

# BUILDING A FUTURE TO SMILE ABOUT



Colgate Corporate Social Responsibility and Sustainability Report 2018



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# 2018 Sustainability at Colgate-Palmolive

Welcome to our 2019 Sustainability Report, where you'll learn about our Sustainability Strategy and commitments to People, Performance and Planet. You'll also find highlights about the progress we've made this year.



## A welcome letter from President and CEO, Noel Wallace

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Colgate-Palmolive is building a future to smile about. We're supporting the well-being of Colgate people, their families, and the communities we serve; strengthening the performance of our Company; and acting as responsible stewards of the planet we share. This report details how we're working toward a brighter future for all of our stakeholders.

I am especially pleased about Colgate's leadership in three important areas:

### **Promoting Children's Oral Health**

Colgate Bright Smiles, Bright Futures® is our flagship oral health education program, reaching children in more than 80 countries. In 2018 we passed an extraordinary milestone: since the program was established in 1991, we've reached one billion children and their families with free dental screenings and oral health education.

### **Saving Water**

Colgate's #EveryDropCounts campaign reached people in 70+ countries in 2018 with our message to turn off the tap while brushing. We spread the word on our packaging, through online videos, and most recently with our sponsorship of water activist and ultra-runner Mina Guli. Joined by Colgate runners along the way, Mina's campaign to run 100 marathons in 100 days across six continents spread awareness of water scarcity and galvanized a movement of new supporters and advocates.

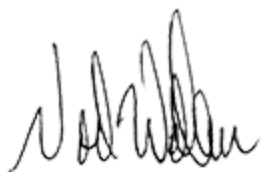
## Reducing Plastic Waste

Reducing plastic waste is one of our most important priorities. We've made commitments to reduce the use of plastic in our packaging, use 25% recycled content in our plastic packaging, and make 100% of our packaging recyclable. In 2018 we joined the Ellen MacArthur Foundation's New Plastics Economy Initiative, reflecting our commitment to achieving these targets and others by 2025. Supporting our goals, we're finalizing the design of a breakthrough, recyclable plastic toothpaste tube that we will begin testing with consumers.

We made important progress in other priority areas as well. Seven of our plants have achieved TRUE 'Zero Waste' certification from the U.S. Green Building Council and 11 more are registered and underway. These 18 sites span five continents -- more projects in more regions than any other company.

Colgate's leadership in these and other areas is being recognized; the company was named to both the 2018 Dow Jones Sustainability World and North America Indices. In addition, Colgate was recognized as 2019 Best Company for Women, Best Company for Multicultural Women and Best Company for Millennials and was named a 2019 U.S. EPA ENERGY STAR Partner of the Year for the 9th year in a row.

Of course, our success is driven by the efforts of Colgate people and the partnerships we have forged to help achieve our goals. We believe that we speed up our progress and improve results when we engage with universities, governments, suppliers and NGO's to find innovative solutions that help reduce our environmental footprint, improve our communities and ensure a brighter future for all.

A handwritten signature in black ink, appearing to read 'Noel Wallace', with a stylized, cursive script.

**Noel Wallace**  
**President and Chief Executive Officer**



# What's New

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## WELCOME to Colgate's Sustainability Report!

Learn about Colgate's 2018 sustainability journey and progress. Throughout you will find highlights of the activities and accomplishments of Colgate People around the world as they brought our Sustainability Strategy to life over the past year. Across this website you will find the entire content of our 2018 sustainability report, live as of May 10, 2019.

## Recent News

- **Barron's 100 Most Sustainable U.S. Companies:** Colgate ranked #19 on Barron's 100 Most Sustainable U.S. Companies and was ranked 3rd among Top Consumer Staples companies.
- **America's Most Reputable Companies 2019:** Colgate ranked on top 25 America's Most Reputable Companies 2019.
- **America's most beloved brands in 2019:** Colgate ranked #25 among Americans favorite brands in brand favorability, trust, community impact and the likeliness a consumer will recommend our brand.
- **The WSJ Management Top 250:** Colgate once again made The Wall Street Journal Management Top 250 list of well-managed companies that measures corporate effectiveness based on customer satisfaction, employee engagement and development, innovation, social responsibility and financial strength.
- **Top Company for Executive Women:** The National Association for Female Executives (NAFE) named Colgate-Palmolive a Top Company for Executive Women.
- **Women's Choice Award:** Colgate-Palmolive was recognized by the Women's Choice Award in three groups: Best Company for Women; Best Company for Multicultural Women and Best Company for Millennials.
- **Best Place for Women & Diverse Managers to Work:** DiversityMBA named Colgate a Best Place for Women & Diverse Managers to Work, advancing women of diverse backgrounds to leadership roles.

- **Recycled Content Demand Champion:** Colgate committed to The Association of Plastic Recyclers (APR) Recycling Demand Champions Campaign, a program that seeks to expand market demand for recycled resins and improve plastic recycling in North America.
- **100 Best Company and Best Company for Multicultural Women:** Colgate was recognized by Working Mother Magazine as a 100 Best Company and a Best Company for Multicultural Women, helping working parents succeed at home and at work.
- **2019 World's Most Ethical Companies:** For the ninth year in a row, Colgate has been named among the World's Most Ethical companies by Ethisphere, a global leader in defining and advancing the standards of ethical business practices.
- **2019 Product of the Year:** Palmolive Luminous Oils Shower Gel was voted 2019 Product of the Year in Australia.
- **2018 Best of Beauty Awards:** EltaMD UV Clear Sunscreen received a Best of Beauty Awards for 2018 from Allure Magazine, a leading beauty magazine in the U.S.
- **2019 ENERGY STAR® Partner of the Year:** Colgate named a 2019 ENERGY STAR® Partner of the Year for the ninth consecutive year and has received the Sustained Excellence Award for continued leadership and superior contributions to ENERGY STAR.

# Building a Future to Smile About

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## 2015 to 2020 Strategy

Colgate's 2015 to 2020 Sustainability Strategy maintains our emphasis on People, Performance and Planet with focused, measurable goals that align with the Company's business objectives.

### Helping Colgate People and Their Families Live Better

#### WE WILL:

- Continuously improve employee health and reduce health risks by 15%<sup>(1)</sup>
- Encourage healthier living for Colgate People and their families
- Ensure a safe and healthy work environment with a goal of zero lost-time incidents
- Provide education and tools to Colgate People to elevate financial awareness and planning

### Contributing to the Communities Where We Live and Work

#### WE WILL:

- Expand Bright Smiles, Bright Futures™ program to reach 1.3 billion children
- Invest in the improvement of health, education, and environment for thousands of people in communities around the globe
- Partner with animal shelters to help over 2 million dogs and cats find homes
- Reach 60 million people annually with handwashing education
- Expand Colgate Cares Day globally to be a leader in volunteerism

### Delighting Consumers and Sustaining Our World With Our Brands

#### WE WILL:

- Improve the sustainability profile in our new products and product updates<sup>(2)</sup>
- Commit \$250 million to drive sustainability with breakthrough product and process innovation
- Increase the recyclability of our packaging and increase recycled content to 50%<sup>(3)</sup>
- Have a positive impact by expanding access to affordable health and wellness products for millions of people in underserved communities
- Use the power of our brands to build awareness and drive engagement in product sustainability



## Making Every Drop of Water Count

### WE WILL:

- Reduce our manufacturing water intensity by half compared to 2002
- Replenish water withdrawn in highly stressed regions
- Increase supplier participation in our water stewardship program
- Partner with local and global organizations to bring clean water to underserved areas of the world
- Promote water conservation awareness to all our global consumers

## Reducing Our Impact on Climate and the Environment

### WE WILL:

- Responsibly source forest commodities to reach zero net deforestation
- Promote use of renewable energy and reduce absolute greenhouse gas emissions from manufacturing by 25% compared to 2002
- Reduce our manufacturing energy intensity by one-third compared to 2002
- Halve our manufacturing waste sent to landfill per ton of product compared to 2010, working toward our goal of “Zero Waste”
- Partner with key suppliers, customers and consumers to reduce energy, greenhouse gas emissions, and waste

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<sup>(1)</sup> 15% risk reduction will be measured considering a 2013 baseline, using the Global Health Risk Assessment tool, available to countries with 100 or more employees.

<sup>(2)</sup> The performance results will be based on representative new products and product updates evaluated against comparable Colgate products, considering a 2015 baseline, across seven impact areas to characterize likely improvement in the sustainability profile, based on review of quantitative and qualitative data.

<sup>(3)</sup> Packages meeting all three criteria are considered recyclable: 1) the package is made of a material that is widely accepted for recycling, 2) the package can be separated into material(s) that can be recycled, and 3) the package material can be reprocessed into a preferred valuable feedstock.

# 2018 At A Glance

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Colgate People around the world are coming together to align behind our sustainability commitments and continue to make progress. Below are some highlights and accomplishments of our progress over the past year.

## People

- Reached over **1 billion** children with oral health education since 1991 through our Bright Smiles Bright Futures program
- Colgate People achieved **26 million** Healthy Activity Minutes
- **56 million** people reached with handwashing education in 2018
- Supplier Responsible Sourcing Assessments program in 2018 assessed more than **80%** of our “at risk” spend
- **10 million** pet adoptions since 2002 through our Hill’s Food, Shelter & Love™ program
- Nearly **50%** of 2018 promotions at Colgate were women

## Performance

- Save Water conservation campaign activated globally and reached more than **4 billion** people<sup>(1)</sup>
- Through our partnership with TerraCycle, more than 48,000 locations engaged in recycling, helping us divert nearly **9 million** pieces of oral care waste from landfills
- Improved the sustainability profile of over **96%** of new products and product updates<sup>(2)</sup>
- Approximately **43%** of our packaging materials by weight are from recycled sources
- Approximately **83%** of our packaging is recyclable (personal care, home care, and pet nutrition)
- **54%** of scientists at Colgate are women

## Planet

- **450,000** people reached with water and sanitation and/or health and hygiene education since 2013
- **46%** reduction in water use per ton of product manufactured versus 2002<sup>(3)</sup>
- **41%** reduction in waste sent to landfill per ton of product manufactured versus 2010<sup>(3)</sup>
- **30%** reduction in greenhouse gas emissions versus 2002
- **31%** reduction in energy intensity versus 2002<sup>(3)</sup>
- **70%** of palm oil, palm kernel oil and palm oil derivatives purchases are certified
- To date, **11** Colgate manufacturing facilities have achieved GBCI TRUE Zero Waste certification

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<sup>(1)</sup> Estimated through delivered impressions on earned and social media, television and online video.

<sup>(2)</sup> The performance results will be based on representative new products and product updates evaluated against comparable Colgate products, considering a 2015 baseline, across seven impact areas to characterize likely improvement in the sustainability profile, based on review of quantitative and qualitative data.

<sup>(3)</sup> Subject to final verification by a third-party auditor.



# 2020 Sustainability Commitments Progress

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Highlights of the progress we made on our sustainability commitments this year are described below. Colgate was named to both the 2018 Dow Jones Sustainability World and North America Indices, was recognized as a U.S. EPA ENERGY STAR 2018 Partner of the Year for the 8th year in a row, and was named to the CDP Supplier A List in 2018. Read further to learn more about the progress we have made on Colgate's Sustainability Strategy.

## People

### Helping Colgate People and Their Families Live Better

- In 2018, the Global Health Risk Assessment (HRA) tool was available in 50 countries, providing access to 60% of Colgate's workforce. The HRA tool helps Colgate employees self-evaluate health status and understand health risks and provides confidential feedback to motivate behavioral change.
- In each of the past six years, more than 60% of Colgate employees participated in our Global Healthy Activity Challenge. In 2018, employees logged 26 million minutes of healthy activity.
- Colgate is working to support employees in their effort to be financially secure at every stage of their lives. Employees in more than 100 countries now have access to a financial wellness toolkit, available in seven languages.

### Contributing to the Communities Where We Live and Work

- Colgate's Bright Smiles, Bright Futures® (BSBF) is our flagship oral health education program, reaching children in more than 80 countries. In 2018 we passed an extraordinary milestone: since the program was established in 1991, we have reached one billion children and their families with free dental screenings and oral health education.
- Since 2002, Hill's Food, Shelter & Love™ program has provided more than \$290 million in pet food to more than 1,000 pet shelters and helped more than ten million pets find their forever homes across North America.

- Colgate is working with public health officials, academia and local schools and clinics to educate millions of children and their families about the health and hygiene benefits of handwashing with soap. Colgate teaches handwashing as part of our BSBF program. Building the steps for proper handwashing into the oral care component of BSBF, the program creates shared value for both Colgate and society, helping to improve health outcomes while building brand awareness for and the reputation of Colgate's Protex soap brand.

## Performance

### Delighting Consumers and Sustaining Our World With Our Brands

- 96% of the products evaluated with Colgate's Product Sustainability Scorecard were determined to be "more sustainable," showing an improvement in at least one of the following areas: responsible sourcing and raw materials, energy and greenhouse gases, water, waste, ingredient profile, packaging and social metrics.<sup>(1)</sup>
- Colgate has made great strides in its commitment to improving the sustainability profile of our products by eliminating the use of microbeads, phthalates, and parabens as ingredients. In 2018, we have proactively eliminated the use of triclocarban, globally, and all chromium- containing pigments from our products. We no longer manufacture products containing triclosan as of the second quarter 2019.
- Approximately 43% of our packaging materials by weight globally now come from recycled sources and approximately 83% of our packaging is considered recyclable. We have removed 99% of PVC from our packaging and plan to completely eliminate it in 2019.
- At Colgate, we believe in sharing what goes into our products so that consumers can make the best decisions about what is right for them and their families. That's why we are proud to embrace [SmartLabel](#), a digital platform that goes beyond the label to put the power of information in consumers' hands. Consumers can simply scan the barcode on Colgate-Palmolive products or visit SmartLabel website to find information on product allergens, sourcing, sustainability, ingredients and more.

### Making Every Drop of Water Count

- In 2018, Colgate reduced water use per ton of production by nearly 46% vs. 2002, avoiding enough water use to fill 250 billion glasses of water.<sup>(1)</sup>
- Colgate continues to scale up our Save Water campaign globally to promote water conservation awareness with on-package messaging, in-store communications and social media and through a partnership with the Nature Conservancy in the United States.
- Colgate's contributions to the Water For People's Everyone Forever program helped the organization reach more than 450,000 people since 2013 with water, sanitation systems and/or health and oral hygiene education in Guatemala, Peru and India.

### Reducing Our Impact on Climate and the Environment

- Colgate continues to reduce its absolute greenhouse gas emissions. So far, we have reduced our absolute greenhouse gas emissions by approximately 30% compared to 2002.<sup>(2)</sup>
- Working towards the Company's goal of "Zero Waste," Colgate has reduced the amount of waste per ton of production sent to landfills by nearly 41% since 2010.<sup>(2)</sup>
- Colgate continues to make progress on its commitment to mobilize resources to achieve zero net deforestation by 2020 as stated in our policy on No Deforestation.

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<sup>(1)</sup> The performance results are based on representative products from the product portfolio evaluated against comparable Colgate products across three impact areas to characterize likely improvement in the sustainability profile, based on review of quantitative and qualitative data.

<sup>(2)</sup> Subject to final verification by a third-party auditor.



# UN Global Compact and SDGs

## UN Global Compact and 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.



EXECUTIVE SUMMARY	SUSTAINABLE DEVELOPMENT GOALS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
		POVERTY	HUNGER	HEALTH	EDUCATION	GENDER	CLEAN WATER	ENERGY	ECONOMIC GROWTH	INDUSTRY	REDUCED INEQUALITIES	SUSTAINABLE CITIES	RESPONSIBLE CONSUMPTION	CLIMATE ACTION	LIFE BELOW WATER	LIFE ON LAND	PEACE, JUSTICE AND STRONG INSTITUTIONS	PARTNERSHIPS FOR THE GOALS
✓ PEOPLE	BUSINESS STRENGTH								✓	✓								✓
	GOVERNANCE AND BUSINESS INTEGRITY					✓			✓		✓						✓	✓
	SUPPORTING COLGATE PEOPLE	✓			✓	✓			✓		✓						✓	✓
	EMPLOYEE HEALTH AND WELLNESS & OHS			✓				✓	✓									✓
✓ PERFORMANCE	OUR COMMITMENT TO UNIVERSAL HUMAN RIGHTS	✓				✓			✓		✓						✓	✓
	ORAL AND HANDWASHING EDUCATION			✓	✓			✓	✓								✓	✓
	CONSUMER DRIVEN INNOVATION			✓					✓	✓								✓
	PRODUCT SUSTAINABILITY			✓	✓			✓	✓	✓	✓		✓	✓	✓	✓		✓
✓ PLANET	DELIVERING SAFE AND SUSTAINABLE INGREDIENTS							✓	✓	✓			✓	✓	✓	✓		✓
	DELIVERING MORE SUSTAINABLE PACKAGING			✓	✓					✓				✓		✓		✓
	OUR COMMITMENT TO NO DEFORESTATION											✓	✓	✓	✓	✓		✓
	OUR CLIMATE COMMITMENT			✓				✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
	MAKING EVERY DROP OF WATER COUNT			✓				✓		✓				✓		✓		✓
	WORKING TOWARDS ZERO LANDFILL AND REDUCING CONSUMER WASTE COMMITMENT			✓					✓				✓		✓	✓		✓
	COMMITMENT TO SUSTAINABLE BUILDINGS			✓								✓		✓	✓	✓		✓

# Company Profile

Founded in 1806, Colgate-Palmolive Company is a publicly traded consumer products company with \$15.5 billion of worldwide net sales in 2018, serving people around the world with well-known brands that make their lives healthier and more enjoyable.

## Operations

Colgate operates in more than 80 countries, and our products are marketed in more than 200 countries and territories. Approximately 34,500 Colgate employees drive our success. Headquartered in New York City, Colgate operates through six divisions around the world: North America, Latin America, Europe, Asia Pacific, Africa/Eurasia, and Hill’s Pet Nutrition. The Company has more than 50 manufacturing and research facilities globally. The vast majority of Colgate products are manufactured in Colgate-owned facilities. Colgate also has an extensive supply chain consisting of thousands of suppliers of raw and packing materials, manufacturing operating supplies, capital equipment, and other goods and services.

## Colgate Brands

Colgate is a leading global consumer products company, focused on Oral Care, Personal Care, Home Care, and Pet Nutrition. Colgate manufactures and markets its products under trusted brands such as Colgate, Palmolive, elmex, Tom’s of Maine, Sorriso, Speed Stick, Lady Speed Stick, Softsoap, Irish Spring, Protex, Sanex, EltaMD, PCA Skin, Ajax, Axion, Fabuloso, Soupline and Suavitel, as well as Hill’s Science Diet, Hill’s Prescription Diet.

## Business Strength

We remain sharply focused on our key priorities—driving organic sales growth, maximizing productivity across the income statement, effective deployment of cash flow and leading to win in order to drive sustainable, profitable growth worldwide over the long term.

To read more, see our [annual report](#).



# Sustainability Management

Sustainability is integrated into Colgate's business model and aligned with our core values: Caring, Global Teamwork and Continuous Improvement. Our sustainability efforts help ensure our business grows consistently and responsibly, benefits those we serve and promotes the well-being of future generations.

## Colgate Values

### Caring

We care about Colgate people, customers, consumers, shareholders and business partners. Colgate is committed to acting with compassion, integrity, honesty and high ethics in all situations and to listening with respect to others, and to valuing differences. The Company is also committed to protecting the global environment, to enhancing the communities where Colgate people live and work, and to complying with government laws and regulations.

### Global Teamwork

All Colgate people are part of a global team, committed to working together across countries and throughout the world. Only by sharing ideas, technologies and talents can the Company achieve and sustain profitable growth.

### Continuous Improvement

Colgate is committed to improving every day. By better understanding consumers' and customers' expectations and continuously working to innovate and improve products, services and processes, Colgate teams and individuals will become the best at what we do.

## Materiality Approach

This report reserves the term "materiality" only to address issues that are deemed material from the point of view of the U.S. Securities and Exchange Commission (SEC). Topics that are important from a sustainability point of view in relation to our business, as defined in the GRI Guidelines and other reporting frameworks, are listed under the Key Sustainability Issues section.



As a publicly traded company, Colgate files required reports with the U.S. Securities and Exchange Commission (SEC). Our Annual Report on Form 10-K highlights risks material to an investment in the Company’s securities, including those relating to sustainability, namely: volatility in commodity prices; changes in regulatory requirements relating to ingredients in our products; changes in policies or practices of retail trade partners, such as with respect to the environment or sustainability; damage to our reputation relating to environmental impacts or other sustainability issues; disruption to our global supply chain or key office facilities by environmental events; disruptions in logistics; damage from industrial accidents or other occupational health and safety issues; losses caused by natural disasters, including climate events; and the adverse impact of climate change.

Refer to Item 1A. RISK FACTORS in our Annual Report on Form 10-K for the year ended December 31, 2018 for the material risks relating to an investment in our securities. While not considered material from an SEC point of view, Colgate has identified a set of key sustainability issues for the Company, taking into account the issues of interest to our stakeholders.

## Key Issues, Risks and Opportunities

Colgate has categorized and prioritized the sustainability issues with the most potential to affect our operations or supply chain, or to create regulatory or reputational risk. These issues are reviewed and governed by the Sustainability Steering Committee led by the Company’s Executive Vice President, Chief Growth and Strategy Officer, who oversees sustainability. In addition to risk, we considered whether an issue has potential to create shared value for both Colgate and society. The chart below summarizes key sustainability issues:

### Key Sustainability Issues

- |   |                         |
|---|-------------------------|
| ● ORAL HEALTH                           | ● SUSTAINABLE PACKAGING |
| ● RESPONSIBLE SOURCING AND HUMAN RIGHTS | ● CLIMATE CHANGE        |
| ● PRODUCT STEWARDSHIP                   | ● DEFORESTATION         |
|   | ● WATER STEWARDSHIP     |

Colgate is conducting an updated prioritization assessment process to identify our key sustainability issues, risks and opportunities. This process will not only help us devise our 2025 sustainability strategy, but it will also help us to gather feedback and data from around the world and to build an effective monitoring mechanism to monitor sustainability-related matters. Our updated assessment process has three pillars that are designed to expand the scope and depth of the information we collect from our stakeholders is:

1. Conduct an Employee Sustainability Survey to ascertain our employees' interests and motivation with respect to sustainability, to understand what employees think Colgate should focus on to become a more sustainable company and to improve our communication around sustainability and our achievements in this area;
2. Hold discussions with subject matter experts to identify sustainability-related risks and opportunities that are relevant to their respective areas of responsibility; and
3. Identify key topics that are frequently addressed by our external stakeholders.

Based on the Risk Factors identified in our Annual Report on Form 10-K, our top sustainability risks are Product Stewardship, Climate Change and Responsible Sourcing.

Colgate is managing risks and opportunities related to these issues through the implementation of our 2015 to 2020 Sustainability Strategy. Through our Enterprise Risk Management process, we are focused on the environmental and social impact risk of plastic waste as well as climate and water scenario planning. 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 the content of the website.

Our key sustainability issues also intersect with the following GRI Standards important for our internal and external stakeholders: Economic Performance, Materials, Energy, Water, Emissions, Effluents and Waste, Products and Services, Compliance, Transport, Occupational Health and Safety, Training and Education, Diversity and Equal Opportunity, Local Communities, Public Policy, and Service Labeling.

## **Stakeholder Engagement**

Colgate strives to create and maintain transparent communication with a wide variety of stakeholders. Our sustainability commitments and goals are developed with the input from our stakeholders, and we continue to engage with stakeholders to inform our sustainability strategy. As part of our new prioritization assessment, we have expanded the reach and methods of our stakeholder engagement, improved our feedback mechanisms through an employee survey, introduced new internal engagement tools, such as

MindSpark and LinkedIn-Elevate, and encouraged direct feedback from our employees. Additionally, we have established a cross-functional team to continuously monitor our external stakeholders in different areas and discuss how we can best engage with them on an ongoing basis. Colgate's main stakeholder groups and examples of our engagement approach with respect to sustainability are outlined below. Read more on [Colgate's partnerships](#) and details on our engagement.

