

**COLGATE-PALMOLIVE COMPANY
PERSONNEL AND ORGANIZATION COMMITTEE**

CHARTER

Purpose

The Personnel and Organization Committee (the “Committee”) shall oversee the personnel, compensation and organizational matters of the Company. The Committee shall discharge the Board’s responsibilities with respect to compensation of the Company’s executives and prepare an annual Committee Report for inclusion in the Company’s proxy statement.

Committee Membership

The Committee shall be appointed by the Board of Directors in accordance with the Company’s by-laws. The Committee shall consist of at least four directors, each of whom in the Board’s judgment satisfies the independence requirements of the New York Stock Exchange (“NYSE”) and other applicable regulations, including that at least two members of the Committee also shall qualify as “outside” directors within the meaning of Internal Revenue Code Section 162(m) and as “non-employee” directors within the meaning of Rule 16b-3 under the Securities Exchange Act of 1934, as amended. Committee members may be removed from the Committee by the Board at any time, with or without cause, and any vacancies will be filled through appointment by the Board upon the recommendation of the Nominating and Corporate Governance Committee.

Committee Responsibilities – Compensation Matters

The Committee shall have the following responsibilities with respect to compensation matters:

- Review and, where appropriate, approve or recommend, the Company’s policies and programs for compensation and benefits, including executive compensation, with the aim of aligning such policies and programs with the Company’s annual and long-term goals and the interests of stockholders.
- Review and, where appropriate, approve or recommend, the Company’s incentive-compensation and equity-based plans, oversee their administration and discharge the duties of the Committee under such plans.
- Oversee regulatory compliance with respect to compensation matters, including overseeing the Company’s policies on structuring compensation

programs to preserve tax deductibility, and, as and when required, establishing performance goals and certifying that performance goals have been attained for purposes of Section 162(m) of the Internal Revenue Code.

- Establish performance measures and goals for annual and long-term performance-based incentives for executives and other incentive plan participants based on Company or business unit performance and approve aggregate incentive payments.
- Review the salary levels, annual bonuses and long-term awards recommended by management for corporate officers and other vice presidents of the Company.
- Make equity awards pursuant to the Company's incentive compensation plan(s).
- Develop recommendations for the Board on compensation and benefit matters for the Chief Executive Officer ("CEO") of the Company, reviewing and approving corporate goals and objectives relevant to compensation of the CEO, evaluating the CEO's performance in light of these goals and objectives and determining and approving the CEO's compensation based on this evaluation. The Committee shall solicit other independent directors' input in this process and, in determining the long-term incentive component of CEO compensation, shall consider, among other factors, the Company's performance and shareholder return, the value of similar incentive awards to CEOs at comparable companies and the awards given to the CEO in past years.
- Engage one or more outside consultants from time to time to report directly to the Committee on the appropriateness of the Company's compensation and benefits policies, programs and practices for the CEO and other senior executives, including actual executive salary, bonus, stock and benefit levels.
- Review and discuss the Compensation Discussion and Analysis (the "CD&A") required to be included in the Company's proxy statement and annual report on Form 10-K with management and, based on such review and discussion, determine whether to recommend to the Board that the CD&A be so included.
- Produce the annual Committee Report for inclusion in the Company's proxy statement in accordance with the rules and regulations promulgated by the Securities and Exchange Commission (the "Commission").
- Oversee the Company's compliance with Commission rules and regulations regarding stockholder approval of certain executive compensation matters, including advisory votes on executive compensation and the frequency of

such votes, and the requirement under NYSE rules that, with limited exceptions, stockholders approve equity compensation plans.

- Oversee an annual risk assessment of the Company's compensation policies and practices to determine whether they create risks that are reasonably likely to have a material adverse effect on the Company.

Committee Responsibilities – Personnel and Organizational Matters

The Committee shall have the following responsibilities with respect to personnel and organizational matters:

- Review and, as appropriate, approve or recommend:
 - CEO and senior management succession planning, consulting with the CEO as appropriate;
 - recruitment and career development for key executives;
 - the election of corporate officers;
 - the Company's human resource policies and programs (including training programs and other people development initiatives);
 - the Company's labor relations policies;
 - the Company's stock ownership guidelines for members of senior management; and
 - the organizational development of the Company;
- Review and oversee the administration of the Company's employee benefit plans and programs (including pension, 401(k) and other retirement plans);
- Review the Company's workplace and human rights practices, including diversity and inclusion and equal opportunity initiatives.

Committee Structure and Operations

The Committee shall:

- meet at least four times each year and at such other times as it deems necessary to carry out its responsibilities,
- make regular reports of its proceedings to the Board, and

- on an annual basis, review its own performance.

The Committee shall have the authority to:

- form and delegate authority to subcommittees in its discretion,
- directly retain, oversee and terminate compensation consultants, outside legal counsel and other advisers (each, an “Adviser”), as it deems necessary or appropriate in its sole discretion, to assist in the conduct of its duties, including the sole authority to approve the compensation and other retention terms of any such Adviser, and
- receive appropriate funding, as determined by the Committee, from the Company for payment of reasonable compensation to any Adviser.

Before selecting or receiving advice from any Adviser, the Committee shall consider all factors relevant to the Adviser’s independence from management, including any factors required to be considered under NYSE listing standards.