM machines. The manual VIM operation had a total of nine steps, of which eight created risk from an ergonomic standpoint, with one of the steps creating a potential hand safety risk. They fully implemented a robotic feeding system, eliminating these risks and concerns. The automation of this operation increased output and productivity, and eliminated manual feeding, thus removing critical safety and ergonomic risks.



In addition to these efforts, here are a few examples of the ways we have improved our EHS systems and procedures in 2022:

Partnership with Mount Sinai Health System

During 2022, we continued our engagement with the Mount Sinai Health System to understand the most current developments with respect to COVID-19 and other health-related issues of concern. Mount Sinai communicates regularly with our Executive Crisis Management Team (ECMT) and members of our EHS and HR teams. We continued to host periodic webinars with Mt. Sinai doctors to share current COVID-19 information, and allowed participants to suggest topics and submit questions. It has been an effective way to educate Colgate People about how to stay healthy.

Occupational Health

Having established Occupational Medical Standards designed to assess medical surveillance requirements for employees potentially exposed to chemical, physical and/or biological agents, we have a 2025 target to reduce tasks that have elevated chemical or noise exposure. The Occupational Medical Standards work in concert with the Colgate Industrial Hygiene Standards and our sites are required to adhere to all applicable local requirements. During 2022, we continued revising our Occupational Medical Standards based on the most current learnings from third party providers and companies we benchmark with.

Critical Risk Top 10

In 2022, Colgate continued executing an enterprise-wide integrated EHS risk reduction strategy to minimize health and safety and environmental risks that have been linked to adverse events and outcomes, and to ensure key management systems' processes, which have been established to identify, correct, educate and communicate risk. This global program challenges our sites to conduct risk assessments for each program area and implement improvement actions where gaps are identified. Wherever possible, sites are expected to increase efforts to mitigate risk with higher levels of control: engineering, substitution and/or elimination controls, where the potential exists for a serious outcome. Despite the COVID-19 pandemic, most sites are on track toward closing the required elements. Updates are reported quarterly to a corporate tracking system and presented during site budget and business reviews.

Reducing Noise, Dust and Chemical Exposures

Colgate strives to reduce noise, dust and chemical exposures at our facilities. Our goal is to decrease the number of people who must utilize hearing protection or respirators to reduce exposure below the applicable occupational exposure limits. We have included this metric as an element of our 2025 target to strive for zero harm and challenge our teams to enhance preventive control measures. We maintain a global partnership with Chubb Global Risk Advisors to support us with industrial hygiene sampling and consultation to improve controls when elevated air sampling results are identified. This ambition aligns with our efforts to improve workplace conditions for our employees globally.

Schneider Electrical Assessments

In 2022, we continued to look closely at the safety of our electrical systems, including their capacity, resilience and obsolescence. As the electric standard requires a third-party assessment every five years, we contracted with Schneider Electric, a trusted energy management and sustainability consulting firm, to look at redundancy, resilience and condition of our systems to help us identify upstream impacts, as well as traditional elements related to safe electrical work practices. Despite COVID-19, we have been able to complete our planned assessments to date. Potential gaps and improvements needed will be finalized in 2023.



# WE Create a More Inclusive World

We can only achieve this purpose with an inclusive culture that values the differences in background, experience and perspective that a workforce that represents our consumers can bring. This means sustaining a culture where we can be our authentic selves, be treated with respect, and have the support of leadership to impact the business in a meaningful way. We succeed when we operate in this way, maintaining open and honest input from each other, our business partners and our customers.

## Management Accountability

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

## Global Diversity

Though we are a U.S. headquartered company, our perspective on diversity and inclusion is global. We seek gender equality around the world, and though we look to the U.S. for ethnic diversity and inclusion, around the world we are also seeking inclusion for the wide range of identity including LGBTQIA+, people with different abilities, socioeconomic, and even personality type. Our ambition is to assure we are building an inclusive culture for the underrepresented people, as well as the majority, in every geography. We want all Colgate employees to feel as if their identity characteristics are valued and are given equal opportunity for impact and advancement. Located around the world, Diversity Leadership Councils (DLCs) help solidify best practices for talent management and leadership into actionable frameworks that guide our daily activities. Distributing these

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

practices across Colgate, and thus around the world, allows connection with others in the organization and harnesses cultural insights necessary to build empathy and model inclusive behavioral changes.

## By the Numbers

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

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

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

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

In our efforts to advance women and underrepresented people, our efforts focus on assuring that we have a diverse slate of qualified talent for consideration. This assures that we are considering and advancing the best qualified individual for each opportunity.

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

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

## Supplier Diversity

In 2022, in the U.S., including Colgate and Hill’s business, 4.9% of our Tier 1 direct and direct spend was with diverse-owned businesses, with an aspiration to increase this spend to 10% by 2025. An important part of our 2025 strategy is to enable the success of diverse companies. In 2022, we continued our initiative to host virtual Services Procurement Diversity Fairs in North America, for suppliers in all services categories.

As part of our efforts to increase the number of our diverse suppliers, in 2022, we continued to perform functional portfolio reviews to recognize opportunities to collaborate with new diverse suppliers or enhance the capabilities of existing ones. In addition, we expanded our business with virtual diverse supplier forums. These forums provided opportunities for suppliers to explore how Colgate could benefit from their offerings and share our capabilities to improve their organizations.



To learn more about how we are creating a culture that celebrates everyone, please see our 2023 Diversity, Equity & Inclusion Report [here](#).

# WE Help Children Their Families and Communities Thrive

## A Bright Future to Smile About

### Our Curriculum

The cornerstone of BSBF is our award-winning educational curriculum. Developed with global health and education experts, the multicultural and inclusive materials illustrate how to maintain a healthy mouth and body and are presented in 30 languages each year. In several countries, the program materials are part of the permanent school curriculum. We have actively aligned our BSBF educational materials with health education standards to extend the reach and impact of our engagement and to contribute to improving educational outcomes for students. We also contribute to improving health literacy for both children and their parents, which is a critical aspect for families to make positive everyday decisions throughout the course of their lives.

In 2022, we developed specific oral science and STEM curricula through partnerships with **BioBus** and **Arthur Ashe Institute for Urban Health**, helping students discover and explore science.

In 2022, we continued to celebrate over 30 years of Bright Smiles, Bright Futures® (BSBF). This program educates young people on the relationship and importance of oral health and well-being and provides education, access to dental services, and the products and tools to implement healthy habits. Through meaningful partnerships with retailers, governments and other key stakeholders, we have reached over 1.6 billion children and their families in more than 100 countries around the world since the program was established in 1991. BSBF continues to promote health equity and optimal health and well-being by engaging with children and families in the communities where they are born, live, work, learn, play and pray.

Through these programs, students were able to connect with scientists from diverse backgrounds, learn fundamental biological/ anatomical aspects of the oral cavity, oral health using comparative anatomy and how to take steps to become the next generation of health professionals and problem-solvers.

“Allowing our children to explore their curiosities and become inquisitive about science opens up doors for a new generation of leaders and potential future health professionals. At Bright Smiles, Bright Futures, we believe in nurturing and investing in the next generation as they grow to reach their full potential and will surely inspire us all.”

**Gillian Barclay,**  
Vice-President Global Public Health &  
Scientific Affairs



In 2022, we also worked to expand our education efforts to not only students but also critical stakeholders in the school and health systems: teachers and nurses. We engage teachers as our partners to learn and to better integrate oral and health education to better reach our shared audience. Schools are an ideal setting for promoting oral health and providing a supportive environment for fostering healthy habits. Educators reinforce messages about achieving and maintaining well-being while integrating oral health education into their curriculum and educational standards. Through a partnership with **Sigma Theta Tau International Honor Society for Nursing**, we developed and produced a continuing professional development curriculum for nurses on “Whole Body Health.” Nurses were trained as Oral Health Equity Leaders and were empowered to share knowledge and to educate children and parents about good oral health practices within their lines of work and in their communities.

## Key initiatives and program components drive the award-winning BSBF program:

- In-School:** We partner with local schools, ministries of health, ministries of education, health professional organizations and teacher associations to deliver oral health education and disease prevention, and provide products as the tools for behavior implementation.
- Community Relations:** In some countries, BSBF is mobile. In the U.S., BSBF has a mobile dental program supported by a fleet of mobile dental units, which travel to rural and urban communities to provide oral health education, free dental screenings and treatment referrals to children who are underserved. The vans travel to over 1,000 towns and reach more than 20 million children and families in a typical year.
- Integrated Marketing Communications (IMC)/Trade Partners:** We leverage customer relationships to drive excitement and incremental merchandising support in participating stores. In the United States, our work enhances the consumer experience; increases consumers' knowledge of the importance of good oral health, and drives stronger trade relationships across multiple retail environments during annual tentpole events.
- Professional Partnerships:** We partner with government health agencies, non-profit organizations (NPOs) and health professional associations to improve overall health and well-being for children and families around the world.

- Digital:** Educational resources are provided online, including downloadable teachers' guides, story books, wall posters, family take home brochures, videos, songs and oral health games.
- Employee Engagement:** Our employees are often involved in BSBF programs, engaging with the community or teaching their families about oral health.

## Bright Smiles Kids Awards

The 2022 Bright Smiles Kids Awards celebrated young people across the U.S. who came together as a classroom, club or community group to submit a project that channeled optimism and creativity to inspire the kind of future we can all smile about. The BSBF team received creative entries from Yakima, Washington, to New York City featuring songs, spoken word recitations, simulated newscasts, dances and technology projects. BSBF partnered with **Hip Hop Public Health** to review the entries and celebrate our finalists and winners at an engaging live and virtual event. The event, emceed by record producer and internationally acclaimed performer, Doug E. Fresh, also premiered #PasteTime, an original song and science-based knowledge change asset to improve oral health and well-being.



**2022 National Winner:**  
Dryden Street School in Westbury, New York

## Engaging Our Employees in BSBF

Our employees ensure programs are tailored to local markets and provide the resources, staff and partnerships needed to make a lasting impact. In our Latin America division, Colgate People leveraged BSBF's educational materials to teach handwashing and healthy oral hygiene habits in local hospitals, food banks and public schools. Further, in partnership with TECHO, a Latin American youth-led organization committed to improving the habitat of families, Colgate People conducted face-to-face oral care talks, including “Un Techo para mi País” and “Banco de Alimentos.”



In **Africa**, on World Oral Health Day, a time when the world unites to help reduce the burden of oral diseases, Colgate People in **Cameroon, Ghana and Uganda** took personal action to champion better oral health by bringing the BSBF program into their communities.

## Our Results

Each year, we strive to reach over 80 million children in nearly 300,000 schools around the world. In 2022, the U.S.-based BSBF mobile community program was able to reach over 50 million children and families with on-site and virtual van visits that focused on the importance of oral health, balanced nutrition and handwashing. We are proud of this program that builds shared value for both us and society, enabling us to make a significant impact in the communities where we live and work while engaging with consumers to build our brand value and empowering children and families across the globe to achieve healthy and bright futures.



## 2022 Highlights

Colgate and BSBF continue to align to the 2021 World Health Organization Resolution in Oral Health and 2022 Global Strategy and Draft Action Plan for Oral Health, shifting from the traditional curative approach to a public health approach that requires strategic impactful engagement. Further, we continue to measure this impact and evaluate BSBF through contributions to global development priorities as defined by the United Nations Sustainable Development Goals.

Following the global recommendations from the World Health Organization, BSBF has focused on integrating oral health into the primary health care system. We have seen successes in developing and strengthening our partnerships with the nursing profession, a trusted, reliable and critical frontline stakeholder for health promotion and disease prevention. In 2022, we partnered with **Sigma Theta Tau International Honor Society for Nursing (Sigma) and C3 Collaborating for Health** to integrate oral health promotion and prevention into nursing education and practice, and to improve oral health knowledge and competencies within the nursing professions.

### Hispanic Federation

BSBF partnered with the **Hispanic Federation (HF)**, which is the nation’s premier Latino nonprofit membership organization that seeks to empower and advance the Hispanic community and support Hispanic families. BSBF delivered a custom training in oral health promotion and prevention for HF’s community health workers and health educators who also educate children and families on chronic disease prevention. Over a six week period, Hispanic Federation community health workers reached over 3,000 households in the

Bronx and Harlem areas of New York City, to deliver oral health education including the importance of toothbrushing twice per day, using fluoride toothpaste and practicing other health habits that lead to good oral health.

### U.S. Soccer Foundation

In 2022, BSBF partnered with the **U.S. Soccer Foundation** through its award winning Soccer for Success Program, to improve health outcomes for youth who are underserved. The program was piloted in New York City and measured statistically significant results in knowledge and attitude change for outcomes including improving oral health, nutrition and youth development. We look forward to building upon this success by expanding our partnership in 2023.

### American Public Health Association (APHA)

In 2022, BSBF participated in the **American Public Health Association’s (APHA)** Annual Meeting and Conference: 150 Years of Creating the Healthiest Nation: Leading the Path Toward Equity. With an engaging booth in the popular APHA Place and through a presentation at the Industry Expert Theater, BSBF demonstrated our contribution to achieving health equity through our respected reputation of successfully reaching children and their families where they are born, live, learn, play and pray.

### School Based Health Alliance

In partnership with the **School Based Health Alliance (SBHA)**, BSBF led a virtual national symposium on how to improve oral health equity by integrating oral health into school-based primary care programs.

Attendees included school administrators, school health stakeholders, and health care administrators. Following up to this symposium, the Alliance launched a pilot program to evaluate and measure the success of BSBF’s classroom curriculum. The program integrated oral health into overall health through the lens of health equity and was piloted through a school-based health center. The Greater Valley Health Center in Flathead Valley, Montana implemented the program in two elementary schools in their community of Kalispell, Montana. The program was evaluated for key learnings to further implement in additional school settings as well as measurement for knowledge change among the participating students.

## Healthy Equity + Sustainable Development Goals (SDGs)

We believe that everyone should have a fair and just opportunity to achieve optimal health and well-being. However, it is widely understood that children and families who are underserved bear the burden of oral diseases and poor oral health outcomes. BSBF is working to promote policies, systems, and overall community conditions that enable optimal health for all and seek to remove systemic and structural barriers that have resulted in health inequities.

