



# Giving the World Reasons to Smile





# Giving the World Reasons to Smile

## About This Report

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Unless otherwise indicated, this report includes environmental, occupational health and safety data from Colgate-Palmolive-owned manufacturing and technology centers around the world, representing approximately 95 percent of global production and 100 percent of research and development facilities under ownership. Colgate has chosen not to publish a printed version of this report in order to preserve resources and to ensure accurate and timely reporting of information. Financial information is global and is given in U.S. dollars.

For feedback, questions and comments related to Colgate's 2010 Sustainability Report, please contact [csr@colpal.com](mailto:csr@colpal.com). For all other inquiries, please visit Colgate's Consumer Affairs site at [www.colgate.com](http://www.colgate.com).

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# Message from Ian Cook

Long before many businesses began talking about sustainability and social responsibility, Colgate recognized that how we do business is just as important as what we do. At Colgate, sustainability is not just a project or initiative — it's built into business decisions every day.

We recognize that a broad approach to sustainability, encompassing our long commitment to environmental quality, but also extending to the long-term well-being of the people and communities we serve, is the truest expression of our Company values: Caring, Global Teamwork and Continuous Improvement. With Colgate's core businesses of oral, personal and home care and pet nutrition, this approach is consistent with our business goals for making people's lives healthier and more enjoyable.



Since our business success depends upon being sharply focused on our key priorities, we determined that we must bring this same sharp focus to sustainability, determining where and how we can make the greatest difference. So in 2010, we developed a plan that will guide our sustainability initiatives for the next five years, with key goals in all three

of our sustainability focus areas: People, Performance and Planet. This sharpened focus and these new goals are reflected in this Sustainability Report.

We know that integrating sustainability into our everyday operations will help us make better business decisions and improve people's lives in the over 200 countries and territories where we do business. We believe that our sustainability strategy will continue to increase consumer loyalty, provide a competitive advantage and help ensure long-term shareholder value.

We hope you will be pleased to see the progress we are making.

Thank you,

Ian Cook

Chairman, President & Chief Executive Officer





# Company Profile

Founded in 1806, Colgate-Palmolive is a \$15.6 billion consumer products company that serves people around the world with well-known brands that make their lives healthier and more enjoyable. Truly global in scope, Colgate sells its products in over 200 countries and territories.



## Colgate Brands

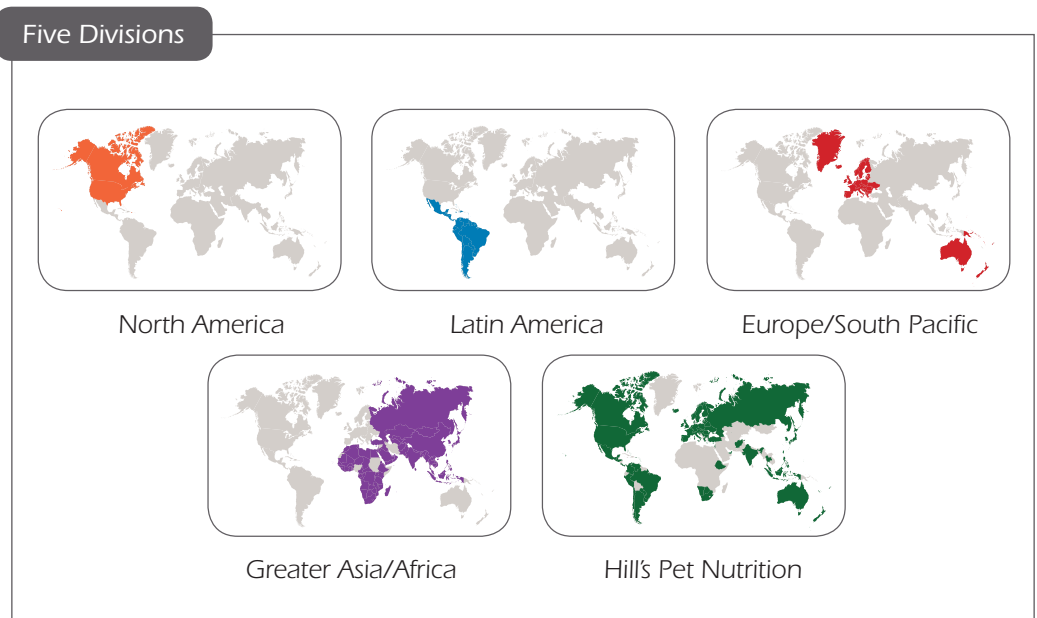
Colgate provides oral care, personal care, home care and pet nutrition products under trusted brands such as: Colgate, Palmolive, Mennen, Softsoap® brand, Irish Spring, Protex, Sorriso, Kolynos, Elmex, Tom's of Maine, Ajax, Axion, Soupline, Suavitel, Hill's Science Diet and Hill's Prescription Diet.

## Operations

Colgate operates in over 75 countries and sells products in over 200 countries and territories. Approximately 75 percent of sales come from operations outside of the United States.

39,000 Colgate employees drive the Company's success.

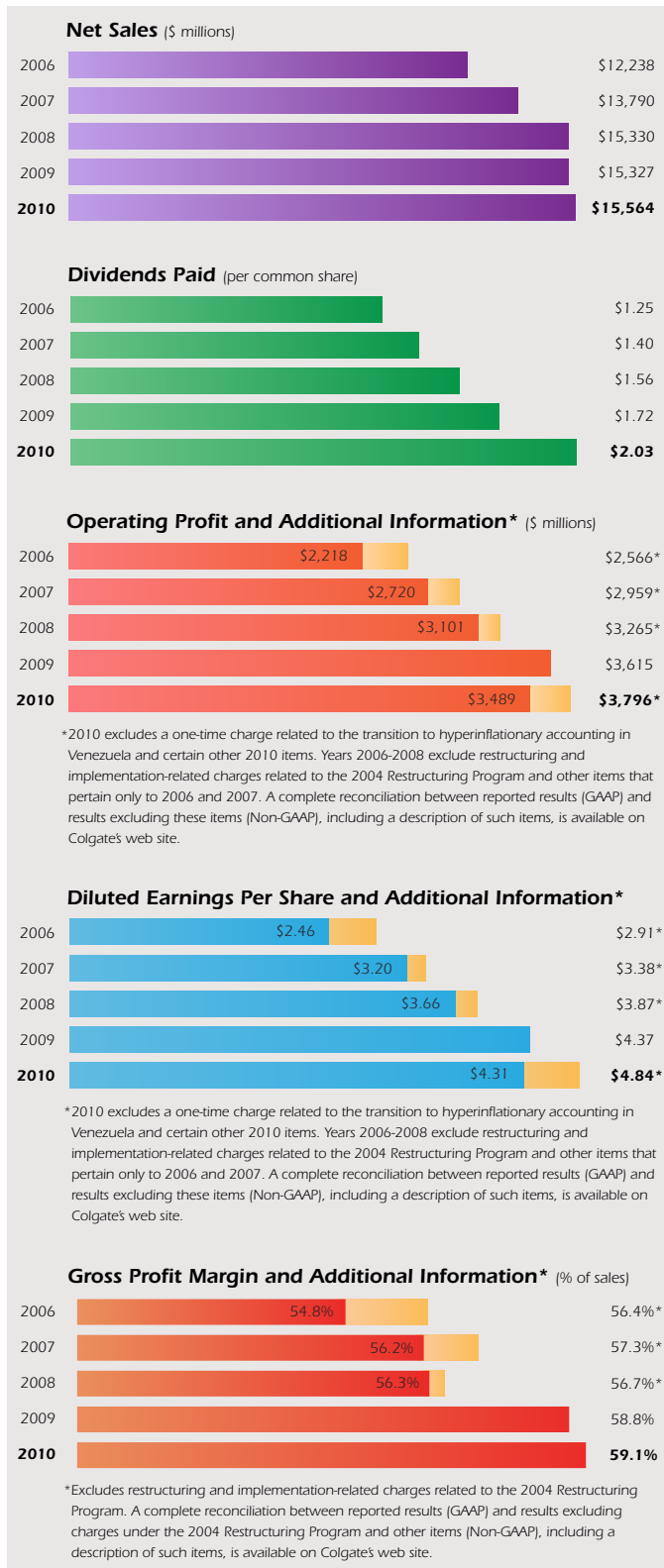
Headquartered in New York City, Colgate operates through five divisions around the world:



The Company has over 60 manufacturing and research facilities globally. The vast majority of Colgate products are manufactured in Colgate-owned facilities.



## Business Strength



## Colgate Values

Colgate's success is linked to the Company's values of Caring, Global Teamwork and Continuous Improvement.

### ■ Caring

The Company cares about people: Colgate people, customers, shareholders and business partners. Colgate is committed to act with compassion, integrity, honesty and high ethics in all situations, to listen with respect to others and to value differences. The Company is also committed to protect the global environment, to enhance the communities where Colgate people live and work, and to be compliant 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 getting better every day in all it does, as individuals and as teams. By better understanding consumers' and customers' expectations and continuously working to innovate and improve products, services and processes, Colgate will become the best.

# 2011 to 2015 Sustainability Strategy

Colgate's 2011 to 2015 strategy maintains its emphasis on People, Performance and Planet, with focused, measurable goals that align with the Company's business objectives.



**Promoting Healthier Lives**

**We Will**

- Promote health and wellness to reduce employee health risks by 15%
- Achieve a 5% reduction in health costs and an improvement in early diagnosis of chronic and treatable disease
- Continue to focus on safety to achieve the goal of zero lost-time incidents



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

**We Will**

- Commit over \$300 million to increase our impact in the community
- Partner with dental professionals to improve community oral health care
- Expand "Bright Smiles, Bright Futures" program externally to reach one billion children by 2020
- Provide handwashing awareness to over 50 million households
- Work with 250,000 veterinarians worldwide to educate pet owners and provide over \$100 million in pet food to shelters
- Continue to provide Colgate products after natural disasters
- Involve more Colgate volunteers in our community programs



**Delivering Products That Delight Consumers and Respect Our Planet**

**We Will**

- Increase the sustainability profile<sup>1</sup> in all new products we produce and in the balance of our portfolio
- Ensure that ingredients continue to meet or exceed all recognized standards for safety, quality, and environmental compliance and biodegradability
- Reduce the environmental impact of our products and packages by 20%, by increasing the use of sustainable materials and recycled content



**Making Every Drop of Water Count**

**We Will**

- Reduce the water consumed<sup>2</sup> in the manufacture of our products by 40% vs. 2005 consumption
- Reduce the use of water associated with our products by 15%
- Work with local and global organizations to help promote access to clean water
- Promote water conservation awareness among over two billion consumers



**Reducing Our Impact on Climate and the Environment**

**We Will**

- Reduce energy consumption<sup>2</sup> and carbon emissions<sup>2</sup> associated with the manufacture<sup>3</sup> and distribution<sup>4</sup> of our products by 20%
- Reduce waste<sup>2</sup> sent to landfills from our operations by 15%
- Request that all key suppliers measure and disclose climate change information

<sup>1</sup> A 10% or better improvement in at least one of the following: Ingredient Profile, Responsible Sourcing, Packaging, Waste, Water, Energy and Greenhouse Gases

<sup>2</sup> Per unit of production

<sup>3</sup> Vs. 2005

<sup>4</sup> Vs. 2008 for Europe and Hill's delivery; 2010 for U.S., Hill's replenishment; 2011 for Greater Asia; 2013 for South Pacific and Africa

# Recent Highlights

Achieved over **50%** of global sales in emerging markets in 2010



Reached over half a billion children in 80 countries since the "Bright Smiles, Bright Futures" program began in 1991

Reduced per-ton manufacturing-related greenhouse gas emissions by **21%**, water use by **44%**, and wastewater loading by **31%** from 2002 to 2010