## STAKEHOLDERS

## METHOD OF ENGAGEMENT

Our employees	Frequent internal communication, employee engagement surveys, digital engagement tools (MindSpark & LinkedIn-Elevate), geographic sustainability teams, internal subject matter experts, quarterly sustainability steering team reviews
Our consumers	Integrated marketing communications including those addressing "brand purpose," ongoing consumer dialogue, consumer surveys, social media postings
Our retail customers & partners	Ongoing sustainability network groups, sustainability surveys, trade partner supplier expectations
Our peers and suppliers	Peer benchmarking annually via Consumer Goods Forum (CGF) membership, supplier engagement meetings, assessments and disclosure requests
Our shareholders and investor groups	Direct inquiries and feedback on an ongoing basis, face-to-face meetings, investor conferences
Government and regulatory bodies	Ongoing monitoring of regulatory activity relevant to Colgate, face-to-face meetings
Non-governmental associations	Quarterly direct inquiries and feedback, face-to-face meetings, participation in boards, advisory councils and partnership programs, reporting and disclosure expectations
Industry trade associations	Ongoing participation in sustainability steering and working groups
Local communities and community groups	Direct inquiries and feedback, face-to-face meetings annually
Media	Direct inquiries and feedback

## About this Report

We recognize that transparency is important and provides a window into the Company's performance on sustainability. It is important for Colgate to provide the sustainability information relevant to a broad range of stakeholders, including consumers, customers, investors, non-governmental organizations (NGOs), and our own employees.

Colgate acknowledges the importance of data verification and is obtaining third-party assurance for our primary environmental and social Key Performance Indicators: percentage of products with an improved sustainability profile; 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); and outbound logistics carbon per ton (of goods shipped); number of hours worked; number of lost-time incidents; number of recordable incidents and number of occupational fatalities.

In this report and other channels, Colgate discloses information on our sustainability progress and responds to several rating organizations, including CDP Climate, CDP Water, CDP Forest and CDP Supply Chain, RobecoSAM (to inform the Dow Jones Sustainability Index rankings), JUST Capital, MSCI and Sustainalytics. Colgate's sustainability information and the KPI table annexed also informs various ESG data sources including the Bloomberg Terminal.

Unless otherwise indicated, this report includes environmental, occupational health and safety data from 100 percent of Colgate's manufacturing sites and technology centers around the world, but does not include data from contract manufacturers.<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 (see Business Strength). The report provides data for Colgate's fiscal year 2018 along with historical information and more recent updates where indicated. We issue our Sustainability Report on an annual basis; our previous report focused on fiscal year 2017.

We began the process of transitioning to the GRI Standards. The alignment of this year's report to the new 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. We are working towards being in accordance with the Core

option and plan to be fully aligned by the next year by the completion of our renewed prioritization assessment.

For inquiries, please visit [Colgate's Consumer Affairs](#) site at [www.colgatepalmolive.com](http://www.colgatepalmolive.com).

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#### Cautionary Statement on Forward-Looking Statements

This report, including our 2015 to 2020 Sustainability Strategy, contains forward-looking statements as that term is defined in the Private Securities Litigation Reform Act of 1995 or by the Securities and Exchange Commission (SEC) in its rules, regulations and releases. These statements are made on the basis of Colgate's views and assumptions as of this time, and Colgate undertakes no obligation to update these statements except as required by law. Colgate cautions investors 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. For information about factors that could impact Colgate's business and cause actual results to differ materially from these forward-looking statements, please refer to our filings with the SEC, including the information set forth under the caption "Risk Factors" in Colgate's Annual Report on Form 10-K for the year ended December 31, 2018.

<sup>(1)</sup> Although Colgate does not include the local operating results of CP Venezuela and CP Pakistan in its Consolidated Financial Statements, data from these locations are included in the calculations in this report.

# Governance

## Colgate's Governance Principles

Colgate's Board believes that good corporate governance accompanies and greatly aids Colgate's long-term business success. Colgate's key strategic business priorities are growing sales through engaging with consumers, developing world-class innovation and working with retail partners; driving efficiency on every line of the income statement to increase margins; generating strong cash flow performance and utilizing that cash effectively to enhance total shareholder return; and leading to win by staying true to the Company's culture, developing Colgate people and focusing on all of its stakeholders. Colgate's Board has been at the center of these key strategies, helping to design and implement them, and seeing that they guide the Company's operations.

The Board believes that the Company has consistently been at the forefront of good corporate governance. Reflecting its commitment to continuous improvement, the Board reviews its governance practices on an ongoing basis to ensure that they promote shareholder value.

To learn more, visit the [Governance section](#) on Colgate's website.

### **GOVERNANCE POLICIES:**

Director Independence Standards  
Independent Board Candidate Qualifications  
Board Guidelines on Significant Corporate Governance Issues

### **GOVERNANCE PRACTICES:**

Board Independence, Expertise and Accountability  
Robust Director Stock Ownership Guidelines

Established Policies Guide Governance and Business Integrity  
Board Focused on Key Business Priorities  
Diverse Board of Directors  
Direct Access to Management  
Enduring Management Accountability  
Board Practices Promote Effective Oversight  
Continuous Improvement Through Evaluation and Education



# Sustainability Governance

Sustainability Steering Committee composed of Colgate's Executive Vice President, Chief Growth and Strategy Officer; Vice President, Global Sustainability, EHS and Supply Chain Strategy; Chief Technology Officer; Chief Human Resources Officer; Vice President, Global Compensation and Benefits; Chief Marketing Officer; Chief Communications Officer; Chief Legal Officer and Secretary; and Chief Supply Chain Officer makes strategic decisions related to sustainability and guides the organization to meet sustainability goals. Colgate's Vice President, Global Sustainability, EHS, and Supply Chain Strategy, has direct responsibility for implementing sustainability and EHS programs. For our annual corporate social responsibility report, the Global Sustainability team gathers the content cross-functionally and the Sustainability Steering Committee reviews the final report content.

Additionally, networks of senior leaders in each division and local champions support on-the-ground sustainability efforts, communications, and reporting. Global functions, such as Human Resources, Packaging, Procurement and Technology, coordinate certain aspects of the program where global consistency is appropriate. Moreover, to integrate sustainability tracking and disclosures into our business strategy, operations and employee review process, Colgate's global sustainability initiatives have been added to team goals and individual objectives used to determine the compensation for many of Colgate's senior managers.

Colgate's Board of Directors is kept informed of the Company's progress via regular updates and consider sustainability matters, risks, and opportunities in decision-making. Sustainability is considered a critical risk as part of our Enterprise Risk Management process. Additionally, Colgate's Chief Financial Officer provides the Audit Committee of the Board of Directors with an update on the Company's Enterprise Management Program. The Personnel and Organization Committee of the Board reviews the Company's sustainability and social responsibility programs and other public interest matters, including cultural diversity, equal opportunity, charitable giving, and international human rights.

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

## Business Integrity

Colgate is committed to doing business with integrity and respect for all people and for the world around us. With governance and ethics principles embedded into Company culture as well as standards supporting the well-being of all Colgate people, Colgate ensures its business success goes hand-in-hand with business integrity.

## CODE OF CONDUCT AND GLOBAL BUSINESS PRACTICES GUIDELINES

Since 1987, our Code of Conduct has served as a guide for our daily business interactions, reflecting our corporate values and our standard for ethical behavior. Our Code of Conduct is available in 40 different languages. One hundred percent of salaried and clerical Colgate people participate in annual training and certification on the Code of Conduct. Factory workers certify annually and complete training every other year. Our audit firm, PricewaterhouseCoopers LLP, audits a cross-section of these certifications. Colgate's Global Business Practices Guidelines provide further information to our employees on key topics in our Code of Conduct. The Guidelines offer clear, practical guidance and illustrate how the values and principles outlined in the Code of Conduct apply to particular business situations.

Refer to our [Business Practices Guidelines](#) for a full list of topics addressed.

The Colgate EthicsLine provides a means for employees and external parties to ask questions, obtain guidance or report any suspected violations of the Code of Conduct. We work to create a workplace free of inappropriate or unlawful behavior in which people are encouraged to share their concerns with the Company without fear of retaliation. Consequently, at Colgate no adverse action will be taken against any employee, former employee, agent, or third party for complaining about, reporting, participating in or assisting in the investigation of a suspected violation of the Company's Code of Conduct, Company policy or applicable law unless the allegation made or information provided is found to be intentionally false or was not made in good faith.

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

In 2018, Ethics and Compliance received 389 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 54

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

## **BUSINESS PRACTICES GUIDELINES TOPICS:**

Our Business Practices Guidelines illustrate how the values and principles outlined in the Colgate-Palmolive Code of Conduct apply to particular business situations. Our guidelines detail not only Colgate-Palmolive policies but also our Company’s compliance with specific laws, regulations and practices. Some topics addressed by our Business Practices Guidelines include:

### **No Political Contributions**

Colgate has a long-standing policy against making contributions to political parties or candidates, which is set forth in our Code of Conduct and Global Business Practices Guidelines. These policies prohibit Company contributions to any political party or candidate whether federal, state, or local. We also prohibit U.S. trade associations from using any portion of Colgate dues for political contributions, and we conduct an annual reminder and certification process to ensure trade association awareness and compliance.

### **Communication**

Communicating an ethical message is a critical part of Colgate’s Maintaining the Highest Ethical Standards program. It is imperative that all employees are fully aware of the ethical policies. Colgate’s branded message, “Learn, Act, Speak Up” is communicated continually including on the Ethics and Compliance website, app, posters, wallet cards, and local engagement presentations worldwide. Repeating the message utilizing various formats is important to gain employee awareness and comprehension.

### **Anti-Bribery**

Colgate has a strict policy prohibiting bribery of governmental officials and private commercial parties anywhere we do business. This policy is outlined in the Code of Conduct and Global Business Practices Guidelines. Colgate also mandates that the third parties with whom we work comply with our anti-bribery policy, which is included in our Third Party Code of Conduct and further communicated to third parties through our global due

diligence process. This process utilizes a third-party tool to review and evaluate all priority third parties that interact with governmental officials. It also requires the third-party to train employees on this topic.

## Privacy and Data Protection

Colgate respects the privacy of its employees, consumers, customers, suppliers, and other third parties with whom we have a business relationship, and therefore, we handle personal data responsibly and in accordance with all applicable data privacy and data protection laws. Read more on our [Privacy Policy](#).

## Training

Colgate's compliance training uses a mixture of classroom and online training and covers numerous priority ethical topics, including anti-bribery, competition law, privacy and trade compliance as well as the Code of Conduct certification referenced above. The Code training includes up to six topic areas every year, and the scenarios are updated on an annual basis. Many of these courses have run continuously for more than eight years. Every year, 100 percent of salaried and clerical employees complete the Code of Conduct training and every other year all employees complete the course. Training is mandatory and is linked to compensation for certain employee populations.

For more information on all of the above, visit [Colgate's Ethics & Compliance Guidelines](#).

# Our People

Learn about the progress we've made on our 2020 Sustainability People Commitments in 2018.

## Supporting Colgate People

**Supporting Colgate People is the most important driver of our business success.** As such, Colgate is committed to helping our people reach their professional and personal goals, offering an array of resources to help expand their professional and personal horizons: from providing career opportunities, access to world-class learning and leadership development programs, wellness initiatives, and opportunities to contribute to the communities where we work and live. Through these programs, Colgate helps employees stay engaged, rewarded, and focused on delivering products and services that exceed our consumers' expectations.



## Our Approach

We support all Colgate employees to perform at their fullest potential and recognize the important role organizational diversity and inclusion plays in our global success. We work to attract and retain talented individuals who lead with integrity. We align the work of our people to our global strategy through individual and team goals. Our Performance Management process fosters coaching and feedback and ensures that people are focused on the right priorities to drive growth. Our strong learning curriculum reaches all functions worldwide, with 3,000 certified Colgate instructors and more than 300 courses relating to functional areas of expertise, ethics and compliance, and leadership. We continue to support our internal coaching initiatives to help build a coaching culture where people feel comfortable teaching others and learning through honest development conversations.

## PROMOTING COLGATE AS THE EMPLOYER OF CHOICE

We are constantly finding new and innovative ways to communicate our employer brand to strengthen our talent attraction efforts and to share our value proposition with the global talent pool. Communicating a consistent, global message about who we are as an employer helps us to attract potential candidates that share our values and vision. It also helps our current employees feel proud about where they work, ultimately improving workplace fulfillment and productivity.

## Building a Future to Smile About

### DIVERSE EXPERIENCES

We are truly global. Our diverse perspectives, work experiences and cultures make us strong. We work with our global colleagues across borders, boundaries and functions to learn, grow, and win together.

### COLLABORATION

We work together globally, to perform at our best locally, always with unwavering integrity. Colgate People welcome each day as an opportunity to improve on the last by building trust with one another and sharing new ideas.

### AUTHENTICITY

Our work environments encourage everyone to participate and be their authentic selves. Our caring culture fuels a passionate workplace that drives innovation and our enduring success.

### WHO WE ARE

- |                    |                  |
|--------------------|------------------|
| • TRULY GLOBAL     | • COLLABORATIVE  |
| • FORWARD THINKING | • PURPOSE-DRIVEN |
| • TEAM PLAYERS     | • TRUSTWORTHY    |
| • CARING           | • DIVERSE        |
| • CONSUMER FOCUSED |                  |

Our social media framework strengthens Colgate’s employer branding and digital presence, resulting in the increase of our talent community and a healthy candidate pipeline. Nearly 7,000 people visit our job portal every month and an increasing number engage with us on social platforms like LinkedIn, Glassdoor, and Facebook.

As a truly global company, our diverse backgrounds enable us to respond to the needs and aspirations of the billions we serve worldwide. We strive to ensure that we maintain a focus on diversity and minority recruitment to reflect internally the communities in which we live and work. By doing so, innovation is driven through a diverse set of ideas, approaches and backgrounds and through engaging with various affinity groups and diversity organizations.



## Building a Coaching Culture

In 2018, we continued our focus on building a coaching culture by partnering with BetterUp, a leading provider of online coaching. BetterUp Coaching provides Colgate leaders with the opportunity to receive personalized support that helps broaden and deepen the skills for success and accelerate individual effectiveness and development.

In 2018, one of our goals was to improve the quality of decisions for better performance and greater diversity and inclusion company-wide. To help Colgate People make more informed, effective and confident decisions about people and business, we launched the “DECIDE: The Neuroscience of Breaking Bias,” program. Launched to an initial group of 400 global participants, this digital learning solution consisted of three hours of content that was delivered over a span of 30 days through videos, research summaries, practice tools, and interactive webinars. Feedback from the pilot program was very positive, with 90 percent of learners stating that they are using the strategies learned to mitigate biases. An additional 1,300 managers will complete the “DECIDE” program in early 2019. We are committed to having all Colgate People managers participate in this impactful program.

## Creating a Continuous Learning Environment

In 2018, we continue to transform our learning strategy to better meet the evolving expectations of the modern workforce and create a continuous learning culture. Our focus is to develop the strategic organizational capabilities that will drive current and future growth for Colgate by offering learning experiences that are closely aligned to our business strategy. A continuous learning culture at Colgate is where Colgate People learn in the flow of work. It is not episodic nor programmatic; it is where Colgate People learn through being curious, through the coaching of their leaders, from reverse mentoring programs and through collaborating and sharing with each other. It is where Colgate People learn through experimentation, from structured learning experiences that are delivered in blended and modern ways. It is where Colgate People learn through external partnerships and through the various roles and experiences they have throughout their diverse careers.

In April 2018, we also launched a new learner experience platform, MindSpark, a portal through which Colgate People have access to more than 65,000 multi/media blended learning assets, a combination of structured, mandatory, functional and curated content. MindSpark can be accessed via desktop, laptop, and both IOS and Android mobile platforms. MindSpark continues to provide a continuous learning platform for Colgate People. In

less than a year from the launch, the engagement has been above industry standard with 15,668 registered users (+98% of S&C employee base) and an average monthly usage of 64%. There have been in excess of 407,000 content views, and more than 197,000 total content completions, building a future that Colgate People can smile about.

## Engaging Employees

In 2016, we launched “Colgate Connect,” a global survey to assess key drivers of employee engagement at Colgate. We partnered with an industry-leading vendor to develop the survey that allowed us to deliver a simple tool with robust reporting and analytics capabilities. In 2018, we achieved a 81 percent completion rate and have a better understanding of our strengths and opportunity areas both at the corporate level and at the managerial department level. Findings have been communicated to managers who are developing continuous improvement plans with their teams.

## Employee Health and Wellness

Supporting our global Colgate employees includes a serious commitment to health and wellness. By creating a healthy work environment and encouraging Colgate People to develop healthy habits, we are helping our employees live longer, more fulfilling lives.

### Our Approach

We promote physical, emotional, and financial wellness for Colgate People and their families. Just as we create products that build brighter futures for everyone, our goal is to help our people live better every day by providing support and resources to help them make healthy choices at work and at home to live a more balanced, thriving life.



Key elements of our Employee Health and Wellness Strategy include:

### ***Prevention Awareness***

- Offer our employees the opportunity to participate in our Health Risk Assessment.
- Ensure Colgate People and their families have access to preventive immunizations and dental care.
- Provide confidential HIV-AIDs testing and awareness education.

### ***Healthy Lifestyles***

- Provide Colgate People with comprehensive, market-competitive benefits in each country.
- Support development of healthy habits relating to physical activity and nutrition.
- Encourage smoking cessation.

### ***Organizational Support***

- Create a culture that values employee engagement, work-life balance and community outreach.
- Remain committed to a safe and healthy work environment with a goal of zero workplace accidents.

### ***Resilience & Stress***

- Offer a range of programs based upon regional availability and interest, including yoga, access to gyms, stress management programs and access to counseling services through Employee Assistance Program, Colgate medical or government- sponsored programs.
- Elevate employee financial awareness planning.

## Progress Highlights

	OUR PROGRESS	OUR GOAL
Reduce health risks associated with an unhealthy lifestyle for employees as a result of our Employee Health and Wellness Strategy (%)	10%	15%
Encourage employee participation rate in the Healthy Activity Challenge (%)	60%	50% - 65%
Provide employees access to Preventive Oral Care (% of employees)	83%	95%
Provide employees access to preventive immunizations (% of employees)	80%	100%
Provide employees a No Smoking work environment (%)	100%	100%
Provide employees with tobacco free sites/campus (cumulative)	7	Increase

## Prevention & Awareness

### Health Risk Assessment

The Health Risk Assessment (HRA) is a powerful online tool that includes questions on biometric measures such as blood pressure and cholesterol to help employees self-evaluate their health status, understand health risks, and provide confidential feedback to motivate behavior change and improve health outcomes. Colgate aggregates this data anonymously to focus our Live Better programs on the highest risk factors for Colgate People. The HRA is currently available in over 50 countries.

Colgate remains committed to helping employees, their loved ones, and our communities combat HIV/ AIDS. Colgate's commitment in the fight against HIV/AIDS is based on our values and our sustainability commitments to "Promote Healthier Lives" and "Contribute to the Communities Where We Live and Work."

- Colgate-Palmolive South Africa holds an annual AIDS Week in early December to ensure continued awareness of HIV/AIDS, reduce stigma against HIV/AIDS patients, and provide testing. The theme this year was “Cheka Impilo, Know Your Status.” The subsidiary conducted events such as a candle-lighting commemoration and a “Family Day” with employees and their families to increase awareness and encourage employees to find out their own and their loved ones’ HIV status.
- Under the “Positive Step” program in India, Colgate sponsors children infected or affected by HIV/AIDS by providing nutrition and education and paying their school fees. This year, Colgate India hosted 90 children for lunch, play and to share a memorable day together. This program is one of Colgate’s initiatives to address inequalities. This initiative has a positive impact on the health, well-being and educational advancement for these children. Colgate employees volunteer to mentor some of these children pursuing higher education. Colgate People in India across Colgate plants and branch offices also wore red ribbons to show their solidarity with the cause.

## Healthy Lifestyles

### Global Healthy Activity Challenge

Our annual Live Better Global Healthy Activity Challenge encourages all Colgate employees to track and log at least 500 minutes of healthy activity for one month. Colgate People engage colleagues, family, and friends to get active and earn minutes through a range of activities.

In June 2018, Colgate People from more than 90 countries participated in a variety of healthy activities ranging from yoga classes and soccer tournaments to nature walks, logging a total of more than 26 million minutes of healthy activity.

### Nutrition

Colgate locations also include nutrition education and resources in their Live Better programs with events, such as healthy cooking demonstrations, nutrition workshops, healthy option educational sessions, and serving healthy breakfasts and lunches. A nutrition toolkit is also available to Colgate employees on the Company’s intranet site.

We also partner with our food service vendors to increase the number of healthy options in employee cafeterias. Sites from all over the world are implementing local programs to encourage healthy nutrition at work, including healthy cooking demonstrations, healthy meal carts or days, and the labeling of healthy foods. Our

Cambridge, Ohio plant introduced healthy snacks and changes to pricing in their vending machines in an effort to encourage employees to eat healthier.

**Smoking Cessation**

Smoking cessation continues to be an important aspect of Live Better at Colgate. Our culture of Caring supports good health and encourages our people to quit tobacco use. In our effort to move toward smoke-free campuses, we have begun offering smoking cessation programs.

**Organizational Support**

We are committed to creating a culture of health and wellness through programs such as our benefit packages and employee reward and recognition programs, which help measure progress and encourage engagement.

**Benefits**

Recognizing that the success of our company is driven by our talented and dedicated employees, we offer market-competitive benefit programs.

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

- |                                  |  |
|----------------------------------|--|
| • retirement savings             | • adoption benefits                              |
| • healthcare and wellness plans  | • subsidized back up child care                  |
| • working from home arrangements | • financial seminars & employee networking group |
| • tuition benefits               | • maternity and paternity leave                  |
| • flexible work arrangements     | • recognition programs                           |

**Financial Well-Being**

Colgate supports employees’ financial security goals at every stage of their working lives, not just retirement. To support employees, Colgate developed a financial wellness toolkit, available in seven languages. The toolkit focuses on three areas: creating wealth, managing wealth, and enjoying wealth. Our financial education program aims to help Colgate People learn to live within a budget, fund their children’s education, finance their homes, and manage their debt. We also continue to offer comprehensive education to both our salaried and non-salaried personnel in the U.S., including classroom training, webinar programming and personal financial counseling sessions via a third-party provider. We also offer additional programs to meet the needs of employees and their families where they live.



## Our Commitment to Universal Human Rights

Colgate has a long-standing commitment to respecting human and labor rights worldwide and supports the United Nations Universal Declaration of Human Rights and the International Labor Organization (ILO) Core Labor Standards. Colgate works with and seeks out business partners who share our commitment to universal human rights. We recognize the responsibility of businesses to respect labor rights and engage with stakeholders adherence to universal human rights. Protecting human and labor rights is one of our key sustainability issues.

To learn more about our human rights strategy and management approach, please see our [Human Rights Policy](#).

## Equal Pay

Colgate is committed to pay equity and its role in fostering a diverse and inclusive workplace. It is our policy to select, place, and pay all Colgate People on the basis of qualification for the work performed, without discrimination. Consistent with these values, Colgate has committed to conducting an annual company-wide gender pay analysis across occupations in the United States, along with other steps to promote equal pay and fairness. This annual pay analysis covers race and ethnicity in addition to gender, in accordance with Colgate's policy, to compensate each individual at a level commensurate with his or her role, work location, individual performance, and experience irrespective of gender, race, ethnicity, or any other category protected by law. Colgate also complies with all applicable laws and regulations related to fair pay practices.