The work of BSBF is anchored in the Sustainable Development Goals (SDGs). Our partnerships with governments, NGOs, academia and health professions allow us to be at the table to dig deeper to address the root causes of the problems.



## Partnerships

An important element of our 2025 Sustainability & Social Impact Strategy is our engagement and collaboration with external partners, which complement our strong internal capabilities. These strategic partnerships, in addition to the strategic partners listed in sections above, are important to us to help us achieve our ambition to improve children’s oral health and well-being.

- ADA Foundation
- Alliance for a Cavity-Free Future (ACFF)
- American Dental Association (ADA)
- Barbara Bush Foundation for Family Literacy
- Black Women’s Health Imperative
- Hispanic Dental Association
- International Association of Dental Students (IADS)
- International Association of Paediatric Dentistry (IAPD)
- International Federation of Dental Hygienists (IFDH)
- National Academy of Sciences
- National Dental Association (NDA)
- New York University (NYU)
- Save the Children
- The Links, Incorporated
- The National Council of Negro Women, Inc.
- World Federation of Public Health Associations (WFPHA)

## Community Engagement and Giving

Taking actions to support, elevate and improve the communities we serve is essential to fulfilling our purpose of reimagining a healthier future for all people, their pets and our planet. We provide financial and in-kind donations to nonprofit organizations around the world, and our people contribute their time and talent through Colgate-sponsored volunteer activities.

### 2022 Community Giving:

**\$49 MILLION\***

Colgate’s focus areas include:

- Championing healthy smiles and healthy skin
- Creating educational pathways for diverse and underrepresented students and Colgate professions (dentistry, dermatology and skin care and veterinary science)
- Providing Food, Shelter & Love for pets everywhere
- Promoting environmental stewardship
- Championing optimism
- Providing disaster relief and emergency care in Colgate communities

Below are some of the actions we took in 2022 to fulfill our purpose:

### Championing Healthy Smiles and Healthy Skin

During 2022, CP Skin Health reached the milestone of having given \$1,000,000 in in-kind donations to the Phoenix Children Hospital. This included donating items to the hospital’s employee appreciation week for their clinical team; nurses week; their 5K Miles for Matter Walk and Cycling event open to the public; the Phoenix Children’s Golf Tournament; and their 11th Annual Ignite Hope candlelight walk.



\* Includes cash and in-kind contributions to charitable organizations and spending for community programs, including the Bright Smiles, Bright Futures program in Colgate’s 20 largest subsidiaries (by oral care sales) and the Colgate Women’s Games.

## Colgate Women's Games

The Colgate Women's Games is the longest-running amateur track and field series for girls and young women in the United States. The competition creates pathways for participants to pursue their educational goals and achieve their athletic potential

Each year, thousands of girls participate in the competition, where finalists compete for trophies and receive educational scholarships. The 2022 season of Colgate Women's Games was the first year the competition took place outdoors, with rigorous health precautions taken to ensure the health and safety of competitors and attendees.

Colgate has been the program's title sponsor since the games' founding in 1974. For decades, Colgate Women's Games has promoted the transformational power of athletics, mentorship and education to thousands of young female competitors through organized sport. Competitors can earn one of more than 100 educational scholarships awarded by Colgate-Palmolive each year, in \$1,000, \$500 and \$250 denominations based on order of finish in the series. There is no entry fee to participate or admission charge to attend



Colgate Women's Games, as Colgate covers all costs. Learn more at [colgatewomensgames.com](https://colgatewomensgames.com).

## 1,000 Dreams Fund

Colgate proudly supports the 1,000 Dreams Fund and is title sponsor for the MentorHER initiative, which provides critical funding, resources and meaningful mentor relationships to talented young women. 75% of MentorHer participants are BIPOC (Black, Indigenous and people of color). In 2022, Colgate teamed up with the organization for an exclusive career development workshop for women students in the United States.



## Oral Health Accessibility

In partnership with Penn Dental Medicine, we are embarking on a mission to make dentistry more inclusive and accessible for all. In 2022, we teamed up with experts in design, engineering, flavor and product development to develop products that specifically cater to the needs and

requirements of people with disabilities. This effort represents a crucial step towards creating accessible products for everyone.

Colgate's Dental Health Unit conducted a clinical study with children diagnosed with autism spectrum disorder and their caregivers to gain valuable insights into enhancing their experiences and needs during brushing activities. The study revealed ways to improve motivation, focus, enjoyment and overall satisfaction while brushing their teeth.

## Know Your OQ™

In February 2022, Colgate launched Know Your OQ™, a public health initiative to empower people to understand—and improve—their oral health quotient. The free, interactive assessment helps people understand the links between oral health and overall health and well-being. KnowYourOQ.com also includes compelling information about the depth and breadth of the global oral health crisis and provides educational resources for primary care physicians, nurses and educational leaders, as well as consumers to improve oral hygiene, encourage healthier habits and promote overall systemic health.





# HELPING MILLIONS OF HOMES





OUR GLOBAL BRANDS

We are empowering people to develop healthier habits by choosing sustainable products that improve their lives and homes, from oral and personal care to pet nutrition and home care.





# Design Sustainable Products

Our ambition is to help people in millions of homes around the world live happy and healthy lives. To do this, we are committed to developing and delivering products that people trust and to enable a healthier and more sustainable future for everyone. Central to this ambition is providing products that contain safe ingredients, are less impactful to the environment, require less packaging and improve the health and well-being of our consumers and the planet.

## People-Driven Innovation

We deliver on our promise each and every day with our culture of science-led, core and premium innovation. This culture is driven by our global team of diverse thinkers who bring their experience and technical know how to the job every day. Hundreds of Global Technology specialists across eight Global Technology Centers are dedicated to advancing Colgate’s innovation and growth through their creative, problem-solving approach to their work, their willingness to experiment and their commitment to our mission.

### Our teams are:

- Knowledgeable about our brands
- Curious about technology
- Passionate about discovery
- Constantly improving, learning and evolving

Our scientists and engineers are a diverse group of chemists, biologists, clinicians, flavor and fragrance specialists, packaging engineers, information specialists and analysts. They are experts

in their fields, yet we encourage them to step out of their lanes, to think about a problem from a different perspective and engage with their colleagues from different disciplines. All team members are encouraged to spend 5–10% of their time outside their main focus area, which leads to sparks of creativity and insights that can completely change how we think about a particular problem.

We are continually striving to be increasingly people-centric in how we discover innovation opportunities—starting by understanding the greater context of people’s lives, their fundamental needs, and their behaviors. People-centricity is key for our scientists and engineers. They get closer to people’s needs through better insights, social listening and improved sensory skills.

Product performance is another key area. Not only do we focus on delivering technically superior products but also those that people perceive as superior when used. We benchmark internal and external hero products to continuously strive to be better.

## Global Innovation for Global Challenges

While our central research and development headquarters is based in Piscataway, New Jersey, we also have Global Technology Centers located

around the world. In addition to being co-located in these centers, our packaging engineers are located at several of our larger production sites to ensure innovation is brought to life. This large global reach enables us to better understand consumers in different markets. It also helps us spot new trends and growth opportunities, some driven by technological advances and some driven by regional culture and practices. We promote global teamwork; it is not unusual for ideas to travel between our international teams so we can bring them to additional markets once they prove successful. People are at the center of everything we do. Through engagement and listening activities, we can better understand consumers’ mindsets and provide them with products that meet their needs, no matter where they are in the world. Our global Consumer Affairs team can be reached through a variety of ways, including through increasingly popular digital channels. Many of our websites also provide frequently asked questions for people as a reference.

As part of a key transformation pillar of the company’s strategy, data and analytics is being used in many more ways to gather insights about people. To ensure that the insights we gather are as inclusive and representative as possible, we’ve worked hard to incorporate the principles of Diversity, Equity and Inclusion into the ways we conduct research in several ways, including by modernizing the ways we ask questions to recruit and identify people in our research to be more inclusive.

When we do interact with our consumers and customers, we have an obligation to protect their personal data from unauthorized use or disclosure. Guided by our Privacy Policy, we protect personal data and take all necessary steps to keep that data secure. We handle all personal data responsibly and are transparent in how we collect, use and disclose consumer and customer data.



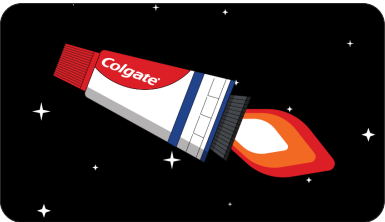
In 2022, Colgate partnered with Target to provide in-store teeth whitening services through the Colgate Teeth Whitening Spa, making professional teeth whitening treatments more accessible. We connected with consumers on a daily basis to understand their needs, desires and pain points when it came to getting a brighter, whiter smile. The Spa offered a variety of services, including a consultation with the spa whitening specialist who personalized a plan to help achieve their teeth whitening goals. After a treatment was performed, the specialist assisted the consumer to identify products that would help maintain their new smile. The Teeth Whitening Spa delivered more than 200 services.

### HIGHLIGHTS:



### Innovating the Way to Whiter, Healthier Smiles

Our whitening technology extends beyond toothpaste. To increase the amount of time hydrogen peroxide is on teeth, thereby increasing its effects, Colgate introduced overnight whitening with the Optic White pen. It is highly effective on its own, yet we found a way to help it work even faster by combining the benefits of the pen with the Optic White LED ComfortFit teeth whitening kit, which reduces whitening time to just ten minutes a day.



### Revolutionizing the Pet Microbiome

Hill’s has pushed the boundaries to create foods that support pet health. Hill’s ActivBiome+ is one of Hill’s breakthroughs. Your pet’s gut microbiome plays a significant role in not only their digestive health but their overall body function. Hill’s Pet Nutrition is leveraging science-led techniques, creating groundbreaking pet nutrition that is formulated for the digestive benefits of cats and dogs, to activate their own gut microbiome to help them live a healthy life.



### Colgate and NASA Sign Space Act Agreement

Colgate signed an agreement with the National Aeronautics and Space Administration (NASA) to explore innovative solutions to advance oral health, personal care and skin health for both astronauts in space and people around the globe. Together, Colgate and NASA will explore sustainable hygiene for NASA crew members by testing sustainability innovations that are suitable for space consumption, such as waterless tablets and compact packaging technologies. The agreement also enables Colgate to utilize the International Space Station (ISS) as an experimental testing ground, empowering us to discover new insights and accelerate innovations that will promote health and well-being for all people on Earth.

## Improving the Sustainability Profile of Our Products

Providing safe and high quality products with an improved sustainability profile is the most important goal of our product innovation process. This effort is motivated primarily by our commitment to provide safe, healthy and more sustainable product choices to our customers and their families, and by consumer interest in these products. Central to our efforts to improve product sustainability, we developed the Sustainability Product Index (SPI) to assess the sustainability profile of our products. The SPI is aligned with our 2025 Sustainability & Social Impact Strategy and is focused on the actions to design sustainable products, build sustainable habits for life, eliminate plastic waste and conserve water.

Examples of SPI Ratings:

Personal Care

More than half of the personal care products we launched in 2022 that were evaluated with SPI had both a naturality index\* of over 90% and a biodegradability\*\* score of over 90%.

Palmolive Up! Shower Gel, released in Europe, contains 96% ingredients of natural origin\*\*\* including upcycled natural extracts, is 97% biodegradable\*\* and is packaged in a recyclable sugarcane-based plastic tube.



Oral Care

85% of all oral care products launched in 2022 that were evaluated with SPI, had a biodegradability\*\* score of over 90%.

Colgate Calcium Remineralization Toothpaste launched in the Africa/Eurasia division is formulated with 98% natural ingredients\* and is 93% biodegradable.\*\* The tube and carton are recyclable.

Home Care

For our 2022 home care launches that were evaluated with SPI, 75% of all products had a biodegradability\*\* score of over 90%.

Palmolive Shake & Clean refill pouch contains 75% less plastic (when refilling an existing 20 oz bottle instead of using a brand new bottle of 20 oz Palmolive). Each time you refill an existing 20oz bottle, you are able to reduce your waste.



Pet Nutrition

All new Hill's Pet Nutrition products that were launched in 2022 and were evaluated with SPI were manufactured in TRUE® certified for Zero Waste facilities.\*\*\*\*

Hill's Prescription Diet Derm Complete Puppy is Hill's first product designed for puppies that helps manage both food and environmental sensitivities.

Drive Sustainable Development and Communication Impact

We are aligned with UN Sustainable Development Goals (SDGs) and are committed to transformation in all aspects of our impact areas. The consumer communication of product environmental impact to enable informed and sustainable choices is becoming more important. We are collaborating with 60 other companies in the EcoBeautyScore Consortium to develop a common environmental impact scoring system for cosmetic products to enable consumers to make informed decisions.



More recently, Colgate joined the World Business Council for Sustainable Development's (WBCSD) Nature Action initiative, which seeks to advance business understanding and action on Nature-Positive and Nature-Based Solutions. In addition, Colgate is part of the WBCSD's Partnership for Carbon Transparency (PACT) initiative, which provides a framework and guidance on how to account for and exchange information on Product Lifecycle Emissions. These WBCSD engagements are helping Colgate evaluate nature impacts in alignment with industry best practices and various frameworks, such as those offered by the Science Based Targets Network (SBTN) and the Taskforce on Nature-related Financial Disclosures (TNFD).

\* ISO 161628    \*\* OECD 301 B,C,D    \*\*\* water and naturally sourced ingredients with limited processing    \*\*\*\* The TRUE certification program assesses business performance in reducing waste. Learn more at [true.gbci.org](https://true.gbci.org).

Ingredient Transparency

Transparency is a key part of our commitment to product sustainability. Consumers today are looking for information about our environmental, social and governance practices. In addition, consumers are looking for details about the products they use. We want to empower people with the information about our ingredients in our products and the purpose and function the ingredients provide in them.

We have also started to share our fragrance and flavor ingredients for some brands through [Flavors & Fragrances Share for Good](#), our new communications tool to share more information about the fragrance and flavors in our products. By proactively launching this program, we are providing even greater transparency to build and extend consumer trust. The article, [Building Consumer Trust With Greater Transparency](#), highlights how including flavor ingredients in our disclosure initiative is an exciting opportunity to engage with more people by providing information that makes them feel confident in their purchasing decisions.