Set strategic sustainability focus and goals for **2011 to 2015**



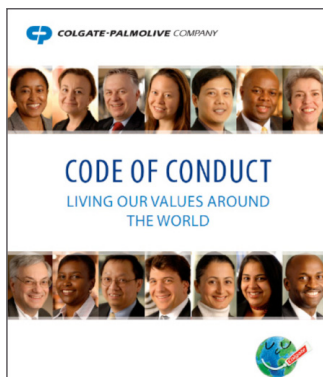
Launched Natura Verde product line and EPA-approved Palmolive Antibacterial dish liquid

Achieved a **95%** improvement in total recordable accident rate from 1990 to 2010

Celebrated Earth Day in countries around the world



Named a U.S. EPA Energy Star Partner of the Year



## CARBON DISCLOSURE PROJECT

Expanded Colgate's Code of Conduct certification and training program to reach 100% of employees in 2011

Named to Carbon Disclosure Project Leadership Index in 2010

Encouraged **60** suppliers to set energy reduction targets and disclose greenhouse gas emissions through the Carbon Disclosure Project Supply Chain Project

Committed to purchase only certified sustainable palm oil by the end of **2015**



# Awards and Recognition

Colgate continues to be recognized for efforts in Sustainability and Social Responsibility:



2012/2013 Dow Jones Sustainability World Index and North America Index



Sustainable Asset Management Silver Class 2012 Sustainability Yearbook



No. 2 in Fortune World's Most Admired Companies 2012, Soaps and Cosmetics



**2012 WORLD'S MOST ETHICAL COMPANIES**  
2012 World's Most Ethical Companies from Ethisphere Magazine

National Association for Female Executives Top 50 Companies for Executive Women 2012



2012 Safe-in-Sound Excellence in Hearing Loss Prevention Award from the U.S. National Institute for Occupational Safety and Health (NIOSH)



C-P named Best Company in Promoting Asia-Pacific Americans to Develop Workforce Skills by the Asia Society



No. 10 in DiversityInc Top 50 Companies for Diversity 2012; No. 4 in DiversityInc Top 10 Companies for Latinos



2012 Working Mother 100 Best Companies



No. 59 in Corporate Responsibility Magazine's 100 Best Corporate Citizens 2012



No. 10 in 2011 Top 25 Companies for Work-Life Balance



Colgate No. 55 overall, No. 3 Personal Care



9.5 or higher out of 10 from ratings agency Governance Metrics International every year

Colgate Optic White and Softsoap Bar Soap Coconut Scrub named 2012 Product of the Year in the Whitening and Personal Care categories, respectively.



Walmart recognized C-P Mexico as the 2011 Sustainable Supplier of the Year and named C-P Brazil as the best logistics provider. Walmart Mexico & Central America named C-P as a 2010 Supplier of Excellence



Colgate named a leader in Brandlogic's 2011 Sustainability Leadership Report



U.S. EPA ENERGY STAR 2012 Partner of the Year

The Flexible Packaging Association awarded Colgate-Palmolive's Softsoap® brand hand soap refill a Silver Award for its environmental benefits



Mexico plant received recognition from PRO-FEPA, the country's federal environmental agency



Tom's of Maine ranked No. 3 by consumers in 2011 ImagePower Green Brands Survey

## CARBON DISCLOSURE PROJECT

2010 CDP Global 500 and S&P 500 Leadership Index

No. 38 in the U.S. 500 Newsweek Green Rankings



# People

## At a Glance

**39,000**

Colgate employees around the world

**650 Million**

children reached in 80 countries by Colgate's "Bright Smiles, Bright Futures" Oral Health Education Program since 1991

**1.3 Billion**

consumers in the Chinese market, where Colgate's toothpaste market share continues to grow

**30**

Oral Health Centers of Excellence in countries around the world

**1.28 Billion**

households that use Colgate-branded products every year

**95%**

improvement in total recordable accident rate from 1990 to 2010

Colgate is about people. The Company is committed to engaging employees, to understanding and meeting or exceeding consumers' and customer expectations and to enhancing the communities the Company serves.



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## Supporting Colgate Employees

Year after year Colgate is asked what makes the Company successful. The answer is almost always “Our People.” The dedication, ingenuity and hard work of 39,000 employees drive Colgate’s success, and the Company is committed to helping them not just to work, but to thrive.

Programs to foster diversity and inclusion, training, career development and work-life balance help Colgate people stay healthy, appreciated and recognized for their efforts. And, in an economy where workers change jobs more frequently than in the past, Colgate employees remain with the Company an average of thirteen years.

### Developing Colgate Talent

- Colgate offers more than 150 training courses in 25 languages. Courses—both online and in the classroom—are aligned to the Company’s strategic priorities and cover all key competencies. Employees are required to complete training on business ethics, inclusiveness, and respect. On average, Colgate employees complete 40 hours of online or classroom training each year.
- Select employees participate in the Colgate Leadership Forum, where 300 leaders explore leadership challenges and develop solutions; the Global 2030, an executive education course in collaboration with the Tuck School of Business at Dartmouth College; and the Colgate Leadership Challenge, a program conducted by Colgate senior executives for early-in-career, high-potential employees.

**20** Years

A quarter of Colgate employees have been at the Company for over 20 years





## Rewarding Good Ideas

At Colgate, people work together to move the Company forward, and good ideas are rewarded. Colgate’s Global Innovation Fund has helped hundreds of Colgate people and teams explore ideas with seed money for development and evaluation. The Chairman’s “You Can Make a Difference Award” recognizes employees or teams who exhibit innovation, ingenuity and performance excellence. Many of the recognized process improvements, product innovations and problem solutions have become global best practices.

## Diversity and Inclusion

Colgate’s commitment to diversity and inclusion revolves around employee network groups, community support, support for local educational institutions and recruitment.

Colgate supports network and affinity groups representing many different perspectives and ways of life. Each group contributes to Colgate’s inclusive work environment by developing and implementing activities and programs to promote community involvement and cultural awareness, from events to celebrate Black History Month and Hispanic Heritage Month, to high school mentoring, networking and “women supporting women” programs.

### Select Colgate Network Groups

- Asian Action Network
- Black Action Committee
- Colgate Women’s Network
- Colgate Gay, Lesbian, Bisexual, Transgender (GLBT) Network
- Hill’s 4 Generation Network
- Hill’s Diversity Council
- Hill’s Women Empowerment Network
- Hispanic Action Network
- New Employee Organization
- Colgate Parents’ Network

### Diversity at Colgate

**40%+**

women in  
global workforce

**36%+**

women in  
management positions

**29%**

minorities in  
U.S. workforce

**29%**

minorities in manage-  
ment positions in U.S.

**22%**

women on  
Board of Directors

**22%**

minorities on  
Board of Directors



United States

### Colgate Women’s Network

Colgate Women’s Network (CWN) events include mentoring circles where junior employees can learn from Colgate leaders. CWN operates in 36 countries.



## Health, Wellness and Safety

■ Colgate's global wellness initiative, Live Better, helps Colgate people around the world share the same holistic approach to wellness: physical, emotional and financial. Health-related Live Better activities include a Global Month of Healthy Activity, global health and wellness education, tools and knowledge sharing, and employee health risk assessments.

■ In 2010, Colgate piloted health and wellness programs in Argentina and Thailand to study location-appropriate benefits and incentives. A global health incentive program based on this analysis will be rolled out in 2012.

■ Colgate's work-life balance programs include stress management and nutrition education, flexible work arrangements, back-up child care centers, dependent care, adoption benefits, and wellness guides. Confidential counseling and other assistance for employees dealing with stressful life issues are also offered. In 2011, Colgate launched a pilot program promoting flexible work schedules in the U.S. Flexible work arrangements can help improve productivity and can lead to fewer greenhouse gas emissions associated with employee commutes.

■ Colgate recognizes the continuing seriousness of the global HIV/AIDS epidemic and its impact on the workplace and society. In 2008, a global HIV/AIDS strategy and policy were developed and implemented. They focus on non-discrimination and confidentiality, prevention education, access to treatment, partnerships with third parties and proactive organizational support. For example, in India, Colgate supports a "Positive Step" program for children living with HIV/AIDS. Children who have gone through the program are healthier, more confident and are doing better in school.

■ Colgate's Pandemic Preparedness team, first formed in 2005, communicated regularly with world health care groups, including the World Health Organization, to develop a plan in preparation for a global influenza outbreak.

■ A commitment to integrate Environmental, Occupational Health and Safety (EOHS) into the corporate culture starts with senior management and continues at every level. Each Colgate facility is responsible for implementing global safety and health standards and undergoes comprehensive EOHS reviews and audits against these standards.

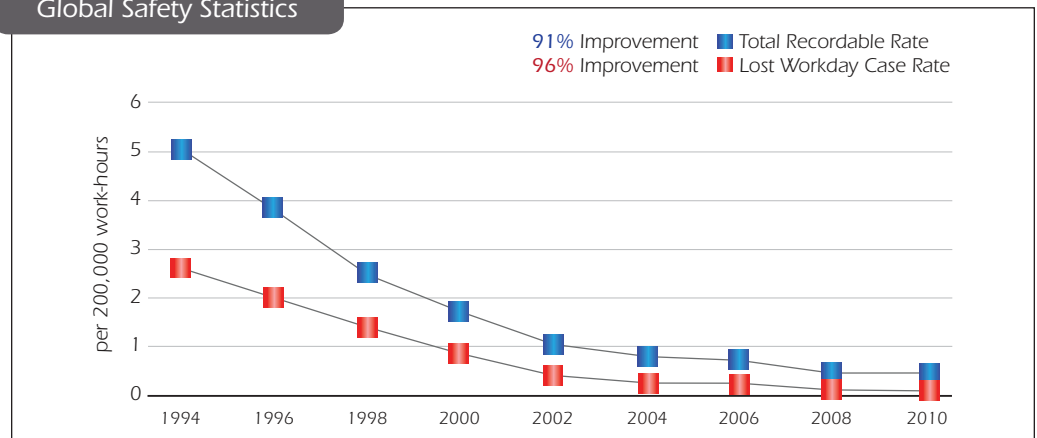


Colgate-Palmolive named No. 10 of the Top 25 Companies for Work-Life Balance — Glassdoor.com

### Annual Safety Week

Colgate holds an annual safety week where every facility worldwide incorporates activities and events around themes such as hand safety, forklift safety and industrial ergonomics. Families are also invited.

### Global Safety Statistics



Total Recordable Rate = Number of Recordable Injury/Illnesses x 200,000/Hours worked  
 Lost Workday Case Rate = Number of Lost Workday Cases x 200,000/Hours worked

## Delighting Consumers

Thanks to the commitment and enthusiasm of Colgate employees around the world, the Company is able to successfully deliver a wide range of products to consumers in over 200 countries and territories. Every day, people around the world use Colgate products to care for themselves, their families and their pets. From Colgate toothpastes that help prevent cavities, to Protex hand soap that stops the spread of germs to Hill's pet nutrition products that keep pets healthy, Colgate products help consumers (and their pets!) lead healthier, more enjoyable lives.

Colgate has a dynamic relationship with consumers—listening and learning about consumer needs, responding to research and feedback and providing the best products possible to enhance consumer lives. Colgate's nine consumer innovation centers, situated close to consumers in different parts of the world, are focused on developing insight-driven innovation.



### Meeting Consumer Needs

India

In India, Colgate researchers immersed themselves in the lives of villagers for two days, observing and discussing their oral care habits, how they clean their homes and other daily routines. A key learning was that mothers hope for a better life for their children through education. Based on this insight, Colgate implemented a special program that helped build awareness of good oral care habits and offered scholarships to children.



## Partnering with Customers

Colgate partners with hundreds of thousands of retail stores, large and small, to sell products around the world. Treating all retail customers with fairness and integrity is a priority at Colgate, and working closely with the Company's customers to share expertise and grow category sales has long been a cornerstone of Colgate's business strategy. In order to continue to succeed with customers, the Company has an activity-based training course on supply chain collaboration in which customer development, customer service and supply chain personnel focus on how to address commercial challenges and deliver best-in-class service to Colgate's retail partners.