## Diversity & Inclusion

### Workplace Diversity

Colgate-Palmolive People -- approximately 34,500 strong -- reflect the diverse richness of the cultures we serve around the world. As a company, we celebrate differences, promote an inclusive environment and value the contributions of all Colgate People. Our business strategy of driving and funding growth and becoming the best place to work depends on the fullest contributions of all employees, wherever they are. Colgate is committed to

providing inclusive employment, training, compensation, promotion opportunities, and all other terms and conditions of employment.

We believe that our culture and values afford opportunities for everyone to have an impact on our business success. All employees worldwide are provided with a series of training programs focused on building leadership skills. Valuing Colgate People, Managing With Respect, and Leading in a Diverse Workplace are a few examples of our training programs. Leading in a Diverse Workplace delivers on the company's commitment to creating and sustaining a diverse workplace.

A critical piece of our diversity strategy is to ensure that our talent management process incorporates the professional development of women and people of color. Colgate also partners with organizations such as Catalyst, the Conference Board, Diversity Best Practices, and the National Association for Female Executives, Working Mother Media, DiversityInc., the American Association for People with Disabilities, Human Rights Campaign, Live Out Loud (LGBTQ+ youth), American Corporate Partners (veteran mentorships), Latina Style magazine and the Asian American Business Development Center to develop an effective and supportive work environment.

In 2018, Colgate piloted the Advancing Critical Capabilities Empowers Leaders (ACCEL) program, designed to provide participants with a greater understanding of:

- Growing personal skills to further enable technical mastery.
- Building strong bonds with others to help achieve organizational goals.
- Identifying new ways to perform roles to achieve improved business results.
- Accelerating leadership development to support future organizational growth.
- Improving capabilities to be more globally competitive and influential.

To help foster an atmosphere of inclusiveness, Colgate supports employee resource groups made up of team members representing many different perspectives, backgrounds, and ways of life. Each of these resource groups contribute to Colgate's inclusive work environment by developing and implementing activities and programs to promote business and community involvement as well as cultural awareness.

A selection of Colgate national resource groups includes:

- Asian Action Network
- Black Leadership Network
- Colgate Parents Network.
- Colgate Women's Network

- Colgate Abilities Network
- Colgate LGBT and Allies Network
- Colgate JumpStart
- Hispanic Action Network

In addition, Colgate's Diversity Leadership Council, consisting of employee resource group leaders, is committed to nurturing programming aimed at diversity and inclusion to ensure optimal efficiency, effectiveness and support of the Company's business objectives. Each leadership council consists of mid-senior level cross-functional management teams appointed by the division/function leader. The councils operate under established charters with a mission and set of operating and decision-making standards. They are helping drive a culture of diversity and inclusion by:

- Providing regional and functional leadership with a framework to establish more effective/efficient talent management and inclusive leadership practices.
- Establishing clear diversity objectives and accountability.
- Driving a more focused approach to managing high-potential, high-performance career enhancement and upward mobility of women and diverse talent.
- Encouraging people to lead, utilizing their diverse backgrounds, leadership competencies and varying perspectives.
- Creating opportunities for cross-functional and cross-generational work teams and interactions.
- Driving strategies and initiatives to support en route to a truly inclusive world-class workforce at all levels.

## 2018 HIGHLIGHTS:

- Colgate Abilities Network (CAN) has an advisory council consisting of Senior Executives. Our Chief Technology Officer led a panel discussion on how we can support people with disabilities; explore business opportunities connected with this community, and raise awareness among Colgate People. CAN strives to ensure Colgate's business goals are connected to the global disability market, and serves as a valued resource to our Colgate colleagues around the world. Colgate Abilities Network launched a National Disability Employee Awareness Month campaign



highlighting the strengths of Colgate People. *'At Colgate, we celebrate our unique differences, because we know they make us stronger.'*

- Colgate continues its commitment to American Corporate Partners (ACP), a national non-profit organization dedicated to helping post-9/11 veterans successfully transition back into the private sector. Since 2014, more than 100 Colgate employees have volunteered with ACP to help returning veterans through one-on-one mentoring, networking, and online career advice.
- Colgate continues its partnership with Magnusmode, the company behind MAGNUSCARDS™, an innovative mobile app that empowers people living with cognitive special needs to independently manage daily skills like tooth brushing. Closely developed with oral health experts at Colgate, easy-to-understand digital card decks provide step-by-step guidance around brushing, brushing with braces, rinsing, flossing, and visiting the dental office. Colgate's caring values extend to empower people with special needs to manage their daily oral care activities, and ultimately, to build a future they can smile about.
- In 2018, Colgate rolled out our Managing Unconscious Bias training, offered in six languages. All 5,500 people managers participated and will be responsible for cascading the learning to their teams. This training education and awareness program is of critical importance as unconscious bias can lead to systemic discrimination.
- Colgate is committed to educating employees about the dangers of drug overdose. In 2018, Colgate launched Opioid Awareness seminars and webinars to ensure Colgate People were informed on this topic. Employees were provided with the company policy on alcohol and substance abuse and information on our employee assistance program.
- Our Colgate Technology Campus in Piscataway, New Jersey, opened a brand new on-site child care facility, the 'Little Smiles Early Learning Center.' Little Smiles, a state of the art facility, provides services to children ages six weeks through five years. While this center will benefit all employees, Colgate is committed to recruiting and supporting the women in its workforce, especially after they return from maternity leave, by providing high quality child care. In keeping with Colgate's focus on sustainability, this center is a LEED Certified building. Nestled amongst our peaceful, tree lined setting, the center boasts playgrounds, a nature path, a dedicated STEM learning lab, and an innovative curriculum designed to meet children where they are developmentally, with signature practices that build confidence and excitement about learning at every age and stage.

## Supplier Diversity

Established in 1998, our Supplier Diversity program is embedded in our U.S.- based organization with clear goals to drive growth. We drive performance through our quarterly Supplier Diversity Forums, and we collaborate with our suppliers to support our goals. Our procurement teams are encouraged to seek suppliers that add value and innovation while also delivering cost savings.

### Approach

We maintain accountability by incorporating high standards and objectives for Supplier Diversity for procurement buyers and managers. Our competitive proposal processes include fostering a continuously diverse network of suppliers. Suppliers interested in doing business with us may register and upload their current certification documents to our supplier diversity database. As part of the registration process, the supplier provides content including basic company information, capabilities, and certification documents. The database is a highly efficient way for suppliers to share their capabilities and learn about business opportunities. We also collaborate with our internal stakeholders to identify needs and research diverse suppliers with relevant capabilities.

We recognize our diverse suppliers for the value-added solutions, cost savings, and continuous improvement they have provided to Colgate over the years. We have recognized some of our suppliers as well for their participation and contributions in support of supplier diversity by using and mentoring diverse businesses for success.

### Progress

We have made progress toward these goals in 2018:

- To support our supplier diversity goals, our teams have set objectives such as inclusion of diversity spend requirements in contracts with first-tier suppliers, maximizing second-tier spend opportunities and execution of targeted supplier day forums to engage and build relationships. In 2018, Colgate spent 5.5 percent of our total U.S. procurement spend of \$3 billion with diverse suppliers.

We have delivered growth with our supplier partners, including:

- We have increased our spend with partner Adhesive System, Inc. by 12 percent, through product and geographic expansion, while delivering savings and improved quality and delivery.

- We increased our spend with partner U.S. Chemicals by 35 percent across a portfolio of materials in eight categories over the last two years, helping the supplier grow and expand in spend and material coverage.

### **Supplier Diversity Recognition**

Colgate has been recognized and awarded for various contributions in supplier diversity. The following recognitions were received in 2018:

- Top 50 Corporations for Diversity by Diversityinc.com
- Women's President Education Organization Recognized for Commitment to the Success of Women Business Enterprises
- NY/NJ Minority Supplier Development Appreciation Award for Outstanding Contribution and Commitment

## **Occupational Health and Safety**

The health and safety of our employees and the communities in which we operate is paramount in all we do; our goal is zero incidents. Colgate People around the world are committed to being "Colgate Careful" (having safety standards in place that meet or exceed the local safety regulations) by maintaining a robust safety culture and healthy and safe working conditions.

Colgate's global occupational health and safety program is grounded in our Environmental, Occupational Health and Safety (EOHS) Standards. Although we do not participate in the OHSAS 18001 certification system, our management system and technical standards expectations are well aligned with that system.

Colgate sites are expected to self-assess conformance with our standards and local regulations at 18-month intervals. Corporate audits are conducted every three to five years, closure progress is reported quarterly and verification audits are conducted to provide closure assurance. Third-party industrial hygiene firms also review our operations annually to ensure occupational health exposures are well controlled. Any identified exposures are managed using the hierarchy of controls. Closure of previously identified exposures is verified by the third-party industrial hygiene provider.

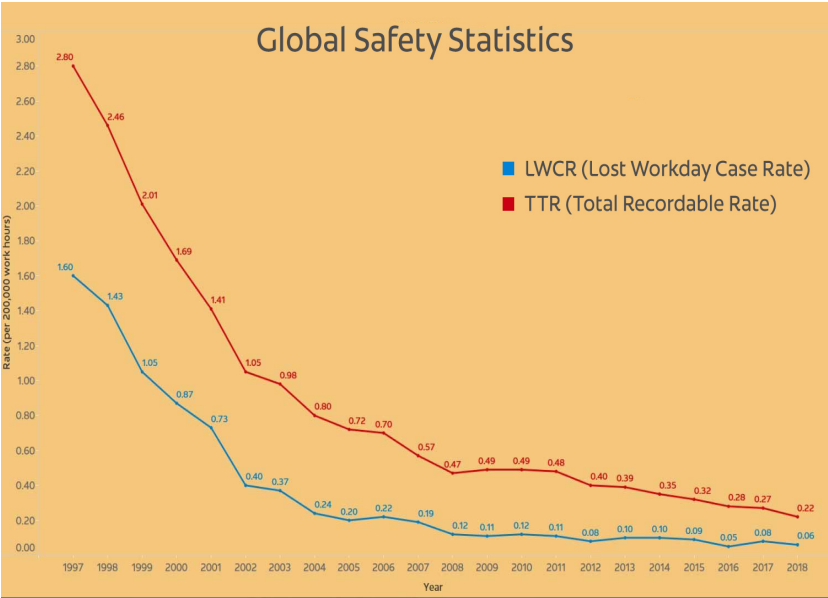
We also provide numerous safety training programs as an important part of our safety management strategy. We offer 150 e-learning courses, which are available in as many as eight languages. Courses cover a range of topics, such as EOHS incident management, hearing conservation, ergonomics in the workplace, confined



space entry, fire safety emergency, safe work practices and industrial hygiene. We also conduct evacuation drills across our sites to ensure we are prepared in the event of unforeseen circumstances.

Our 2018 safety results showed improved performance in both our total recordable rate (TRR) and lost workday case rate (LWCR). Our total recordable rate (TRR) was 0.22, down from 0.28 in 2017. This represents the lowest number of recordable accidents reported in one calendar year in the history of Colgate. Our lost workday case rate (LWCR) was 0.06, which was a slight reduction versus 2017. In 2018, we experienced 18 accidents – ranging from fractures to hospitalizations – which Colgate considered “serious” according to Colgate’s Accident/Incident Reporting and Recordkeeping Standard. We are proud to report zero work-related fatalities in 2018 across all facilities and operations.

In 2018, we received independent third-party verification of our health and safety data collection and reporting processes as well as the data itself. As part of this project, the number of hours worked, number of lost-time incidents, number of recordable incidents and number of occupational fatalities were verified at select sites.

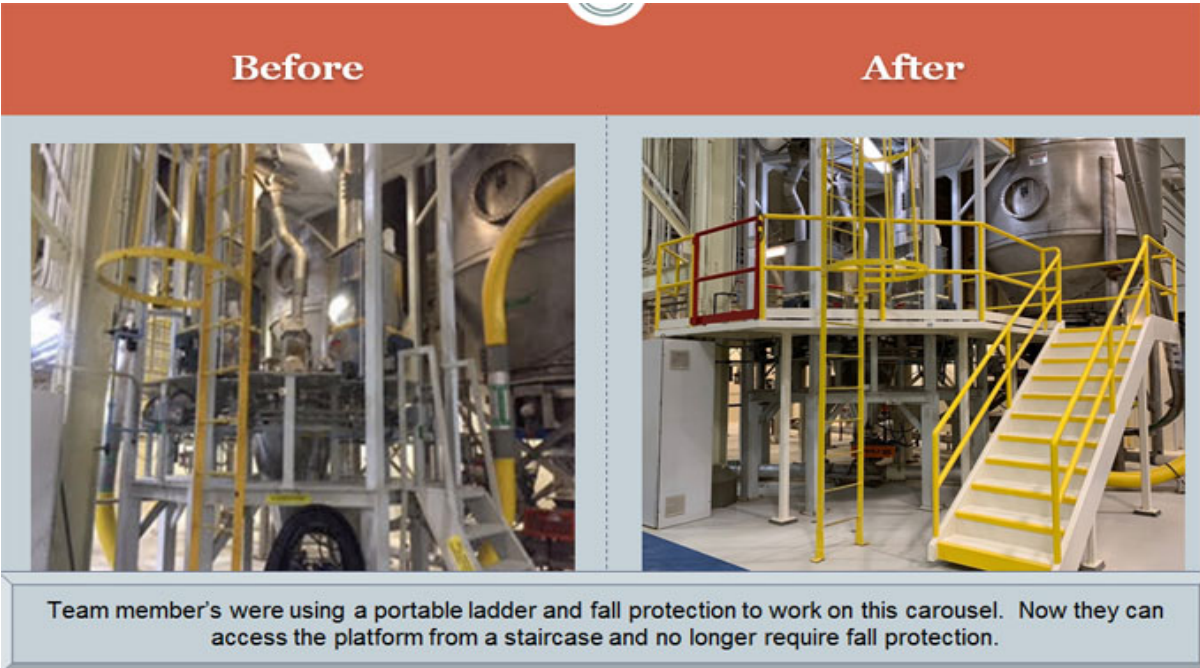


The President’s Safety Award Program recognizes Colgate sites when they achieve specific milestones of time in years and/or hours without a Lost Workday Injury or Illness. In 2018, 36 of our manufacturing facilities, global technology centers, and warehouse facilities received one or more awards. Our Valencia Plant in Venezuela has reached eight million hours without a safety incident or lost work day, due to their excellent teamwork and implementation of Training, Floor Safety, Inspection and Ergonomics programs.

To continue to maintain our world-class safety performance, we evolved our critical risk programs in 2019 to focus on identification, mitigation, and elimination of critical risk incidents, accidents, and tasks. Our approach involves establishing foundational culture and engagement, ensuring visible and active leadership, having sound technical programs and solutions to control hazards and reduce/mitigate risks.

Our plant in Guatemala City, Guatemala established a robust culture program to re-emphasize the importance of our core safety values. This journey focused on the importance of working safely with a commitment to care for their people, driven by leadership at all levels. The plant implemented a number of impactful campaigns, such as the motto, “The reason I work safely is for my family and myself.” Guatemala created a video to share with everyone as a reminder to always work safely, and think before acting.

As part of Colgate’s ‘Shop Floor Coaching & Feedback’ training program, our Hills’ Richmond site leveraged a ‘See-Say-Do’ program to identify and correct EOHS-related gaps - see something, say something, do something. Once an issue has been accepted for consideration, a responsible party is assigned to identify an appropriate corrective action that is tracked to closure. Feedback is provided to the individual who raised the issue, and before and after pictures are posted in the plant to provide the team with a visual of how the risk was resolved. This process drives continuous improvement, ownership, and accountability while demonstrating the importance of safety in the site’s culture.



## 2018 Safety Highlights

### Risk-Based Management

We continue to sharpen our focus on risk-based safety management with a goal to eliminate serious incidents and fatalities. This approach involves evaluating the risk severity for tasks conducted in our operations, and ensuring the appropriate controls are in place to prevent an adverse outcome. In 2018, our program emphasized communicating and establishing appropriate controls to reduce and mitigate critical risks and serious incidents and fatalities. This expectation has been formally incorporated into our EOHS Management System and Audit Program.

We require our manufacturing sites to prepare an annual risk assessment and preventive and corrective action plans. This is reviewed during management reviews and audits, conducted twice a year, to ensure our most significant risks are adequately controlled.

### Working at Heights Safety

In an effort to reduce serious incidents involving employees working at heights, especially when a ladder is required, Colgate embarked on a global process to identify where ladders are used to access a height, and if a safer alternative was available, such as fixed work platforms, stairs, portable platforms, and/or use of drones. If a safer solution was not available or feasible, sites were requested to implement a solution for ladder access with an appropriate fall arrest engineered system. We are making positive progress.

- In 2018, our plant in Mission Hills, Mexico, was challenged with finding safer alternatives to working at elevated heights, replacing the use of fixed or portable ladders. In partnership with the EOHS, operational, and engineering teams, the site determined it would be safer to replace a tank ladder with a fixed platform. This provided site workers a safer, more efficient manner to perform their job responsibilities.

### Reducing Noise, Dust and Chemical Exposures

In 2018, Colgate moved to a single vendor to support industrial hygiene initiatives. This provided us with process simplification, enhanced program effectiveness, and optimized our reporting system. In addition, we began transitioning to a new industrial hygiene data system, allowing for deeper analytics. Colgate continues to strive to reduce noise, dust, and chemical exposures at our facilities. Our goal is to reduce the number of people who must wear hearing protection or chemical cartridge respirators in order to reduce their exposure

below the applicable acceptable limit. In 2018, we observed a slight uptick in the percentage of employees required to wear mandatory hearing and respiratory protection as compared to 2017:

	% Required to use in 2014 (Baseline)	% Required to use in 2017	% Required to use in 2018
Hearing Protection	44%	42.7%	43.4%
Respiratory Protection	5.3%	2.7%	3.1%

Although the percentage of individuals wearing mandatory hearing protection in 2018 increased slightly, the absolute number of employees required to wear hearing protection decreased by over 440. While we have not reduced the need to use hearing protection, our toothpaste manufacturing facilities have eliminated the use of mandatory respiratory protection.

We continue to push towards reducing mandatory use of hearing and respiratory protection.

**Reducing Ergonomic Exposure**

In 2018, we concluded our global ergonomic risk reduction program. The program focused on five key elements: (1) completion of ergonomic assessments of job tasks; (2) reduction or elimination of ergonomic hazards associated with manual bag dumping stations; (3) reduction or elimination of ergonomic hazards associated with manual palletizing; (4) implementation of appropriate control strategies for high-risk tasks; and (5) completion of annual ergonomics training. Many of our sites have implemented a number of innovative solutions to reduce our risks related to manual handling, packaging, and movement of materials.

- Mission Hills, Mexico is leveraging collaborative robots to reduce risks associated with manual placement of bottles on conveyors in their Home Care Focus plant.
- Our Cambridge, Ohio, USA Home Care plant has implemented the use of collaborative robots to minimize hand case packing in their co-pack operations.
- Our Anzio, Italy Personal Care plant has implemented an automation solution to enable a collaborative robot to perform solution preparation in the microbiology lab, eliminating repetitive tasks.

- In Mission Hills, Mexico, we installed a new fully automated production line for liquid cleaners that does everything from blow-molding the bottle, to labeling it to filling it, all on one line. As a result, this safer to operate line has increased our production speed by 44% with cost savings of 32%.
- Our Morristown, Tennessee, USA, Oral Care plant installed a collaborative robot in their mouthwash factory to eliminate hand palletizing.

## Safety Incentives

We have improved our safety-related incentive mechanisms by linking compensation to behaviors that drive a robust safety culture. These behaviors include training completion, physical inspections, corrective action completion, behavioral observations, and participation in activities that engage employees. We do not link compensation to recordable rates and lost-time accidents.

## 2018 Safety Week Highlights

Safety Week is our annual opportunity to provide employee engagement events and activities to continue to demonstrate and celebrate our commitment to our EOHS Guiding Principles and foster the safety culture of each of our sites. Each year, Colgate holds a company-wide Safety Week, sharing best practices and refreshing our commitment to health and safety. This week remains a cornerstone of our safety culture and provides an opportunity to focus on fundamentals, and each facility's own creativity delivers a solid and exciting week year after year. Several Safety Week events also include Colgate families in fun and educational activities. Colgate's 2018 Safety Week activities included chemical spill and emergency evacuation drills, machine guarding treasure hunts to identify gaps, rock wall climbing, and engaging external speakers to address key points of safety, important to Colgate people at all of our facilities.

- Colgate's plant in Swidnica, Poland asked employees to participate in a Safety Perception Culture Survey to measure employee engagement related to safety issues.
- Colgate's plant in Guatemala City, Guatemala, organized a variety of activities for Safety Week, including a review and update of the lockout/tagout procedures, as well as a workshop on safe handling of forklifts.
- Colgate's plant in Rillieux, France, conducted workshops on working at heights with a rock climbing event to reinforce the criticality of working safely at heights.

## Responsible Sourcing

### Third Party Code of Conduct

Colgate People are committed to the highest standards of integrity and full compliance with the Company's Code of Conduct. It is our goal to ensure that our relationships with our suppliers and business partners reflect and support the same high ethical standards.

Colgate's Third Party Code of Conduct establishes the Company's expectations for suppliers and business partners in a number of critical areas, including labor practices and universal human rights, protecting the environment, health and safety, and ethical dealings. Sections of the Third Party Code are modeled on, or contain language from, the Universal Declaration of Human Rights and the standards of the International Labor Organization.

The Code is provided to suppliers and business partners, and Colgate's contracts and purchase orders typically require suppliers to abide by the Code's standards (or suppliers' comparable code standards), including applicable labor and equal employment laws as well as environmental, occupational health and safety regulations, the Foreign Corrupt Practices Act, and Colgate's Anti-Bribery policy.

**SUPPLIER RESPONSIBLE SOURCING ASSESSMENTS:** Through the Supplier Responsible Sourcing Assessment program, Colgate has assessed the Performance of more than 80 percent of our suppliers in high-risk geographies since 2012, driving Improved working conditions for more than 50,000 employees across our external supply chain.

### 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 Colgate's reputation as a responsible company. To manage the risk to the Company and to the workers in our supply chain, Colgate has 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. Risk factors considered in the selection of suppliers to participate in the program include: geographic risks (using the Verisk Maplecroft Risk Indexes); Colgate's in-country knowledge;

industry-associated risks; and business criticality to our operations. Through the use of 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 its facility is required. To date, there are currently 550 suppliers and service providers in the program and 46% have conducted a social compliance audit.

As a member of the Supplier Ethical Data Exchange (Sedex), Colgate uses the Sedex Members Ethical Trade Audit (SMETA) protocol when required to assess suppliers' compliance with laws covering freedom of association, forced and child labor, health and safety, wages and benefits, working hours, and discrimination as well as environmental and business ethics matters. Since the program's inception in 2012, Colgate has assessed more than 80 percent of our spend, exceeding our 2018 target with suppliers in high-risk geographies, including raw material and packaging suppliers, contract manufacturers, co-packing facilities, and warehousing operations. In 2018, we expanded our risk assessment scope to include third-party labor providers, providing labor in Colgate operations. Internally, Colgate has also completed assessments of all manufacturing facilities and conducted social compliance audits at all facilities located in high-risk geographies.

Colgate is also a member of AIMPROGRESS, a global industry forum dedicated to the promotion of responsible sourcing practices and sustainable production systems. Through the principle of mutual audit recognition, 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, Colgate has participated in capacity-building sessions through the AIM-PROGRESS forum that are designed to improve suppliers' social and environmental performance. We have participated in events in Latin America and North America. In addition, Colgate conducts similar independent supplier responsible sourcing training events for our suppliers.