Colgate continues to participate in digital platforms, such as [SmartLabel™](#), in the U.S., which provide a wide range of product details that cannot fit on a package label. It explains what the ingredients are, why they are in the product and what they do. Consumers can access SmartLabel at home and on-the-go while creating a shopping list on their phone or when making a purchase decision in the store.

We also disclose ingredient information on many of our local brand websites and the ingredients in our oral care products are also available on our A-Z list. We continue to engage in the Chemical Footprint Project developed by Clean Production Action to measure our footprint globally.

Product Safety

The safety of our consumers and our people is our first and greatest responsibility. Our technical teams conduct rigorous safety evaluations on all our products before we bring them to the marketplace and ensure our products comply with, and often exceed, all applicable regulatory requirements wherever we do business. We work with regulatory agencies worldwide, including the U.S. Food and Drug Administration (FDA), European Medicines Agency (EMA), World Health Organization (WHO) and Health Canada, to ensure our products meet the highest standards of safety—for both people and the environment.

Safety Evaluation Process

When we introduce new products or ingredients in our products, we apply the following [rigorous evaluation process](#) to ensure that the products or ingredients are safe, all applicable regulations are followed, and our consumers are informed about these ingredients.

**Assess:** Before we use a new ingredient, we complete a thorough safety assessment of the ingredient for both its intended use and foreseeable misuse. If the ingredient is found to be unsafe, we will not use it.

**Develop:** If the ingredient is determined safe, we move forward with developing a product using the new ingredient and evaluate the product’s efficacy and potential adverse effects of its usage. If the resulting product does not meet our standards, we go back to the drawing board.

**Instruct:** In the third stage, we ensure that proper warnings and use instructions are communicated on the label of the product.

**Monitor:** It is our responsibility to continue to ensure the safety of our products once they are available to purchase. Our pharmacovigilance team—made up of physicians, pharmacists and nurses—gathers information on adverse effects from health care professionals and consumers, both directly and indirectly, via clinical trials, market research, and literature. After collecting and documenting that information, the team assesses and analyzes it to ensure that a product’s safety is maintained throughout its lifecycle.



# Build Sustainable Habits for Life

## Handwashing Education

One of the most effective ways to prevent disease transmission, especially among children, is through washing hands. With our positioning as a leading marketer of bar and liquid hand soap, we are partnering with public health officials, academia and local schools and clinics to provide education to millions of children and their families on the health and hygiene benefits of handwashing with soap.



For many years, Protex has been carrying out a handwashing campaign in Latin America to raise awareness about the importance of handwashing hygiene in preserving good health. Protex continues to partner with BSBF, embedding handwashing campaigns through education material, hygiene lessons and/or sampling soaps. In 2022, Protex continued our Power of Hands campaign in Latin America, a comprehensive health and education program that not only builds brand awareness but also solidifies our holistic approach to the health and well-being of our consumers.

- In Brazil, we reached 648,000 children through the distribution of soap, along with proper handwashing messaging.
- In North America, we reached 640,000 children through the BSBF community mobile and virtual dental program.
- In the Dominican Republic, we participated in a community food festival event with handwashing stations to help teach proper handwashing techniques. We leveraged the event’s principal focus on food, as an opportunity to remind people to wash their hands and be safe with Protex at any occasion. This event reached more than 53,000 visitors.
- Colgate partnered with supermarkets, wholesalers, health centers and universities in Colombia, using 100 portable handwashing stations to teach proper techniques and talk about the importance of hand hygiene in preserving general health.



Global Handwashing Day  
October 15

Colgate was one of the founding members of the Global Handwashing Day campaign with other organizations such as the World Bank and UNICEF. Global Handwashing Day is celebrated on October 15th and drives awareness of the vital importance of handwashing with soap and its impact on health. This global program includes advertising, media campaigns, web resources, social media campaigns, community events and educational programs across the globe with our Protex, Softsoap and Palmolive soap brands.



Through the Palmolive brand’s Clean Hands, Good Health program in Australia, we promote handwashing awareness to children and their families by providing pre-school education kits with posters, storybooks and teachers’ guides. The program also includes communication through web resources and online and social media engagement. In 2022, we distributed 11,000 pre-school education kits.

# Foster Lifelong Relationships Between Pets and People

## Food, Shelter & Love Program for Pets

At Hill's Pet Nutrition, we help enrich and lengthen the special relationship between people and their pets by providing science-led nutrition to cats and dogs. We know just how critical nutrition is to the healthy lives of pets. Through donations, partnerships and pet disaster relief, we live our Hill's brand values every day.



### Supporting Shelter Pet Adoption

To ensure our efforts have the greatest impact, we partner with shelters, nonprofits and governmental organizations across the globe. 2022 marked the 20th anniversary of Hill's Food, Shelter & Love

program, which provides nutritional support to hundreds of shelters across North America on a year round basis. The Hill's Food, Shelter & Love program has partnered with shelters since 2002, providing more than \$305 million worth of pet food to more than 1,000 shelters and helping more than 13 million pets find new homes. We are well on our way to our goal of supporting the adoption of 15 million pets by 2025.

Another pillar of the Hill's Food, Shelter & Love program is our annual participation as a national sponsor of NBCUniversal Local's Clear The Shelters nationwide pet adoption and donation campaign, which we have supported for five consecutive years. In 2022, we provided a record breaking 75,000+ free new pet parent kits during the month-long event and helped ensure adopted pets receive science-led nutrition from the start in their new loving homes.

Working together with NBC and Telemundo owned and affiliated stations across the U.S. and Puerto Rico, we are proud to have helped more than 705,000 shelter pets find new homes through our support of Clear The Shelters since 2018.

More than 161,500 pets found new homes through NBCUniversal Local's 2022 Clear The Shelters nationwide pet adoption and donation campaign—the highest single-year adoption total in the initiative's eight-year history. Since its inception, Clear The Shelters has led to more than 860,000 pet adoptions. Plus, the 2022 campaign yielded more than \$540,000 in donations to participating animal shelters and rescues. Nearly 1,400 animal shelters and rescues covering all 50 states, the District of Columbia, Puerto Rico and Guam participated in the 2022 Clear The Shelters campaign.

Hill's also launched a new Shelter Equity campaign in July highlighting the role its science-led nutrition plays in helping shelter pets be "healthy, happy and more adoptable" and letting pet parents know that "every time they feed Hill's, they help feed a shelter pet."

### Disaster Relief Support

Also core to our mission is doing all we can to help pets, and the people who care for them, in times of crisis. When disasters strike and pets are impacted, we quickly respond by providing free nutritional support through Hill's U.S. Disaster Relief Network. This first-of-its-kind network was established in 2013 as a direct extension of the Hill's Food, Shelter & Love program, with a mission to donate free pet food to shelters, veterinary clinics, governmental organizations and other large non-profits caring for pets impacted by disaster. Over the past 10 years, Hill's has donated more than 2.7 million pounds of food to support more than 800 organizations in the U.S. caring for pets in the aftermath of disasters. Hill's donated more than 420,000 pounds of pet food through the Disaster Relief Network to support more than 120 U.S. organizations responding to the needs of pets and people impacted by disasters.

- Hill's Disaster Relief Network responded to a total of 22 disasters in 2022, including fires, floods, hurricanes and lava flow. The largest of these disasters occurred when Hurricane Ian struck the southwest coast of Florida, impacting the lives of thousands of pets and people in its path. In partnership with multiple responding agencies on the ground, Hill's donated over 55,000 pounds of nutritional support to pets and pet families in need.



# PRESERVING OUR ENVIRONMENT



# Eliminate Plastic Waste

We are accelerating action on climate change and reducing our environmental footprint, working with our partners and operations to eliminate waste, decrease plastic usage, save water and conserve natural resources.

Colgate has continued our sustainability journey in the area of packaging and plastics with a sharp focus on more circular and innovative design. Our goals are ambitious, and we made steady progress in 2022 despite a challenging operating environment, which included rising raw and packaging material costs and a shortage of recycled materials. We continue to lead the way on our first-of-its kind recyclable toothpaste tubes and are committed to the rapid conversion to recyclable plastic squeeze tube design and its acceptance within the recycling system. While Colgate is on track to complete the transition of our toothpaste tubes in our portfolio by 2025, it has also been important for us to collaborate. In 2022, we continued to share the recyclable tube technology, expertise and inspiration with many interested stakeholders.

A key action of our 2025 Sustainability & Social Impact Strategy is to Eliminate Plastic Waste. Our strategic framework to achieve this focuses on: 1) sourcing responsibly, 2) delivering efficient and beneficial designs, 3) advancing circular systems and 4) inspiring positive behavior. This holistic approach considers the entire packaging and material lifecycle, driving a healthier future for all people, their pets and our planet.

The targets we have set to measure progress on our strategy are part of our Global Plastics Commitment through the Ellen MacArthur Foundation (EMF), and are as follows.

- \*By 2025, it is our goal to:**
- Reduce the absolute use of new (virgin) plastic by one-third against a 2019 baseline.
  - Use at least 25% post-consumer recycled plastic in our packaging.
  - Make all of our packaging recyclable, reusable, or compostable.
  - Eliminate unnecessary and problematic packaging.
- \* Our progress against these targets, as of December 31, 2022, is set forth below. Our progress against these targets does not include our EltaMD, Filorga, hello or PCA SKIN businesses or co-packers.

## Partnerships

Partnerships and collaborations are critical to achieving not only Colgate’s goals, but to creating our vision of a truly circular economy that is socially responsible and nature positive. These partnerships are aimed at bringing important elements of our strategy to scale, such as design for recyclability, robust collection systems and reuse/refill expansion.

➤ **Consumer Goods Forum (CGF) Plastics Waste Coalition of Action**

As a CEO sponsored coalition, the CGF is a key forum for collaboration and action. The jointly-developed [position papers](#) on Optimal and Eco-Modulated Extended Producer Responsibility (EPR) is groundbreaking work that catalyzes support for recycling infrastructure in an efficient, scaled and design-focused manner that is already being used by policymakers. The Golden Design Rules (GDRs) are being implemented by major companies and included in regional Plastics Pacts as a way to transform the quality of material available for the recycling supply chain. In addition, the CGF is tackling important, yet challenging, facets of plastic waste, including chemical (also known as molecular or advanced recycling), flexible packaging circularity and reuse/refill systems.

➤ **Ellen MacArthur Foundation (EMF)**

Along with most major consumer packaged goods companies and retailers, Colgate signed the EMF Global Plastics Commitment in 2018, which is the basis for our 2025 goals. EMF is an important thought leader as well as a driving force of transparent reporting. Their conceptual framework of Eliminate-Circulate-Innovate is providing companies like Colgate with resources and partners to take action against our goals.



WWF

The WWF ReSource Footprint Tracker and related efforts provide Colgate, and other member companies, with resources to understand our plastic footprint, and to better quantify reductions in plastic waste.

Stina

In North America and Europe, our key partner Stina has brought together tube manufacturers and brands to further tube recyclability. Anchored in the importance of avoiding contamination and improving the quality of recycled feedstock, Stina leads the work on technical recyclability questions and critical elements needed for plastic squeeze tubes, as a packaging format, to be accepted more widely for recycling.

Plastic Pacts

Colgate is a member of the Plastic Pacts which are initiated by the EMF but run by local NGOs, in the United Kingdom, United States, Canada, Portugal and ANZPAC (Australia-New Zealand-Pacific Islands). The Plastic Pacts offer a regionally, specific platform for collaborations amongst companies and with NGOs and government policy-makers.

U.S. Plastics Pact

Within the U.S. Pact, Colgate employees are on the Advisory Board and co-lead the On-Pack Labeling Workstream, which is seeking to expand and improve on-pack labeling for recyclability.

*“The U.S. Pact is bringing forward never-before-seen plastics data and challenging companies operating under difficult market conditions to reduce waste,” said Emily Tipaldo, Executive Director, U.S. Pact. “We must continue to rally Activators around our common language and definitions, gathering novel data to model the future potential, and, finally, supporting and inspiring companies to move toward our circular economy vision. Conceding on 2025 commitments will not foster the support still needed to shake the plastics packaging value chain out of the status quo. We must continue to push the boundaries of collaboration and transparency to build the circular economy for plastics packaging.”*



Progress Against Our Targets

Reduce New (Virgin) Plastics by one-third, use 25% Post-Consumer Resin (PCR)

- As of December 31, 2022, we have reduced our plastic packaging by 16.4% against a 2019 baseline.
- Our 2022 full-year PCR content is 14.6%, up from 14.2% the previous year.

Colgate is achieving virgin plastic reduction through lightweighting and re-design, increased use of post-consumer recycled resin, alternative materials, new product forms and reusable/refillable packaging systems.

Our focus has been on in-home refills, as we have seen long-term success with our Softsoap refill business that provides consumers with an easy way to refill their smaller containers with reusable pumps. In 2022, we released new products in the market that encourage people to refill their personal care and cleaning products and continued the growth of our signature Colgate® Keep toothbrush.

As of December 31, 2022, 0.75% of our packaging by weight is reusable or refillable. We continue to work with our key partners, including NGOs and other trade associations to harmonize calculation methods for reusable and refillable product systems. These partners also are focusing on driving consumer adoption of refills and bridging the intention-action gap that is particularly notable for reuse/refill. As the standards emerge around calculation methods in this area, we will adjust to comply with these standards.

HIGHLIGHTS:



**Palmolive Shake & Clean** is designed to make refilling dish soap easy! This breakthrough 4x concentrated formula activates instantly when water is added to the 5oz. gel to yield a new 20oz. bottle of soap. Each individual refill pouch contains 75% less plastic when refilling an existing 20oz. bottle instead of using a brand new 20oz. bottle of Palmolive. The reusable Palmolive bottle is made from 100% recycled plastic and both the bottle and carton are recyclable.



**hello** brand’s new mouthwash concentrate uses 34% less plastic and 92% less water shipped per bottle of concentrate - with an innovative, recyclable pump (compared to a 16 fl. oz. hello adult mouthwash bottle dosed at 20 mL twice a day and using 2 pumps of concentrate twice a day compared to a 16 fl. oz. hello adult mouthwash bottle).