Colgate's Customer Development Organization's goal is to be viewed by customers as the No.1 supplier compared to competitors, and the Company continues to improve in a survey conducted every three years to measure retailer satisfaction.

- In the United States, Colgate collaborated with supermarket chain Kroger to reorganize the oral care aisle. Based on a variety of shopper insights and customer data, Colgate's cross-functional commercial team worked closely with the retailer to implement a more shopper-friendly aisle. The new design attracted more shoppers and increased category sales.
- Identifying the right assortment of products is especially important in small stores, where space is limited. Colgate works closely with small shop owners to help them select the best combination of products for their store.

United Kingdom

### Oral Health Month with Retail Customers

C-P Europe educated shoppers about oral hygiene with in-store displays during Oral Health Month.



## Promoting Well-Being in Communities

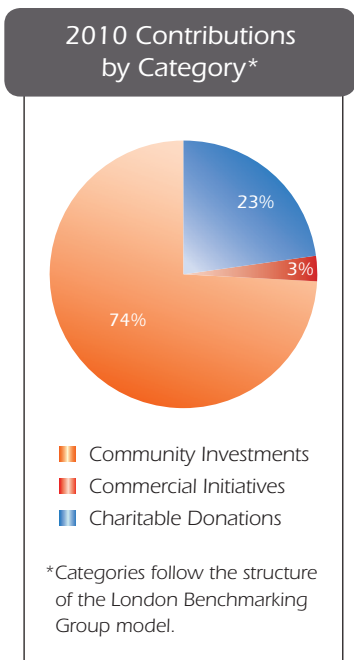
Colgate employees, as well as some customers and community organizations, are working together for the good of the communities the Company serves. Colgate uses its expertise in oral health, personal hygiene and pet nutrition to promote well-being and health in communities, and to support charitable organizations with similar goals. Colgate’s programs respond to some of the most pressing health issues of our time, from lack of access to oral care to the spread of preventable disease. The programs are a natural extension of the Company’s business in oral care, personal care, home care and pet nutrition, and are a reflection of its values of Caring, Global Teamwork and Continuous Improvement.

The solution lies in the principle of shared value, which involves creating economic value in a way that also creates value for society by addressing its needs and challenges.

— Michael E. Porter & Mark R. Kramer, Harvard Business Review 2011

### Contributing to Communities

Colgate and its employees contribute to organizations through financial support, product donations and volunteer time each year. In 2010, the Company contributed over \$18 million in cash to support community programs around the world. The Company also provided over \$21 million in in-kind donations.



### Giving Back at Tom's of Maine

United States

Five U.S. Charities won \$20,000 in Tom's of Maine's "50 States for Good" contest in 2010. Tom's of Maine also donates 10% of pre-tax profits to charitable organizations supporting the environment, human needs, the arts and education. Find out more about Tom's of Maine's giving at [TomsofMaine.com](http://TomsofMaine.com).



## Promoting Oral Health

Colgate’s most comprehensive oral health initiative, “Bright Smiles, Bright Futures,” promotes oral health education and prevention in communities worldwide. The Company distributes toothpaste, toothbrushes, videos, books, software and interactive activities in over 30 languages for use in the classroom or at home. Volunteer dentists visit local communities to conduct free dental screenings, distribute educational materials and educate children and their families about the importance of maintaining good oral health. “Bright Smiles, Bright Futures” has reached 650 million children in 80 countries since 1991, 50 million in 2010 alone, and seeks to reach a billion children by 2020.

Colgate is a founding and principal sponsor of the Global Child Dental Fund. The group builds on the achievements of the Global Child Dental Health Taskforce, which Colgate established in partnership with the World Health Organization with a goal to eradicate dental cavities in children globally by 2026. Since 2006, the Taskforce has benefited over 20 million children in 13 countries, including one million children in China and 1.3 million in Brazil.

**“We believe that cavities in children can and should be eliminated.”**

— Global Child Dental Fund



### Reaching 650 Million Children

“Bright Smiles, Bright Futures” has reached 650 million children in 80 countries since 1991 — 50 million in 2010 alone — and seeks to reach a billion children by 2020.



Colgate partners with local groups and dental communities to organize Oral Health Month in nearly every Colgate subsidiary around the world. Colgate sponsors dental checkups, in-school oral hygiene instruction, consumer promotions and television advertising throughout the month. In 2010, thousands of children in Ecuador, Colombia and Guatemala attended Oral Health Month kick-off events with educational plays, speakers and “brush-a-thons.”

For 15 years, Colgate has been a sponsor of Operation Smile, an international children’s medical charity that provides safe, effective reconstructive surgeries to children born with cleft palate abnormalities. In 2010, the Company became Operation Smile’s exclusive oral care partner across Latin America and funds the organization’s volunteer medical mission trips throughout the region.

### Supporting Education

Colgate also promotes educational opportunities and programs that expand access to recreation, sports and the arts in the communities the Company serves.

**1973**

Colgate’s Women’s Games, started in 1973, is the United States’ largest amateur track series open to girls of all ages.



### Colgate Women’s Games

Since 1973, the U.S. Company has supported the Colgate Women’s Games, where girls and women in elementary school through college compete in track and field events. Colgate awards educational grants totaling \$60,000 to the top three point scorers each year.

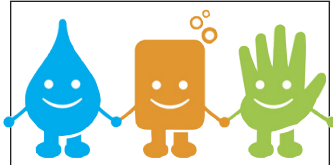
United States



### Estrellas Colgate

The Estrellas Colgate (Colgate Stars) program in Mexico, an after-school program for 300 children, builds self-esteem and confidence through sports and education. Children also receive meals and medical and dental check ups.

Mexico



Colgate is a member of the global Public-Private Partnership for Handwashing with Soap, a coalition of international stakeholders committed to promoting proper handwashing. A Global Handwashing Day is held on October 15 every year.

## Handwashing Education

Proper hand hygiene is one of the most effective ways to prevent disease transmission, especially in children. But globally, handwashing rates are low. As a leading marketer of bar and liquid hand soaps, Colgate is working with public health officials, academia, local schools and clinics to educate millions of children and their families about the benefits of handwashing. Colgate’s “Clean Hands, Good Health” global handwashing program provides educational materials and sample products to schools and communities, and builds awareness through public service advertising and public relations campaigns.

*“Turning handwashing with soap...into an ingrained habit could save more lives than any single vaccine or medical intervention.”*

— Global Public-Private Partnership for Handwashing with Soap



South Africa

### Educating Children About Handwashing

As a leading marketer of bar and liquid hand soaps, Colgate is working with public health officials, academia, local schools and clinics to educate millions of children and their families about the benefits of handwashing.



**\$1 Million**

C-P China donated \$1 million for community oral health education and treatment programs in China's earthquake-stricken Sichuan Province.

### Contributing in Times of Need

Colgate provides emergency financial aid, donates products and sponsors matching gift programs in times of natural disaster.

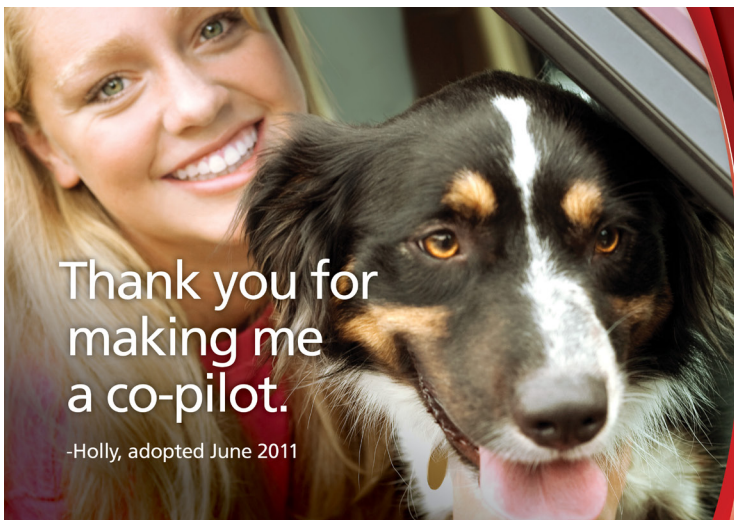
- After the 2011 Japan earthquake and tsunami, Colgate donated funds and matched employee contributions to the American Red Cross and Save the Children, totaling \$350,000. The Company also donated products such as soap and hand sanitizer worth \$250,000, as well as pet food for dogs and cats affected by the disaster.
- In 2010, Colgate and its employees donated over \$750,000 in monetary and in-kind donations after the earthquake in Haiti.

### Happy, Healthy Pets

Colgate's commitment to people extends to their animal friends. The Company donates Hill's Science Diet pet foods to animal shelters across the United States, while raising awareness about animal adoption with programs nationwide. Hill's also partners with top veterinary schools to better integrate nutrition education into veterinary training.

*"There's nothing better than seeing someone actually walk home with a newly adopted pet. To be able to know that my team has helped make that happen is just amazing."*

— Hill's Pet Nutrition Employee



Thank you for making me a co-pilot.

-Holly, adopted June 2011

Join us in giving 5 million more pets a home



**FOOD  
SHELTER  
& LOVE™**



HillsFoodShelterLove.com



VOLUNTEER | DONATE | CHOOSE SCIENCE DIET | ADOPT

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### Helping Pets Find a Home

Since 2002, Hill's Pet Nutrition has helped over five million pets be adopted. In 2010, Colgate donated over \$10 million in products to not-for-profit shelters through the Hill's Science Diet Shelter Nutrition Partnership and partnered with a retailer to facilitate the adoption of 50,000 pets.



## Colgate People Giving Back

Colgate people are demonstrating that their commitment to “People, Performance and Planet” is deep and enduring, and an authentic expression of who they are.

Colgate encourages employees to volunteer through various programs worldwide. For example, the Caring Hearts program at Hill’s Pet Nutrition in Topeka, Kansas, links employees to more than 200 local agencies and their projects. Employees can earn monetary donations for the not-for-profit agency of their choice, based on the number of hours they serve during the calendar year. Through another Colgate program, employees in some locations may request a \$500 grant to charities where an employee volunteers at least 50 hours annually.



### Earth Day 2011

Colgate locations around the world demonstrate their commitment to our planet on Earth Day by planting trees, volunteering in the community and pledging to conserve resources. Earth Day events in 2011 ranged from planting trees in India and Cameroon to cleaning up parks in the U.S.

# Performance

## At a Glance

**\$15.6 Billion**  
Worldwide sales 2010

**59.1%**  
Gross profit margin 2010

**100%**  
Code of Conduct certification and training process includes all Colgate people

**\$3 Million**  
Savings from plastic packaging reduction in Latin America in 2010

**60%**  
recycled plastic in bottles of Natura Verde line of home care products

**1st**  
recyclable deodorant stick packaging developed by Tom's of Maine

At Colgate, performance includes not only the Company's sustainable financial strength, but also its commitment to growing the business through the introduction of innovative, sustainable products. In addition, Colgate knows that how it does business is just as important as the products it provides — its long-standing commitment to safety, quality and ethics helps drive Colgate's sustainable performance.





Additional 2010 business highlights can be found in Colgate's 2010 Annual Report.



In Norway, Sweden and Finland, almost all C-P cleaners are now uniquely formulated to meet the criteria of the region's Nordic Swan Ecolabel. The label evaluates a product's impact on the environment throughout the whole lifecycle.