## Forced Labor

Colgate does not use forced labor within our own operations, and we strive to eradicate forced labor from our supply and value chains. We are committed to the Consumer Goods Forum (CGF) Resolution on Forced Labor and the Priority Industry Principles (PIP) and believe that every worker should have freedom of movement, no worker should pay for a job and no worker should be indebted or coerced to work. Moreover, it is Colgate's policy not to work with any supplier or contractor known to operate with forced labor. In June 2017, Colgate



published our disclosure statement, [“Respecting Human Rights and Labor Rights: Disclosure Statements,”](#) in compliance with requirements of the California Transparency in Supply Chains Act, and the UK Modern Slavery Act and consistent with the CGF Social Resolution. In 2018, to further strengthen our actions on fighting forced labor, we revised our employee [Code of Conduct](#) and our [Third Party Code of Conduct](#) to incorporate additional language reflecting our expectations on respecting human and labor rights and commitment to the CGF PIP. In addition, we published a [Third-Party Labor Provider Recruitment and Employment Standard](#) and a labor provider risk assessment methodology with the objective of establishing expectations and evaluating the risk of forced labor where third party employees, such as temporary workers, are working in Colgate’s operations.

## Conflict Minerals

Colgate supports ending the violence and human rights violations by armed groups in the Democratic Republic of Congo (DRC) and neighboring countries that have been funded in part by proceeds from the mining of cassiterite, columbite-tantalite (coltan), wolframite and gold, including their derivatives tin, tantalum, and tungsten (3TGs). For more information, see Colgate’s [Policy on Conflict Minerals](#).



# Oral Health Education

## Background

Providing oral health education is a Colgate tradition dating back to 1911. Today, Colgate's flagship Bright Smiles, Bright Futures (BSBF) program is among the most far-reaching, successful children's oral health initiatives in the world. With progress in 2018, BSBF has reached more than 1 billion children and their families in over 80 countries since 1991. This is made possible by partnering with educators, parents, dental professionals, academic institutions, government, and non-governmental organizations (NGOs), such as the Alliance for a CavityFree Future, the American Dental Association, the Global Child Dental Fund, the National Dental Association and Save the Children, among others. The cornerstone of BSBF is its award-winning educational curriculum. Developed by global experts, the multicultural education materials help illustrate how to maintain healthy teeth and gums, and are implemented in more than 80 countries in 30 languages each year. In several countries, the program materials are part of the permanent school curriculum.

## Approach

We have an ambitious target to educate 1.3 billion children through our BSBF program by the year 2020. To date, we have grown BSBF through leveraging our six-point plan:

*In School* — Colgate partners with local schools, ministries of health and ministries of education to organize oral health educational classes, and provide free oral health products. In the U.S., 3.5 million children across all 50 states, nearly nine out of every 10 kindergarten students, participated in BSBF's classroom curriculum.

*Community Relations* — In some countries, BSBF is mobile. In the U.S., BSBF provides a fleet of nine mobile dental vans based in hub-cities working with dental professionals, non-professional volunteers, and the community to provide education, dental screenings and treatment referrals annually. Each year, the BSBF dental vans reach over 10 million children in under-served rural and urban communities. Of those reached, 1 million children received \$39 million in donated dental care.

*Employee Engagement* — In 2018, over 20% of Colgate employees worldwide volunteered through BSBF and gave back to the local communities where we do business.

*Integrated Marketing Communications (IMC)/Trade Partner* — With retail partners, such as Walmart, BSBF engages consumers at local stores and online.

*Digital* — Educational resources are provided online, including downloadable teachers' guides, videos, oral health games, and apps, which are available in Apple and Google Play stores.

*Professional Partnerships* — Colgate partners with government health agencies, NGOs, and dental associations to expand the reach of oral care education around the world.

## Highlights

- Since the program's inception, BSBF has reached 1 billion children. To celebrate this critical milestone, Colgate embarked on a global education campaign to spread the message that people need to brush for two minutes, two times per day with a fluoride toothpaste to achieve maximum oral health benefits.
- 2018 marked the 50th anniversary of the Colgate Dental Health Unit in the UK, a unique collaboration between Colgate and the dental school at the University of Manchester, designed to find new ways to treat oral disease. This partnership has provided most of the scientific evidence for Colgate Anticavity and Colgate Total. Modeled after this success, a second Dental Health Unit is now in place in Brazil.
- To reach the thousands of taxi drivers in Mumbai who have poor oral health and no time to visit a dentist, Colgate India Limited, in partnership with Indian Dental Association (IDA), found an innovative solution: a [free pop-up dental clinic](#). A two-day dental clinic was conducted at the GVK Chhatrapati Shivaji International Airport to provide taxi drivers from the city with free dental check-ups, consultations and treatment by IDA dentists, and education about preventative oral care measures and the importance of oral health. This initiative was an integral part of Colgate's Oral Health Month program and the brand's objective to Keep India Smiling.
- In partnership with the Dis-Chem Foundation, C-P South Africa launched ["Buy A Brush, Help A Child"](#): a campaign to improve the oral health of South African children. For every toothbrush bought at a participating Dis-Chem pharmacy, a toothbrush and toothpaste -- along with access to information about good oral health -- was given to a child in need. More than 135,000 dental kits were distributed. This initiative formed part of Colgate's BSBF program, aimed at teaching children the importance of practicing good oral hygiene.

- Colgate's commitment to increasing access to children's oral health and education in the community includes a strategic partnership with Save the Children in Colombia, Mexico, Guatemala, Dominican Republic, El Salvador, Honduras, and the U.S. In 2018, we reached more than 84,000 children with oral health education.
- In October 2018, in Lebanon, Colgate North Africa Middle East, partnered with Miles for Smiles, Syrian American Dental Society (SAM), dental students from the University of St. Joseph, dental professionals, and volunteers to provide free dental screenings and oral health education to refugee children affected by conflict. More than 4,500 BSBF dental kits were distributed, along with BSBF educational material provided in Arabic.
- Colgate's Africa Eurasia team embarked on a BSBF campaign to educate children both inside and outside the classroom. The goal is to simplify in-class materials, provide teachers with a gold standard reference video, and provide engaging reminders of good oral health habits outside the classroom. Colgate People leveraged the fact that African schools use their walls as a medium to educate, creating 'Talking Walls.' Talking Walls were provided to 131 schools and, in 2019, will reach 1,200 schools. We reached over five million children in approximately 20,000 schools with in-class curriculum and dental kits in 2018.



## Handwashing Education

Handwashing Education The simple act of washing hands with soap is one of the most effective ways to prevent disease transmission, especially among children. Handwashing with soap at key times, however, is not widely practiced. As a leading marketer of bar and liquid hands soaps, Colgate-Palmolive, through its brands Protex, Palmolive, and Softsoap, is working with public health officials, academia, local schools, and clinics to educate millions of children and their families about the health and hygiene benefits of handwashing with soap. Our global handwashing program provides educational materials and sample products to schools and communities, and builds awareness through advertising and public relations campaigns. In some countries, Colgate teaches handwashing as part of our Bright Smiles, Bright Futures (BSBF) oral care education program, building the steps for proper hand washing into the oral care curriculum and messaging. Like the oral care component of BSBF, the program creates shared value for both Colgate and society, helping to improve health outcomes while building brand awareness and reputation for Colgate's Palmolive and Protex soap brands. In 2018, Colgate reached 56 million people through advertising, media campaigns, community events, and educational programs in schools.

### Highlights

Colgate was one of the nine founding members of the Global Handwashing Day campaign, among others such as the World Bank and UNICEF. Celebrated October 15th, Global Handwashing Day drives awareness of the vital importance of handwashing with soap and its impact on health.



For many years, Protex has been carrying out a handwashing campaign in Latin America, to raise awareness about the importance of hand washing hygiene in preserving good health. In Brazil, Colgate teaches handwashing as part of our BSBF oral care education program. Children were taught proper handwashing techniques along with reinforcing our global commitment to “Making Every Drop of Water Count.”

A commitment to support WASH, or water, sanitation and hygiene, program is part of Colgate's Water Stewardship Strategy and our commitment to partner with local and global organizations to bring clean water to underserved areas of the world. Through our partnership with Water For People, Colgate supports programs that provide access to clean water, sanitation systems, and/or health, and hygiene education, including handwashing. Colgate has contributed to Water For People's Everyone Forever program, helping them to reach over 450,000 people since 2013.

## Helping Pets Find a Home



Hill's mission is to help enrich and lengthen the special relationship between people and their pets. Through the Hill's Food, Shelter & Love™ program, Colgate partners with animal shelters across the U.S. to provide discounted Hill's pet food, and training, digital tools and content, as well as shelter visuals. For pet owners, Hill's provides Science Diet adopter kits with coupons and access to a New Pet Parent website. Hill's believes the combination of loving shelter care and premium nutrition helps make pets healthy and happy so they are

ready to go home. Whether a shelter has 100 or 10,000 adoptions a year, the goal is to ensure that every pet finds a forever home. That means nourishing every pet that arrives at the shelter with Hill's nutrition and sending a small starter bag home with every new adopted pet. Through this partnership with animal shelters, the Company provided pet food with a retail value of more than \$3 million in 2018, and helped more than 688,000 dogs and cats find their forever home last year. Hill's also partners to provide emergency food shipments to shelters and veterinary hospitals in the event of a disaster through its Disaster Relief Network, which is an extension of the Food, Shelter & Love program in the U.S. In 2018, Hill's responded to 12 emergencies across the U.S. and shipped over 80,000 pounds of pet food to more than 68 unique organizations in communities affected by disaster.

### Highlights

- Hill's Pet Nutrition is partnering with Kansas State University to create a new Pet Health and Nutrition Center. The new Center will be dedicated to clinical training, classroom teaching and research.
- Hill's Prescription Diet, our line of premium, therapeutic products, is only available with a veterinarian's recommendation and primarily sold through clinics. To make this valuable product more accessible and convenient, Hill's created an innovative 'Hill's to Home' eCommerce service in the U.S. so vets can offer free home delivery; except for a \$1/item surcharge in two states; subscription discounts and, importantly, continued engagement to ensure ongoing care.
- In July and August of 2018, Hill's teamed up with NBC and Telemundo Stations as a national sponsor of NBCUniversal Owned Television Stations' Clear The Shelters nationwide pet adoption campaign. 1,200 shelters participated and more than 102,000 pets were adopted during last year's Clear The Shelters campaign. Over 300 Hill's employees volunteered at participating shelters near them on Clear The Shelters Day, Saturday, August 18.

## Community Giving

Colgate contributes both funding and products to a wide range of charities and community organizations around the world. Colgate also partners with retailers, consumers, and our employees to raise funds. Driven by Colgate's core value of Caring and supported by the involvement of Colgate People, our Global Giving Program makes a difference in the communities we serve by supporting organizations that address health and educational disparities.

### ***Colgate's giving priorities are:***

1. Creating educational opportunities
2. Advancing health and well-being
3. Engaging Colgate people

**2018 Contributions \$37 million\***

\* Cash and in-kind contributions to charitable organizations, including spending for the Bright Smiles, Bright Futures program in Colgate's 20 largest subsidiaries (by oral care sales)

### **Creating Educational Opportunities**

- Community has always been a top priority at Colgate. One of our proudest initiatives is Estrellas Colgate in Mexico, a non-profit fully funded by Colgate since 1980 to help low-income children foster good habits and gain education through athletic and health programs.
- Colgate is proud to partner with the YMCA to help Black and Hispanic teens from underserved communities and schools have access to quality educational programs like Y Scholars. We are a proud sponsor of the Hispanic Achiever Awards and College Scholarships.
- To promote the importance of education among Latinos and help them on the path to higher education, Colgate in partnership with the Hispanic Heritage Foundation sponsors the Haz la U educational grant program. This program awards 31 educational grants totaling \$100,000. This initiative is committed to preparing future generations of Latinos and to giving them the tools to become leaders in their communities.
- The Colgate Women's Games continue to be the largest women's amateur indoor track and field series in the U.S. For 45 years, this program has helped young girls and women develop a strong sense of personal achievement and self-esteem, value teamwork and discover the importance of education. Open and free to all girls from elementary school through college and beyond, Colgate Women's





Games has awarded more than \$2.6 million in educational grants-in-aid. And to date, 26 Colgate Women's Games alumnae have gone on to compete in the Olympics!



- In India, Colgate offers a scholarship contest to make a small yet meaningful difference in children's lives. With each round, over 500 consumers have the opportunity to win educational scholarships by calling a number printed on Colgate packaging and advertised in stores and in the community. Since its launch in 2009, these scholarships have enabled more than 1,000 Indian families, across 100 cities, to give their children a brighter future—be it in dance, sports, music, or academics.

## Advancing Health and Well-being

- Colgate's BSBF Program partners with Kids in Need Foundation to Help Students Smile Brighter for School. Colgate has donated 25,000 toothbrushes and toothpaste tubes to the Kids In Need Foundation, which is encouraging elementary school teachers, educators, parents, and community members across the United States to pledge their commitment to educating children about the importance of oral health.
- Tom's of Maine teamed up with The Kids in Need Foundation to donate 10,000 "Backpacks Full of Good" to students most in need, across the United States. Each backpack is filled with essential school supplies to help students thrive and reach their full potential. Tom's of Maine donates 10% of profits each year to nonprofit organizations committed to causes such as human health, animal welfare, education, and environmental sustainability.
- Throughout the year, Colgate India supports a group of 90 children infected or affected by HIV/AIDS to help provide for their nutrition and education, including their school fees, under the "Positive Step" program. This initiative positively impacts health, well-being and educational advancement. Colgate Business Leadership Program Associates and Volunteers engage with these children through activity based learning sessions, which help these children gain confidence. Additionally, Colgate employees volunteer through a mentorship program to mentor children pursuing higher studies.



- Colgate continues its partnership with Save the Children to bring oral health care to marginalized children in the U.S. and globally. The partnership focuses on increasing access to oral health care and products and will benefit over 36,000 children in low-resource environments, including El Salvador, Honduras, Columbia, and Dominican Republic.

## Engaging Colgate People

- Tom's of Maine continues its practice of donating 10% of profits each year to nonprofit organizations committed to causes such as human health, animal welfare, education, and environmental sustainability. In 2018, Tom's of Maine donated over \$2 million to The Nature Conservancy, with funding directed towards water conservation efforts. Plans include important watershed restoration projects in Colorado and Mississippi as well as a national awareness and engagement campaign.
- In South Africa, Colgate sponsors the Phelophepa Train, treating nearly 50,000 people in many communities where medical services and infrastructure are unavailable.
- More than 450 volunteers in Mexico and 300 volunteers in the Andina region (Bolivia, Colombia, Ecuador, and Peru) participated in activities supporting social and sustainable causes for their annual Colgate Cares Day.
- In Brazil, employees are trained to be “Agentes do Sorrisos” or “Smile Agents” to teach BSBF in local communities. The program now has a network of 1,012 volunteers who have reached over 48,000 children with BSBF education since its inception.





# Our Performance

Learn about the progress we've made on our 2020 Sustainability Performance Commitments in 2018.

## Colgate Global Brands

### Oral Care

47% of net sales



### Personal Care

20% of Net Sales



### Home Care

18% of net sales



### Pet Nutrition

15% of net sales



## Consumer-Driven Innovation

Colgate delights people with innovative products that meet their needs, exceed their expectations and add value to their lives. Our six consumer innovation centers rely on local insights from around the world to launch more than 600 new products and product updates every year.

To ensure that the products we develop are placed in stores, Colgate is committed to listening to and engaging with existing and potential users and buyers around the world. To ensure that our commercial teams stay close to the users of our products, we undertake “Getting Out of the Office” programs that help build our deep understanding of local tastes and habits across categories. In Latin America we hosted a Dermafest, which included interviews with women to understand their needs and emotions behind beauty and skin care products and to assist in the design thinking and co-creation of ideas. This provided key insights to identify unmet user needs and opportunities for existing product performance improvements.

We also listen to consumer feedback on our products. Colgate’s Consumer Affairs personnel act as consumer advocates, representing their perspectives and their challenges within the organization. Colgate’s marketing executives regularly listen to consumer calls so they can get closer to consumers’ wants and needs, and ensure company activities are designed to meet them.

Colgate’s Consumer Affairs departments manage consumer relations around the world, covering 96 percent of Colgate’s business. This team strives to provide the very best consumer care to make it easy for people to reach the Company, have their messages heard and problems solved.

Each year, we work to increase our consumer support coverage and accessibility, via new or centralized contact centers where we optimize the latest consumer service tools and training so every person contacting us has the very best individualized experience. In many parts of the world, people can now engage with us via the communication channels that are most accessible and convenient for them - whether via traditional methods, such as phone calls, or via newer, real-time methods such as social media, chat, and mobile messaging.

Our team regularly captures, evaluates, and responds to people who leave ratings and reviews on our website and various e-commerce sites, so we can ensure we are always in touch with any feedback people have about our products. As artificial intelligence technology is rapidly developing, we are constantly looking for ways to leverage it to enhance and extend our support programs.

There is increasing attention being given to concerns over consumer data protection and privacy. We know that when consumers provide us with personal information, we have to safeguard it and treat it responsibly. We are very careful about how we collect, use, and store personal data, and have recently updated our policies, making them readily available on our websites around the world. Our policy can be viewed [here](#).

In addition, we regularly monitor key performance indicators for service in several regions around the world. In 2018, 86 percent of consumers reported being “satisfied” or “very satisfied” with our service.



Stronger consumer engagement begins with better insights. Deeper and more meaningful people and cultural insights strengthen product development, packaging, and the communications we deliver through our integrated marketing campaigns.

## Highlights

### Innovation Driving Market Share Growth

In Mexico, new Fabuloso Complete multi-benefit liquid cleaner added 3.0 market share points in 2018, strengthening the brand's market-leading position in the category.

### Partnering With Vets to Provide Hill's To Home Convenience For Pet Parents

Hill's Prescription Diet pet food is only available with a veterinarian's recommendation and is primarily sold through veterinary clinics. To make this valuable product more accessible and convenient, Hill's created an innovative Hill's To Home e-commerce service in the U.S. so vets can offer free home delivery, subscription discounts and, importantly, continued engagement to ensure ongoing care.

Colgate remains [India's #1 Most Trusted Oral Care brand](#), recognized by The Economic Times, Brand Equity - Most Trusted Brands [Annual Survey](#) for 2018, conducted by Nielsen.



Tom's of Maine has become a '[Certified B Corporation](#),' with the non-profit B Lab, making the company part of an elite group of businesses that meet higher levels of social and environmental performance, transparency and accountability. Tom's of Maine is one of a select number of natural personal care companies to become a Certified B Corporation. Through this accreditation, [Tom's of Maine](#) publicly commits to upholding a purpose-driven business and supporting a global economy that benefits all.

## Product Sustainability at Colgate

Product sustainability at Colgate means a continued commitment to safe, sustainable, high-quality products that consumers can trust. As part of our 2020 Sustainability Strategy, we are committed to increasing the sustainability profile in all new products. Consumers increasingly purchase products that both meet their needs and have a social impact and reduced environmental footprint. At Colgate, we are working to meet that expectation by:

### Driving Sustainability Through Our Product Categories

We continue to implement product category sustainability strategies that align with and support our 2015 to 2020 Sustainability Strategy.

### Improving the Product Sustainability Profile of Our Products

Teams across the Colgate world collaborate to develop products with improved sustainability profiles. Opportunities to improve product sustainability are considered throughout the product development process by multiple functions (from formulation to packaging). Annually, we apply the criteria in our product sustainability scorecard to the new products we plan to launch.

### Delivering Safe and Sustainable Ingredients

Colgate remains committed not only to making safe products, but also to making those products with ingredients and processes that have minimal impact on the world around us.

### Providing Access to Affordable Products

We continue to expand access to affordable health and wellness products for millions of people in underserved communities.

## Driving Sustainability Through Our Categories

Colgate is embedding sustainability across our Oral Care category. Our products and oral health education programs improve oral health around the world and help reduce cavities, one of the most chronic global diseases. We also promote water conservation awareness to consumers, encouraging them to turn off the faucet when brushing their teeth. We are improving the ingredient sustainability profile of our products, removing PVC from toothbrush packaging, and reducing the environmental footprint of our oral care factories.

Colgate is also making improvements in our Personal Care category, from improving ingredient biodegradability and moving toward more sustainable preservative systems to optimizing packaging size and improving packaging recyclability. We are educating millions of children and their families around the world about the importance of handwashing with soap, and are also working to reduce our carbon and water footprint.

In our Home Care category, Colgate is increasing the use of recycled and recyclable plastics in our packaging and improving the ingredient sustainability profile of our products, including eliminating formaldehyde donors and reducing volatile organic compounds to improve air quality. We are also helping consumers save energy and water with our cleaning products.

Hill's Pet Nutrition is working to source its ingredients responsibly, reduce its operational footprint, and provide pet food to shelters at a discount to help millions of dogs and cats find their forever homes. Hill's is also leading the way to Working Towards Zero Waste at Colgate. The first four "Zero Waste to Landfill" factories are Hill's factories. Today, 100% of Hill's dry pet food is produced at a Zero Waste to Landfill plant.


## Improving the Product Sustainability Profile of Our Products

Colgate's Product Sustainability Scorecard is intended to measure the progress of our goals to increase the sustainability in our products by 2020. Our product sustainability key performance indicators are focused on three areas: Packaging, Formula and Social Impact. Through cross-functional collaboration across the Colgate world, we continue to make progress and improve the sustainability profile in over 96 percent of new products in 2018.<sup>(1)</sup>

(1) The performance results are based on representative products from the product portfolio evaluated against comparable Colgate products across three impact areas to characterize likely improvement in the sustainability profile, based on review of quantitative and qualitative data.


2018 Product Highlights

PD Feline k/d Line Extension





No PVC content






Increased shelf life with 1.2 % Lactic Acid





Supports your cat's kidney function and helps sustain muscle mass. Clinically tested to improve and lengthen quality of life.





More Sustainable

Plax RL (FS & Shrink Sleeve)



No PVC content  
Recyclable package





No ingredients of concern  
Better efficacy with less material per use





Save water message on the label  
Recycling instructions provided





More Sustainable

Softsoap Earth Blends



No PVC content  
Recyclable package  
Bottle contains PCR





Uses Bio-based Raw Materials  
No Ingredients of Concern






Save water message on the label  
How to Recycle message on the label







More Sustainable

Hydris Dry Mouth TP Launch





No PVC content







No ingredients of concern  
Self preserved formula





Save water message on the label  
4 hours of comfort and hydrating feeling  
Part of consumer transparency program





More Sustainable

## Delivering Safe & Sustainable Ingredients

### Product Safety and Quality

We continuously monitor and evaluate the safety of our ingredients, and we actively engage with outside experts and resources to understand emerging science and deepen our knowledge. We also comply with all aspects of the European Union's REACH regulation (Registration, Evaluation, Authorization, and Restriction of Chemical substances). To learn more about the science behind our products, please visit [Scientific Excellence](#) section of our website, and learn more about our [Ingredient Safety Policy](#) and progress updates, please visit the [Ingredient Safety](#) section.

### Product Safety Testing

Colgate has a longstanding policy to minimize and ultimately eliminate animal testing associated with development of oral care, personal care, and home care products. Central to this commitment are our 35-year-long efforts to encourage the development of alternatives that are scientifically valid and can be accepted by scientific regulators.

We are a leader in promoting, encouraging, and participating in the development, validation, and acceptance of non-animal testing methods worldwide, investing more than \$1 million dollars annually on research with non-animal alternatives. Globally, there are circumstances when regulatory agencies require animal testing of oral care, personal care, and home care products. In such limited instances, the tests are conducted at external testing facilities that meet strict government standards and the rigorous requirements that were established by Colgate with input from animal welfare groups. We work closely with worldwide regulatory agencies to examine how non-animal tests can be incorporated into their safety requirements for consumer products. In addition, we support the European Partnership for Alternative to Animals, the Johns Hopkins Center for Alternatives to Animal Testing, and the Institute for In Vitro Science which are organizations that are focused on developing and/or promoting the use of non-animal methods.