**Sanex BiomeProtect Nourishing Shower Bar** cares for your face, body, and hands, and strengthens your skin's natural barrier. Thanks to its proprietary prebiotic and postbiotic complex, this solid shower care tackles the bad bacteria in your skin's microbiome and nourishes the good ones. The gentle formula contains no soap and is sold in recyclable packaging that contains 0% plastic.

All packaging recyclable, reusable or compostable

- As of December 31, 2022, 87.6% of our packaging is technically recyclable, reusable or compostable, up from 84.2% the previous year.

Partnerships

Colgate has numerous projects to make our packaging more recyclable, with our lead project continuing to be the recyclable tube. In addition, we have spearheaded several collaborations that seek to increase the ability of materials to be collected and effectively recycled or composted.

The Recycling Partnership and Closed Loop Partners’ Infrastructure Fund

Colgate was a founding member of the Closed Loop Infrastructure Fund, and has been a member of The Recycling Partnership (TRP) for several years now. These experts have made significant investments into the recycling infrastructure in the U.S. In addition, Hill’s is a founding member of TRP’s Film and Flexibles Task Force, which is taking action to scale the collection and reprocessing of packaging made from flexible plastic.

Colgate and The Sustainability Consortium’s Small Format Project

Most small items do not get recycled because they are difficult to sort properly due to their size and end up in the residual within a recycling facility (MRF) or in landfill. Together with other companies

and partners, The Sustainability Consortium (TSC) and MIT’s Environmental Solutions Initiative, we are exploring how much material is in this stream and its potential value, as well as potential technological solutions

Closed Loop Partners’ Composting Consortium

Compostable packaging presents potential environmental, economic and social benefits, offering a means to reduce food waste and mitigate climate impacts by diverting food scraps within packaging toward composting infrastructure, and avoiding the greenhouse gasses emitted when food waste ends up in landfill.

As the market for compostable packaging and products grows, more widely available composting infrastructure is needed to meet this growth and recover these valuable materials. Mounting food and plastic packaging waste, and increasingly urgent climate risks, are galvanizing diverse stakeholders toward concerted action, from eco-conscious customers, to governments, to brands.

The Composting Consortium, managed by the Center for the Circular Economy at Closed Loop Partners, is a multi-year collaboration across the entire compostable packaging value chain to pilot industry-wide solutions and build a roadmap for investment in technologies and infrastructure that enable the recovery of compostable food packaging and food scraps. Colgate is proud to be a supporter of this consortium.



HIGHLIGHTS:

Plastics for Change

Through our continuing partnership with the AB InBev 100+ Accelerator, we are working with Plastics for Change (PFC) to use their fair trade plastic in packaging made in India. PFC’s mission is to create a social impact through recycling while transitioning the industry to a circular economy.

▶ Watch how Plastics for Change is making a difference.

Eliminate Unnecessary and Problematic Packaging

- As of December 31, 2022, we have decreased the proportion of our packaging classified as unnecessary or problematic to 0.5% by weight.
- To improve the quality of recycling streams and reduce our impact, we are working to eliminate problematic packaging materials from our portfolio. We have almost completely eliminated PVC in our packaging and have expanded our goal to address additional materials, including polystyrene, certain black color plastics, and other components. Our definition of “unnecessary and problematic packaging” is based on the Consumer Goods Forum Golden Design Rules.



Pressure Sensitive Recyclables

This new label substrate contains a specialized adhesive that can self-detach from plastic packaging when placed in a caustic wash. We transitioned all of our opaque pressure-sensitive labels to recyclables for our Palmolive, Ajax and Fabuloso brands. By the end of our transition in 2023, this will help eliminate over 200 metric tons of contamination from labels in the PET bottle recycling stream.

Policy Focus

Colgate is also working to support policy that brings design for recyclability to the forefront, harmonization of definitions and measurement and a focus on funding for needed infrastructure. We are supporters of the Consumer Goods Forum Optimal & Eco-modulated Extended Producer Responsibility principles, which are already being implemented by governments, such as the State of Colorado. We are also supporters of the Business Coalition driving towards a strong UN Plastics Pollution Treaty.

The EMF and WWF spearheaded the [Business Coalition](#) for a UN Global Plastics Pollution Treaty, and Colgate is a Supporting Member. The Coalition brings together businesses and financial institutions committed to supporting the development of an ambitious, effective and legally binding UN treaty to end plastic pollution.

Recognitions

Colgate is excited to have received a number of awards in 2022 related to our sustainability efforts. Below are just a few of them.

- The Edison Award for Recyclable Tube**  
Dr. Jun Wang was presented with the Research & Development Council of New Jersey’s Edison Patent Award for the recyclable tube, a patent on the technology that Colgate is sharing with third parties. [The Edison Award](#) is the most prestigious patent award an R&D organization can receive in the state.



- Pentawards for Recyclable Tubes**  
Colgate won two Pentawards—one for the recyclable toothpaste tube, and one for the sugarcane-derived plastic tube for Palmolive UP!
- AmeriStar Award Winner—Colgate® Keep Toothbrush**  
Our Colgate® Keep Toothbrush was named a 2022 [AmeriStar Award Winner](#). With a replaceable head and a reusable metal handle, Colgate® Keep eliminates 80% of the plastic waste when compared to a similarly-sized Colgate toothbrush. In addition, the packaging is entirely paper-based and recyclable.



## Recyclable Toothpaste Tube

Colgate continues to transition to recyclable toothpaste tubes, on track with the goal to transition all of our toothpaste tubes by 2025. Since introducing our first-of-its kind recyclable toothpaste tube in 2019, as of December 31, 2022, we have transitioned 77% of our toothpaste SKUs in North America to recyclable tubes, with over 95% expected to be transitioned by the end of 2023. Globally, as of December 31, 2022, we have transitioned 43% of our toothpaste SKUs to recyclable tubes.

But it does not end there - our collaborations and sharing of this technology are helping transform the industry. All major tube suppliers have received recognition for their recyclable designs from the recycling industry, and at least 75% of all toothpaste tubes sold globally have committed to be recyclable by 2025.

In October 2022, working with our partners, we received recognition from APR for a new, thinner tube that will save on plastic. Our work has allowed us to expand recyclable tubes to our home care category as well, and the [Palmolive Up!](#) brand in Europe, which is made from plastic derived from sugarcane, and is recyclable.

Even with all these efforts, however, during this transition phase communities may not yet accept tubes for recycling. Consumers should check with their local community facilities. Learn more at [colgate.com/goodness](https://colgate.com/goodness). We are proud to be the leaders in this space and our goal is to continue developing innovative science that creates products that are ultimately better for our planet.



With the aim of promoting recycling and stimulating the circular economy, especially for recyclable tubes, Colgate sponsored the installation of Ambipar Triciclo machines in regions of Greater São Paulo, Rio de Janeiro and Belo Horizonte, Brazil. These machines helped expand the collection of packaging and recyclable materials.



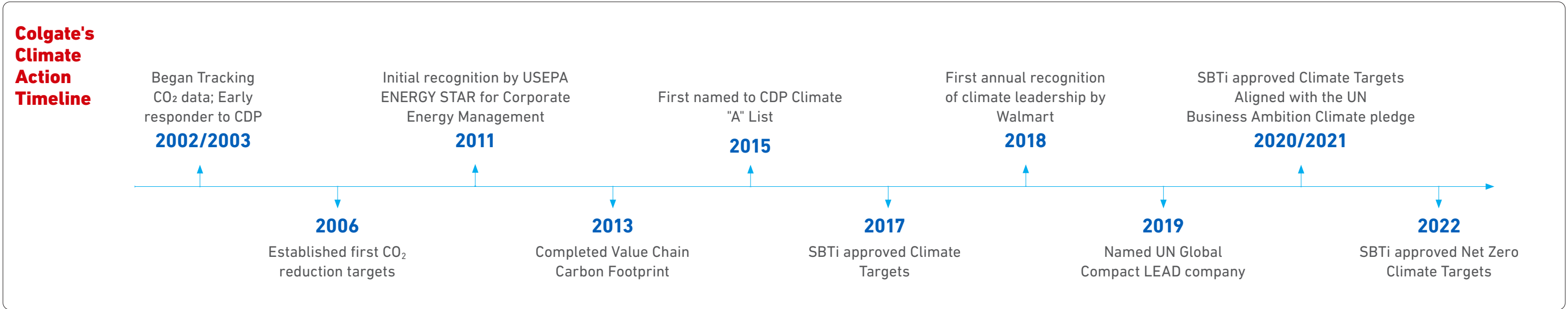
# Accelerate Action on Climate Change

At Colgate-Palmolive Company (Colgate, the Company or we), we are on a mission to create a healthier future for all people, their pets and our planet. Achieving that future means we have an important responsibility to address climate change and its threat to disrupt every aspect of our lives—from environmental impacts like weather events, water security and biodiversity to food supply to socioeconomic stability. This makes acting on climate change a priority for our stakeholders, including our employees, customers, consumers, investors, NGOs and business partners, and, in turn, a priority for Colgate.

## A History of Climate Action Achievements

Colgate has been working to address climate change and disclose emissions data for over 20 years. Accelerating Action on Climate Change is a core action of our 2025 Sustainability & Social Impact Strategy and drives our intention for Net Zero carbon emissions across our growing business. Our targets align with the Science Based Targets initiative (SBTi), the Paris Agreement, our signing of the Business Ambition for 1.5°C and our commitment to Recover Better, working in concert with the UN Global Compact (UNGC).

In September 2022, Colgate announced that our Net Zero emissions reduction targets had been approved by SBTi. Colgate was the first large multinational company in the Consumer Durables, Household and Personal Products sector to have our Net Zero targets approved by SBTi, reflecting Colgate’s continued climate leadership. In 2022, Colgate issued its first Climate Transition & Net Zero Action Plan. To learn more read [here](#).



Addressing Stakeholder Interests

For Colgate, taking action on climate change is not only what we believe is right for people and our planet, we believe it is also good business. Our strategy seeks to address all stakeholder interests, from a double materiality perspective. This means we address the impact that our GHG emissions have on the environment and society, as well as the impact that the effects of climate change can have on our business.

The effects of climate change have the potential to touch all aspects of our business and at the same time many of the actions in our 2025 Sustainability & Social Impact Strategy directly or indirectly intersect with climate change. Therefore, we believe taking action on climate change is in the best interests of Colgate, our stakeholders and our planet.

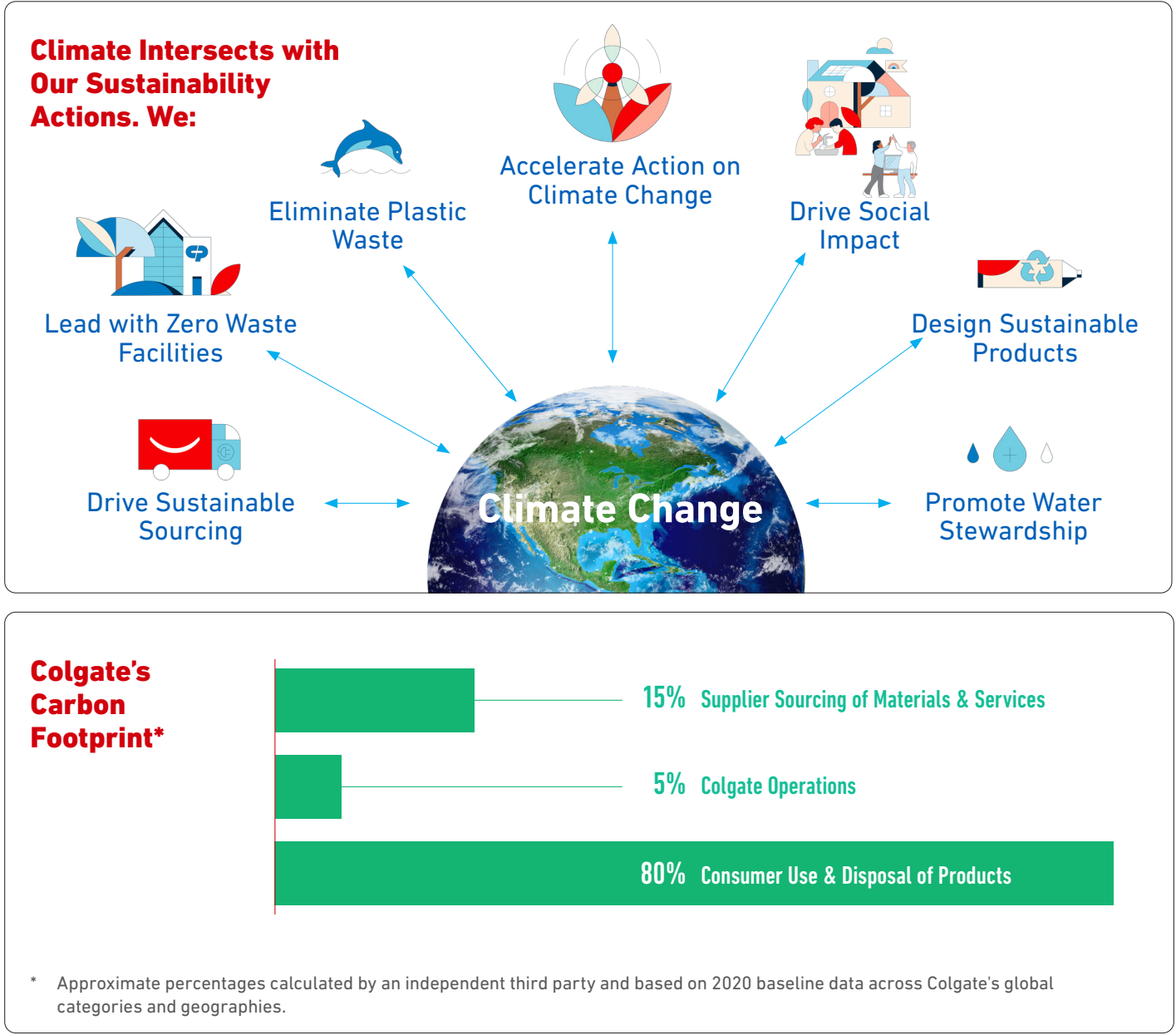
Our Climate Exposure

Global supply chains extend over great distances, allowing us to source the materials we need for our products, but in some cases could also expose us to risks of disruption or delay due to climate-induced factors. Our customer base is global, with some located in regions particularly vulnerable to the effects of climate change. Our manufacturing base is also global and must withstand extreme weather events, sea-level rise, drought and other consequences of a warming planet. It is important that we work to understand the risks we face from climate change and how we can mitigate those risks. This is an important part of our strategy to