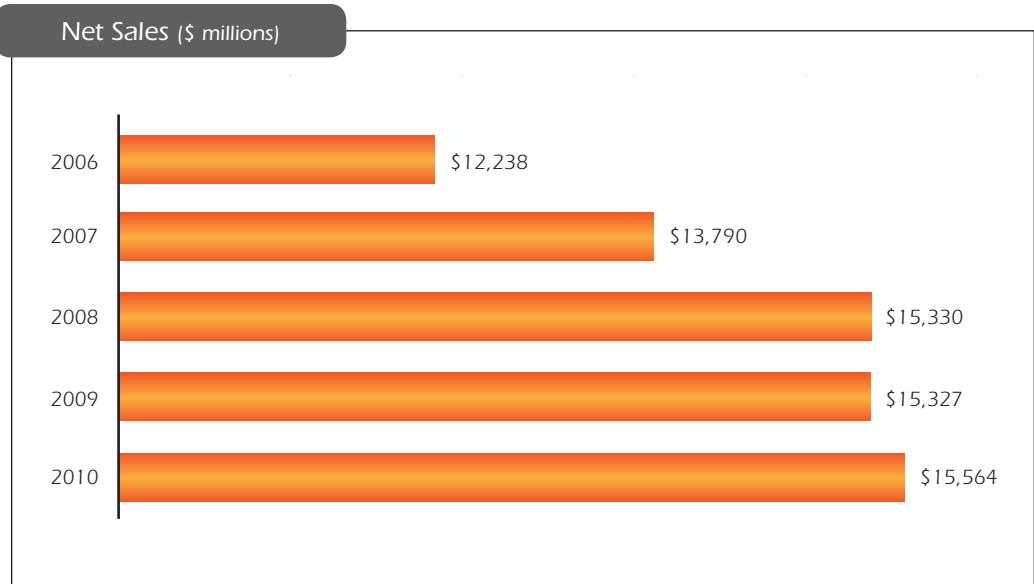


In the U.S., many of Colgate's Home Care products have been certified to use the EPA's "Design for Environment" logo, limited to products that meet stringent criteria for human and environmental health. These include a number of variants of Fabuloso cleaners, Palmolive dishwashing liquids, Murphy Oil Soap cleaner and Ajax cleaners and cleansers.

## Financial Strength

As previously reported, 2010 was another year of double-digit earnings-per-share growth despite difficult economic conditions around the world. Colgate's global market shares in toothpaste and manual toothbrushes both ended the year at record highs.

Sales rose 1.5% in 2010 to an all-time record level of \$15.564 billion.



## Product Integrity

Performance at Colgate is grounded in the integrity of the Company's products—what they contain, how well they work, how they improve the lives of Colgate consumers and how they help grow the business. Research shows that consumers consider value, trust, care for consumers and environmental impacts of products they purchase.

While the trend toward environmentally conscious purchasing decisions is more mature in developed markets, research indicates the developing world is increasingly aware of environmental issues. Colgate believes it has a responsibility – and an opportunity – to provide products that address consumer priorities, including quality, affordability and environmental considerations.



## Delivering Innovative Sustainable Products

Colgate provides responsible products that delight consumers around the world, while helping to protect the planet. The Company's initial focus has been in its Home Care category, where innovative products help consumers make a difference. Such products may have recycled and recyclable packaging, require less water and energy for effective use, and contain environmentally preferable materials.



The Natura Verde line of Home Care products in Europe includes Ajax household cleaners, Palmolive dishwashing liquids and Soupline fabric conditioners. Targeted at consumers who are both eco-aware and who desire uncompromised efficacy, these products contain active ingredients of natural origins and essential oils, and their formulas are biodegradable while still offering strong performance. The line is packaged in PET bottles containing 60% recycled resin, which are lighter weight than comparable bottles and are also 100% recyclable.



Cold Power 2x Ultra concentrate laundry detergent, sold in Australia and Mexico, is specially formulated to work in cold water, which saves energy used to heat water during the wash cycle. It is also sold in smaller packaging than its previous formula. It requires 33% less cardboard for the powder form and 26% less plastic for the liquid, is made with 51% less water and requires fewer trucks for its transport.



Suavitel No-Rinse Fabric Softener saves the equivalent of over 63 billion eight-ounce glasses of water annually by eliminating the need for a manual rinse cycle.



Palmolive eco+ automatic dishwasher detergent was introduced in 2008 and is phosphate-free, which is better for lakes and streams.



In 2010, Colgate launched Palmolive Antibacterial dish liquid, registered with the U.S. EPA to kill bacteria on dishes and hard non-porous kitchen surfaces in seconds, when used as directed.



In Colgate's Africa Division, less expensive "Smart Packs" of Sta-Soft Fabric Conditioner were introduced to ensure affordability for consumers at lower price points.

Colgate will continue to focus on concentrated products, including dish detergent, household cleaners and fabric softeners. Concentrated products have a decreased environmental impact because they require less packaging, less water and less transportation energy. Today, 38 percent of Colgate's fabric conditioners and 27 percent of the Company's dish detergents are concentrated. Concentrated formulas include Fleecy 2x fabric conditioner in Canada, Suavitel fabric conditioner in North America, South Africa and Latin America, Dynamo laundry detergent in South Pacific, and Palmolive Ultra concentrated dish detergent in North America.

Sustainable products mean more than "green" at Colgate: Access to Colgate products such as toothpaste, soap and household cleaners can contribute to the health and well-being of consumers throughout the world, and Colgate works to ensure innovative products are available at all price points to deliver a positive impact on society.



Protex and Softsoap® brand partner with the Global Public-Private Partnership for Handwashing with Soap to promote proper handwashing education around the world.



### 5 Steps to Germ-Free Hands with Protex

Colgate's 360° Hand Washing Campaign in South Africa reached 600,000 children with hand washing education in schools and used in-store elements to highlight Protex as a cold and flu fighter. Colgate teamed up with one of South Africa's most popular sports stars, Bryan Habana, to motivate children through the Protex "Gimme 5 Steps to Germ-Free Hands" campaign. The campaign has been a powerful motivator for young children, and the mobile ambassador school program is reaching one million children. Over 1,800 children joined to set a new standing in the Guinness Book of World Records for the largest number of people washing their hands simultaneously in the same place on Global Handwashing Day.

## Focus on Packaging

As a consumer-packaged-goods company, Colgate takes seriously its responsibility to improve the sustainability profile of packaging and reduce packaging waste. Packaging Eco-Design and Material Selection guidelines have been developed, and the Company's packaging experts in every category around the world share internal and external developments via "Packaging Sustainability News," an internal newsletter.



Colgate's global redesign of some toothpaste tubes and caps reduced consumption of non-renewable energy and natural resources by 30% and greenhouse gas emissions by about 50%.



Latin America reduced plastic in products by 700 metric tons in 2010, for a savings of \$3 million.



The Flexible Packaging Association awarded Colgate-Palmolive's Softsoap® brand hand soap refill a Silver Award for its environmental benefits.

### Measuring Progress

Colgate will

- Increase recycled and recyclable content
- Design Personal Care and Home Care packaging for reuse or refill
- Reduce packaging weight by 5% by 2012 compared to 2008
- Achieve goal of an average of 30% post-consumer plastic in all PET bottles by 2012, based on availability
- Continue to seek means of discontinuing the use of Polyvinyl Chloride (PVC)
- Increasingly purchase paper and cartons supplied from certified forests
- Research biopolymer options

### Partnering on Progress

- Colgate actively participates on the International Standards Organization (ISO) Subcommittee on Packaging and the Environment, which will produce a set of global standards on proper assessment of packaging impact in the waste stream.
- Colgate founded the American Institute for Packaging and the Environment (AMERIPEN) with other companies. AMERIPEN is a trade organization focused on coordinating the industry's environmental packaging efforts.
- Colgate provided design guidance to the International Safe Transit Association for the preparation of "Responsible Packaging by Design."
- Colgate participated in a pilot program with Walmart to assess the metrics proposed by the Global Packaging Project.
- Colgate participated in a U.S. EPA-facilitated discussion with state and local governments, NGOs and other brand owners on the subject of sustainable financing for the recycling of packaging materials.

See the Planet section in this report for more information about Colgate packaging and post-consumer waste.





## Commitment to Safety and Quality

Consumers buy products from brands and companies they trust. The Company is committed to ensuring consumers can trust Colgate products for their reliability, quality and superior performance. Colgate’s robust Research and Development program is designed to provide effective and safe consumer-preferred products. The Company also has the following policies and publications:

- Product Safety Research Policy
- Environmental, Occupational Health and Safety Policy and Standards
- Global Quality Policy and Standards
- Supply Chain Factory Performance and Reliability Standards
- Material Safety Data Sheets
- List of products that are free of animal-derived ingredients (U.S. and Canada)

Colgate complies with all aspects of the European Union’s REACH regulation (Registration, Evaluation, Authorization and Restriction of Chemical substances). Currently, Colgate does not use any chemicals in its products classified as Substances of Very High Concern by REACH.

**Colgate partners closely with several large retailers to ensure safe handling, transportation and management of products.**

Colgate is seriously committed to working with all stakeholders and addressing concerns about ingredients. The Company will continue to study the impacts of ingredients and choose materials according to the latest, sound scientific research.

- The specific phthalates used in Colgate’s products have an excellent safety profile and are used at very low levels. The health and environmental effects of these compounds have been extensively studied by independent scientists and governmental bodies, including the U.S. Food and Drug Administration, the U.S. Environmental Protection Agency, Health Canada and other scientific bodies in Europe, North America and Japan.
- Colgate does not use nanotechnology in its products. Any new potential nanoparticle ingredient will undergo a safety assessment prior to use in any Colgate product.
- Colgate’s new Palmolive antibacterial dish liquid is the first product in the industry to be registered with the U.S. EPA to kill bacteria on dishes in 30 seconds. Colgate will continue to research such technology and bring it to the market whenever possible.

## Product Safety Testing

Colgate has a longstanding worldwide policy to minimize and to ultimately eliminate animal testing for all consumer products.

- Central to this commitment are the Company's 20-year long efforts to encourage the development of alternatives that are scientifically valid and can be accepted by safety regulators. Colgate is a leader in promoting, encouraging and participating in the development, validation and acceptance of alternative non-animal testing methods worldwide, investing over a million dollars annually on research with non-animal alternatives. The Company works closely with worldwide regulatory agencies to examine how non-animal tests can be incorporated into their safety requirements for consumer products.
- Recently, People for the Ethical Treatment of Animals (PETA) created a "Working for Regulatory Change" list to promote corporate activism in alternatives research. Colgate-Palmolive is the first company to meet PETA's stringent requirements and heads this list.
- In 2011, no animal tests were conducted. Colgate looks forward to a day when all necessary safety studies can be performed without the use of animals and will continue to work to make that day come sooner.



### Partnering to Develop Alternatives

United States

Colgate continues its commitment to finding and using alternative methods through support and involvement with the European Partnership for Alternative to Animals (EPAA) and the Institute for In Vitro Science (IIVS). Colgate actively shares its work to reduce animal use and develop alternatives, so that this information can help others in their search for ways to minimize animal use.



Ethisphere Magazine ranked Colgate one of the 2011 World's Most Ethical Companies.

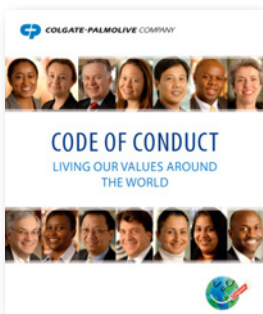
## Business Integrity

Integrity in the way Colgate conducts business is vital to the Company's reputation and success. With governance principles that guide business management and oversight, and a Code of Conduct and ethics policy embedded into Company culture, Colgate ensures its business success goes hand in hand with business integrity.

Formalized in 1996, Colgate's "Guidelines on Significant Corporate Governance Issues," updated periodically, include formal charters defining the duties of each Board committee and guiding their execution. The Board of Directors is composed entirely of outside independent directors except for the CEO, and all directors who serve on the committees overseeing audit, compensation and governance matters are independent.

**A constant dedication to good governance shapes our Colgate culture and leads to good business results.**

— Ian Cook, Chairman, President and Chief Executive Officer



Since 2007, the employee target audience for the annual Code of Conduct certification process has increased each year. In 2011, the Code of Conduct certification and training process was expanded to include all Colgate people around the globe.