Colgate actively shares its work to reduce animal use and develop alternatives so that this information can help others minimize animal use. Colgate is also a strong supporter of education in this field and partners with



the Society of Toxicology to provide grants for student internships, post-doctoral fellowships and research grants to further promote the field of alternatives to animal research.

Hill's uses only non-invasive, humane research methods to develop superior nutritional technology so that dogs and cats live longer, healthier lives. Importantly, Hill's believes that any procedure that causes pain to people also causes pain to animals and therefore, is not permitted. Hill's does not create or simulate disease conditions in animals and does not conduct a study where euthanasia is the end point. Hill's breakthroughs in pet nutrition are unmatched in the pet food industry, and it has built its business and reputation on always practicing the highest ethical standards. Hill's publishes its animal welfare policy on its website, which governs all studies they conduct or support.

We look forward to the day when all necessary safety studies for oral care, personal care, and home care products can be performed without the use of animals. We will continue our unwavering efforts toward the development, validation, and scientific and regulatory acceptance of alternative non-animal methods of product safety research, while remaining steadfast in our commitment to the highest standards of product safety for our consumers. For more information on our Product Safety Research Policy and other policies, visit [our website](#).

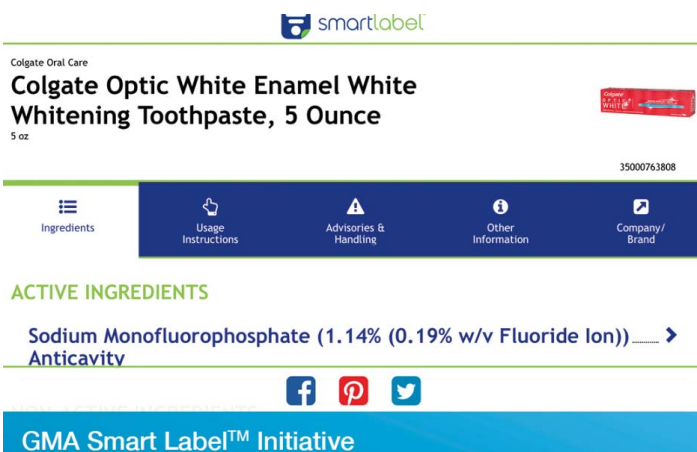
## **Ingredient Transparency**

Our business is subject to extensive legal and regulatory requirements in the U.S. and abroad. Such legal and regulatory requirements apply to most aspects of our products, including their development, ingredients, manufacture, packaging, labeling, storage, transportation, distribution, export, import, advertising, sales and environmental impact. U.S. federal authorities, including the U.S. Food and Drug Administration (the "FDA"), the Federal Trade Commission, the Consumer Product Safety Commission and the Environmental Protection Agency, regulate different aspects of our business, along with parallel authorities at the state and local levels and comparable authorities overseas.

We recognize consumers want to know more about the ingredients in the products they use. Colgate continues to be an active participant in SmartLabel™, a digital platform co-created by the Grocery Manufacturers Association (GMA) and the Food Marketing Institute (FMI) in conjunction with manufacturers and retailers developed to inform consumers about what's in their products and why. SmartLabel provides a wide range of product details that cannot fit on a package label. It goes beyond the label to tell consumers not just what ingredients are included in their products; it explains what those ingredients are, why they are in the



product, and what they do. SmartLabel was designed to match how people use information and technology today. Thus, 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.



Colgate participates in SmartLabel in the U.S. and Canada. The program continues to grow and today more than 40 companies and 825 brands participate in this program.

## Delivering More Sustainable Packaging

Colgate's packaging organization regularly evaluates materials, processes, and delivery systems that can improve the sustainability profile of our packages. Colgate's packaging sustainability strategy centers around the following actions:

- Minimizing the volume and weight of our packaging required to label and protect our products
- Using recycled content and evaluating new materials and sources
- Designing products for recyclability and materials reduction while ensuring product integrity
- Assessing the human health and environmental impact of our packaging
- Expanding refill package systems in product categories where feasible
- Collaborating to inspire, incentivize, and educate people on recycled content and recyclability
- Supporting innovative efforts to improve local recycling systems

Information on our work to exit PVC, improve recyclability, increase recycled content, and minimize weight and volume of packaging follows.

## EXIT PVC

We are committed to exiting PVC by 2020. Historically our most significant use of PVC has been the toothbrush blister package. Currently, we have eliminated PVC in more than 99 percent of our packaging by weight. In addition, we have developed plans to exit remaining uses of PVC such as shrink sleeves, labels, and pouches. In Asia, we replaced PVC shrink wrap with an alternative recyclable wrap, replacing approximately 5 tons/yr.

## IMPROVE RECYCLABILITY

Colgate is committed to improving the recyclability of our packaging and we target to achieve:

- 100% recyclable packaging in personal care, home care, and pet nutrition by 2020
- 100% recyclable packaging for all categories, to include breakthrough innovation in oral care packaging by 2025

As of year-end 2018, approximately 83 percent of our packaging by weight is recyclable in personal care, home care and pet nutrition. When oral care packaging is added, our packaging recyclability company-wide is 77%, excluding our recently acquired skin care businesses PCA Skin and EltaMD.

Over 200 projects are underway in each category that we expect will transform our packaging portfolio in 2019 and 2020. For example, we are transitioning from opaque to clear PET bottles, redesigning multi-material films and improving recyclability of dispensing systems.

We are rolling out the implementation of shrink sleeves with perforated tear tabs, and we direct consumers to remove the sleeve at end of use to improve bottle recycling. We continue to focus on achieving breakthrough innovation in new shrink sleeve technology and pressure-sensitive label systems that are preferred by recycling facilities.



*Colgate's Palmolive Oxy Dishwash bottles use a recyclable PET shrink sleeve with washable inks, making it easier to recycle. It was recently showcased by the [Association of Plastics Recyclers](#) (APR) in the U.S. as an Innovation in Plastics Recycling. The showcase identifies, highlights, and commends the industry's leading innovations developed by APR member companies that support the growth of plastics recycling.*

## INCREASE RECYCLED CONTENT

Colgate's 2020 goal is to increase recycled content in our packaging to 50 percent on average. As of year-end 2018, approximately 42 percent of our packaging materials are from recycled sources. While this number has remained flat as compared to 2017, plans for procurement of more recycled content are in place and being implemented to meet our 2020 goal.



*In Latin America, we increased recycled content in PET bottles to 50% (from 0% and 25%) in four types of bottles.*



*In Asia, we transformed two carton systems to recycled board.*

## MINIMIZE WEIGHT AND VOLUME

As part of our Funding the Growth initiatives, Colgate has long been minimizing the volume and weight of our packaging. We strive to use the minimum amount of packaging required to label and protect our products. We recognize the importance of reducing waste at every stage of the product life-cycle, including at the end-of-use of our products and packaging. Read more on our programs to collect packaging waste and our commitment to work with stakeholders to drive continuous improvement in local recycling systems, see Reducing Consumer Waste.



*In Italy, our personal care team reduced the weight of our Palmolive Naturals Liquid Hand Soap 750ml bottle and saved 12 metric tons of plastic per year.*

*In Turkey, we eliminated the overwrapper used to pack bottles of Palmolive Shower Gel 750ml saving 13 tons of plastic per year.*



*In Poland, we reduced the film thickness and weight of the cap on our Colgate toothpaste tube, reducing plastic consumption by 13 tons per year.*



*South Africa eliminated the cap used in Sta Soft 500ml stand-up pouches, reducing their yearly plastic consumption by 18 tons.*



*In Mexico, we designed a new bottle for Suavitel Complete 800ml, resulting in the reduction of 850 tons of plastic per year.*



## 2018 Highlights

- [COLGATE-PALMOLIVE JOINS ELLEN MACARTHUR FOUNDATION'S NEW PLASTICS ECONOMY INITIATIVE](#), reflecting the company's commitment to 100% recyclability of packaging across all its product categories and its target to achieve 25% recycled content in all plastic packaging by 2025.
- [COLGATE-PALMOLIVE COMMITS TO RECYCLABILITY OF PLASTICS IN ALL PACKAGING](#), as part of its commitment to protect our environment, Colgate-Palmolive has committed to 100 percent recyclability of plastics in packaging across all its product categories by 2025. The company has already made significant progress in advancing its 2020 packaging sustainability goals, and currently 98 percent of its packaging is PVC-free.
- [COLGATE-PALMOLIVE JOINS THE RECYCLING PARTNERSHIP and PEPSICO FOUNDATIONS RECYCLING CHALLENGE, ALL IN ON RECYCLING](#). Colgate has targeted 100 percent recyclability of its packaging and 25 percent recycled content in all plastic packaging by 2025.
- The Consumer Goods Forum announced that 250 companies, including Colgate-Palmolive, have [committed to reducing plastic waste](#) and are supporting the Ellen MacArthur Foundation's New Plastics Economy Global Vision, drawing a [#LineIntheSand](#). C-P also signed the EPA's America Recycles Day Pledge. In other recycling news, Colgate UK announced a [new partnership with Terracycle](#), providing solutions for Oral Care recycling in the region.
- Colgate-Palmolive also signed the EPA's America Recycles Day Pledge. In other recycling news, Colgate UK announced a [new partnership with Terracycle](#), providing solutions for Oral Care recycling in the region.
- Washable Ink Shrink Sleeve (WISS) Shrink Sleeve on Palmolive Oxy Dishwash Bottles was recognized by The Association of Plastic Recyclers (APR), as one of the industry's leading innovations, supporting the growth of [plastics recycling](#).

## Providing Access to Affordable Products

Product sustainability at Colgate also means a commitment to providing affordable product options in our portfolio. We have a 2020 goal to expand access to affordable health and wellness products for millions of people in underserved communities. We make products more affordable while maintaining quality with smaller sizes, refill packages, and value options. We distribute our products broadly to give more consumers access to Colgate products. Offerings are customized to best reach consumers within their socioeconomic level, available household income and specific consumer needs. We are finding ways to offer the benefits of more premium products at affordable price points.

Globally, we strategically balance Colgate's portfolio between base and premium tiers as appropriate for the region. This starts with consumer panels and research that gives us an in-depth understanding of consumers. We partner with hundreds of thousands of retail stores to sell Colgate products around the world. Treating all retail customers with fairness and integrity is a priority. We engage our customers worldwide by sharing unique shopper insights, providing innovative in-store marketing communications and merchandising techniques, and developing and executing joint business planning initiatives.

These activities ensure the right product assortment at each location and help to make shopping a consumer- friendly, enjoyable experience that drives increased sales for both Colgate and the retailer. Many people around the world do not have access to basic dental care and education. As a leading provider of oral care products, Colgate has the unique ability to address this major social issue and to improve the oral health of families around the world. In Ghana, toothpaste use as part of a healthy oral care habit remains a challenge. High costs and rural distribution remain important hurdles to address. Colgate introduced a small and affordable toothpaste sachet, Colgate Maximum Cavity Protection 3 Gram, for Ghanaian consumers as a basic toothpaste to prevent tooth aches and holes in the teeth. Priced at 20Gp per sachet, this dental cream comes with the same quality as other Colgate products, encouraging rural dwellers to choose Colgate toothpaste as the preferred choice for oral care.

## Partnering with Customers

We partner with hundreds of thousands of retail stores to sell Colgate products around the world. Treating all retail customers with fairness and integrity is a priority. We engage our customers worldwide by sharing unique shopper insights, providing innovative in-store marketing communications and

merchandising techniques, and developing and executing joint business planning initiatives. These activities ensure the right product assortment at each location and help to make shopping a consumer-friendly, enjoyable experience that drives increased sales for both Colgate and the retailer.

To ensure continued success, we track retailer satisfaction in 20 of Colgate's largest subsidiaries every two years. The Company participates in a widely used industry standard syndicated survey run by the Advantage Group. The objective is to measure our customer engagement with the goal of strengthening our performance across key markets, building robust action plans based on the survey feedback.

Colgate also partners with key customers to advance our mutual sustainability goals. We often partner with retailers to engage consumers with programs such as our Bright Smiles, Bright Futures oral health education program, Operation Smile, and TerraCycle®.

## 2018 Highlights

### Getting External

- Colgate continues to partner with eco-innovator TerraCycle® in five markets, including the U.S, Australia, New Zealand, U.K., and China. TerraCycle® recycles and “upcycles” oral care packaging collected at schools, stores, and other locations into new and affordable eco-friendly products. Through this partnership, in 2018, more than 48,000 locations engaged in recycling, helping us divert nearly 9 million pieces of waste from landfills. Participating locations are able to raise funds for schools and charities of their choice as an incentive for recycling.
- To engage consumers to recycle Colgate oral care packaging, Colgate and TerraCycle® partnered with both ShopRite and Meijer stores in 2018 to run recycled playground giveaways. In-store displays drove awareness of the Colgate Oral Care recycling program and publicized a contest for schools to compete to win a playground made from recycled toothbrushes and toothpaste tubes. To date, Colgate has made 16 recycled donations consisting of playgrounds, gardens, and park furniture to communities in the United States.
- C-P Italy was recognized for its innovative and environmentally-sustainable packaging solutions for Ajax and Fabuloso by [CONAI's Call for Prevention](#) competition. The National Packaging Consortium awards the most innovative and environmentally-sustainable packaging solutions in the Italian market.

- JieZhong, the innovative start-up between Colgate-Palmolive and ZhongAn Insurance, an online insurance technology company, has introduced a customizable digital platform for consumers to link oral care with health insurance for better outcomes and potential savings. Colgate Smile Club is an app-enabled marketplace that offers the Colgate Connect E1 smart toothbrush and subscriptions to an array of premium Colgate oral care products, together with customized oral care insurance products from ZhongAn. Colgate and ZhongAn aim to increase awareness among Chinese consumers of the importance of good oral health habits to prevent dental problems.
- Hill's Prescription Diet, our line of premium, therapeutic products, is only available with a veterinarian's recommendation and primarily sold through clinics. To make this valuable product more accessible and convenient, Hill's created an innovative 'Hill's to Home' eCommerce service in the US so vets can offer free home delivery, subscription discounts and, importantly, continued engagement to ensure ongoing care.
- In the [UK](#), the new [Colgate Magik™ Toothbrush](#) uses augmented reality games -- the first manual toothbrush to visibly track brushing technique. In [France](#), Colgate® Connect M1 is the first connected brush with artificial intelligence and our first Direct-to-Consumer offering in Europe.



# Our Planet

Learn about the progress we've made on our 2020 Sustainability Planet Commitments in 2018.

## Our Commitment to No Deforestation

Deforestation is one of Colgate's key sustainability issues. It is critical from a business, social, environmental, and reputational risk standpoint. Our policies and commitments help us manage the deforestation risks in our supply chain for pulp and paper, palm oil and derivatives, soy and soy oil, and beef tallow. In line with Colgate's values, we are committed to protecting the global environment, enhancing the communities where people live, and operating in compliance with government laws and regulations. As part of Colgate's 2020 sustainability strategy, which is focused on People, Performance and Planet, we are committed to the responsible sourcing of forest commodities to reach a sustainable supply chain by 2020. Because we share a vision with our key stakeholders for a future without deforestation, we are committed to being transparent with our employees, shareholders, suppliers, and NGOs about our commitments, challenges, and the progress we have made in this area.

Much of Colgate's packaging materials utilize wood-derived or paper-based products. Approximately 76 percent of our pulp and paper is recycled or certified as sourced from responsibly managed forests. Colgate has made significant progress in policy development on commodity sourcing and deforestation over the past three years. Contributing to this progress is the company's active membership in the Consumer Goods Forum (CGF), a large network of retailers, manufacturers and service providers dedicated to a vision of "Better lives through better business." Ian Cook, Colgate's Executive Chairman, currently serves on the CGF Board of Directors. Colgate is committed to tackling deforestation for pulp and paper, palm oil and derivatives, soy and soy oil, and beef tallow. Colgate believes the implementation of an effective deforestation program is critical so we can manage the impact our activities have on ecosystems and habitats, meet stakeholders' expectations, protect our reputation, and comply with regulations.

## 2018 Colgate's Deforestation Milestones

Colgate developed a commodity-specific policy on responsible and sustainable sourcing of palm oil in 2016.

Since then, we have taken action to responsibly source palm oil in the following ways:

- Communicated our policy to our direct suppliers
- Requested information on traceability to the mill and plantation level from 100 percent of Colgate's direct suppliers of palm oil and palm kernel oil (PKO)
- Engaged direct suppliers of palm oil and PKO to drive policy implementation, encourage increased transparency, and understand their plans for transformation of their supply chain
- Requested information on palm oil derivatives traceability work to the mill level. Earthworm Foundation has determined key supply chain points to act as milestones in the work to achieve full traceability upstream. These supply chain points are as follows: first importer, origin refiner and mills
- Incorporated sustainability considerations into the supplier selection process
- Committed to procure 100 percent certified palm oil and PKO
- Included palm oil suppliers in Colgate-Palmolive Supplier Responsible Sourcing Assessment Program
- Disclosed Colgate's suppliers of palm oil and palm kernel oil and mills
- Established Governance team for palm oil suppliers to enhance current due diligence process
- Discontinued relations with certain suppliers who are not making adequate progress towards our policy commitments and time-bound action plan
- Started to use WRI-GFW satellite monitoring system to identify and manage potential deforestation alerts within our supplier's palm oil network
- Started to pilot Starling-TFT satellite monitoring system to enhance our current risk management program for palm oil suppliers

Key elements of our approach to No Deforestation and successes to-date are as follows.

## **1. Pulp and Paper**

### **Pulp and Paper Approach**

Colgate is committed to sourcing paper and packaging from recycled sources and responsibly managed forests that do not contribute to deforestation.

As part of our responsible sourcing strategy, we continue working with our partner Rainforest Alliance, an international non-profit organization, to assess our supply network for paper based materials. We are also actively working with our suppliers to leverage our longstanding strategy to increase the volume of certified or recycled pulp and paper-based materials each year, setting a goal to source 100 percent by the end of 2020. Our partnership with Rainforest Alliance helps us engage with our suppliers to increase the use of certified materials, giving preference to suppliers that use pulp and paper compliant with Forest Stewardship Council (FSC) certification standards. Rainforest Alliance also supports mapping our supply chain to identify hot spot areas, which present the highest risk to our business, the environment, or the local community.

We will continue partnering with our suppliers to build a low-risk global supply chain that meets the following criteria for pulp and paper:

- No illegally harvested wood
- No exploitation of people or local communities
- No deforestation of High Conservation Value (HCV) areas
- No sourcing wood from forests that were converted to plantations or non-forest use after December 31, 2010

In addition, we have taken additional steps to ensure compliance with the U.S. Lacey Act, which requires all product and disposable packaging to be composed of legally sourced wood or other plant-based material.

### **Pulp and Paper Progress**

Our partnership with Rainforest Alliance will support the execution of our responsible sourcing strategy for pulp and paper and drive transformation in our supply chain.

As part of the work plan with Rainforest Alliance, Colgate is focusing first on the following pulp and paper based materials:

- Paper-based cartons

- Corrugated materials for shipping
- Paper-based labels
- Corrugated materials for displays
- Dryer sheet products and cleaning wipes

Due to the complexity in the pulp and paper portfolio, Colgate will prioritize policy implementation with the suppliers of these products representing 80 percent of the spend, with a long-term goal of reaching 100 percent of spend. The following actions were identified to support our current responsible sourcing strategy for pulp and paper:

- Issued a commodity-specific Policy on Responsible and Sustainable Sourcing of Pulp and Paper
- Communicated our policy to our direct suppliers
- Map pulp and paper supply chain to country of origin to identify any controversial sources and drive actions toward policy conformance (Ongoing)
- Requested information on traceability to the mill level from the suppliers that represent 80% of our spend
- Conduct risk assessment analysis to determine areas of focus and develop a roadmap for policy implementation, with the support of Rainforest Alliance (Ongoing)
- Launched second phase on traceability request, focusing on the suppliers that represent 20% of our spend
- Increased awareness of policy commitments by conducting supplier webinars
- Increased awareness of policy commitments and requirements to suppliers by conducting webinars for procurement professionals and packaging teams
- Purchase increasing volumes of certified or recycled pulp- and paper-based materials each year with a goal to source 100 percent by the end of 2020, using the Forest Stewardship Council and other respected certification schemes as geography and availability necessitate (Ongoing)
- Included pulp and paper suppliers in our (SRSA) Supplier Responsible Sourcing Assessment program
- Incorporated sustainability and responsible sourcing requirements in the supplier selection criteria and process

- Report and communicate performance and progress against policy

[See List of Pulp and Paper Suppliers for more detail](#)

## 2. Palm Oil, Palm Kernel Oil and Derivatives

### Palm Oil, Palm Kernel Oil and Derivatives Approach

Palm oil is the most widely produced vegetable oil in the world and continues to grow in its use, replacing other vegetable oils. More than 85 percent of the world's palm oil comes from Indonesia and Malaysia, where land is sometimes converted from forest to palm plantations, resulting in greenhouse gas emissions, impacts on biodiversity, and social issues linked to deforestation.

Colgate has specific commitments to source palm oil, palm kernel oil and palm derivatives that are responsibly produced and that can be traced from plantation to product. As we strive for zero deforestation in our palm oil operations and activities, we will partner with stakeholders and our suppliers to build a transparent global supply chain that meets the following criteria:

- No deforestation of High Carbon Stock (HCS) forest
- No deforestation of High Conservation Value (HCV) areas
- No use of fire for land clearance
- No new development on peat lands, regardless of depth
- Reduction of greenhouse gas Emissions
- No exploitation of people or local communities

With The Earthworm Foundation risk assessment analysis and collaboration, Colgate will be able to make informed decisions about which producing suppliers to support in their transformation to meet our standards, and where to focus efforts to contribute to supplier assessments and training to have a positive, tangible impact on the practices on the ground within Colgate's supply chain. Additionally, Colgate has been working with NGOs and other stakeholders to increase our transparency and traceability of palm mills in our supply chain. We now disclose the mills to which our production traces back. [See List-of-Mills for more detail.](#)

### Palm Oil, Palm Kernel Oil and Derivatives Progress

Colgate uses palm oil, palm kernel oil and palm oil derivatives in some of our soap products, toothpastes, antiperspirants, deodorants, and household cleaners.

Our palm oil responsible sourcing policy, issued in July 2016, addresses the key requirements for our suppliers to build global supply chains that meet Colgate’s palm oil policy criteria. Colgate continues working in partnership with Earthworm Foundation to move the palm oil responsible sourcing strategy to the next level by executing transformation projects and engage with stakeholders from government, civil society, and palm oil producers.

**Palm Oil, Palm Kernel Oil and Derivatives Traceability**

Having continued visibility to palm oil mills is critical for Colgate to support on-the-ground supplier transformation work, assess risk in the supply chain, and evaluate the progress of our suppliers in achieving compliance with Colgate’s Responsible and Sustainable Sourcing policy. We continue working with our suppliers to expand the traceability efforts back to the plantation level.

**Palm Oil and Palm Kernel Oil Traceability**

For the second half of 2018, Colgate global palm oil/ palm kernel oil traceability to the mill was as follows:

**Colgate Global Traceability to the Mill**

Market	Palm Oil	Palm Kernel Oil
USA	N/A	100%
Latin America	N/A	97%
Thailand	99%	88%
Europe,Middle East, and Africa	100%	98%
Weighted Total	100%	97%

The percentages in the table reflect the percentage of palm oil and palm kernel oil for each purchasing market that can be traced back to the origin mill.