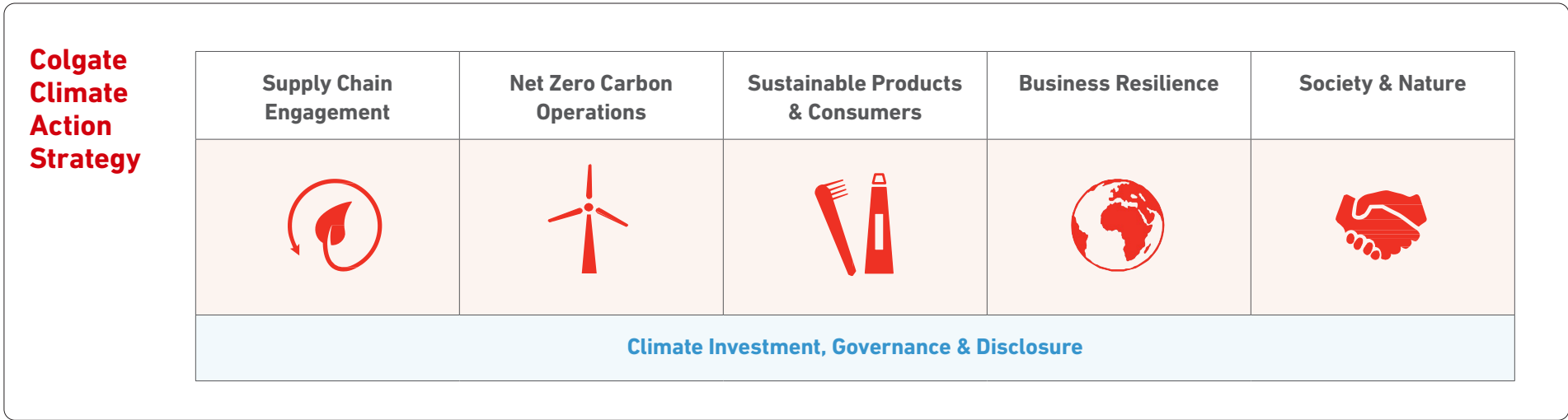
manage a resilient, adaptable business that can address the challenges and opportunities climate change poses.

Our Carbon Footprint

We estimate that our carbon footprint is approximately 15% in supplier sourcing of materials & services, 5% in our operations and 80% in the consumer use & disposal of products.\*



To help support our ambitious targets around climate action and Net Zero carbon transition, and to address our climate-related risks and opportunities, we focus our climate strategy on five interconnected pillars.



outline our expectations for suppliers of these materials and have an overarching No Deforestation Policy that applies to the four key forest risk commodities we source. We work closely with external partners, stakeholders and our peers to take action to protect at-risk ecosystems and forests and work closely with local farmers, communities, governments and our supply chain to mitigate the risks of deforestation. One such example is through the work we conduct as a member of the Consumer Goods Forum—Forest Positive Coalition.

Supply Chain Engagement

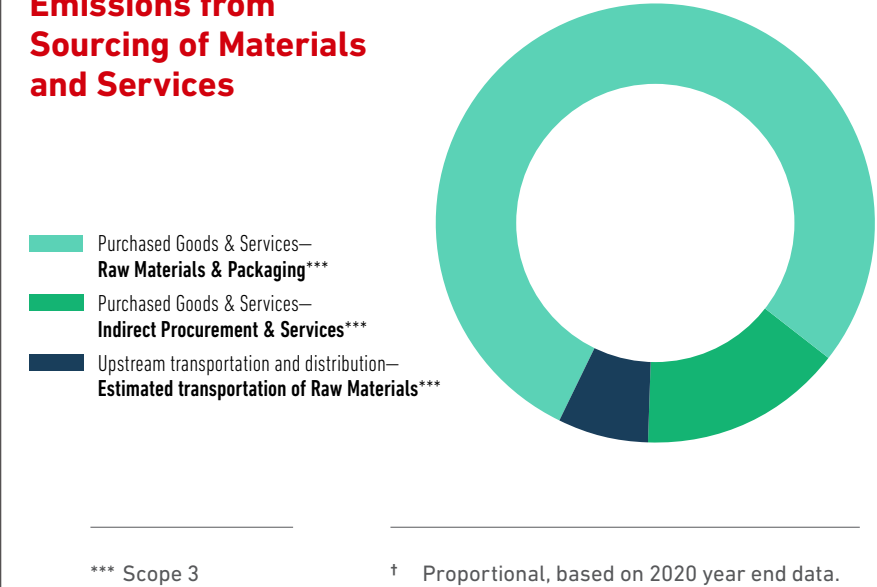
The sourcing of our ingredients and packaging accounts for about 80% of Colgate’s Purchased Goods and Services emissions, so we are working directly with our suppliers who represent the vast majority of our ingredients and packaging emissions. We also continue to identify the ingredients and packaging materials in our products that have the highest carbon impacts. Our research and development, procurement and commercial teams are working to leverage this information to help identify and prioritize opportunities through material and supplier choices without negatively affecting consumer experience, quality or cost.

Since 2008, Colgate has requested that our key Tier I suppliers participate in the CDP Supply Chain Climate Disclosure Program to help us address climate change, as well as associated risks and opportunities in our upstream supply chain.

No Deforestation

We recognize that deforestation and forest degradation contribute significantly to the release of GHGs. Our efforts to protect the environment through our sourcing practices are focused on key forest risk commodities, including palm oil, soy-based products, pulp and paper-based packaging and beef (tallow). We have developed and implemented commodity-specific policies for palm and soy that

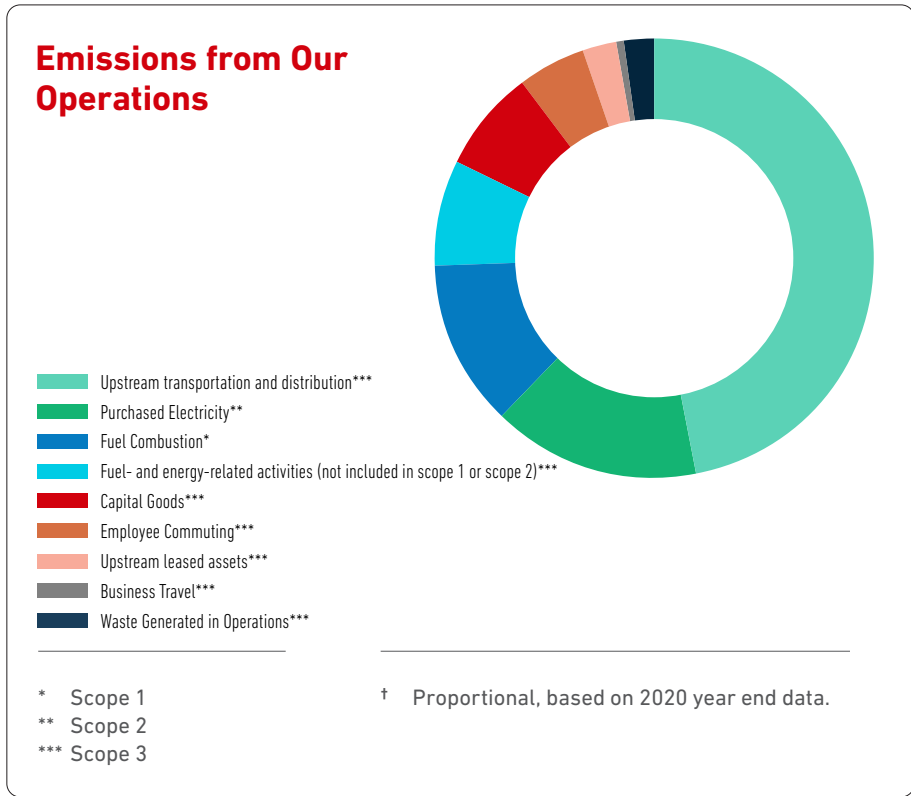
Emissions from Sourcing of Materials and Services



## Net Zero Carbon Operations

We are committed to decarbonizing our operations to align with limiting global temperature rise to 1.5°C above pre-industrial levels and we support every Colgate manufacturing facility, logistics team, warehouse and office to do their part to help achieve this goal.

The following Scope 1, 2 and 3 categories are the sources of emissions from our operations:



## “Top 10” Energy Actions

To help our global sites prioritize the most effective energy reduction activities, we use a “Top 10” Energy Actions program, which tracks progress against our most impactful global energy reduction opportunities.

## 5% for the Planet

Our “5% for the Planet” program helps ensure that our global manufacturing sites identify, fund and implement climate, energy, water and waste projects that deliver environmental improvement with a cost savings. The program sets an annual goal to invest a minimum of 5% of our manufacturing capital expenditure budget on cost-savings projects that deliver energy reduction, water conservation and reduction of waste to landfill, with at least 2% of the manufacturing capital budget targeted specifically toward energy efficiency projects. Since the inception of the program in 2011, Colgate has invested more than \$313 million in over 1,600 projects, delivering an estimated savings of more than \$100 million.

## Energy Treasure Hunt Program

We engage people across Colgate’s operations to participate in our Energy Treasure Hunt program. Over a three-day period, 30 to 50 participants visit all areas of a facility, searching for energy waste and brainstorming opportunities to drive continuous improvement. To date, participants in this global program have identified over 2,500 energy savings projects.

## Energy Reduction Teams

Colgate’s Global Energy Reduction Team leads the technical implementation of Colgate’s energy strategy by setting annual objectives and developing tools and programs to help our sites reach their energy reduction targets. This cross-functional global team is composed of individuals with expertise and passion for reducing Colgate’s energy use and GHG emissions. For 19 years, this dedicated team has continued to focus on supporting our plants with many tools, activities and initiatives.



Renewable Energy

Sourcing carbon-free electricity is a central element of our plan to achieve Net Zero GHG emissions in our operations. Our Renewable Energy Master Plan has four components:

- 

1.  
On-Site Solar Generation
- 

2.  
Utility Green Power
- 

3.  
Verified Renewable Energy Certificates
- 

4.  
Virtual Power Purchase Agreements (VPPA)

Our plan provides detailed visibility into the timelines and milestones to reach 100% renewable electricity. We have built a global renewable energy master plan which includes roadmaps by division to cover our manufacturing facilities and owned warehouses, global technology centers and offices. In 2022, four new on-site solar installations were completed at Colgate facilities in Turkey, South Africa, Argentina, and Brazil. These additional solar panel installations in 2022 bring the total number of sites with on-site solar to 17, and firmly show our commitment to investment in renewable energy globally as well in our local communities where we live and work.

HIGHLIGHTS:



Employees in our manufacturing facility in San Luis, Argentina, were inspired to show their commitment to renewable energy in an adjacent field, but committed to doing so in a way that would not displace the owls who made the space their home. Working with a local vendor, they found a way to maintain and respect the owls' habitat while completing the installation, and the new name for the park was selected by employees, "Parque Solar Los Lechuzos" (Little Owl Solar Park).



Our manufacturing facility in Gebze, Turkey, completed its second phase of on-site solar installation in 2022, bringing this total onsite capacity to 1500 kW. And the ambitious team is hungry for more with hopes of continuing expansion to a third phase in 2023, an additional 800 kW!

Virtual Power Purchase Agreements (VPPAs)\*

Throughout 2022, a diverse team of cross functional members continued exploring Colgate's first large scale VPPA in the U.S. The U.S. VPPA team is composed of members from the legal, treasury, finance, sustainability, and procurement functions and has explored multiple potential projects within the continental U.S. to cover electricity load for our U.S. Colgate-Palmolive operations. The VPPAs are a critical aspect of our Renewable Energy Master Plan and are seen as one of the key levers allowing us to maintain our projected glidepath to our 2030 goal of 100% renewable electricity. For this reason and building off the success of the North America team, a similar team was formed to begin exploring similar opportunities in Europe.

Sustainable and Efficient Logistics

Customer service and logistics teams at Colgate have launched various logistics initiatives around the world. These efforts are aimed at reducing both costs and environmental impacts while improving customer service.

\* A VPPA is a long term renewable energy contract that provides Renewable Energy Credits or Certificates (RECs) generated from the operation of a specific renewable energy project.

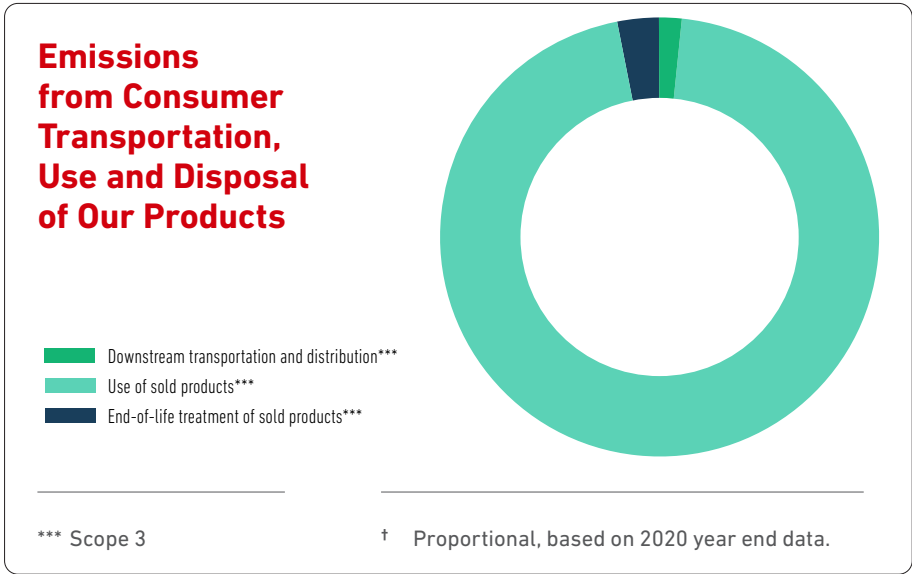
Potential tactics for reducing the greenhouse gas impacts from logistics include efficiency opportunities, such as route and load optimization, reduced packaging and shipping less water (e.g., concentrated formulas). In addition, to moving towards carbon-free transportation and facilities, tactics include increased use of emerging low-carbon technologies, renewable energy and driving vendor climate alignment and innovation.