## Colgate's Governance Principles

- Colgate's Board of Directors is independent, experienced and diverse.
- Colgate's Board focuses on key business priorities and leadership development.
- Open communication between and among directors and management fosters effective oversight.
- Established policies guide governance and business integrity.
- Colgate's Board plays an active role overseeing the integrity of the financial statements of the Company.

Colgate's annual Code of Conduct certification and training process reinforces the Company's expectations regarding acceptable and appropriate employee behavior.

Colgate is also committed to acting responsibly when communicating with consumers. The Company is committed to advertising responsibly; sensitively addressing public concerns, interests and sensibilities; and seeking media opportunities that are positive in nature, contain positive role models and have a family orientation. Colgate's advertising guidelines and advertising placement policy serve to ensure the most effective, quality advertising for all of our products.



## No.4

in Soaps and Cosmetics  
Category as listed in Fortune  
World's Most Admired  
Companies 2011



## Ensuring Future Performance

### Innovation

Colgate will continue to look for opportunities to grow the business by excelling in areas where the Company already does business and where logical, synergistic expansion opportunities exist. At the same time, the Company will continue to drive for excellence through innovation and execution. This will include innovation in all areas, with sustainability as a key focus.

As we continue to face tough external challenges, we remain confident that we have the right strategies in place to build on our past success, and are committed to executing those strategies with speed and agility.

— Ian Cook, Chairman, President and Chief Executive Officer



### Consumer Insights

Guatemala

Colgate's innovative products at all price points spark the Company's growth. Nine consumer innovation centers around the world drive innovation based on insights into consumer behavior, habits and desires. Colgate also innovates with external organizations through partnerships with universities, venture capital, acquisitions and technology licensing.

### Risk Management

Risk management is vital to the Company's financial success and business continuity in an ever-changing world with limited resources. A team led by a corporate risk management committee and headed by the Chief Financial Officer identifies and mitigates risk to the business. The Company has also established an Operations Risk Management Committee that identifies the most serious operating risks to the Company and ensures that risks are appropriately quantified and minimized by preventative management. The Committee meets quarterly and includes senior executives from many disciplines.

# Planet

## At a Glance

**21%**

improvement in greenhouse gas emissions per ton of product manufactured in 2010 vs. 2002

**44%**

reduction in water use in manufacturing per ton of product manufactured from 2002 to 2010

**0**

environmental incidents<sup>1</sup> in 2010

**7**

Leadership in Energy Environmental Design (LEED®)-certified facilities constructed for Colgate since 2006<sup>2</sup>

**CDP**

Recognized as a member of the Global Carbon Disclosure Leadership Index and the S&P 500 Carbon Disclosure Leadership Index in 2010

**60**

members of Colgate's Global Energy Coordinator Network

Colgate is committed to conducting its business in an environmentally sound manner. As discussed in the Performance section, exciting innovations and opportunities in new products and packaging continue to reduce the environmental footprint of the products Colgate consumers trust.

Colgate's commitment to reducing the environmental impact of its 60+ manufacturing operations around the world means more than just recycling paper and reducing waste.

After setting ambitious 2002 to 2010 goals to reduce energy use, greenhouse gas emissions, water use and wastewater loading (defined as chemical oxygen demand), Colgate people put plans in place to meet or exceed the goals. From innovative energy-efficient manufacturing processes to new cleaning methods and water use efficiency technologies, Colgate people have worked to reduce the company's environmental footprint.



<sup>1</sup> Represents site-related spills or accidental releases that reach a water body, groundwater, or soils or affect a third party

<sup>2</sup> "LEED" and related logo is a trademark owned by the U.S. Green Building Council and is used by permission

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### Surpassing Environmental Goals and Performance 2002 to 2010

	Energy Use	Greenhouse Gas Emissions	Water Use	Wastewater Loading
2002 to 2010 Goals	-5%	-5%	-25%	-15%
2002 to 2010 Performance	-8.6%	-7.8%	-34.6%	-18.8%

## Reducing Energy Use and Greenhouse Gas Emissions

Colgate believes businesses have a vital role to play in the global issue of climate change, and is committed to continuously improving its greenhouse gas accounting processes, performance and governance around this challenge.

Reducing energy use is a key component in reducing greenhouse gas emissions. According to the International Energy Agency, improved energy efficiency in buildings, industrial processes and transportation could reduce the world's energy needs in 2050 by one-third, and help control global emissions of greenhouse gases.

Colgate's 8.6% decrease in energy use is equivalent to saving 115 million liters of gasoline from 2002 to 2010. That's enough gasoline to drive an average passenger car almost 700 million miles — 28,110 times around the earth at the equator.

**8.6%**

reduction in energy consumption in manufacturing from 2002 to 2010

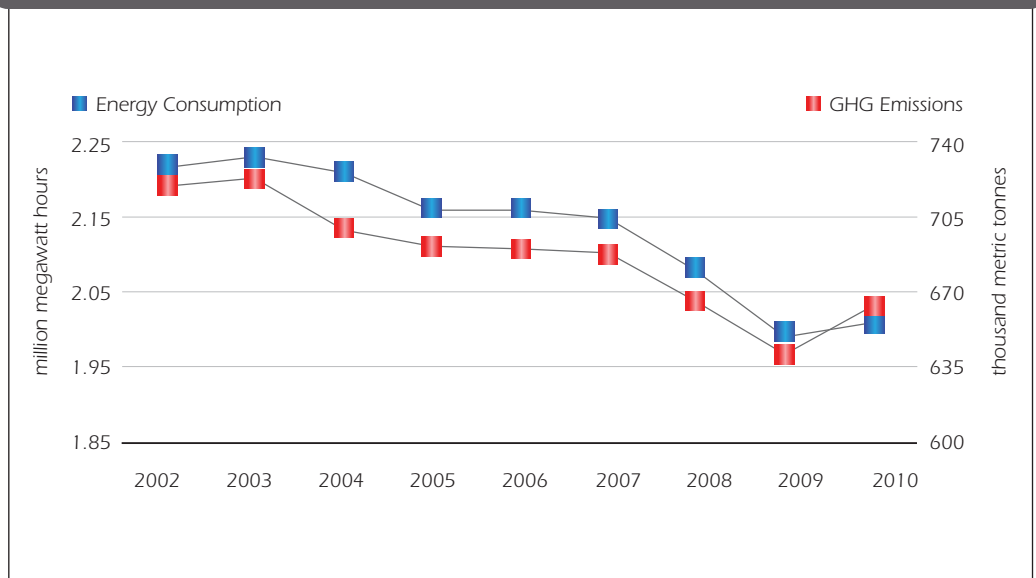
**7.8%**

reduction in greenhouse gas emissions in manufacturing from 2002 to 2010

**\$200 Million**

Avoided \$200 million in operating costs... while producing more products for Colgate consumers

### 2002 to 2010 Energy Consumption and Greenhouse Gas Emissions in Manufacturing



Colgate named a 2011 ENERGY STAR Partner of the Year.



## Highlights on Colgate's Journey to Reduced Greenhouse Gas Emissions

1998

- Started collecting and analyzing global energy use data

2002 to 2004

- Completed first greenhouse gas inventory
- Established a Global Energy Reduction team, which has created several tools for all facilities, including an Energy Reduction Guidebook, online training, and energy efficiency guidelines for new plants and warehouses
- First reported to Carbon Disclosure Project

2006 to 2007

- Achieved U.S. Green Building Council (USGBC) LEED certification for seven newly constructed manufacturing facilities and Global Technology Center (2006 to 2011)
- Joined ENERGY STAR as a Partner
- Set 2% of capital budget for investment in energy and carbon reduction products

2008

- Recognized as a member of the Carbon Disclosure Leadership Index
- Engaged over fifty of Colgate's largest suppliers and contract manufacturers to participate in CDP's Supply Chain Leadership Collaboration
- Completed baseline greenhouse gas inventory for Europe Logistics Network
- Earned U.S. EPA SmartWay certification for Hill's Pet Nutrition business

2009

- Recognized as a member of the Carbon Disclosure Leadership Index
- Optimized European logistics network
- Increased use of intermodal transportation (2009 to 2011)

2010

- Recognized as a member of the Carbon Disclosure Leadership Index (Global and S&P 500)
- Completed organization-wide lighting retrofit
- Earned U.S. EPA SmartWay certification for Colgate-Palmolive's U.S. Company

2011

- Named U.S. EPA ENERGY STAR Partner of the Year
- Designated site energy coordinators at every manufacturing site around the world
- Set 5% of capital investment for projects that protect the planet



## Assessing Alternative Energy Sources

On-site cogeneration units provide heat and power at three Colgate facilities located in Italy, Mexico and the United States. Cogeneration technologies recover and reuse waste heat, saving on the fuel used to produce heat or steam. This means Colgate facilities with cogeneration need less fuel to produce the same amount of useful energy. Cogeneration facilities can be 15 to 40 percent more efficient than traditional facilities, leading to fewer greenhouse gas emissions.

Along with a focus on increasing energy efficiency and cogeneration, Colgate is assessing renewable energy sources, including on-site wind and solar generation, power purchase agreements and carbon credits.

In Europe, Colgate-Palmolive participates in the European Union Emissions Trading Scheme. Colgate facilities emitted less than the number of allowances allocated in 2008, 2009 and 2010.

## Moving Products to Consumers

In another effort, Colgate is improving the efficiency of distribution networks to get its products to consumers:

### Europe

- Increased use of intermodal transportation, in Europe and the U.S., which increased the percentage of goods transported via ships and trains. When compared to using trucks and aircraft, intermodal transportation reduces greenhouse gas emissions and saves costs

### North America

- Opened a new Colgate distribution center in a strategic location in 2009, resulting in one million fewer miles travelled each year and over \$1.8 million in savings annually
- Decreased greenhouse gas emissions by 6% from 2007 to 2010 in the Hill's Pet Nutrition fleet delivery trucks

Colgate is also improving the efficiency of its leased car fleet, and is working to track greenhouse gas emissions from its fleet around the globe. Today, greenhouse gas data is reported for leased cars in Europe and the United States. Business travel emissions are also reported.

**15%**

Realigned Colgate's European distribution network, resulting in almost 15% fewer greenhouse gas emissions and over \$2.3 million in savings from 2008 to 2010

**\$2.8 Million**

Avoided over \$2.8 million in fuel costs from 2007 through 2010 through Hill's Pet Nutrition and Colgate-U.S. involvement in the U.S. EPA SmartWay Partnership



## 2.8 Billion

In 2010 Colgate used approximately 2.8 billion fewer liters of water in manufacturing than in 2002. That's more than 11 billion cups of water.

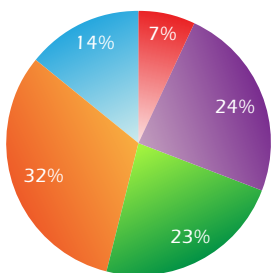
## Promoting Water Conservation, Access and Awareness

Water is life's most basic need, and it is essential for business and growth as well. Water is an ingredient in many Colgate products, and is required in almost every phase of the product life cycle: from sourcing raw materials to producing products to consumer use of products. Clean water is also vital to the communities we serve and is an increasingly scarce resource in some regions of the world.

Colgate's goal is to reduce water use wherever possible and increase the efficiency of its manufacturing processes. Colgate started collecting and analyzing water use and wastewater loading data in 1998 with a primary focus on manufacturing operations. From 2002 to 2010, Colgate facilities around the world focused on decreasing water use and wastewater loading.