Overall, we can identify the mill sources for 100 percent of our palm oil supply by volume and 97 percent of Colgate’s palm kernel oil supply. Identifying the mill sources for our palm supply enables us to prioritize

upstream suppliers for engagement based on associated risk. It also allows us to seek further information and respond if stakeholder concerns arise about our supply chain. It is also a critical step toward our goal of achieving full traceability to the plantation/source.

We continue to maintain complete traceability to the mill, and we request updated traceability information from our palm oil and palm kernel oil suppliers on a biannual basis to maintain visibility into our supply chains.

**Palm Oil Derivatives Traceability**

Colgate’s No Deforestation commitment includes the source of the palm derivatives that Colgate purchases and uses in its products. Palm derivative supply chains are multi-tiered and complex, so achieving traceability in the derivatives supply chain comes with challenges. Earthworm Foundation supports Colgate on this journey and helps us trace back to the mill level, following the Earthworm Foundation’s methodology.

Many of Colgate’s suppliers act as first importers themselves, and so the current focus is on identifying the origin refiners in Colgate’s supply chain. The origin refiners will have visibility into the mills in Colgate’s supply base, and will be a crucial leverage point to engage their supply bases on transformation.

Colgate has currently achieved 60 percent traceability of the origin refiners in its supply chain, and 53 percent to the mill level for our derivatives portion. We will continue to work with our derivatives supplier to increase the traceability percentages for this portion of its supply.

Colgate 2018 traceability for palm derivatives is as follows:

**Colgate Global Palm Oil Derivatives Traceability to the Mill**

	First Importer	First Refiner	Mill
Colgate Derivatives Volume (focus on 80% of palm oil derivatives total volume)	62%	60%	53%

We continue evaluating our palm and PKO derivatives suppliers’ responsible sourcing policies. Colgate will work with our suppliers to ensure that they have developed responsible sourcing policies and plans that align with Colgate’s own policy, or will demonstrate to Colgate how they will work to meet our policy expectations. Through this work, Colgate is an important catalyst to increase the transparency of supplier companies in the oleochemical industry.



## Certification

As a step in the transformation journey toward responsibly sourced palm oils, Colgate is procuring certified oils as detailed below.

### 2018 Total Company Weighted Average Certified Oil Usage

	Palm Oil % Palm Kernel Oil	Palm Oil % Derivatives	Total
Certified Oils (% by weight)	100%	4%	
Book and Claim Certificate (% by weight)	0%	38%	
<b>Total Coverage</b>	<b>100%</b>	<b>42%</b>	<b>70%</b>

We are currently sourcing palm oil and palm kernel oil certified by Roundtable on Sustainable Palm Oil (RSPO) and Rainforest Alliance. We continue working with our palm and PKO derivatives suppliers to increase the usage of palm oil derivatives that are physically certified.

## Policy Implementation

Encouraging transparency and traceability is only one aspect of Colgate's work to drive change upstream. Equally important is our work to understand our suppliers' plans and existing activities geared toward transformation and bringing their supply base into compliance with Colgate's responsible and sustainable sourcing policy.

Colgate's policy implementation plan activity includes understanding suppliers' progress and actions toward meeting Colgate's responsible and sustainable palm oil sourcing policy. We are focused on the development of suppliers' own policies and commitments, traceability status, grievance process, transparency, and verification activities. The approach measures the supplier's performance on achieving its goals to close the gaps identified and promotes a better understanding of the challenges each supplier has as well as identifying opportunities for improvements.

Colgate's supplier engagement has demonstrated that our suppliers are currently at different levels of preparedness to meet Colgate's policy requirements. Many of Colgate's suppliers have policies that match Colgate's policy and are reporting transparently about their progress toward policy implementation on dashboards or through regular reports.

Colgate will continue to engage our suppliers to ensure we make adequate progress toward full policy implementation. Earthworm Foundation will also continue to support Colgate's development with strategies to meet our palm oil sourcing requirements.

## **Transformation**

With risk assessment analysis and policy implementation activities, Colgate makes informed decisions about which producing suppliers and regions to support in transformation. This direct transformation work is supported by ongoing monitoring and progress management of Colgate suppliers' own transformation efforts.

Earthworm Foundation and Colgate have agreed on transformation activities that Colgate can best support, based on Colgate's palm oil supply network, identified hot spots and risks, and existing transformation work. During the current transformation work plan, we continue tackling environmental and social issues at scale in Indonesia through the ongoing support of Earthworm's multi-stakeholder, multicommodity Priority Areas for Transformation (APT) initiative and mill visits.

During 2018 and early 2019, Colgate partnered with Earthworm Foundation (EF) to facilitate a Support for Transformation (SFT) project with a cluster of four mills in the Nagan Raya regency of Aceh Province, Sumatra, Indonesia. The SFT program is a flexible supplier assistance model that provides training, coaching, support for action planning, and monitoring over a six to 12 month period. The goal of the program is to empower mills to transform environmental and social practices by providing tools and technical support to address priority issues, tailored to the needs of specific mills. From participating in this program, suppliers have developed action plans focused on Health, Safety and Environment; mill waste management; and traceability. EF is currently conducting monitoring and facilitation on the progress of the mill action plans.

In Thailand, we continue to work with our suppliers to build internal capabilities and Earthworm Foundation continues to support several Thai-language workshops and training sessions on the concept of responsible palm oil sourcing and practices for Colgate suppliers.

Through our partnership with Earthworm Foundation, we started to fund the Centre for Social Excellence (CSE Indonesia), a training initiative focused on creating an enabling environment for social harmony and respect for human rights in regions where natural resource management and agricultural production take place. With our support, CSE convened a multi-stakeholder workshop in Aceh Tamiang, where approximately fifty representatives from over two dozen local and national government offices, palm oil companies, communities, and civil society organizations discussed land use planning and natural resource management. The workshop

focused on improving stakeholders' understanding of land use planning issues and building relationships between local actors. This event is helping local stakeholders to collaborate more effectively in a province with remarkable biodiversity and natural resources that are vital to the livelihoods of local people and regional economic development.

We continue to partner with our key strategic suppliers to drive changes on the ground and transform practices. In collaboration with Wilmar, Business for Social Responsibility (BSR) and several palm oil buyers, we continued our support of collective actions to improve working conditions and livelihoods of workers across the wider palm oil supply chain in Indonesia. This transformation project included a series of workshops to heighten awareness on wages, employment contract status and grievance mechanisms in Indonesia.

We acknowledge the role played by NGOs in bringing to light the unacceptable labor practices of one of our palm suppliers and the intensified efforts we are making to support transformation efforts on the ground on our own and as part of industry consortiums. We do not use forced labor within our own operations, and we will strive to eradicate forced labor from our value chains. Colgate believes that every worker should have freedom of movement, no worker should pay for a job and no worker should be indebted or coerced to work. Moreover, it is Colgate's policy not to work with any supplier or contractor known to operate with forced labor. In line with the CGF's recently announced Social Resolution on Forced Labor, Colgate joins CGF in acknowledging the broad societal problem of modern slavery and commitment to eradicate forced labor from supply/value chains.

### **3. 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. In Brazil, there are concerns that rising demand for beef as a food source is prompting farmers to clear parts of the Amazon rainforest for cattle ranching.

As a result, we mainly focus on the tallow sourced from Brazil, and work with our Brazilian suppliers to transform practices in our tallow supply chain. We require our suppliers in Brazil to meet the following criteria:

- Certify that suppliers follow environmental and social requirements set forth by the Brazilian Institute of Environment and Renewable Natural Resources
- Confirm that their operations are conducted in conformance with the Minimum Criteria for Industrial Scale Cattle Operations in the Brazilian Amazon Biome, which aims to stop deforestation in the Brazilian Amazon

In addition, we started to implement the following important actions:

- Developed a risk assessment tool to evaluate and assess the sustainability performance of 100 percent of our tallow suppliers
- Incorporated sustainability and responsible sourcing requirements in the supplier selection criteria and process
- Included Tallow suppliers in our Supplier Responsible Sourcing Assessment (SRSA) program
- Certified that our suppliers operate in compliance with the environmental and social requirements set forth by the Brazilian Institute of Environment and Renewable Natural Resources (IBAMA)
- Confirmed that 100 percent of our suppliers' operations conform with the Minimum Criteria for Industrial Scale Cattle Operations in the Brazilian Amazon
- Exclude suppliers that do not meet our policy criteria and requirements
- Work with our suppliers on verification by using satellite systems to proactively address issues linked to deforestation and assure the material is sourced responsibly

We are publishing our list for all beef tallow suppliers. This snapshot reflects our current supply network refresh as of May 2019. We optimized our supply network to only source from suppliers that meet our policy requirements and operate in compliance with IBAMA and the Cattle Amazon sourcing criteria.

Beef Tallow Suppliers	Industry Type	Sourcing Region / States	Location - City
IRMÃOS GONÇALVES COM.IND.LTDA	Slaughter house	Rondônia	- Jaru
MARFRIG GLOBAL FOODS S.A.	Slaughter house	- Goiás - Mato Grosso do Sul	- Mineiros - Bataguassu
VALE GRANDE IND COM ALIMENTOS SA	Slaughter house	Mato Grosso	- Matupá - Nova Canaã
NATURAFRIG ALIMENTOS LTDA	Slaughter house	- Mato Grosso - São Paulo - Mato Grosso do Sul	- Barra dos Bugres - Pirapozinho - Rochedo
ADASEBO IND.COM. PROD. ANIMAL LTDA	Rendering	São Paulo	- Adamantina
IND DE RACOES PATENSE LTDA	Rendering	Minas Gerais	- Itaúna - Patos de Minas

## 4. Soy

Colgate uses soy and soy oil as ingredients in certain products. Colgate currently sources these materials from the United States and South America. The United States, Brazil, and Argentina account for more than 70 percent of the global soy supply. In Brazil, soy production has been linked to deforestation of highly biodiverse forest regions, and its cultivation has contributed significantly to clearance of the Amazon forest, the Cerrado, the Atlantic Forest, the Gran Chaco, and the Chiquitano.

We are committed to using responsibly and sustainably sourced soy products from South America, which is considered the highest risk area for soy products. We will procure soy products that are responsibly and sustainably sourced and are certified by credible certification schemes, including Roundtable for Responsible Soy, Proterra or equivalent organizations to verify that the soy Colgate sources poses a low risk of contributing to deforestation.

For material procured in Brazil, our primary source, we use soy and soy oil suppliers that are in compliance with the Brazil Forest Code, including registration in the Rural Environmental Registry.

We completed the initial mapping of our indirect volume for soy. To support our current sourcing strategy for Soy we identified the following critical actions:

- Supported efforts, such as the Soy Moratorium, that help minimize deforestation from soy expansion and increase transparency in the soy sector
- Completed mapping of our soy footprint for Indirect Soy, following CGF and RTRS guidelines
- Work with our suppliers in Brazil and any other high-risk areas to assess the availability of soy that does not contribute to deforestation in our soy supply chain, such as soy certified by the Roundtable on Responsible Soy or Proterra, and will continue to increase our purchase from these suppliers (Ongoing)
- Increased usage of certified sources to 100 percent, for the volume sourced from Brazil
- Incorporated sustainability and responsible sourcing requirements in the supplier selection criteria and process
- Included Soy suppliers in our (SRSA) Supplier Responsible Sourcing Assessment program
- Joined efforts on supporting the Cerrado Manifesto through the Consumer Goods Forum ( CGF ), to minimize deforestation from soy expansion in Brazil and increase transparency in the soy sector
- Began a partnership with Earthworm Foundation to continue the traceability work back to the origin, risk assess our supply chain and identify transformation opportunities in collaboration with our suppliers in South America

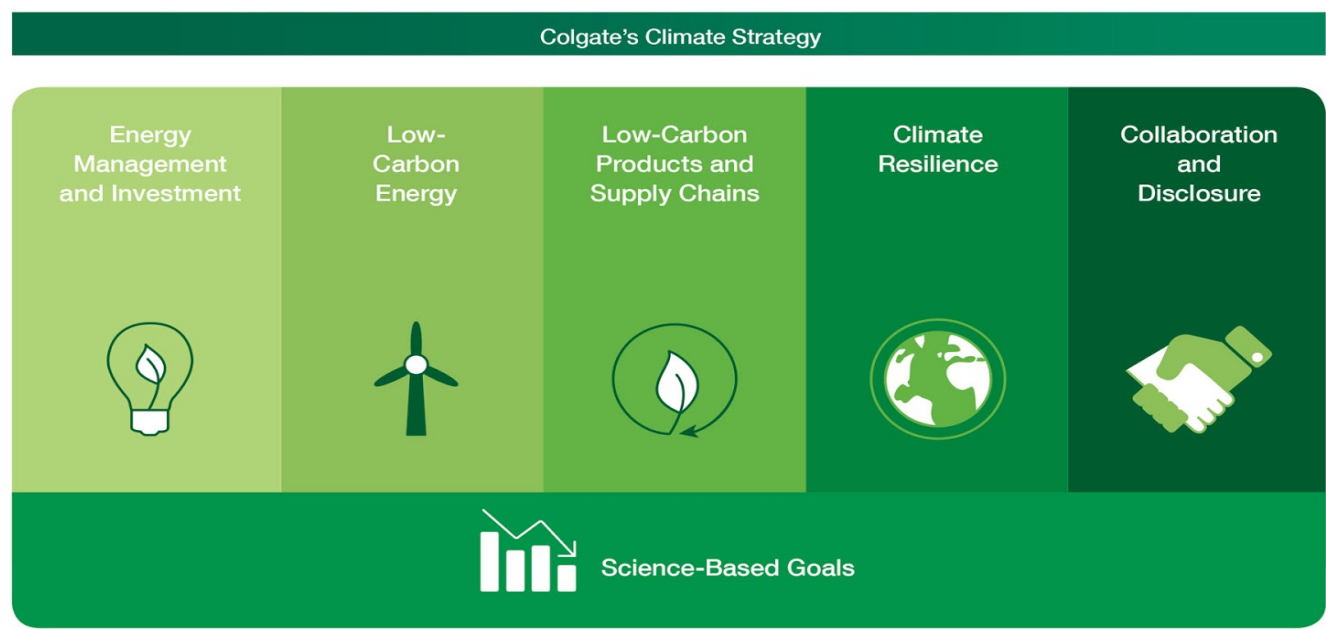
## Environmental Management

It is Colgate's worldwide policy to manufacture and market our products and operate our facilities so that we conform to, and often exceed, applicable environmental rules and regulations. Our environmental standards, including the management systems standard, define environmental performance expectations for Colgate facilities. All Colgate facilities have a fully implemented Environmental Occupational Health and Safety (EOHS) Management System covering a wide range of categories, including energy, water, and waste management. Colgate's manufacturing environmental performance goals are included in our Global Supply Chain annual objectives, which are cascaded to site-level facility managers, energy managers, and EOHS managers. Colgate facilities are expected to self-assess compliance with our standards and local regulations every 18 months. Corporate audits are conducted every three to five years, closure progress is reported quarterly, and verification audits are conducted to provide closure assurance.

## Our Climate Commitment

At Colgate, we understand the potential consequences of climate change, and we are committed to acting responsibly and conscientiously to protect people and the environment wherever we operate. We recognize that businesses and their suppliers, customers, and consumers have a vital role to play in addressing the global issue of climate change. Climate change is one of Colgate's key sustainability issues. It is a key focus for our business from both a reputational and an operational standpoint. Consumers, non-governmental organizations, and other external stakeholders expect companies to do their part to mitigate climate change. Reducing our energy use and greenhouse gas emissions also enables Colgate to mitigate costs. Since 2002, our energy reduction program has helped us avoid more than \$560 million in energy costs. Managing the risks associated with climatic events, such as storms and droughts, is also important to ensure the continuity of our own operations and that of our supply chain. See Climate Resilience for more information. Our approach to climate change management and reporting is based on the guidelines of the GHG Protocol, covering about 95 percent of operations and sales where we have financial control.

Approach



**Key elements of our Climate Strategy include:**

**Science-Based Goals**

We will set science-based climate goals to reduce greenhouse gas emissions.

**Energy Management and Investment**

We will continue to improve our global energy management system and invest in planet-related improvements via our manufacturing capital program.

**Low-Carbon Energy**

We will promote the use of renewable energy and support the development of low-carbon energy supply.

**Low-Carbon Products and Supply Chains**

We will quantify greenhouse gas emissions throughout our value chain and focus on reducing the most significant emissions. Colgate will ensure responsible sourcing of the forest commodities associated with deforestation.



## Climate Resilience

We will integrate climate resiliency into our risk management process.

## Collaboration and Disclosure

We will collaborate with stakeholders to demonstrate business leadership on climate. We are also committed to transparency and will publicly disclose our climate strategies and goals, and report on our progress.

In 2018, Colgate continued working with Walmart's Project Gigaton to support their goal to work with their suppliers to reduce 1 billion metric tons of greenhouse gas emissions (GHG) from the global value chain by 2030. Through Project Gigaton, Colgate has committed to GHG goals in six areas: emissions, energy, waste, deforestation, packaging, and product use. Colgate reports against these goals annually.

## Progress

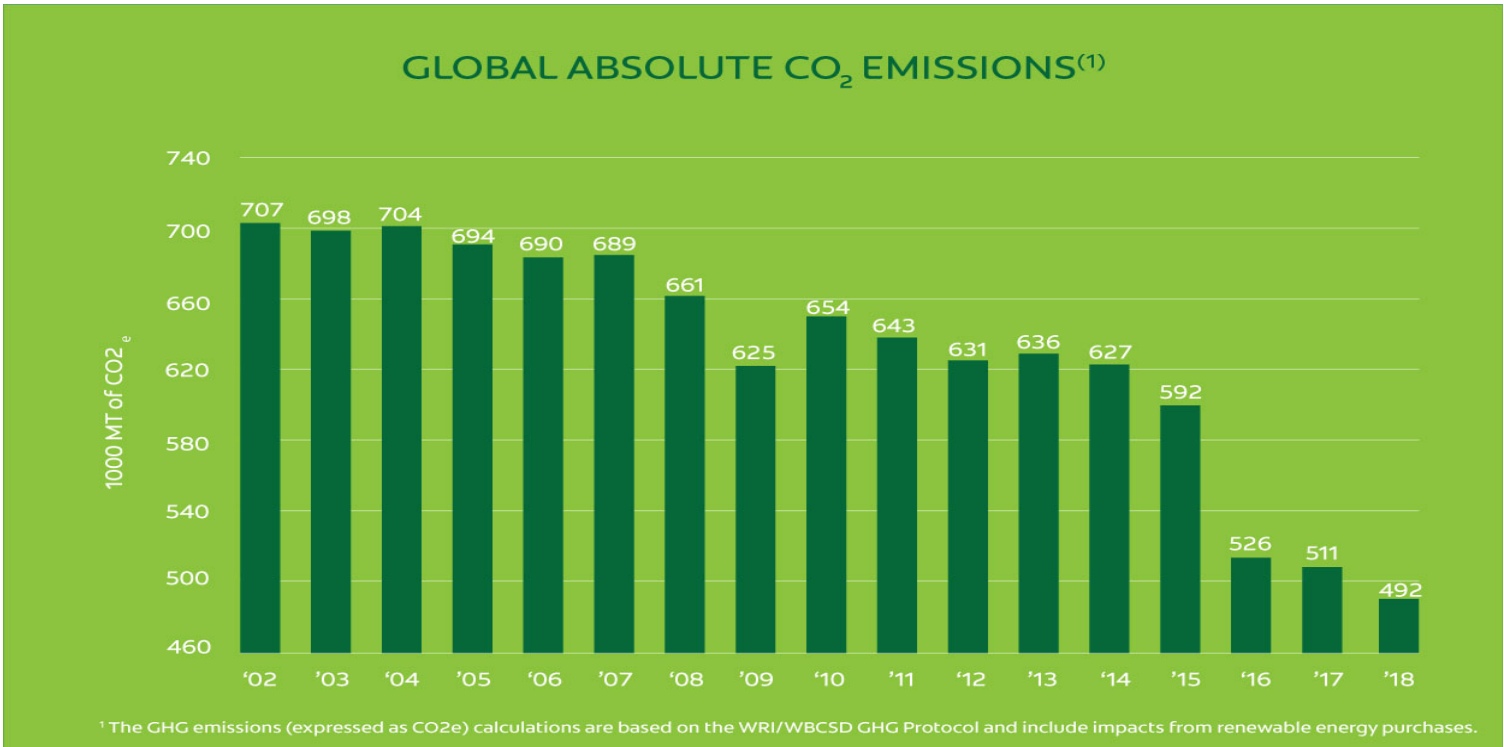
2020 Target	Goal	2018 Progress
Absolute GHG emissions reduction from mfg. (Scope 1 & 2) vs. 2002 <sup>(1)</sup>	25%	29.7%
% Purchased Electricity from Renewable Sources	25%	27%
Energy intensity reduction in mfg. vs. 2002	33%	31.8%
# US EPA ENERGY STAR Challenge site recognitions since 2011	Increase	70
# USGBC LEED certified projects completed	Increase	26
GHG Intensity reduction of Outbound Logistics (Scope 3) vs. 2015	Reduce	16%
Absolute GHG reduction from consumers saving water to be estimated (Scope 3) from 2016-2022 <sup>(2)</sup>	up to 5%	5%

<sup>(1)</sup>Included in our Science-Based Climate Goal, approved in 2017 by the Science-Based Targets Initiative

<sup>(2)</sup>Based on an estimated median value in emissions associated with consumer behavior, relative to a 2016 baseline and based on consumer survey results from 2018.

SCIENCE-BASED TARGETS

Colgate has committed to reducing absolute Scope 1 and 2 GHG emissions from manufacturing by 25 percent from 2002 to 2020, with a longer term goal of a 50 percent reduction by 2050. As a way to reduce our most significant Scope 3 GHG emissions, Colgate also commits to promoting water conservation awareness to 100 percent of our global consumers, reducing emissions associated with consumer behavior by up to 5 percent from 2016 to 2022, and increasing the recycled content of our packaging to 50 percent by 2020.



As part of our strategy to track and reduce GHG emissions, Colgate also tracks direct and indirect CO<sub>2</sub>, or carbon dioxide, emissions as well as direct nitrous oxide, sulfur hexafluoride, HFC and PFC emissions. We additionally estimate NOX, or nitric oxide, emissions from Colgate’s North American and European car fleets and from the trucks that deliver Hill’s Pet Nutrition products to retail customers in vehicles that are controlled by Colgate. We track VOC data as needed to comply with local regulations.

Energy Management and Investment

Colgate has a longstanding energy reduction program that has helped us lower GHG emissions and energy use intensity as well as increase financial savings. Our energy management system is modeled after the U.S. EPA’s ENERGY STAR program and is implemented globally. In 2018, Colgate was named a U.S. EPA

ENERGY STAR Partner of the Year for the eighth year in a row, recognized specifically for Sustained Excellence.

Key elements of Colgate's energy management program include:

- **“Top 10” Energy Actions**

For the past several years, as a way to help our global sites prioritize the most effective energy reduction activities, we have used our Top 10 Energy Actions program. Implemented over two-year increments, this program tracks progress against our ten best global energy reduction opportunities.

- **5% for the Planet**

In 2011, Colgate implemented a program to set an annual capital expenditure budget as a way to drive investment in environmental sustainability projects across our global manufacturing sites. Our “5% for the Planet” program helps ensure that sites identify, fund and implement climate, energy, water, and waste projects that drive both environmental improvement and cost savings. The program sets an annual goal to invest a minimum of five percent of our manufacturing capital expenditure budget on energy reduction, water conservation, and reduction of waste to landfill. Upgrades for environmental compliance and product design are funded separately. A minimum of two percent of the manufacturing capital budget is targeted specifically toward energy reduction projects. Since inception, Colgate has invested more than \$235 million in more than 1,250 planet projects, delivering an estimated savings of more than \$59 million.