In 2022, our logistics team began doing market research and engaging with companies offering electric trucks solutions for drayage operations in the United States. This team also participated in environmental related initiatives with Colgate's ocean transportation providers using biofuels such as Green November by Geodis. We continue performing truck and container utilization analysis and measuring the related KPIs to improve vehicle utilization and sustainability. In warehousing, we are advancing renewable energy such as solar energy in regions like India, Italy, Greece and Turkey. We will continue working to develop the roadmap to achieve our 2030 and 2040 targets.

### Sustainable Products & Consumer Engagement

Because approximately 80% of our total GHG emissions are attributable to the use and end of life of our products, our strategy to reduce those emissions focuses on both influencing consumer behavior and reducing the impacts of the products themselves. Our formal goal is to help avoid GHG emissions from consumers by 20% by 2025 against a 2016 baseline.

Our opportunity to do this lies in the design of our products and the extent to which we can influence how consumers use our products. By designing packaging that either uses less material, is made with recycled content, or is recyclable, reusable or compostable, there are opportunities for carbon avoidance benefits. An example of this is our first-of-its-kind recyclable toothpaste tube.



### Business Resilience

The fourth pillar in our climate strategy is focused on identifying risks and opportunities to our business operations in light of a changing global climate. We acknowledge that the impact of climate change poses potential short-, medium- and long-term risks to our business. As we accelerate the decarbonization of our value chain, consistent with limiting global temperature risk to 1.5C, our teams are working to build climate resilience into our global business activities. We are continuing to assess our climate impact, risks and opportunities and to integrate our sustainability strategy across our organization while creating a healthier future for all people, their pets and our planet.

To assess the physical risks of climate change to our operations, Colgate has a long-standing operations risk management process that includes managing the effects of episodic climatic events, such as storms, floods, droughts and temperature extremes, to our facilities

and supply chain. Colgate is committed to developing a long-term strategy to mitigate risks from climatic events. As part of our property loss prevention program, we believe our strategic manufacturing sites are highly protected against risks. Third-party assessments on property loss control are conducted annually for all strategic sites. Additionally, we develop and routinely update category contingency product sourcing plans to respond to, among other things, climatic events, including their impact on the availability of raw and packaging materials and logistics.

To address the transition risks of climate change, such as carbon pricing, markets and technology, we are, among other things, reducing our energy usage and, in turn, our GHG emissions, which enable us to mitigate potential costs. To learn more about Colgate's strategy to respond to climate-related risks and opportunities, please see our TCFD report.

### Society & Nature

We recognize that climate change has many impacts on people and the planet that we alone cannot address. That is why partnerships with organizations is a core element of our climate strategy.

#### Society: Climate Just Transition and Equity

As part of Colgate's work to address climate change, we recognize the social impacts of our climate change strategy—the Just Transition—as a relevant issue for our business, as referenced in the Paris Agreement on climate change. We are therefore committed to support a just distribution of the benefits of our climate transition, contributing to a more equitable society.

We also recognize that the burdens imposed by climate change are seen to be unequal across social groups. Often those with the smallest contribution to climate change are the worst affected by it. The

livelihoods of the world’s most vulnerable are often threatened by the adverse effects of climate change.

Through work that we conduct with our partner Earthworm Foundation supporting our Palm Oil Program, we engage with small holder farmers, communities and local governments in Indonesia, Malaysia and Latin America. These projects focus on building capacity with farmers and communities to implement good forest management practices, implementing conservation practices for existing forests and engaging with governments to ensure beneficial land use planning to protect standing forests.

In addition, we are working to embed sustainability into our products and brands. Our research and development and procurement teams are working to design more sustainable products without negatively impacting quality, consumer experience or efficacy and accessibility. This can help enable more equitable access to carbon improved carbon profiles as markets shift with the transition to Net Zero.

Through our Water Stewardship efforts, in particular our activities to provide water access, sanitation and hygiene to communities in need, we are considering climate resilience as a lens in order to support communities’ access to water, sanitation and hygiene in the long-term and that such programs and communities are less vulnerable in the face of climate change.

### Nature: Climate-related Impacts

Through our long-standing work on climate change, water stewardship, responsible sourcing of forest commodities, and eliminating plastic waste, Colgate has been taking action to protect, manage and restore various natural resources.

In 2022, Colgate formed an internal Nature Task Force made up of cross-functional members evaluating nature and biodiversity intersections and opportunities across our 11 sustainability actions and associated targets. In addition, part of the team’s work includes the review and monitoring of various emerging external nature frameworks and tools such as the WWF Biodiversity Filter, the Leap Approach and Assessing Operational Sites and Commodities tool. To help advance this work on nature, Colgate engages with several external organizations, such as the Water Resilience Coalition (part of the UNGC’s CEO Water Mandate), the World Resources Institute, Globescan and Gartner to better understand the role of Natural Climate Solutions in our Climate Strategy to address multiple environmental and social co-benefits such as biodiversity, water security, social impact and overall business resilience.

### Investment, Governance and Transparency

Underpinning our entire Climate Action Strategy are the critical elements of investment, governance and transparency.

#### Investment

Our longstanding capital program strategic framework recognizes and prioritizes investments in projects that support our sustainability goals. Specifically, the capital program recognizes and supports the investments we make in the areas of renewable energy, energy efficiency, water efficiency, zero waste and packaging recyclability, reusability and compostability projects. Additionally, our well-established “5% for the Planet” program helps ensure that our global manufacturing sites identify, fund and implement climate, energy, water and waste projects that deliver environmental improvement and often cost savings.

In support of our 2025 Sustainability & Social Impact Strategy, in November 2021, we issued our first Sustainability Bond. In 2022, we issued our Sustainability Bond Report detailing how we allocated an amount equal to the net proceeds of the bond to projects and programs with distinct environmental and/or social benefits pursuant to our Sustainable Financing Framework, which is available on the [investor center section of our website](#). The framework includes projects that help achieve our climate targets.

With the recent establishment of our new science-based climate targets, which are aligned with the Paris Agreement’s objective of limiting global warming to 1.5°C, we are committed to align future overall capital expenditure plans with our long-term Net Zero greenhouse gas reduction targets.

#### Governance

Colgate’s Chief Sustainability Officer chairs our Sustainability Steering Committee, which makes strategic decisions related to sustainability, monitors climate-related issues and works to integrate our sustainability and social impact strategy into our broader organization and to measure and meet our sustainability targets and KPIs. For more information regarding how sustainability is governed from a Board and management perspective, please [see the Sustainability Governance section of this Report](#).

#### Transparency and Disclosures

Transparency is important to us and to our stakeholders, as it provides accountability and trust. Colgate formed an ESG Reporting Task Force in 2021 to address our stakeholders’ increasing demands for additional ESG and climate-related disclosure.



We are taking the next step in our efforts to combat climate change by committing to achieve Net Zero carbon emissions across our operations and our supply chain by 2040. Underlying Colgate’s climate commitments are science-based targets focused on a transition to Net Zero carbon emissions. Since 2015, Colgate has engaged with the SBTi to set meaningful climate targets aligned with the most ambitious designation available through the SBTi process. Colgate’s initial greenhouse gas reduction goals were approved in 2017 and 2020. In September 2022, SBTi approved Colgate's updated near- and long-term science-based emissions reduction targets and Net-Zero science-based target, indicating our continued climate leadership. We have also incorporated guidance from the Climate Action 100+ Net Zero Benchmark, which assesses the performance of companies against the initiative’s three high-level goals: emissions reduction, governance and disclosure.



By 2025, it is our goal to:\*

- Reduce Scope 3 GHG emissions from Purchased Goods and Services by 20% against a 2020 baseline
- Reduce Scope 1 and 2 GHG emissions in operations by 20% against a 2020 baseline
- Avoid GHG emissions from consumer use by 20% against a 2016 baseline
- Reduce manufacturing energy intensity by 25% against a 2010 baseline

\* Colgate climate targets in addition to SBTi approved targets.

By 2030, it is our goal to:

- Reach 100% renewable electricity in global operations against a 2020 baseline
- Reduce Scope 3 GHG emissions from Purchased Goods and Services by 42% against a 2020 baseline
- Reduce Scope 1 and 2 GHG emissions in operations by 42% against a 2020 baseline

By 2040, it is our goal to:

- Reach Net Zero carbon emissions across the value chain\*\*
- Reduce Scope 1, 2 and 3 emissions by 90% against a 2020 baseline\*\*\*

\*\* Excludes Scope 3 optional emissions per SBTi Net Zero Standard.

\*\*\* Excludes Scope 3 Categories 9, 11 and 12 and optional emissions per SBTi Net Zero Standard.

Note: “Global operations” for our 2040 Net Zero goal includes all facilities. For our 2030 100% renewable electricity goal, “global operations” is defined as all manufacturing facilities and owned Global Technology Centers, warehouses, and office facilities. Our goal to achieve 100% TRUE certification for zero waste in our global operations is applicable to all manufacturing facilities and Global Technology Centers, all owned and operated warehouses; and Colgate owned office facilities with more than 150 employees.

Net Zero Carbon Pathway

The path to achieve our Net Zero carbon targets is based on carbon reduction, carbon-related innovation and new technologies, and the direct removal of carbon from the atmosphere.

Our first priority is to continue to find ways to reduce our carbon footprint across our entire value chain.

This includes investments in energy efficiency and reduction, encouraging suppliers to reduce their carbon footprint, developing less carbon intensive products and shaping consumer habits.

Next, we will continue to identify and deploy meaningful lower carbon innovations and technologies that replace more traditional

carbon-intensive processes. Examples of this include increased use of renewable and carbon-free energy sources, as well as emerging technology solutions for materials, packaging, manufacturing, transportation and product use that lower the overall carbon footprint.

Lastly, we will work to permanently remove the residual emissions from our value chain by 2040 per the SBTi Net-Zero Standard.

For each Colgate functional area, such as operations, procurement and logistics and their associated carbon scopes, we have developed clear target boundaries, glide paths and tactics to guide their associated decarbonization plans.

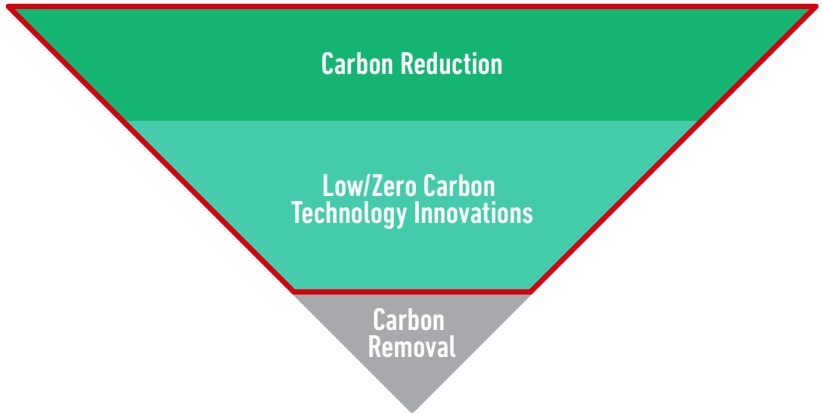
Net Zero Carbon Boundary

Colgate’s 2020 emissions across four functional areas, in order of decreasing impact, were attributable to Product Design and Procurement, followed by Customer Service and Logistics, Manufacturing and Business Operations.

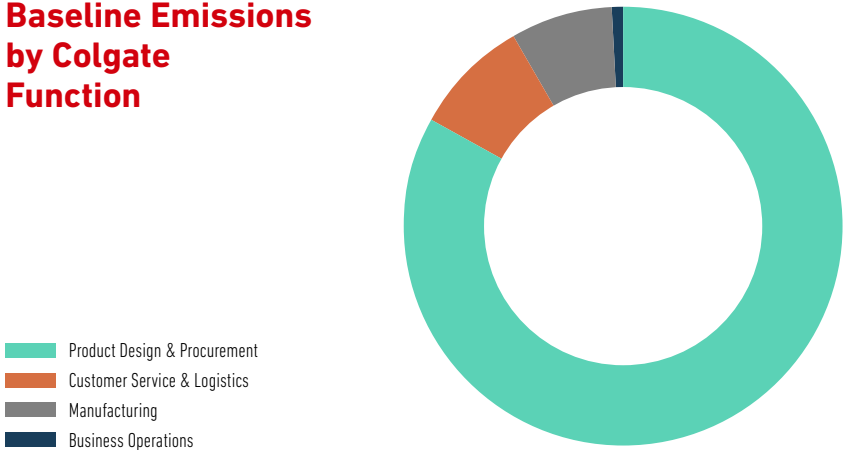
Based on the guidance of the SBTi, our Net-Zero boundary covers all our required Scope 1, Scope 2 and Scope 3 GHG emissions, while our long-term reduction target boundary includes the following Scope 1, 2 and 3 categories:

- Scope 1 Fuels Combustion
  - Scope 2 Purchased Electricity
  - Scope 3 Purchased Goods and Services (includes raw materials, packaging, indirect products and services)
- Scope 3 Capital Goods
  - Scope 3 Fuel- and energy-related activities (not included in scope 1 or scope 2)
  - Scope 3 Upstream Transportation and Distribution
- Scope 3 Waste Generated in Operations
  - Scope 3 Business Travel
  - Scope 3 Employee Commuting
  - Scope 3 Upstream Leased Assets

Net Zero Carbon Approach



Baseline Emissions by Colgate Function



† Proportional, based on 2020 year end data.