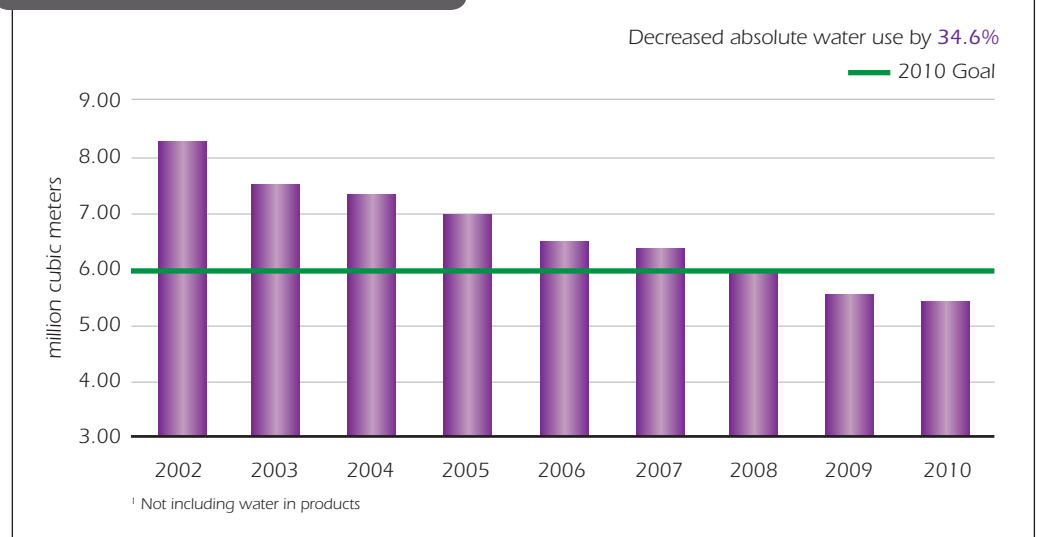
### Colgate's Manufacturing Water Use by Division

In 2010, Colgate withdrew 7.9 billion m<sup>3</sup> of water from municipal and groundwater sources.

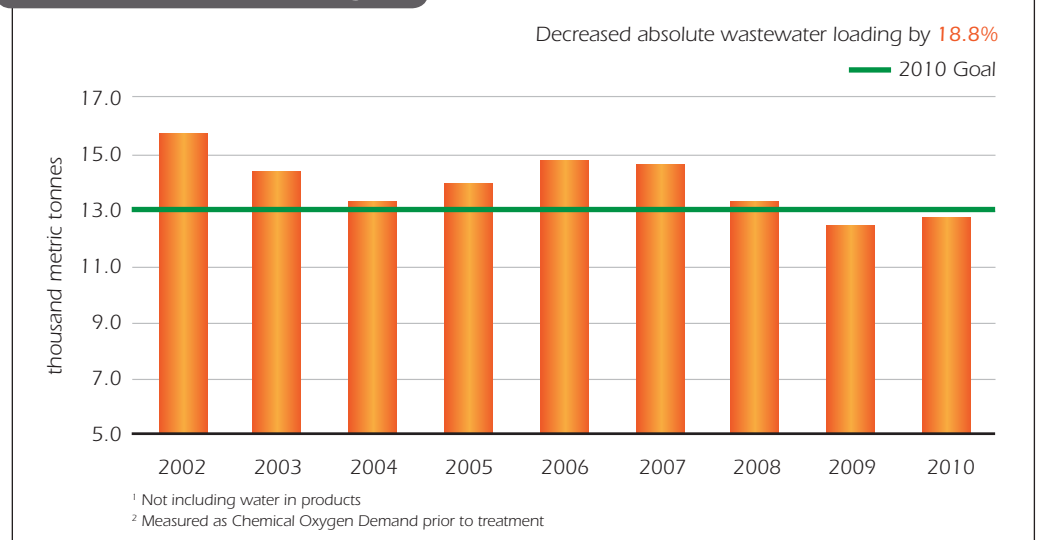


- Greater Asia/ Africa
- Europe/ South Pacific
- Latin America
- North America
- Hill's Pet Nutrition

### Global Manufacturing Water Usage<sup>1</sup>



### Global Wastewater Loading<sup>1,2</sup>





**388,000**

A 2011 team from a plant in South Africa won Colgate's "You Can Make a Difference Award" for a manufacturing change that reduced the time and water needed to produce mouthwash and toothpaste.

The change increased plant output by 25% and saved 388,000 liters of water annually.

"Colgate-Palmolive... and many others, have recognized the critical nature of water to their business and are taking steps on the journey towards sustainable water management."

— CDP Water Disclosure 2010 Global Report

While Colgate measures and tracks water use and loading on a global basis, a more relevant picture is painted when water consumption data are compared with water availability and consumption information at the local level. Colgate has:

- Performed a geographical water risk assessment of facilities using The Global Water Tool developed by the World Business Council for Sustainable Development
- Engaged 18 key suppliers in Asia, Europe, Latin America and North America to gain a better understanding of their potential water risks using The Global Water Tool
- Conducted a global site survey to better understand how sites around the world were addressing water-related risks and opportunities
- Initiated the use of the Global Environmental Management Initiative (GEMI) "Collecting the Drops: A Water Sustainability Planner" tool to conduct water management risk assessments at seven of the Company's largest manufacturing facilities, accounting for more than 35% of its global production volumes. Analysis is underway, and findings will be communicated at a later date

Colgate reported publicly through the Carbon Disclosure Project Water survey in 2010, and was recognized for its best practices.





**South Africa**

### Providing Access to Water

Access to water is a crucial issue in some of the regions where Colgate operates and sells its products. Colgate-sponsored “Play Pumps” in South Africa provide an opportunity for children to play and help villages obtain clean water from wells. Colgate has sponsored the installation and maintenance of 20 Play Pumps.

## Recycling and Re-using Water

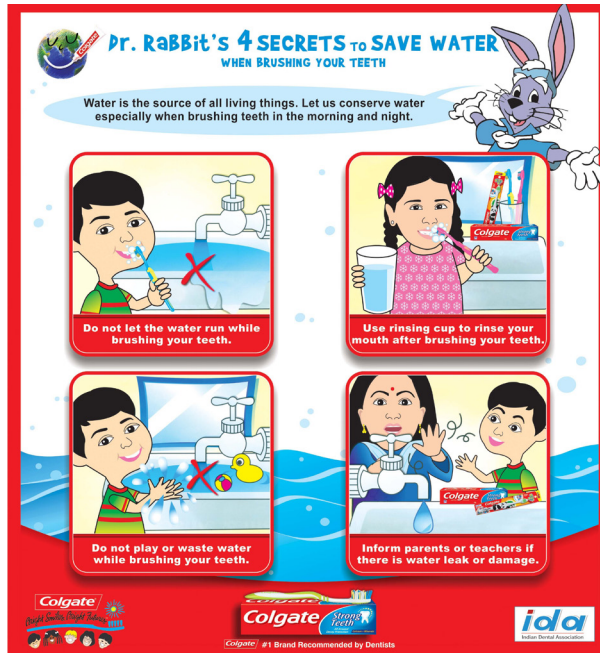
In 2010, Colgate conducted a global water survey to track and share best practices from around the Colgate world. Over 150 examples of recycling and reusing water were submitted. Globally, 52% of Colgate sites reuse or recycle water in some way. Here are a few examples:



- United States**  
Implemented a reverse osmosis process saving 14 million gallons a year and a “smart” irrigation system saving 9.4 million gallons annually.
- Mexico**  
Saved almost 370 million gallons annually through water reduction and recycling initiatives.
- Brazil**  
Initiated inspection and testing program to identify and correct water leaks.
- Greece**  
Reused pump seal water for other purposes.
- Brazil, Greece, Mexico**  
Used treated wastewater to water landscaping in the community.
- China**  
Exceeded local wastewater requirements at Huangpu plant and achieved cost savings.
- Australia**  
Modified cleaning and sanitization procedures to reduce fresh water consumption.



Colgate's commitment to water sustainability also includes educating consumers about reducing water use when using Colgate products.



◀ "Bright Smiles, Bright Futures," Colgate's most comprehensive oral health initiative, promotes oral health education and prevention to children and their families in communities worldwide. The program has recently integrated messaging about water conservation in some locations.

▼ Colgate collaborated with a major retail partner in Central America and China on a multi-media campaign that encouraged shoppers to save water by turning off the faucet while brushing their teeth. C-P Portugal, Denmark and Sweden also launched in-store category and brand activation initiatives to educate consumers about saving water while brushing their teeth, washing dishes and cleaning floors.





**\$190,000**

Colgate people in India implemented an innovative solution to reduce solid waste: Colgate’s “waste” is used as a key ingredient for a nearby company’s business, yielding \$190,000 in annual savings for Colgate.

## Reducing Waste

As a consumer products company, Colgate recognizes the importance of reducing waste at every stage of the product life cycle. From manufacturing operations to product end-of-life after consumer use, the Company seeks to reduce solid waste. Considerable environmental, financial and health impacts are associated with transporting and disposing of waste. The Company believes it can reduce its environmental impact and reduce costs by eliminating solid waste.

### Waste as a Resource

Where it’s not yet possible to eliminate waste, the Company strives toward solutions to reduce or reuse waste. Using fewer resources inherently lowers costs; finding alternatives to landfill often lowers costs, and can even generate savings or value. Colgate is committed to reducing waste to landfill per ton of product manufactured by 15% from 2010 to 2015. To help track progress against this goal, Colgate launched a data collection tool for various types of solid waste in 2010, and data will be reported in the future.



### Reducing Scrap Waste

Poland

A team in Swidnica, Poland, led an effort to reduce scrap waste from toothpaste tube and carton production, resulting in over \$700,000 in savings in 2010. With the dedication of employees from mechanics to accountants, the plant reduced toothpaste tube waste by 21% and carton waste by 31%. Key to the project’s success was engaging plant workers to participate, and to know: “I have an influence on the scrap level on my shift, on my line, and in my production area.”

In the Philippines, Colgate repurposed in-store point of purchase materials to create furniture such as tables and shelving. At New York City headquarters, Colgate provides reusable bags, trays and mugs for employees to use at the Company store and cafeteria. The Company also purchases “remanufactured” workstations: recovering used, worn-out products and restoring them to “like-new” condition. The office also has planet-friendly carpeting from recycled material and ENERGY STAR office equipment, which uses less energy, and cartridge-free solid ink sticks to eliminate excessive packaging of toner cartridges.



## Addressing Post-Consumer Use Waste

Colgate is also actively partnering with a number of industry and government groups to address end-of-life issues associated with product packaging. The Company:

- Partnered to establish the American Institute for Packaging and the Environment (AMERIPEN), a trade organization that represents the packaging industry and coordinates the sector's environmental efforts.
- Participates on the International Standards Organization (ISO) Subcommittee on Packaging and the Environment, which will produce a set of global standards on proper assessment of packaging impact in the waste stream.

Colgate and eco-innovator TerraCycle have teamed up to recycle Colgate oral care packaging into new and affordable eco-friendly products. Since summer 2010, 4,000 groups across the U.S. — known as Colgate's Oral Care Brigade — have been collecting used Colgate toothpaste tubes and packaging materials for TerraCycle to "upcycle" into tote bags, pencil cases, binders, picture frames and other products that will be sold by some of Colgate's retail partners.



This innovative partnership provides donations to charities of the participants' choice. Colgate expanded the partnership outside of the U.S. — joining with TerraCycle and Walmart in Mexico to recycle used packaging in Walmart stores. TerraCycle is also working with U.S. facilities to recycle discarded products used in R&D.

**"AMERIPEN will further enhance the packaging value chain's commitment to continuously improving its sustainability profile and reducing packaging waste."**

— Joan Pierce, AMERIPEN President and Colgate's Vice President, Packaging Sustainability



Greece

## Recycling In Greece

Home Care's sustainable product brand, Natura Verde, partnered with local recycling provider Greek Recycling to sponsor two integrated recycling centers in central locations in Athens.

## Commitment to USGBC Leadership in Energy & Environmental Design (LEED®)

Colgate takes seriously its responsibility to maintain healthy, efficient, environmentally friendly workplaces.