**To date, U.S. EPA ENERGY STAR has issued 70 Challenge for Industry site recognitions to Colgate facilities worldwide.**



- **Energy Treasure Hunt Program**

We engage people across Colgate's operations through participation in the 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.

In 2018, Energy Treasure Hunts were completed at Colgate facilities in the United States, Italy, Mexico, and France.



In 2018, our facility in Rillieux, France, completed its first Energy Treasury Hunt. Approximately 35 people participated and identified over 60 energy reduction opportunities.



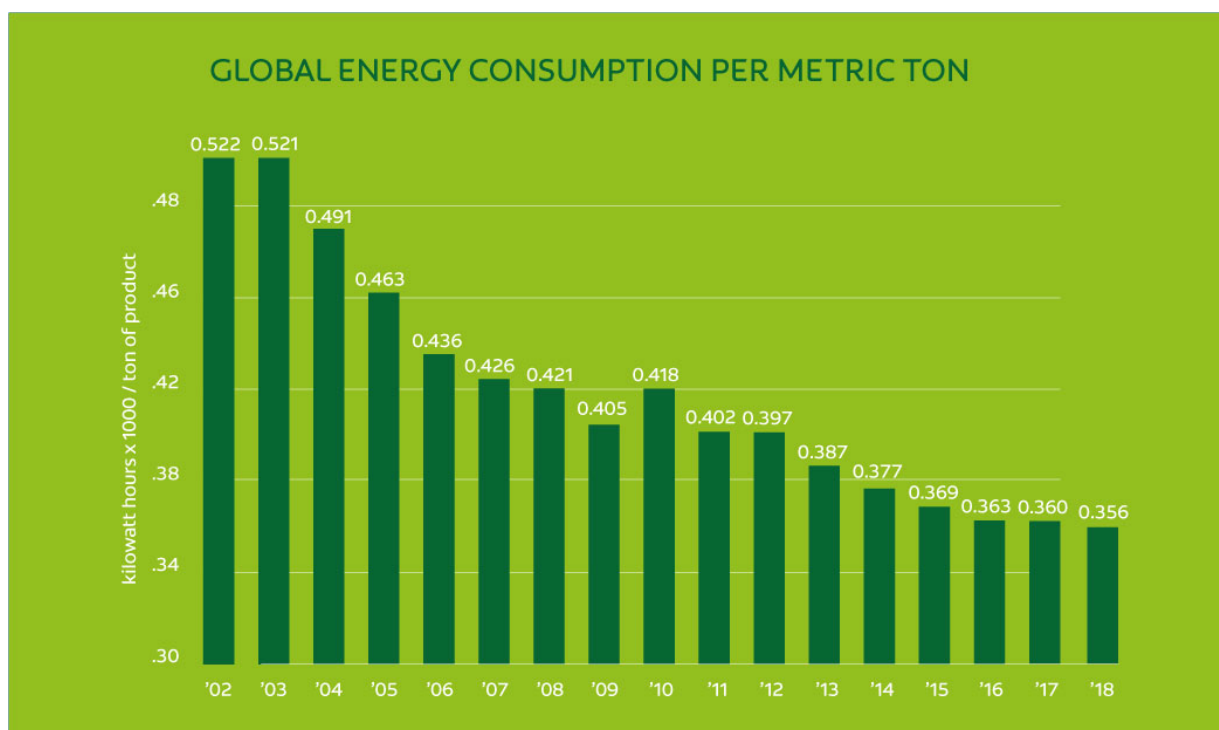
Our facility in Anzio, Italy, completed its second Energy Treasure Hunt in 2018. They identified 37 energy reduction opportunities, with over one-third estimated to have no more than a one-year payback.

#### • **Global Energy Reduction Team**

Colgate's Global Energy Reduction Team leads the technical implementation of Colgate's energy strategy in our manufacturing sites 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 16 years, the Global Energy Reduction Team has continued to focus on supporting our plants with many tools, activities, and initiatives. For example, in 2018, the team worked on creating generic "Energy Start/Stop Standard Work Instructions," developing a list of key items to look for during Energy Treasure Hunts, gathering and sharing examples of innovative energy technologies and supporting the implementation of Ecolab's 3D Trasar technology at multiple facilities.

## Energy Intensity Goal

Colgate's 2020 goal is to reduce the energy intensity of manufacturing our products by one-third compared to 2002. As of 2018, our global energy programs have resulted in the reduction of energy per ton of products by 31.8 percent.



## Low-Carbon Energy

As part of our strategy to achieve a 25 percent absolute reduction in GHG by 2020, we are working to promote the use of renewable energy and support the development of a low-carbon energy supply.

As a way to further develop our balanced approach to renewable energy, Colgate developed a Renewable Energy Roadmap, which helps the company identify and prioritize renewable energy opportunities at our facilities around the world. In 2018, Colgate implemented two additional onsite solar energy projects, one in Burlington, N.J. and one in Sri City, India, each generating 2 Megawatts of electricity.



In pursuit of the site's net Zero goal (zero waste, zero water, zero carbon), our Burlington plant recently installed solar panels. The plant has also received LEED Silver certification for its new warehouse and is working towards becoming a TRUE zero waste certified site.

Colgate has been a U.S. EPA Green Power Partner since 2014, supporting the voluntary use of green power to reduce the environmental effects associated with conventional electricity use. In 2018, Colgate purchased 220,000 MWh of Green-e certified wind power renewable energy certificates generated from wind power farms located in Kansas. This green power purchase was recognized by the U.S. EPA Green Power Partnership Leadership Club, achieving the rank of No. 50 in the United States. The purchase cost of green power is allocated back to our facilities in proportion to their carbon emissions as a way to help assign a cost-of-carbon to its source.

## **Improving Refrigerants**

Although Colgate uses only a small quantity of refrigerants in our air conditioning and chilled water systems, we continue to take steps to minimize refrigerant losses and transition to lower global warming potential refrigerants over time. Colgate has aligned with the Consumer Goods Forum's resolution on refrigerants, which calls on Food and Beverage supply chains to phase out hydrofluorocarbons. Although Colgate is not in the Food and Beverage sector, we have proactively aligned our global refrigerant standard to meet the intent of the CGF's resolution as a way to support these efforts. In addition, we developed an associated e-learning training tool to assist our global facilities in transitioning toward less carbon-intensive refrigerants.

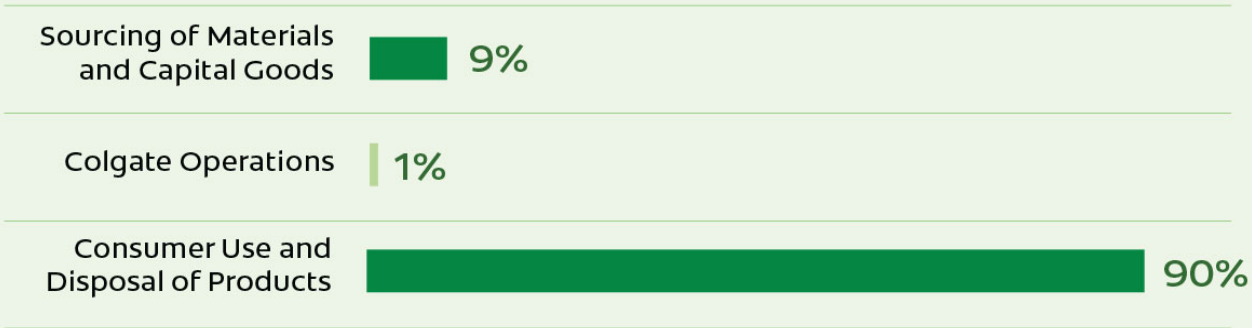
## **Low-Carbon Products and Supply Chain**

Each year, Colgate works to assess the carbon consequences and opportunities across our value chain. We have expanded our knowledge into areas beyond our own direct energy (Scope 1 emissions) and indirect



electricity (Scope 2 emissions) to include areas such as raw material procurement, transportation and logistics, business travel, waste, employee commuting, consumer use of products, and product end-of-life.

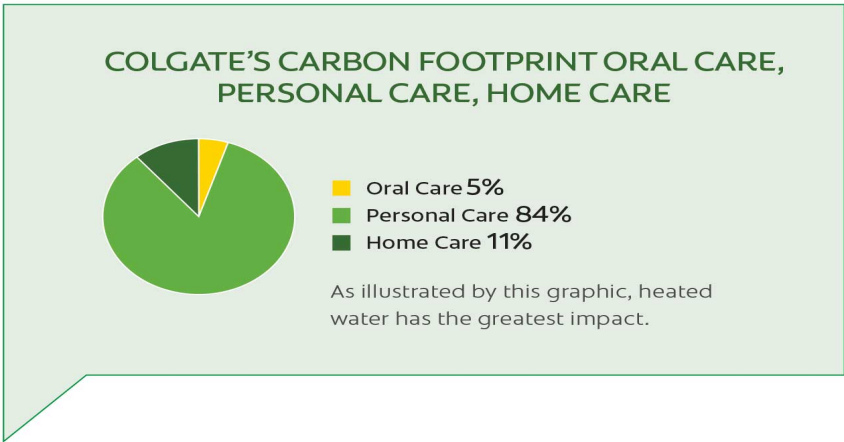
### COLGATE’S CARBON FOOTPRINT \*



\* Data cited excludes Hill's Pet Nutrition. Colgate Operations include emissions related to factory energy and waste, employee business travel, and commuting and leased assets.

### Low-Carbon Products

The predominance of our GHG emissions is associated with the consumer use of our products. Our category GHG footprint indicates that the impact of brushing, showering, washing hands, and washing dishes differs greatly.



To reduce GHG emissions associated with our products we are focused on:

- Raising consumer awareness of water conservation
- Designing products that allow consumers to use less water or temperate water
- Designing packages that can be recycled



## ***Low-Carbon Supply Chain***

We are also focused on GHG emissions in our supply chain. To reduce these emissions we are focused on:

- Supplier engagement
- Carbon-intensive materials
- No deforestation
- Sustainable and efficient logistics

### ***Supplier Engagement***

We request that our key Tier I suppliers and suppliers of carbon-intensive materials participate in the CDP Supply Chain Program Climate Disclosure to help us understand and address climate effects and associated risks and opportunities in our upstream supply chain. In 2018, more than 48 percent of our Tier I suppliers responded to the survey, including our largest raw material suppliers and contract manufacturers. We achieved 82 percent supplier participation.

### ***Carbon-Intensive Materials***

We have identified the oral care, personal care, and home care raw and packaging materials that have the highest carbon footprint. This information has been shared with our Research & Development and Procurement teams to help them identify and prioritize opportunities through material and supplier choices without negatively affecting consumer experience, quality, or cost.

### ***No Deforestation***

We also recognize that deforestation and forest degradation contribute significantly to the release of GHG. Our No Deforestation policy commits to sourcing forest commodity materials responsibly and sustainably by 2020. See [Our Commitment to No Deforestation](#) for more details on Colgate's progress on policy implementation.

## ***Sustainable and Efficient Logistics***

Customer Service and Logistics teams at Colgate continue to focus on sustainable and efficient logistics initiatives around the world. Through these efforts, we are reducing costs as well as our carbon footprint, all while improving customer service.

Our sustainable and efficient logistics efforts in 2018 included initiatives such as:

- **Load Optimization:** Through the use of SAP Transportation Management—a tool currently in place in Canada, the United States, Mexico, Brazil and Vietnam—we are automatically planning shipments to their optimal capacity. This has led to more efficient load planning and minimization of the number of shipments to deliver our products in a timely fashion. In 2019, we will be rolling out this technology for Hill's exports, which will continue to drive freight planning efficiencies.
- **Route Optimization:** By analyzing trends in lane level detail, using internal tools and partnering with third parties, we are identifying transport solutions aimed at reducing transit time, emissions, and costs.
- **Distribution Network Optimization:** By using a customer location study, which reorganizes the freight to customers through a buffer warehouse and/or new warehouse location, we reduce costs, better serve our customers, and reduce our carbon footprint.
- **Co-Loading Trailers:** Colgate is working to minimize the number of trucks on the road by co-loading trailers with other companies. This creative freight load-sharing program enables us to minimize the number of our trucks on the road as well as wasted space in our trailers.
- **Improving Vehicle Fuel Efficiency:** Our logistics providers are upgrading their fleets to include more aerodynamic and efficient vehicles, resulting in improved fuel efficiency.
- **Intermodal Shipping:** We are using intermodal shipping globally to drive reductions in CO2 emissions, diesel consumption, and cost. Hill's has been a prime example of our commitment to this initiative and has reached 100 percent utilization on lanes set up for transport by rail two years in a row.

## **Climate Resilience**

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.

Climate risk is defined as part of the operational, regulatory, and reputational and market risks; therefore, Colgate is committed to developing a long-term strategy to mitigate risks from climatic events. As part of this process, we assess potential climate vulnerabilities and risks to ensure our business is able to respond and recover from climatic events. As part of our loss-prevention program, our strategic manufacturing sites are mandated to be 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. In 2018, Colgate hosted an Environmental Defense Fund (EDF) Climate Corps fellow who helped Colgate analyze energy reduction opportunities at our global manufacturing facilities to incorporate into our next generation “Top 10 Energy Actions.” The project’s aim was to determine what types of technologies and activities a facility might need to decrease its dependence on externally supplied energy, thus increasing its resiliency to potential climate impacts.

**Collaboration and Disclosure** Colgate is committed to transparency and has reported publicly on our carbon and energy reduction performance since 2004. Through these disclosures, we report on financial, regulatory, physical, and reputational risks as well as savings associated with eco-efficiency. In 2018, we continued to collaborate with a variety of stakeholders and engaged with leading organizations to inform our climate strategy and drive continuous improvement on a broader basis.

- Further details of our risk management strategies related to climate change, water availability, and forest commodity risk can be found in our response to CDP’s annual climate change, water, and forest surveys. Please go to our [Reporting](#) for more details.

- Colgate Quantifying Scope 3 emissions and goals



- Colgate was recognized as a U.S. EPA ENERGY STAR Partner of the Year for the eighth year in early 2018
- U.S. EPA’s Green Power Partnership National Top 100 List
- Global LEED commitment for new construction of all owned facilities

# Making Every Drop of Water Count

Water is an ingredient in many Colgate products and required in almost every phase of the product lifecycle. Clean water is also vital to the communities we serve, yet it is becoming an increasingly scarce resource in many regions of the world. Additionally, other related issues such as flooding threaten to have negative consequences on our supply chains and the delivery of raw materials and, as well as the finished goods to customers.

Water Stewardship is one of our Key Sustainability Issues. These challenges define the boundaries of Colgate’s Water Stewardship Strategy, which covers the following areas where we have the opportunity to manage impact and create a better environment for communities: Direct Operations, Supply Chain, Consumer Use, Water and Sanitation Access, Ecosystem Protection, and Collaboration and Disclosure.



**Key elements of our Water Stewardship Commitment include:**

**Direct Operations**

We will continue to invest in water conservation and assess water risks associated with our global operations. We will replenish water in highly stressed regions and manage our wastewater appropriately.

**Supply Chain Management**

We will increase supplier participation in our water stewardship program to identify opportunities and mitigate water risks.

## **Consumer Use**

We will strive to develop innovative products that enable consumers to use less water while meeting or exceeding their expectations. Colgate will also promote water conservation awareness to our global consumers.

## **Water and Sanitation Access**

We respect the human right to water, sanitation, and hygiene. We will partner with local and global organizations to offer clean water to underserved areas around the world. We will also provide health and hygiene education in our communities.

## **Ecosystem Protection**

Colgate will continue to work to protect water-related ecosystems through our commitment to No Deforestation, water replenishment, aquifer protection, wastewater treatment, and community partnerships. In the U.S., Colgate continues to support Nature Conservancy in its mission to protect and restore the health of rivers, lakes, wetlands, and forests as well as to educate consumers about the importance of clean, accessible water for people and nature. This includes helping to protect bodies of water like the Delaware River Basin (a clean water source to nearly 20 million Americans) by combating nutrient runoff and sedimentation through riparian restoration and the Sierra Nevada (the source of 65 percent of California's water supply), where Nature Conservancy is working to conserve 50,000 acres of critical land to act as a natural reservoir for clear mountain streams.

## **Collaboration and Disclosure**

We will partner with stakeholders and our communities to help drive water stewardship programs. We are committed to transparency and will publicly disclose our water stewardship strategies and goals, and report on our progress.

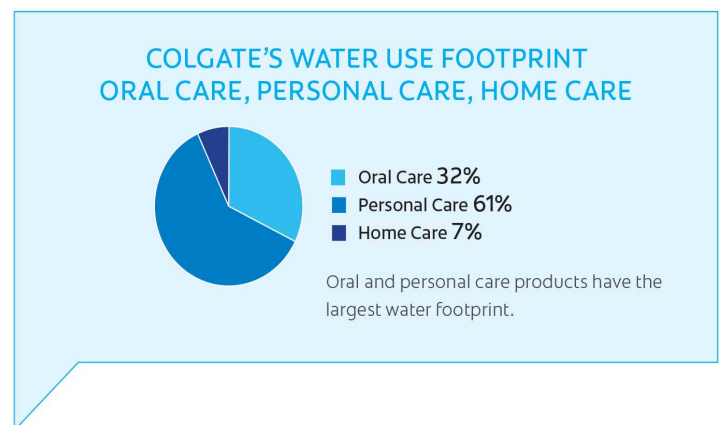
As a way to inform our water stewardship efforts, Colgate engages with leading water experts. This collaboration helps build expertise, align efforts and ensure our water programs meet stakeholder expectations.

2020 Target	Goal	2018 Progress
Reduce our manufacturing water intensity by 50% compared to 2002	50%	45.8%
Replenish water withdrawn in highly stressed regions, using our water replenishment stressed model	Improve	We reached 71% replenishment related to our manufacturing sites in India
Increase supplier participation in our water stewardship program via CDP Supply Chain Water Survey	Increase	82%
Increase number of people reached since 2013 through Water For People's Forever Program™	Increase	Reached over 450,000 people since 2013
Increase number of Play Pumps sponsored	Increase	We continue to sponsor and maintain 26 Play Pumps

## Our Water Footprint

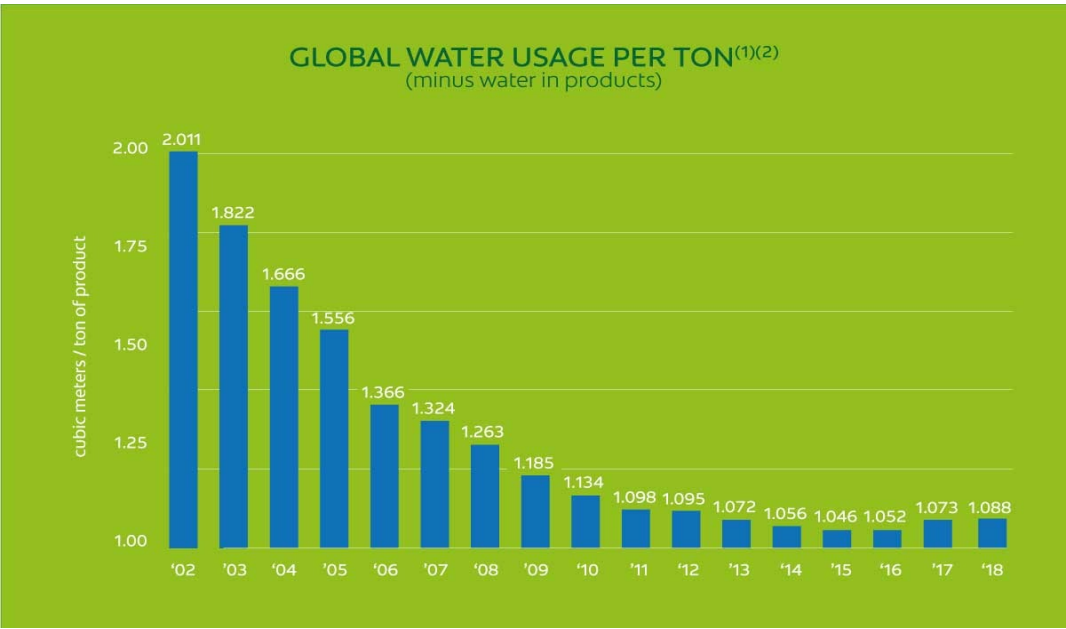
Colgate's water use footprint consists of the water used by our suppliers to produce the raw and packaging materials we purchase, the water used by our facilities to manufacture our products, and the water associated with the consumer use of our products.

Although we continue to focus on reducing the water used in our own operations, increasingly we are making efforts to help manage water use along each step of our value chain. The results of our ongoing water footprint exercises have helped quantify the opportunity to have a positive water impact beyond our own operations.



Direct Operations

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 nearly 46 percent..Our goal is to reduce our manufacturing water intensity by half compared to 2002 and to find ways to replenish water withdrawn in highly stressed regions.<sup>(1)</sup>



(1) Excluding water in products.  
(2) Subject to final verification by a third-party auditor.

Key elements of our program include:

• **5% for the Planet**

Colgate invests 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 one percent of the manufacturing capital expenditure budget is targeted specifically toward water conservation projects.

• **True Cost of Water**

Colgate’s 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, pumping, and wastewater treatment, thereby increasing both economic and environmental opportunities for reduction.



### • **Water Stewardship Standard**

Colgate's global Water Stewardship Strategy is intended to help ensure that all of 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 goals. Water Stewardship Strategy expectations vary by the level of geographic water stress.

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#### ***Spotlight - Technology helps Save Water and Drive Sustainability in Colgate Mexico***

In support of their local sustainability efforts, Colgate's Mission Hills manufacturing facility in Guanajuato Estate, Mexico enlisted Ecolab, a global leader in water, hygiene and energy technologies and services, to help improve the efficiency and sustainability of its cleaning and sanitizing process. Colgate's Mission Hills plant is one of the world's largest toothpaste plants. It also produces home care, deodorant and dish and bar soaps.

With a strong culture of sustainability, the Mission Hills plant is a zero liquid discharge site that recycles its treated wastewater for use in the plant's utilities and landscaping. Prior to working with Ecolab, cleaning and sanitizing the plant was a manual, hot water-only process that consumed significant time, water, and energy.

Ecolab brought new solutions to the Mission Hills plant's eight manufacturing lines. One of these, an Ecolab detergent, removes a wide array of stubborn processing residues from production equipment. The other, an Ecolab sanitizer, provides one-step sanitizing with the potential to eliminate a final water rinse. Together, they led to:

- Substantial reductions in cleaning times
  - Elimination of manual washes
  - Improved cleaning reliability and product quality assurance
  - Significant savings in time, water and energy use
  - Reductions in CO2 emissions
-

## **Water Replenishment**

In regions with high water stress, we continue to assess water risks and implement appropriate resiliency measures as a way to anticipate and mitigate the effects. In 2015, Colgate developed a framework project to create replenishment criteria, define geographical boundaries and identify both environmental and community-related options to meet our commitment to replenish water in highly stressed regions.

Subsequently, we leveraged this project's output by piloting the overall replenishment approach for our manufacturing sites in India. Through this work, we identified future opportunities to maximize on-site water reduction by increasing rainwater harvesting and community water projects. In 2018, we estimated our water replenishment to be approximately 71 percent at our manufacturing facilities in India.

## **Supply Chain Management**

We continue to address supply chain water risks in several ways. We are increasing supplier engagement in our Water Stewardship Strategy by participating in programs such as the CDP Supply Chain Program. Additionally, we are helping our product developers and procurement teams understand and identify our most water-intensive raw and packaging materials.

We requested several of our Tier I suppliers and suppliers of water-intensive materials to participate in the CDP Supply Chain Program Water Disclosure to help us understand and address water consequences and associated risks and opportunities in our upstream supply chain. In 2018, 48 percent of our Tier I suppliers responded to the survey, including our largest raw material suppliers and contract manufacturers. Overall we achieved 82 percent supplier participation.