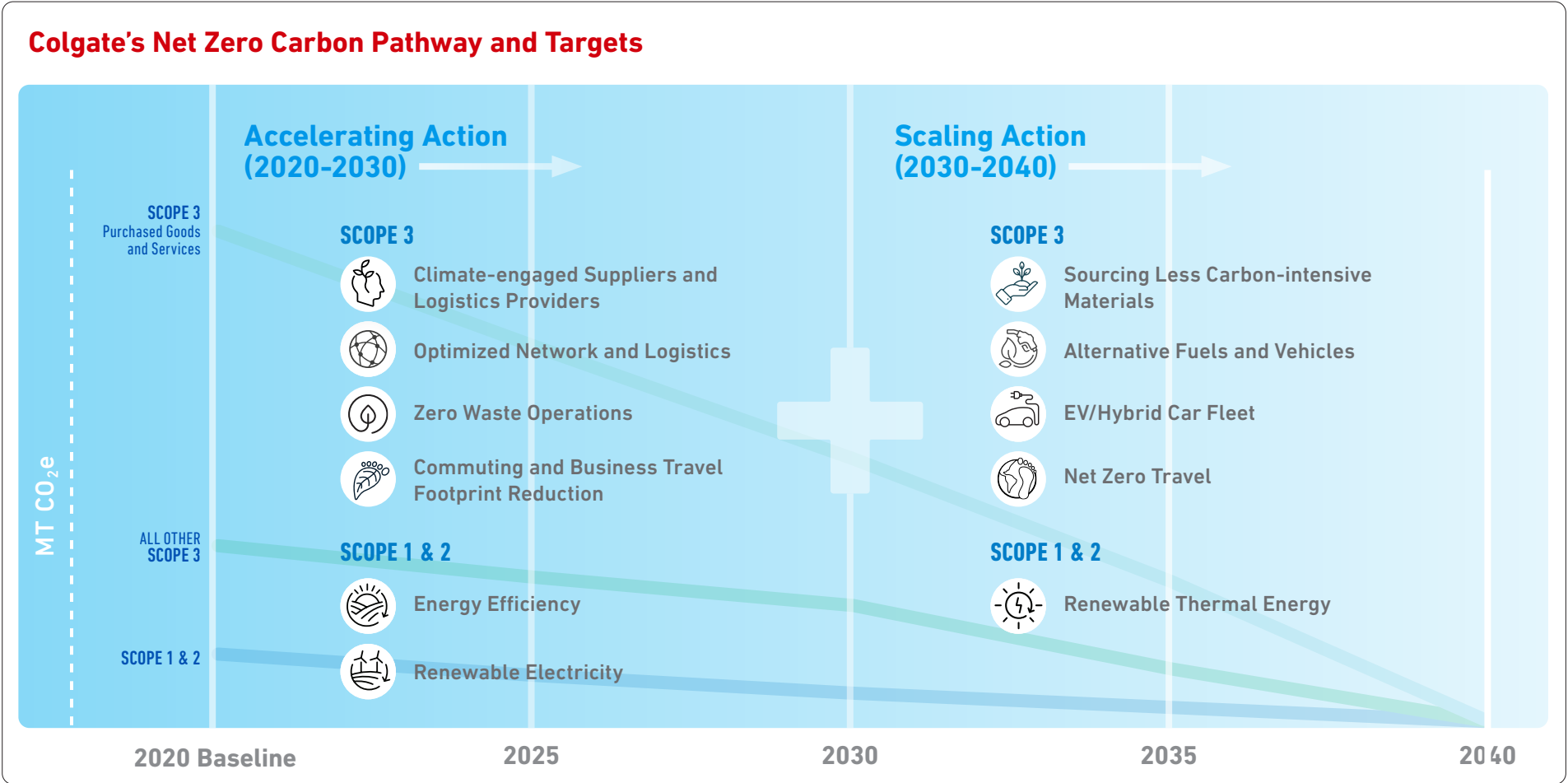
Achieving our targets for Net Zero emissions requires concerted efforts and coordinated planning. Our Net Zero roadmap has two distinct phases—Accelerating Action and Scaling Action.

We have already begun accelerating action by leveraging existing and new technologies and approaches to establish our glidepath to Net Zero emissions. By maximizing energy efficiency, deploying renewable electricity, engaging our suppliers and implementing proven strategies regarding waste, business travel and logistics, we believe we can make substantial progress towards our goals.

As we look to Scale Action, we intend to deploy new renewable thermal energy technologies, increase collaboration with suppliers to help them achieve Net Zero emissions, leverage emerging alternative fuels for logistics and rethink how we approach commuting and business travel so we can close in on our goal by our target date.



Find out more on how Colgate is taking action on climate change in our [2023 Climate Transition & Net Zero Action Plan](#).





# Lead with Zero Waste Facilities

## Achieving TRUE Certification for Zero Waste

In 2022, six more of our sites achieved TRUE certification for Zero Waste and one site achieved precertification. That brings the total number of TRUE certified sites, as of December 31, 2022, to 32, spread across five continents and in 19 countries. Colgate was also the first company to achieve this certification in Venezuela and Argentina. As of December 31, 2022, approximately 83% of all of Colgate’s products are being produced at TRUE certified facilities.

Achieving Total Resource Use and Efficiency (TRUE®) certification for Zero Waste at 100% of our global operations is one of our 2025 sustainability targets. The TRUE certification for Zero Waste program is overseen by Green Business Certification Inc. Currently, our manufacturing facilities in all our geographies and certain offices and warehouses are using the TRUE certification for Zero Waste approach and tools. Facilities that have achieved TRUE certification for Zero Waste also meet high standards with respect to energy and water efficiency.



We have TRUE certifications for Zero Waste facilities in the following countries: United States, Italy, Greece, The Netherlands, Czech Republic, France, Poland, South Africa, Turkey, India, China, Vietnam, Thailand, Colombia, Ecuador, Mexico, Brazil, and Argentina. We have the most certifications of any company in the world.

- Our site in Venezuela has embraced our Global Supply Chain's goal of becoming 100% paperless. Over the past 7 years the site has reduced its paper consumption by 98%, which is equivalent to over 17,000 kilograms of paper. The site accomplished this by digitizing routine inspection forms and checklists, production reports, training quizzes and utilizing Adobe Sign for document approvals.
- Where waste gets diverted differs from site to site and is managed locally. One site worked with a vendor to find a beneficial recycling process for its wastewater treatment plant sludge. The vendor mixes the dried sludge cake with straw and soil, places the mixture into brick molds and "cooks" the mixture to create bricks. One ton of this mixture will make 1,000 bricks and 5,000 bricks can be used to build a small house in the local community.
- Our warehouse location in Sao Bernardo do Campo, Brazil, also achieved TRUE certification in 2022. They implemented an onsite composting system which turns food waste from their cafeteria into compost. This compost is then used in an onsite garden, which was also implemented as a result of the TRUE certification program, to produce vegetables that are then used in the cafeteria.



Each site manages their own TRUE certification independently. Our corporate office provides training on the process and readiness workshops and meets with the sites to assess readiness. While as a company, we initially focused our efforts on manufacturing facilities for the TRUE certification program, in 2022, we began engaging with our warehouses and strategic offices as we work toward our 2025 goal of TRUE certifications everywhere.

### Commitment to Green Buildings



To further reduce the energy and carbon intensity of our operations, Colgate has committed to the U.S. Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED) certification for all our new construction projects around the world. Achieving our goal of LEED certification for all new construction is applicable for all manufacturing facilities with expansion projects and new facility construction, all owned Global Technology Centers, warehouses, and offices undergoing expansion projects or new construction. Since 2013, we have used the LEED green building rating system as one way to reduce our overall exposure to water and climate change-related issues and offer a healthier, more comfortable work environment.



Currently, Colgate has 21 facilities in the United States, Latin America, Asia and Europe that have achieved 30 LEED certifications. Of these 21 facilities, 13 are manufacturing facilities spanning across eight countries. In addition, we operate several LEED-certified third-party distribution centers. Colgate has been a member company of the USGBC since 2007 and collaborates and engages with USGBC to advance LEED and green building practices for the global manufacturing sector. Further information about Colgate's LEED-certified buildings is available on the USGBC [Green Building Information Gateway](#).

# Water Stewardship






Saving water is a cornerstone of Colgate’s 2025 Sustainability & Social Impact Strategy, a central component of our mission to create a healthy and sustainable future. Clean water is vital to the communities we serve, yet in many regions of the world, it is becoming an increasingly scarce resource. We are taking action to promote water stewardship, ensure security and resilience across our value chain, protect ecosystems and support water access in our communities. That means we take care of water and conserve its use, help people gain access to safe water and mitigate risks associated with water scarcity.

## Our Water Stewardship Strategy

Promoting Water Stewardship is one of our key sustainability actions and it is addressed across our value chain, with our communities and in nature. These define the pillars of Colgate’s 2025 Water Stewardship Strategy, which covers the following areas where we have the opportunity to manage impact:

- Supply Chain
- Direct Operations
- Consumer Use
- Water, Sanitation and Hygiene, and
- Ecosystem Protection.

### Colgate’s 2025 Water Stewardship Strategy

Supply Chain	Direct Operations	Consumer Use	Water Sanitation and Hygiene (WASH)	Ecosystem Protection
				
VALUE CHAIN			COMMUNITIES	NATURE
Investment, Transparency and Governance				

Colgate’s water footprint consists of the water used by our suppliers to produce the raw and packaging materials we purchase, the water used by our facilities to manufacture our products and the water associated with consumer use of our products.

## Our Water Stewardship Targets

By 2025, our goal is to:

- Engage 100% of our material suppliers with operations in water-stressed regions to take action on water security.
- Reduce 25% manufacturing water intensity against a 2010 baseline.
- Achieve Net Zero Water\* at our manufacturing sites in water stressed areas by 2025, and all other sites by 2030.
- Promote water conservation awareness with messaging to 100% of our global consumers.
- Reach one million people with water, sanitation systems and health/hygiene education.

To achieve these targets, we are taking a holistic approach, collaborating across our entire value chain.

\* as defined by the USGBC’s LEED Zero program



## Water and Our Supply Chain

We intend to engage all our material suppliers with operations in water-stressed regions to take action on water security. One way we are increasing supplier engagement in our Water Stewardship Strategy is by participating in programs such as the CDP Water Supply Chain Program. We also continue to help our product developers and procurement teams understand and identify our most water-intensive raw and packaging materials, so that purchasing decisions can consider water-related factors where possible.

As an example of supplier engagement, we collaborate with the Mint Industry Research Council (MIRC) to gather and analyze data from mint suppliers to better understand the climate and water challenges across North America and share the insights with the industry. We also engage with the MIRC to explore and adopt smart irrigation and other techniques to help farmers take good care of water resources while producing their crops.

In 2021, we started engaging our suppliers in water stressed regions of India and held a webinar to share Colgate’s Water Stewardship commitment and trajectory and explain how our suppliers can join us in this journey. The webinar highlighted some best practices of water stewardship projects and processes that we have put in place regarding water issues at Colgate. It also included a call to action to our suppliers to start measuring and managing their own water risk and consumption.

## Direct Operations

We continue to invest in water conservation and assess water risks associated with our global operations. We recycle/return water in highly stressed regions and manage our wastewater appropriately. We remain laser-focused on withdrawing the least amount of water from the environment.

Our plants deploy ever-more-efficient practices as we keep driving down our water manufacturing intensity. We are improving our cleaning and sanitization processes, for example, to now require far less water and energy by innovating with our partners at Ecolab.

Colgate has had manufacturing water conservation goals since 2002, and since then we have reduced the water consumed per unit of production in the manufacture of our products by 52%, exceeding our 2020 target. Our 2025 target is to reduce our manufacturing water intensity by 25% compared to 2010. As of December 31, 2022, we have achieved a reduction of 11%.

### Key Elements of Our Operations Program include:

## 5% for the Planet

We invest in water conservation strategies at our global facilities through our manufacturing capital expenditure program, ‘5% for the Planet,’ and by implementing our Water Stewardship Strategy. A minimum of 1% of the manufacturing capital expenditure budget is targeted specifically toward water conservation projects.

## True Cost of Water

Our True Cost of Water Toolkit, developed with Rutgers University Business School’s Supply Chain Management Program, is a manufacturing-based tool designed to help sites quantify some of the hidden costs of water, such as pretreatment and pumping. Knowing the costs encourages focus on opportunities for financial and environmental improvement.

## Water Stewardship Standard

Colgate’s global Water Stewardship Standard helps all our manufacturing facilities and technology centers develop responsible and appropriate programs to ensure that water-related risks are understood and managed, and that water conservation opportunities are continuously evaluated and implemented in support of Colgate’s environmental and sustainability targets. Water Stewardship Standard expectations vary by the level of geographic water stress.

## Net Zero Water

In regions with water stress, we continue to assess water risks and implement appropriate resilience measures to anticipate and mitigate the effects.

We have committed to achieving Net Zero Water at all our manufacturing sites in water stressed areas by 2025, and all other sites by 2030. We will follow the USGBC definition under their LEED Zero program, which requires us to:

- Minimize total water consumption
- Maximize alternative water sources (e.g., rain or condensation, etc.)
- Minimize wastewater discharge and return water to the environment

Since 2021, we have formed regional teams with members representing our manufacturing sites to share best practices to attain Net Zero Water. These teams also review any technology and opportunities to reduce, recycle or return water, such as water treatment automation, rainwater harvesting, cleaning and sanitization efficiency, submetering and others.

In 2022, Colgate joined the Corporate Water Leaders-Beauty & Personal Care (CWL-BPC), a working group dedicated to solving industrial water challenges and furthering water stewardship. Spearheaded by Global Water Intelligence (GWI), the initiative brings together water management and sustainability professionals from major companies to collaborate on innovative solutions to mutual challenges. The CWL-BPC comprises eight leading multinational manufacturers that meet regularly to exchange ideas and information with the ultimate goal of driving sustainable water management within the BPC industry. The group’s current focus is advancing water circularity in factory operations.

### Wastewater Management

Wastewater discharges from Colgate’s operations are pre-treated on site and/or by the local municipality prior to discharge to a body of water, in compliance with local regulatory requirements. We continue to work to reduce pollutant-loading in our wastewater discharges prior to treatment. In selected locations where water stress is high, Colgate also treats wastewater to levels appropriate for cooling, toilet flushing, gardening and other purposes.

### Water Security

We use the World Resources Institute’s (WRI) Tool—the Aqueduct Water Risk Atlas—as our main data source to identify which of our locations, as well as those of our suppliers, are designated as “high” or “extremely high” in the tool’s main water stress indicators.