Since 2006, Colgate has built new state-of-the-art manufacturing facilities, all of which have achieved LEED certification. LEED is an internationally recognized green building certification system. The Company's global toothbrush facility in Vietnam was the first LEED-certified facility in the country.

Not only do the buildings reduce Colgate's environmental impact, but the new site locations also reduce the Company's overall exposure to water or climate change related issues.

### Colgate LEED-certified Facilities





# Spotlight On... Emerging Markets



In Colgate's Africa Division, less expensive "Smart Packs" of Sta-Soft Fabric Conditioner were introduced to ensure affordability for consumers at lower price points.

Colgate has been active in emerging markets for over 75 years, first in Latin America, then Asia, followed by Africa and Eastern Europe. Colgate's business operations in emerging markets create value for people all over the globe by providing quality products at an affordable price, as well as employment and career opportunities.

## Providing Access to Colgate Products

Colgate makes products more affordable in emerging markets with smaller sizes, refill packs and lower-cost formulas. Colgate also works for strong penetration and wide distribution, so that more consumers have access to Colgate products.

## Succeeding in Emerging Markets

Colgate has built brand loyalty by maintaining a deep understanding of local tastes and habits across categories. The Company's nine consumer innovation centers, which are located close to consumers in different parts of the world, develop insight-driven innovation.

- To better understand consumers in rural India, Colgate researchers immersed themselves in the lives of villagers for two days, observing and discussing their oral care habits, how they clean their homes and other daily routines. A key learning was that mothers hope for a better life for their children through education. Based on this insight, Colgate implemented a special promotion that helped build awareness of good oral care habits and offered scholarships to children.
- In Latin America, based on consumer expectations for a dishwashing detergent that is tough on grease, but leaves hands feeling soft, Colgate successfully launched Axion Aloe and Axion Oats and Vitamin E.
- As part of its global strategy, Colgate has developed strong relationships with dental professionals around the world. This strategy has contributed greatly to increasing professional recommendations for Colgate brands.



The Percentage of Dental Professionals Recommending Colgate:

Brazil **71%**, India **81%**, China **85%**

## Global Standards

Colgate applies the same product safety, quality, environmental, occupational health and safety, business ethics and other standards to products and operations around the world. The Company also has a centralized information management system, which simplifies global reporting tools, leading to increased effectiveness and efficiency.



## Developing Colgate People Everywhere

Colgate practices ensure that knowledge, skills and technology are transferred from headquarters to all operations around the world, and from all operations back to headquarters. Colgate provides employees with opportunities such as:

- Short-term and long-term assignment opportunities in different geographies
  - Cross-functional swaps for employees at the subsidiary level to develop, share, and transfer knowledge and expertise
  - Formal workshops to ensure best practices sharing and standard process adaptation across the region
- Colgate's intent is to integrate the local population into Colgate operations and leadership in all markets — in 2010, just 2% of Colgate employees in Latin America were expatriates, with 3 percent in Asia and 4 percent in Africa and the Middle East.

## Engaging Suppliers

Colgate's presence in emerging markets encourages the exchange of technology and know-how with local suppliers. Each Colgate-Palmolive facility operates in a local economy, where suppliers must adhere to Colgate's Supplier Code of Conduct.

## Supporting Communities

By establishing operations in emerging markets early, Colgate has contributed to local economies and communities and led ongoing programs to provide oral care and hygiene education. Some highlights:

- The Company's "Bright Smiles, Bright Futures" oral health education program has reached over 650 million children in 80 countries since the program began.
- C-P China donated \$1 million for community oral health education and treatment programs in China's earthquake-stricken Sichuan Province. This partnership will not only support the region devastated by the earthquake, it will also create a new public oral hygiene service model for China through oral health education, oral examinations, oral disease prevention and control, and dentist training.





- C-P China also partners with the Ministry of Health on an annual “Love Teeth Day” Campaign with public relations messaging and free dental checkups in over 100 Chinese communities. Colgate partners with other organizations to educate the dental profession in communities throughout the country — for example, a periodontal training program has reached 1,500 dentists every year since 2008. These projects reinforce the Company’s continued commitment to the improvement of oral health standards of consumers.
- In South Africa, Colgate sponsors the Phelophepa Train, a mobile hospital that provides healthcare in communities where medical services and infrastructure are unavailable. Colgate also sponsors “Play Pumps” in South Africa, which provide an opportunity for children to play, and help villages obtain clean water from wells.
- Since 1990, Colgate has partnered with Morocco’s Ministries of Health and Education to provide oral health care education through the “Bright Smiles, Bright Futures” Program. More recently, Colgate became the official partner of the Ministries and expanded the program to educate new mothers.
- In Laos, Colgate’s Thailand subsidiary partnered with the country’s Ministry of Education and Ministry of Health and Hygiene to reach more than 400,000 children and teachers with oral health education.



### Improving Oral Health for Factory Employees

Vietnam

Colgate is partnering with the Vietnam Dental Association to help improve the oral health of hundreds of thousands of factory employees at industrial parks across the country. The program offers workers free dental checkups, educational oral health materials and access to dental health professionals year-round.



# Spotlight On... Suppliers

Colgate works with thousands of suppliers worldwide that provide the goods and services required to produce and market Colgate-Palmolive products. The Company looks at price, quality, service, and availability, as well as other factors in its procurement decisions. As a company that holds itself to high standards, Colgate is committed to extending this responsibility across its value chain to its suppliers. Operating in a more sustainable manner will only be achieved in partnership with Colgate's business partners.

## Colgate-Palmolive's Supplier Code of Conduct

Over time, Colgate has built its reputation as an organization that has utilized ethical business practices and high levels of integrity as a vital business asset. The strength of Colgate's reputation is based not only on its own conduct, but also on the behavior of its business partners. For that reason, Colgate aspires to work only with those suppliers that share its values. Colgate's Board of Directors, senior management and all Colgate people are committed to the highest standards of integrity and full compliance with the Company's Code of Conduct, as well as the regulations and policies affecting the business. As such, it is Colgate's goal to ensure that its relationships with supplier partners reflect and support the same high ethical standards.

Colgate's Global Procurement professionals work directly with suppliers, negotiating contracts for materials needed to produce and market Colgate products. Purchasing decisions are based on many factors; Colgate prefers to buy from suppliers that share the Company's values and commitment to sustainability and social responsibility. Global Procurement personnel follow guidelines in the Global Procurement Policy Manual.

Colgate's Supplier Code of Conduct is provided to suppliers, and Colgate's contracts and purchase orders require suppliers to abide by applicable labor and equal-employment laws and Colgate standards, as well as the Environmental, Occupational Health and Safety Policy Statement, Foreign Corrupt Practices Act and Anti-Bribery Policy. The Company's Supplier Code of Conduct sets the Company's expectations for suppliers in a number of critical areas, including:

- labor practices
- protecting the environment
- health and safety
- universal human rights
- ethical dealings
- management systems

The Supplier Code of Conduct is modeled on International Labor Organization (ILO) standards.



Colgate-Palmolive Company  
**Supplier Code of Conduct**

2011 to 2015 goal:  
Suppliers representing

95%

of Colgate's supplier  
spending will be in receipt  
of Colgate's Supplier  
Code of Conduct.

## Evaluating Supplier Compliance

A key element of Colgate's supplier management program is a comprehensive auditing program of suppliers' facilities. This involves a complete audit process and set of tools for assessing and working with suppliers to ensure compliance with Colgate standards for quality and for service and supply excellence. The program is used for both existing suppliers and for qualification of new suppliers. Colgate's supplier selection process includes, when appropriate, an audit of suppliers' production facilities to ensure that the supplier can meet standards for quality and good manufacturing practices, and can meet required material specifications on a consistent basis. The questionnaires utilized for the audit procedures are currently being augmented to include questions and follow-up procedures regarding the supplier's social responsibility/responsible sourcing programs, management and activities.

2010 to 2015 Goal:

**70%**

of Colgate's supplier spending in at-risk industries, geographies or environments will undergo a Responsible Sourcing Self-Assessment and/or third party audit.

In line with Colgate-Palmolive's focus on the social and environmental responsibility of its supply chain, Colgate is in the process of developing a Supplier Responsible Sourcing Assessment program, which will focus on improving suppliers' performance in four critical areas: labor standards, health and safety, environmental management and business integrity. The risk-management-based program will include:

- a risk assessment of Colgate's existing supply base in these critical areas
- supplier self-assessment against established standards
- third-party audits of compliance against established standards
- remediation policies and procedures for resolution of identified noncompliance
- supplier corrective action plans

This program's objective is to ensure that Colgate's responsible sourcing standards, as described in the Supplier Code of Conduct, are being followed in practice by Colgate's suppliers. In addition, suppliers may report suspected violations of the law or activities in conflict with the Code of Conduct to the Company's attention via Colgate's Code of Conduct hotline.

## Encouraging Supplier Diversity

Colgate's Supplier Diversity team in the U.S. encourages increased and expanded business relationships with minority-owned and women-owned businesses, building strong diverse suppliers and developing mutually beneficial supply relationships, while strengthening the communities in which Colgate consumers live and work. Colgate has made a substantial and ongoing commitment to supplier diversity, both with direct suppliers and with their suppliers, and has increased spending with diverse suppliers each year for more than ten years.

## Commitment to Responsible Sourcing

Consumers, shareholders and other stakeholders are increasingly interested in Colgate's point of view on responsible procurement of several materials:

### Palm Oil

Palm oil is the most widely traded vegetable oil in the world, and is used in many food and household products. Over 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, lower levels of biodiversity and social concerns.

Colgate has long been committed to identifying sources of certified sustainable palm oil and derivatives or to replacing palm oil derivatives with alternative ingredients in Colgate products. While palm oil and palm oil derivatives are important ingredients for Colgate, less than approximately 0.2 percent of the combined palm oil output of Malaysia, Indonesia and Thailand is sold to the Company.

In October 2007, Colgate joined the Roundtable on Sustainable Palm Oil (RSPO), an organization working to develop standards in conjunction with government and owners to ensure palm oil is grown and harvested in a sustainable manner. Additionally, Colgate is a member of an industry consortium, the Coalition on Sustainable Palm Oil, with the mission of accelerating the availability of sustainable palm oil and its derivatives. Colgate has also sought alternatives such as the procurement of certificates or the replacement of palm oil and its derivatives in Colgate products with other oils. In addition, Colgate continues to support a moratorium on further deforestation by palm oil producers and has communicated that position to its suppliers who have direct contact with the producers.

In 2009, Colgate committed to purchasing palm oil and palm kernel oil from RSPO members only and advised each of its suppliers of that commitment. During these discussions we also confirmed that none of the palm oil or its derivatives should be sourced from the Borneo region.

Initially the Company established a target date of 2011 for sourcing 100 percent certified sustainable palm oil and palm kernel oil. However, as a result of a lack of availability within the marketplace, in 2011 Colgate revised the target date to 2015.

It is important to note that Colgate's need is for palm kernel oil, a palm oil derivative, rather than crude palm oil. Although the production of sustainable crude palm oil increased somewhat between 2009 and 2011, the production of palm kernel oil has not. As of September 2011, it was reported that there were only 0.4 million metric tons of certified sustainable palm kernel oil in production (representing just 7 percent of total production). Colgate's recent effort to convert to certified sustainable palm kernel oil in one of its European markets, although successful, demonstrates how challenging it is to identify a consistent supply stream. Only one supplier globally had the capacity to satisfy the request.

A challenge remains as to how to verify supplier compliance. As Colgate does not have direct contact with the growers we must rely on the RSPO who conducts audits and on the legal documents provided by the three brokers from whom we purchase palm oil and palm oil derivatives.

Colgate continues to advocate for the availability of sustainable palm oil and its derivatives and remains committed to working towards its target date of 2015 for sourcing 100 percent certified sustainable palm oil and palm oil derivatives. The Company will report quantitative and qualitative progress annually to the RSPO and within our sustainability report.