To help reduce the water associated with the production of raw materials, we are working to identify the most water-intensive materials in each of our product categories. With this information, we are able to engage our suppliers to better assess where there are opportunities to reduce the water footprint of our products through feedstock choices and conversion efficiency, particularly in markets under high water stress.

Colgate engaged with the Mint Industry Research Council (MIRC) on water efficiency and stewardship opportunities. MIRC invited Colgate to present our Water Stewardship Strategy at their annual meeting to help drive the sustainable use of water throughout the mint grower industry. In 2018, we collaborated with 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.

## ***Our Products***

Colgate understands that the water required to use our products represents the largest portion of our overall water footprint. To that end, water scarcity is an opportunity for innovation, and we are working to develop products that allow consumers to use less water. Colgate's portfolio includes a number of products that allow consumers to use less water.

### **Suavitel 3X Fabric Softener - Colombia**

Our 3X concentrated fabric softener has an improved ingredient sustainability profile, requires less water, and generates less waste in the manufacturing process. The product-to-packaging ratio was improved, saving materials and reducing greenhouse gas emissions associated with the movement of finished goods.



### ***Water Conservation Awareness***

To help consumers conserve water as they use our products, Colgate seeks to promote water conservation awareness to all our global consumers. In 2018, Colgate continued to expand our Save Water campaign globally with messaging around World Water Day on March 22 and beyond.

On World Water Day in 2018, our videos, messages, and in-store activations to make every drop of water count went live in more than 70 countries around the world. All our divisions engaged Colgate People around the world regardless of office size or location on World Water Day, inviting them to take a Save Water pledge and spread the word about water conservation. Some locations also held events with guest speakers and or employees volunteered in the local community. The Save Water message already appears on our toothpaste and toothbrush packaging. Thanks to the ongoing efforts of Colgate People around the world, we are helping drive greater awareness of water issues—on World Water Day and every day—among consumers, customers and fellow Colgate People.

## 2018 Highlights

- In Turkey, we promoted World Water Day by engaging people with a fun and unique [on-the-spot challenge](#) to Save Water, reaching 2.8 million people.
- Colgate's Save Water campaign reached over four billion people in 2018 with the "Turn Off the Faucet" message. In 2018 Colgate also sponsored ultra-runner Mina Guli, who committed to running 100 marathons in 100 days to raise awareness about our planet's water crisis as part of the #RunningDry movement.
- Colgate launched the Save Water campaign in 2016 with a turn-off-the-faucet-while-brushing" message and has reached nearly three billion people worldwide. Our campaign continues to increase consumer awareness through messaging on our packaging, online and in stores. According to a global consumer survey, the impact of this campaign on consumer behavior has contributed to an estimated reduction of 53 billion gallons of water.
- In celebration of World Water Day, Colgate India joined the country's leading organized wholesaler, METRO Cash & Carry, for a month-long "Save Water" Awareness program. This is the second year of the partnership surrounding the Save Water program. Throughout the month of April, a portion of the purchase of select SKUs from any of the 27 Metro stores across the country will be donated to Colgate's NGO partner Water for People - India Trust. Water For People will use this contribution to support the accessibility of water in local communities.
- In 2018, Colgate India, in partnership with Water For People India Trust, launched its Amravati Water initiative in the villages of Amravati District of Maharashtra. This expansion of Colgate's partnership with Water For People continues as a result of their successful collaboration in Bihar and West Bengal, since 2013. This program supports the availability, accessibility, and quality of water. It also helps build awareness about water, sanitation, and hygiene (WASH). Rain water harvesting will be explored in select schools to help the availability of water for sanitation. Key components of the program are to ensure the continued operation and maintenance of water facilities. The program aims to support projected cumulative coverage to approximately 36 villages by 2022. Collaborations and engagement with local communities, local and district level government authorities and stakeholders will play a vital role in building the infrastructure, operation and maintenance of water facilities and ownership.



- As part of Climate Week NYC 2018, Vance Merolla, Worldwide Director of Sustainability, and JoAnne Murphy, Director of Shopper Marketing, U.S., shared how Colgate's ongoing consumer campaign to save water is conserving a precious resource while also reducing global greenhouse gas emissions.

## **Water and Sanitation Access**

Colgate respects the human right to water, sanitation and hygiene. One of Colgate's 2020 Sustainability Strategy goals is to work with local and global organizations to help promote access to clean water. We also provide health and hygiene education in communities around the world. As part of Colgate's Water Stewardship Strategy, we work with local and global organizations to help promote access to clean water while providing health and hygiene education in communities. In that spirit, 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 2013 through 2018, Colgate's total support of more than \$1.6 million has helped more than 287,000 people in communities and 152,291 people in public institutions gain access to services, more than 200,000 people gain access to a toilet, and more than 400,000 people learn about proper hygiene.

In 2018, Colgate continued our partnership with Water For People to strengthen and support the municipal water and sanitation offices that were established since we began our partnership in 2013. Our partnership exists to promote the development of high-quality drinking water and sanitation services, accessible to all, and sustained by strong communities, businesses, and governments.

We also recognize that communities facing inadequate access to safe water often do not have sufficient sanitation services and that handwashing is not widely practiced. Colgate continues to work with public health officials, academia, local schools, and clinics to educate millions of children and their families about the health and hygiene benefits of handwashing. Further, as a matter of long-standing practice, Colgate provides safe water, sanitation, and hygiene to all people in our workplaces.

## **Ecosystem Protection**

Colgate will continue to work to protect water-related ecosystems through our commitment to No Deforestation, water replenishment, aquifer protection, wastewater treatment, and community partnerships. In the U.S., Colgate continues to support The Nature Conservancy in its mission to protect and restore the health of rivers, lakes, wetlands, and forests as well as to educate consumers about the importance of clean, accessible water for people and nature. This includes helping to protect bodies of water like the Delaware River Basin (a clean

water source to nearly 20 million Americans) by combating nutrient runoff and sedimentation through riparian restoration and the Sierra Nevada (the source of 65 percent of California's water supply), where The Nature Conservancy is working to conserve 50,000 acres of critical land to act as a natural reservoir for clear mountain streams.

### ***Wastewater Management***

Wastewater discharges from Colgate's operations are generally treated on site and/or by the local municipality prior to discharge to a body of water. We continue to work to reduce pollutant-loading in our wastewater discharges prior to treatment. In selected locations where water stress is high, Colgate treats wastewater to tertiary levels, allowing it to be reused for cooling, toilet flushing, gardening, and other purposes.

### ***Collaboration and Disclosure***

As a way to inform our water stewardship efforts, Colgate engages with leading water experts. This collaboration helps build expertise, align efforts, and ensure our water programs meet stakeholder expectations. We are also committed to transparency and reporting publicly on our water stewardship and reduction performance. Colgate participates on the United Nations CEO Water Mandate Action Platform as part of our commitment to the United Nations Global Compact (UNGC). This initiative seeks to mobilize business leaders to advance water stewardship, sanitation and the United Nations Sustainable Development Goals (SDGs). Colgate is working with the UNGC to leverage the SDGs in the ongoing development of our water stewardship and sustainability strategies. Additionally, we have joined the UNGC Action Platform on climate-related Pathways to Low-Carbon and Resilient Development.

[Hear from Ann Tracy, Colgate's Vice President of Global Sustainability, EOHS and Supply Chain Strategy and Vance Merolla, Worldwide Director of Sustainability,](#) on how Colgate utilizes the United Nations Sustainable Development Goals as a framework to align Colgate's business goals to a sustainable future.



## Working Toward Zero Landfill Waste

Colgate sites have been reducing, reusing, and recycling waste for many years. As part of our 2020 Sustainability Strategy, we have committed to halve our manufacturing waste sent to the landfill per ton of product compared to 2010, working toward our goal of Zero Waste. In 2018, Colgate initiated a new relationship with the [Green Business Certification Inc.](#) (GBCI) on its TRUE Zero Waste certification program, adopting their program as our global platform to drive Zero Waste. Currently, manufacturing facilities in all geographies are using the TRUE Zero Waste approach and tools to develop roadmaps to reach zero waste. Additionally, we are aligning our global waste data management systems with TRUE Zero Waste to ensure uniform measurement of results.



1. Total landfill waste intensity
2. Subject to final verification by third-party auditor

In 2018, an additional six sites were certified in the United States, The Netherlands, Czech Republic, and China. Three sites obtained the Gold level certification and three sites obtained the Platinum level certification.

[Zero Waste Certification Achievement - Hill's Richmond Plant](#)



Discover how our Hill's Pet Nutrition plant in Richmond, Indiana achieved TRUE Zero Waste Certification in 2018 and is continuing to Build a Future to Smile About through its waste reduction efforts.

## Reducing Consumer Waste

We recognize the importance of reducing waste at every stage of the product lifecycle, including at the end-of-life of our products and packaging. We have committed to improving the recyclability of our packaging, by offering resources to enable breakthrough innovation in Oral Care packaging. We have also committed to delivering 100 percent recyclable packaging in our Personal Care, Home Care and Hill's Pet Nutrition categories by 2020 and 100 percent recyclable packaging in all categories by 2025. [Read more information on our packaging commitments and progress](#). Building a circular economy in which industrial materials and packaging can be recycled and reused is an important part of a sustainable future. In addition to commitments for our own packaging, Colgate has committed to work with stakeholders to drive continuous improvement in local recycling systems.

In 2014, we became one of the initial investors in the Closed Loop Fund to develop local recycling infrastructure and sustainable manufacturing technologies that advance the circular economy. In the United States, municipalities often lack access to the capital to invest in recycling programs and infrastructure. The Closed Loop Fund provides zero-interest loans to municipalities and below-market loans to private companies with a goal to develop infrastructure and improve recycling rates. The fund will also seek to co-invest with local private and public entities to magnify its impact. The fund has invested in the collection, sorting and processing of waste. To learn more, visit ClosedLoop Partners' website [here](#).

Progress is measured using five key metrics:

1. Tons recovered and returned
2. Metric tons of GHG emissions avoided
3. Economic benefit to municipalities
4. Households reached or represented
5. Co-investment dollars leveraged





Since inception, the Closed Loop Fund has invested in 21 projects and deployed \$50M to date, with co-investors investing over \$200M. One of Closed Loop Fund's first loans – to the Council Bluffs Recycling Center in Iowa – was repaid in full in 2018. Since 2014, the project has contributed to the diversion of more than 25,000 tons of material and generated savings and revenues for the municipality of nearly \$1 million in just 3 years. If you want to explore more, read the [Closed Loop Fund's 2018 Impact Report](#).

## Commitment to Sustainable Buildings

For many years, Colgate has committed to the U.S. Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED) certification for all of our new construction projects around the world. We have used the LEED green building rating system to help design and construct our manufacturing sites, technology centers, warehouses and offices as one way to help reduce our overall exposure to water and climate change-related issues and offer a healthier, more comfortable work environment. Currently, Colgate has 19 facilities that have achieved 26 LEED Certifications, with one additional project underway. Our LEED projects have been conducted in the United States, Latin America, Asia, and Europe. In addition, we use several LEED-certified third-party distribution centers. Colgate has been a member company of the USGBC since 2007. Colgate is also a charter member of the USGBC LEED User Group: Industrial Facilities, which collaboratively engages in the advancement of 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](#).

In 2018, Colgate achieved three new LEED certifications at our Burlington, New Jersey Oral Care manufacturing site (LEED Silver), our Greenwood, South Carolina Personal Care manufacturing site (LEED Certified), and at our Sri City, India Toothbrush manufacturing site (LEED Gold).



Around the world, our Sri City, India toothbrush facility also recently installed solar panels, and in 2019 we are working on renewable energy projects at additional locations, including Mission Hills, Mexico; Sanxiao, China; and Piscataway, New Jersey.

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*"LEED" and related logos are trademarks owned by the U.S. Green Building Council and are used with permission.*

## Responsibly Made



Our products are made at Colgate-Palmolive facilities that are increasing energy and water efficiency, driving towards zero waste, striving for no workplace accidents, and adhering to ethical labor practices. Visit [Responsibly Made](#) to learn more about Colgate's commitment to responsibly made products.

## Committed to Responsible Sourcing



Colgate-Palmolive is committed to source materials and services, responsibly, meaning with the goal of not causing harm to or exploiting people or the environment. To support our commitment to Responsible Sourcing we focus on four key pillars: protection of the environment, ethical labor practices, the health & safety of people, and business integrity.

Through execution of the Colgate programs, policies and initiatives shared here; we continue to make steady progress along our responsible sourcing journey. Colgate is continuously assessing and benchmarking its policies and evaluating our suppliers and the industries in which they operate to ensure our ingredients continue to be responsibly sourced.

Fundamental to our commitment are four key policies and initiatives; our third party code of conduct, ensuring the safety of our ingredients, our due diligence practices with third parties and our focus on climate change & water stewardship. To learn more visit [Committed to Responsible Sourcing](#).

# Sustainability Reporting

For a complete list of Colgate sustainability reports, visit [sustainability report archives](#).

## Partnerships

An important element of Colgate’s sustainability strategy is our engagement and collaboration with external partners which complement our strong internal capabilities. Colgate has partnerships with a broad array of organizations, including suppliers, research institutions, universities, industry, and nonprofits. Some of Colgate’s sustainability partners in 2018 include:

**AIM-PROGRESS** – Colgate is a member of AIM-PROGRESS, a global industry forum dedicated to the promotion of responsible sourcing practices and sustainable production systems. It is a global initiative supported and sponsored by the European Brands Association in Europe and the Grocery Manufacturers Association in North America.

**Alliance for a Cavity-Free Future (ACFF)** – As a founding sponsor of the Alliance for a Cavity-Free Future (ACFF), Colgate has joined a worldwide group of experts seeking to promote integrated clinical and public health action in order to stop caries initiation and progression and to move towards a cavity-free future for all age groups.

**American Cleaning Institute (ACI)** – Colgate is a member of the American Cleaning Institute’s Charter for Sustainable Cleaning, which requires companies to have systems in place for continual assessment, review and improvement of sustainability performance, including raw material selection, resource use and occupational health and safety, at every stage of the product life cycle. We also participate in their sustainability metrics program.

**American Dental Association (ADA)** – Colgate partners with the American Dental Association Foundation each year to sponsor the “Give Kids A Smile®” program. Each year, approximately 350,000 underserved children benefit from more than 1,500 events thanks to the efforts of 40,000 or more annual volunteers. Colgate continues its support with donations of \$100,000 and 300,000 oral care products annually.

**CDP** – Colgate has reported our carbon emissions to CDP (formerly Carbon Disclosure Project) since 2004. We now respond to the CDP Climate, CDP Water and CDP Forest Disclosures and survey our suppliers through the CDP Supply Chain Program.

**CEMPRE** – Colgate has been a member corporation with Compromisso Empresarial para Reciclagem (Business Commitment for Recycling) (CEMPRE) in Brazil since 2015. CEMPRE promotes the concept of integrated management of solid waste, promotes consumer recycling measures and implements education and awareness programs.

**Closed Loop Fund** – In 2014, Colgate became one of the initial investors in the Closed Loop Fund to develop local recycling infrastructure and sustainable manufacturing technologies that advance the circular economy. This fund provides zero interest loans to municipalities and below market loans to private companies, with a goal to develop infrastructure and improve recycling rates. By 2030, Closed Loop Partners expects to reduce or avoid GHG emissions by at least 36 million metric tons of CO<sub>2</sub> through our Investments.

**Conference Board Chief EH&S Officers' Council** – Colgate participates in the Conference Board Chief EH&S Officers' Council. Our membership enables peer-to-peer benchmarking of leading EH&S strategies, practices and processes.

**Consumer Goods Forum** – We participate in the CGF Sustainability Steering Team and Social Steering Team, which includes the Plastic Waste Working Group. We support CGF's collective commitments related to sustainability climate change, including the effort to help achieve zero net deforestation by 2020.

**Ellen MacArthur Foundation** – The Ellen MacArthur Foundation aims to inspire a generation to re-think, re-design & build a positive future through the framework of a circular economy. Colgate joined the New Plastics Economy initiative and signed the New Plastics Economy Global Commitment, that unites businesses, governments, and other organizations behind a common vision and targets to address plastic waste and pollution at its source.

**Environmental Defense Fund Climate Corps** – EDF Climate Corps is a summer fellowship program that embeds trained, custom-match graduate students inside leading organizations to accelerate clean energy

projects and strategy. Colgate has hosted Climate Corps fellows since 2013, and in 2018 an EDF fellow helped Colgate identify energy efficiency opportunities at its global manufacturing facilities and develop 2025 water reduction goals, tailored to the local context of water basins.

***EUROPEN*** - Colgate has been a long-standing member of EUROPEN (The European Organization for Packaging and the Environment) — which is a cross-industry organization presenting the packaging supply chain in Europe on topics related to packaging, packaging waste and the environment, independent of any specific packaging materials or systems. Colgate is highly committed to a packaging supply chain approach which supports our packaging sustainability agenda and related corporate objectives in Europe towards a Circular Economy.

***Forum for the Future*** – Colgate is a member of the Forum for the Future Beauty and Personal Care Working Group, an industry collaboration to improve sustainability in the beauty and personal care sector.

***Earthworm Foundation*** – Colgate is a palm oil member of the Earthworm Foundation (formerly known as The Forest Trust), our strategic partner in meeting our palm oil sourcing commitments. This includes mapping our supply chain, engaging our suppliers and driving transformation in the supply chain.

***Grocery Manufacturers Association (GMA)*** – As a member of the Grocery Manufacturers Association, Colgate contributed to the development of the Smart Label™ initiative. This platform will enable consumers to obtain additional details about products by scanning a QR code or doing an online search to reach a landing page with information on ingredients.

***Global Child Dental Fund (GCDF)*** – Colgate is the founding and principal sponsor of this group, which builds on the achievements of the United Kingdom government-funded Global Child Dental Health Taskforce program. We established this group in partnership with the World Health Organization with the goal of eradicating dental cavities in children globally by 2026.

***International Association for Soaps, Detergents and Maintenance Products (AISE)*** – Colgate is a charter member of the AISE flagship initiative, the Charter for Sustainable Cleaning. The AISE Charter is a comprehensive program that ensures continual improvement in the sustainability of our home care products, covering production, design and consumption.

**MagnusMode** – In 2018, we continue to partner with MangusMode, the company behind MagnusCards™, an innovative mobile app that empowers people living with cognitive special needs, such as autism, to independently manage daily skills like tooth brushing.

**National Dental Association (NDA)** – Colgate’s commitment to improve children’s oral health in the community includes a long-term partnership with the National Dental Association (NDA), the world’s largest minority oral health association.

**The Nature Conservancy** – Colgate is working with The Nature Conservancy to raise awareness of water issues in the U.S. and encourage consumers to conserve this vital resource.

**ORCHSE** - Colgate partners with ORCHSE, a leading global safety network organization, which assists multinational companies in achieving and sustaining health, safety and environmental (HSE) performance excellence. The organization’s network of 110 member companies, representing 20 different industry sectors, facilitates communication and sharing of effective practices between partner companies, and between industry and governmental agencies responsible for establishing national and international HSE policies.

**Rainforest Alliance** – Colgate partnered with the Rainforest Alliance, an international non-profit organization with 30 years of experience in responsible forest management and sustainable sourcing, to develop a specific policy to the sustainable sourcing of pulp and paper.

**Recycling Partnership** - Colgate joined The Recycling Partnership in 2018. TRP is a leading, national force for improving recycling, that puts private dollars to work in communities to invest in a system to protect resources, empower sustainable action, and unlock opportunity in the world of U.S. recycling.

**Roundtable on Sustainable Palm Oil (RSPO)** – Colgate is a member of this group, which is working on solutions for the use and growth of sustainable palm oil.

**Round Table on Responsible Soy (RTRS)** – Colgate is a member of the RTRS, an internationally recognized forum working to develop and promote a standard of sustainability for the production, processing, trading and use of soy.

**Save the Children** – Colgate’s commitment to increase access to children’s oral health and education in the community includes a strategic partnership with Save the Children in Africa, Latin America, and the U.S. regions.

***Society of Environmental Toxicology and Chemistry (SETAC)*** – Colgate is a Global Partner in the Society of Environmental Toxicology and Chemistry. Colgate supports SETAC's mission to develop principles and practices for protection, enhancement and management of the environment by providing a forum where professionals can exchange ideas and discuss environmental challenges, regulations, research and development and environmental education.

***Sustainable Packaging Coalition*** – Colgate is a member of the Sustainable Packaging Coalition, a project of non-profit GreenBlue®, which brings together businesses, educational institutions, and government agencies to collectively strengthen and advance the business case for more sustainable packaging. Membership offers important education and collaboration opportunities as well as forward-thinking projects that promote packaging sustainability.

***The Sustainability Consortium*** – Colgate is an active member of the Home and Personal Care Sector of the Sustainability Consortium, which is committed to improving product sustainability. Colgate is also on the Corporate Advisory Council of this group.

***TerraCycle®*** – Colgate continues to partner with eco-innovator TerraCycle® in five markets, including the U.S., UK, Australia, New Zealand, and China. TerraCycle® recycles oral care packaging and toothbrushes collected at schools, stores, and other locations into new and affordable eco-friendly products, such as recycled benches, gardens, playgrounds, and picnic tables. Additionally, TerraCycle® recycles oral care packaging into backpacks, tote bags, and pencil cases. Over two million people around the world are collecting used Colgate packaging to be made into new products by TerraCycle®.

***TRUE Zero Waste*** – In 2017, Colgate began working with Green Business Certification Inc. (GBCI) on the TRUE Zero Waste certification program as a way to help support our efforts to drive towards zero waste. We continue to implement the TRUE Zero Waste program on projects all over the world.

***United Nations (UN) Global Compact*** – Colgate-Palmolive supports the United Nations Global Compact and is working to align our operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anticorruption, and we are taking action in support of UN Sustainable Development Goals.

***United Nations (UN) CEO Water Mandate*** – Colgate-Palmolive is pleased to support the United Nations CEO Water Mandate.

**U.S. EPA ENERGY STAR** – Colgate is an active partner of the EPA’s industrial sector and has been named an ENERGY STAR Partner of the Year for eight years in a row. Since 2011, 70 Colgate manufacturing sites have achieved the U.S. EPA ENERGY STAR Challenge for Industry recognition.

**U.S. EPA GREEN POWER PARTNER** – In 2014, Colgate joined the U.S. EPA’s Green Power Partnership, which encourages the voluntary use of green power to reduce the environmental impacts associated with conventional electricity use. Partners benefit from the use of green power, while supporting the development of renewable energy in the United States. Colgate was named to the National Top 100 list in 2018, representing the largest green power users within the Partnership.

**U.S. EPA SmartWay** – In the U.S., Colgate-Palmolive and Hill’s Pet Nutrition are U.S. EPA SmartWay Transport Partners. The program helps the freight transportation sector improve supply chain efficiency and reduce greenhouse gas emissions.

**U.S. Green Building Council (USGBC)** – Colgate has been a member company of the U.S. Green Building Council (USGBC) since 2007. Colgate is also a Charter Member of the USGBC LEED User Group: Industrial Facilities, which actively engages in advancing green building practices for manufacturing sites.

**Water For People** – Colgate launched our partnership with Water For People in 2013. Since that time, Colgate’s contributions to Water For People’s Everyone Forever program have helped them to reach over 450,000 people with water, sanitation systems and/or health and hygiene education in Guatemala, Peru and India.

**World Resources Institute (WRI)** – Colgate is a member of WRI’s Corporate Consultative Group to share knowledge and stay informed on key environmental issues. Colgate also uses the WRI Aqueduct tool to assess a variety of water-related risks in our operations, including water stress, drought and flood.