In 2021, Colgate formed a Water Security Task Force with the primary objective to develop a comprehensive water security framework and recommended water security assessment tools across Colgate’s global operations. This framework considers, for each location, the water availability at the source, water rights and regulations, utility infrastructure and reliability, and local water governance. The task force is composed of representatives from the following functions: sustainability, manufacturing, engineering, facilities, risk management and legal.

In 2022, the task force identified enhancements to our water security assessment by collecting and assessing new internal and external data related to water security, through satellite imagery, hydrogeological modeling, internal legal and infrastructure surveys, social media listening and other sources. Through the Waterplan platform and the 100+ Accelerator program, we are piloting the assessment, digitization, monetization, and management of such data and resulting water security risks. This has elevated Water Security in our Enterprise Risk Management processes and is preparing us for improved disclosure to our stakeholders regarding our water management.

### Consumer Use

We strive to develop innovative products that enable consumers to use less water while meeting or exceeding product efficacy expectations. Colgate also promotes water conservation awareness globally through our Save Water campaign. We understand that the water required to use our products represents the largest portion of our overall water footprint. To that end, conserving water is an opportunity for innovation. Colgate’s portfolio now includes products that contain less water and/ or allows consumers to use less water at home.

### Water Conservation Awareness

Because of our products and our position in the global market, we have a unique opportunity to promote water conservation awareness to all our global consumers. Our Save Water campaign continues to increase consumer awareness through messaging on our packaging, online and in stores. The Save Water message appears on the packaging for our toothpaste, toothbrush, soaps and cleaning products.



World Water Day

World Water Day is an annual United Nations observance day held on March 22 that highlights the importance of freshwater. Here are a few examples of how we supported this important initiative:

- **Open Call for Water Action:** As part of the Water Resilience Coalition, along with over 50 of the world’s largest corporations, Colgate signed the Business Leaders’ Open Call to Accelerate Action on Water at the 2023 UN Water Conference. Colgate is committed to building water resilience across our global operations and supply chains, but we know that a unified commitment is required to accelerate action on water security and encourage you to visit [WaterActionNow.org](https://WaterActionNow.org) to learn more.

2013 through 2022, Colgate’s total support of more than \$2.2 million has helped more than 500,000 people in communities, schools and clinics gain access to safe water services.



Taking action on water security is critical as we reimagine a healthier, more sustainable future for all people, their pets and our planet. We are proud to be recognized on CDP’s Water A List for our continued transparency and action—we manage what we measure.

Investment, Transparency and Governance

To inform our water stewardship efforts, Colgate engages with leading water experts who complement our strong internal capabilities. This collaboration helps build expertise, align efforts and ensure that our water programs meet stakeholder expectations. We are also committed to transparency and reporting publicly on our water stewardship and reduction performance. Colgate has many such partnerships with a broad array of organizations, including suppliers, research institutions, universities and industry and nonprofit organizations.

Colgate is an endorser of the CEO Water Mandate, under the United Nations Global Compact, and a member of the Water Resilience Coalition. The Coalition aims to preserve the world’s freshwater resources through shared, ambitious commitments that are meaningful and measurable, many of which mirror Colgate’s targets.

Here are just some of Colgate’s water sustainability partners:



Water, Sanitation and Hygiene (WASH)

Providing access to safe water, improved sanitation and proper hygiene education is an important aspect of our water stewardship strategy at Colgate.

Colgate is proud to continue our commitment to support water, sanitation and hygiene (WASH) programming through our partnership with Water For People as they pursue their mission to reach Everyone Forever with WASH services across Guatemala, India and Peru. From

Ecosystem Protection

We also protect water-related ecosystems through our commitments to No Deforestation, water replenishment, wastewater treatment, and community partnerships.



# Drive Sustainable Sourcing

Driving sustainable sourcing is one of the 11 actions we have articulated as part of our 2025 Sustainability & Social Impact Strategy. Colgate is committed to driving sustainable sourcing, including making our products with responsibly sourced ingredients and improving the sustainability profile of our products.

## Responsible Sourcing

This requires that we have high expectations for our suppliers and establish robust and collaborative partnerships with them. The topics on which we engage our suppliers include labor practices and universal human rights, protecting the environment, health and safety and ethical dealings. Ultimately, sourcing materials in a responsible manner is simply consistent with our values.

**In addition to our non-negotiable expectations for ethical and responsible behavior by our suppliers, we have three primary targets for our responsible sourcing program:**

- Strive for zero deforestation, prioritizing commodity products derived from palm and soy.
- Reduce supplier GHG emissions by 20% by 2025 against a 2020 baseline.
- Engage 100% of our suppliers with operations in water-stressed regions in taking action on water security.

**Our strategy is to focus on:**

- Industry-wide transformation
- Expanded use of certified materials and traceability
- Implementation of geospatial land use monitoring
- Deeper engagement with suppliers and stakeholders
- Increased external communications

### Our Supplier Code of Conduct

Colgate's [Third Party Code of Conduct](#) conveys our expectations regarding the conduct we expect from our suppliers, business partners and all other third parties with whom we work. Sections of the Code are modeled on, or contain language from, the Universal Declaration of Human Rights and the standards of the International Labor Organization.

## Supplier Engagement

Our global procurement team is composed of dedicated professionals in every division of the Company. We strive to develop relationships with suppliers that will help us exceed our stakeholders' expectations for quality, service, cost effectiveness, sustainability and innovation. To learn more, see [Colgate's Procurement Policies](#).

In order to engage with our suppliers in a meaningful manner, we are developing dashboards, scorecards and digital tools through which we can collect, manage and analyze our suppliers' performance against key sustainability targets and our goals. We will continue this effort in 2023.

Assessing and Managing Supplier Risk

As a multinational company with a global supply chain, adverse actions and events associated with our supply chain could affect our reputation. Accordingly, we have a formal process to identify and manage social, ethical and environmental risks in our supply chain and with other business partners.

Colgate’s Supplier Responsible Sourcing Assessment (SRSA) program requires selected suppliers and business partners to complete a self-assessment focused on labor practices, human rights, worker health and safety, environmental management and business integrity. Using a supplier risk assessment scorecard, selected suppliers and business partners are scored against critical risk factors to determine the need to conduct a social compliance audit. When a supplier is assessed as high risk, a third-party audit of their facility is required. Through the SRSA program, we have assessed the performance of approximately 77% of our suppliers in high-risk geographies since 2012, which we believe helps to drive improved working conditions across our external supply chain. To date, there are more than 700 suppliers and service providers in the program, and 64% have conducted a social compliance audit.

Colgate is also a member of the Supplier Ethical Data Exchange (Sedex) and we use the Sedex Members Ethical Trade Audit (SMETA) protocol to assess suppliers’ compliance with laws covering freedom of association, forced and child labor, health and safety, wages and benefits, working hours and discrimination and environmental and business ethics matters. Since the program’s inception in 2012, we have assessed more than 80% of our spend, including raw material and packaging suppliers, service providers, contract manufacturers, co-packing facilities and warehousing operations.

We participate in AIM-PROGRESS, a global industry forum dedicated to the promotion of responsible sourcing practices and sustainable production systems. In this program, suppliers share noncompetitive audit data with other manufacturing companies that often use the same suppliers, enabling us to gain information more efficiently and relieving the burden of “audit fatigue” on suppliers.

To further drive improvement in our supply chain, we have participated in AIM-PROGRESS capacity-building sessions in America and Asia that are designed to improve suppliers’ social and environmental performance. In addition, we conduct similar independent, responsible sourcing training events for our suppliers.

Most recently Colgate’s work with [AIM-Progress](#) has been focused on tackling the issues of grievance management processes and responsible recruitment through the development of guidance on the repayment of recruiting fees.

Supporting Working Conditions Globally

We believe that every worker should have freedom of movement, no worker should be required to pay for a job and no worker should be indebted or coerced to work. Colgate has a long-standing commitment to respecting human rights and labor rights worldwide and supports the United Nations Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights and the International Labor Organization (ILO) Core Labor Standards. We have confirmed our support for the UN Global Compact and principles on human rights, labor, environment and anti-corruption. Our policy on [Human Rights and Labor Rights](#) describes our commitments in detail.

Moreover, it is Colgate’s policy not to work with any supplier or contractor known to operate with forced labor. We do not use forced labor within our own operations, and we seek to eradicate forced labor from our supply and value chains. We, as a member of the Consumer Goods Forum (CGF) - Human Rights Coalition, endorse the CGF Resolution on Forced Labor and the Priority Industry Principles. Colgate, through our participation in the CGF - Human Rights Coalition, is working to expand our human rights due diligence processes focused on third-parties working in our own operations and engaging our suppliers in high risk supply chains to do the same. We are also supporting a responsible recruiting initiative partnering with the Fair Labor Association to drive industry transformation of labor recruiting practices in the Malaysian palm oil supply chain.

Protecting the Environment

Through Responsible Sourcing, our efforts to protect the environment through our sourcing practices are focused on key forest risk commodities, including palm oil, soy-based products, pulp and paper-based packaging and beef (tallow). We have developed and implemented commodity-specific policies for palm and soy that outline our expectations for suppliers of these materials, and we have an overarching No Deforestation Policy that applies to the four key forest risk commodities we source.

Palm Oil

Our efforts to responsibly source palm oil are guided by our [Policy on Responsible and Sustainable Sourcing of Palm Oil](#). This policy outlines our commitments and expectations for our palm oil suppliers and includes the following elements:

- No deforestation and no conversion of native vegetation
- No exploitation of people or local communities
- Legal compliance
- Reduction of greenhouse gas emissions
- Adoption of good agricultural practices

We continue to focus on increasing the transparency and traceability of palm oil we source. Our work on policy implementation, transparency and traceability is done in collaboration with Earthworm Foundation and trade groups such as the [Consumer Goods Forum—Forest Positive Coalition](#). Through our work as a member of the Forest Positive Coalition, we are collaborating with 22 global consumer product goods brands and retailers to drive collective, transformative change to remove deforestation, forest conversion and degradation from key commodity supply chains and to support forest-positive businesses.

Beginning in 2021, we initiated satellite monitoring covering our Southeast Asia palm oil supply for deforestation alerts and fires potentially related to palm oil development activities. Moving into 2023, our satellite monitoring will be expanded to cover all of our global palm oil production landscapes. Our ongoing work throughout 2022 included enhancements to our grievance management process and increasing engagement with our suppliers, stakeholders and with NGOs to address noncompliances with our policy expectations.

Soy Products

Soy-derived materials are also an area of focus for us, and our [Responsible Soy Procurement Policy](#) outlines our actions and expectations. We recognize that soybean is a key commodity associated with deforestation and social conflict, particularly in South America. Therefore, we aspire to build a transparent and responsible soy supply chain and contribute to industry-level transformation. Our work on soy-based materials is supported through our partnership with the Earthworm Foundation and our work with the [Consumer Goods Forum—Forest Positive Coalition](#).

Our specific commitments for our soy supply chain are as follows:

- No deforestation and no conversion of native vegetation
- No exploitation of people or local communities
- Adoption of good agricultural practices
- Legal compliance

We source most of our soy-based ingredients from the United States, Europe and South America. Soy from South America, particularly Brazil and Argentina, continues to be associated with deforestation and ecosystem degradation. Similar to our efforts to responsibly source palm oil, we are striving for traceability to ensure that the products we do source from those geographies can be clearly traced to upstream suppliers who uphold our standards and comply with our policy.

Pulp and Paper Packaging

Our commitment to responsibly source pulp and paper materials is based on our recognition that over half of the world’s forests have been lost and that timber and industrial logging remains as a driver for global forest loss. This has not only led to biodiversity loss and social instability, but also to the worsening of climate change. Deforestation of High Conservation Value and High Carbon Stock forests, such as tropical rainforests and peatlands, has been especially devastating to endangered animal species and has led to significant release of carbon emissions.

Our efforts are guided by the pulp and paper packaging section of our [No Deforestation Policy](#) which outlines our expectations for how we source these materials. The guiding principles that underpin our approach include:

- No illegally harvested wood
- No exploitation of people or local communities
- No deforestation of High Conservation Value (HCV) areas
- No sourcing of wood from forests that were converted to plantations or non-forest uses

To mitigate risks in our supply chain and ensure that we are sourcing our pulp and paper products in alignment with our values, we seek to maximize the use of recycled content products wherever possible. We conduct an annual risk assessment process for all paper and pulp packaging suppliers and the materials they source to Colgate, and we utilize Forest Stewardship Council (FSC) certified materials to further support our approach to sourcing sustainable paper-based packaging.



Through our partnership with the Rainforest Alliance, we conduct an annual paper-based packaging supply risk assessment, which helps us to identify sources of high risk within our supply chain and the implementation of actions to mitigate sustainable sourcing risk.

### Tallow

Tallow, a cattle byproduct, is a key ingredient in bar soap production. Colgate sources tallow from suppliers in North America, Latin America and Europe. For tallow sourced from Brazil, we take steps to ensure that the tallow is responsibly sourced and does not originate from cattle ranches located in the Amazon that could be associated with deforestation or conversion of native landscapes. We require that our suppliers follow environmental and social guidelines set forth by the [Brazilian Institute of Environment and Natural Resources](#) and that cattle operations conform with the Minimum Criteria for Industrial Scale Cattle Operations in the Brazilian Amazon Biome. To learn more about our actions and progress against our work on beef (tallow), please see the Beef (Tallow) section of our [No Deforestation Policy](#).

**Partnerships**  
  
An important element of our sustainability strategy is our engagement and collaboration with external partners, which complement our strong internal capabilities. These partnerships help us achieve our ambitions to source sustainably and to strive for zero deforestation.

#### ADDITIONAL SUSTAINABILITY RESOURCES

Additional resources about our Sustainability & Social Impact Strategy and our progress against our Key Ambitions and targets can be found on the Sustainability section of our website, <https://www.colgatepalmolive.com/en-us/sustainability>. Colgate's most recent Climate Transition & Net Zero Action Plan, Diversity, Equity & Inclusion Report, Task Force on Climate-Related Financial Disclosures Report, Sustainability Accounting Standards Board Report, and Sustainability KPIs can also be found on our website.