**2015**

By 2015, Colgate's goal is to purchase only certified sustainable palm oil and derivatives from Roundtable on Sustainable Palm Oil member companies.





Colgate's tallow suppliers must certify compliance with the environmental requirements set forth by the Brazilian Institute of Environment and Renewable Natural Resources.

### Tallow

Tallow is a key ingredient in bar soap production, and is derived from cattle. Colgate sources tallow from suppliers in North America, Latin America and Europe. In Brazil, concerns that rising demand for cattle is prompting farmers to clear parts of the Amazon rainforest led to Colgate's policy to source no tallow from high-risk areas.

Not only is the Amazon the world's largest tract of tropical rainforest, it also plays a critical role in the carbon cycle, "locking up" hundreds of billions of tons of carbon in its vegetation. Loss of forests contributes as much as 30 percent of global greenhouse gas emissions each year, almost as much as the global transportation sector.

To ensure compliance with the policy, Colgate requires suppliers to certify that they are following all the environmental and social requirements set forth by the Brazilian Institute of Environment and Renewable Natural Resources (IBAMA). In 2010, Colgate purchased tallow from over thirty tallow suppliers that met Colgate standards.

### Paper and Board

Much of Colgate's packaging material is derived from wood-derived or paper-based products. Colgate prefers to purchase paper packaging from well-managed forests or from recycled material when available. The Company understands the priority for certified wood-derived products to prevent illegal logging, deforestation and conversion of old-growth forests to monoculture plantations.

Colgate purchases paper and cardboard from hundreds of suppliers around the world. According to an internal analysis, 70 percent of the Company's paper and board spending is with suppliers certified by groups such as the Forest Stewardship Council (FSC), Programme for Endorsement of Forest Certification Schemes (PEFC) and Sustainable Forestry Initiative (SFI).

An improved strategy for sustainable sourcing of paper and board is under development.

**70%**

of the Company's paper and board spending is with suppliers certified by groups such as the FSC, PEFC, and SFI.<sup>1</sup>



<sup>1</sup>According to an internal survey.

## Engaging Suppliers

Colgate recognizes that its emissions and water use are not only limited to its own operations, but are also embedded in the supplies required to make and market Colgate-Palmolive products.

2010 to 2015 Goal:

**70%**

of suppliers responding to the Carbon Disclosure Project Supply Chain Partnership Survey will set an energy reduction target.

### Greenhouse Gas Emissions

In addition to its efforts to decrease greenhouse gas emissions associated with its own operations, Colgate has participated in the Carbon Disclosure Project's Supply Chain Leadership Collaboration Project since its inception in 2008, increasing the scope of suppliers each year. By working with this program, Colgate gathers data to get a better understanding of its overall environmental footprint. In 2011, its top 60 contract manufacturers, raw-material, packaging and logistics suppliers were invited to participate. In an effort to further engage suppliers and to drive emissions reductions among suppliers, Colgate also sent a letter encouraging the suppliers to set energy reduction targets, participate in the U.S. EPA ENERGY STAR program and to make their disclosure publicly available.

### Water Use

Colgate's focus on water use extends beyond operations and product use to its suppliers. As water availability and quality decline in some areas, the Company continues to assess and minimize associated risks to the business.

Colgate is consistently working to understand future risks and opportunities to its suppliers, its facilities and its consumers; Colgate believes it will be well prepared to address the issues if regional water availability and quality change due to climate change or other factors.

In 2010, Colgate performed a geographical water risk assessment of eighteen key suppliers in Asia, Europe, Latin America and North America using the World Business Council for Sustainable Development's Global Water Tool. Some suppliers are in regions with extreme water scarcity, while other suppliers are located in regions with water abundance. Colgate plans to use the assessment results and other tools to engage key stakeholders to better understand any potential water risks.

# Spotlight On... Partnerships

Another important element of Colgate's sustainability strategy is the way it makes use of external partnerships to complement the Company's strong internal capability. Colgate has many such partnerships with a broad array of suppliers, research institutions, universities and other industry sources. Notably, the Company has developed key partnerships with innovative ingredient suppliers and leaders in scientific research including the Forsyth Institute and DuPont.

Here are just some of the groups the Company partners with on sustainability:



american cleaning institute®  
for better living

**American Cleaning Institute (ACI)** — Colgate provided energy and greenhouse gas emissions data, and supported publication of ACI's first sustainability report in 2010.



AMERIPEN™

**American Institute for Packaging and the Environment (AMERIPEN)** — Colgate joined with other companies in 2011 to found this organization, which is focused on coordinating the industry's environmental packaging efforts.



FOOD SHELTER & LOVE™



**Animal Shelters around the World** — Hill's is partnering with animal shelters around the world to encourage pet adoption and provide participating shelters with a stable supply of Hill's Science Diet/Plan, which is fed exclusively to the dogs and cats under their care.



CSPA  
Product Care™

**Consumer Specialty Products Association (CSPA)** — Since 2007, Colgate has participated in the U.S.-based CSPA's Product Care program. Product Care is a stewardship program in which companies voluntarily develop management principles for each of seven areas in a product's life cycle, from development in a research facility through product use and disposal.



global child dental fund

**Global Child Dental Fund** — Colgate is a founding and principal sponsor of this group, which builds on the achievements of the Global Child Dental Health Taskforce. Colgate established this group in partnership with the World Health Organization with the goal of eradicating dental cavities in children globally by 2026.



International  
Organization for  
Standardization

**International Standards Organization (ISO)** — Colgate actively participates on the Subcommittee on Packaging and the Environment, which will produce a set of global standards on proper assessment of packaging impact in the waste stream.



A·I·S·E

**International Association for Soaps, Detergents and Maintenance Products (AISE)** — Colgate joined other companies in Europe to voluntarily adhere to sustainability principles, most notably in the formulation and the manufacturing of cleaning products. This initiative is carried out under the auspices of the AISE Charter for Sustainable Cleaning; Colgate is an active member of AISE.





**Public-Private Partnership for Handwashing with Soap (PPPHW)** — Colgate is a member of this coalition of international stakeholders committed to promoting proper handwashing. Every year, PPPHW organizes a Global Handwashing Day held on October 15.



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



**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.



**U.S. Environmental Protection Agency (EPA) Design for Environment Partnership** — Several Colgate products have been approved by the U.S. EPA to use the EPA's Design for the Environment logo. Products bearing the Design for the Environment logo signify that the EPA's scientific review team screened each of the product's ingredients for potential human health and environmental effects.



**U.S. EPA ENERGY STAR Partner** — Colgate is an active partner of the EPA's industrial sector and was named ENERGY STAR Partner of the year in 2011. Colgate has presented annually at the Energy Star Networking Meeting since 2008.



**U.S. EPA Safer Detergent Stewardship Initiative** — Colgate is committed to the use of safer surfactants without compromising superior cleaning performance. Surfactants are used in cleaning products to help remove dirt from surfaces, and they biodegrade at different rates. Surfactants deemed "safer" by the U.S. Environmental Protection Agency biodegrade more quickly to non-polluting compounds, helping to protect aquatic life. Colgate has a long-standing process in which the use of new surfactants in products is reviewed to ensure the environmental profiles of new materials are equal to or better than the materials which are currently in use. Colgate has been recognized as a Champion, the highest level of recognition under this program.



**U.S. Green Building Council (USGBC)** — Colgate has been a member company of the USGBC since 2007.



**Walmart Central America** — Colgate partners with customers around the world on product sustainability and messaging to consumers. For example, Colgate is a member of Walmart Central America's Sustainability Council, which serves as a consultant group to Walmart's sustainability program for the region.

# Key Performance Indicators

People	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Average number of employees	38,300	38,500	37,700	36,600	36,000	35,800	34,700	36,000	36,600	38,100	39,200	38,600
Total recordable rate <sup>1</sup>	1.69	1.41	1.06	0.92	0.79	0.72	0.74	0.57	0.47	0.48	0.45	0.47
Lost workday case rate <sup>2</sup>	0.87	0.73	0.40	0.34	0.24	0.19	0.23	0.19	0.12	0.12	0.12	0.11
Safety notices of violation <sup>3</sup>	6	0	2	0	1	1	0	0	5	2	0	1
Safety fines paid (\$) <sup>4</sup>	7,152	0	12,000	0	5,245	300	0	0	16,899	7,800	0	4,000
% Minority officials and managers (U.S. EEOC data)	n/a	n/a	n/a	n/a	n/a	24.6	24.6	24.9	27.2	27.2	28.9	32.11
% Minorities in workforce (U.S. EEOC data)	n/a	n/a	n/a	n/a	n/a	27.9	28.9	28.6	29.5	29.0	28.8	32.03
% Women officials and managers	n/a	n/a	n/a	n/a	n/a	29.3	30.6	32.0	32.9	36.2	36.6	38.18
% Women in workforce	n/a	n/a	n/a	n/a	n/a	34.0	36.1	37.0	38.9	40.7	40.7	39.37

Performance	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Global Sales (\$MM)	9.004	9.084	9.294	9.903	10.584	11.397	12.238	13.790	15.330	15.327	15.564	16,734
Global charitable contributions — cash (\$MM) <sup>5</sup>	n/a	n/a	n/a	n/a	7.010	7.329	7.059	8.307	9.678	20.941	17.809	17.60
Global charitable contributions — in-kind (\$MM) <sup>6</sup>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	26.334	21.85	20.05

Planet	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Energy use efficiency (kWh x 1000/ton of product) <sup>7</sup>	0.508	0.533	0.511	0.511	0.481	0.458	0.431	0.422	0.415	0.403	0.411	0.396
Water use efficiency (m3/ton of product)	1.95	1.90	1.96	1.78	1.63	1.51	1.33	1.28	1.22	1.15	1.10	1.06
CO2 emissions (metric tons x 1000) <sup>7</sup>	n/a	n/a	729	734	706	699	693	689	659	635	663	661
Wastewater CODs (kg/ton of product) <sup>7</sup>	3.32	3.59	3.75	3.38	2.98	3.01	3.04	2.93	2.68	2.63	2.94	2.77
Environmental Incidents <sup>8</sup>	3	5	3	4	3	1	2	2	2	2	0	2
Environmental Notices of Violation <sup>9</sup>	2	7	5	6	5	3	0	8	8	7	2	3
Environmental fines paid (\$) <sup>10</sup>	0	5,000	6,620	0	0	0	0	26,200	9,057	1,000	0	40,547

<sup>1</sup> The number of occupational injuries and illnesses that require medical treatment per 200,000 work hours.

<sup>2</sup> The number of occupational injuries and illnesses causing employees to be absent from work per 200,000 work hours.

<sup>3</sup> A violation or citation issued by a governmental authority with jurisdiction.

<sup>4</sup> Fines associated with Safety Notices of Violations (NOVs).

<sup>5</sup> Cash contributions by Colgate charitable organizations, including cash contributions to the "Bright Smiles, Bright Futures" program.

<sup>6</sup> In-kind and product donations by Colgate to charitable organizations.

<sup>7</sup> Data varies slightly from previous reporting due to boundary changes and updated reporting methodology.

<sup>8</sup> Represents site-related spills or accidental releases that reach a water body, groundwater or soils or affect a third party.

<sup>9</sup> A violation or citation issued by a governmental authority with jurisdiction.

<sup>10</sup> Fines associated with Environmental Notices of Violations (NOVs).

# Global Reporting Initiative Index (GRI) ◀ 52 of 57 ▶

This report was prepared using the Global Reporting Initiative's (GRI) G3 Reporting Guidelines as a framework. The report has not been assured to a GRI Application Level.

GRI Indicator	Indicator Description	CP Sustainability Report Reference or Direct Answer	Other Reference
<b>1. Strategy and Analysis</b>			
1.1	Executive Management Statement	CEO Letter	
1.2	Key impacts, risks and opportunities	Throughout Report	10-K
<b>2. Organizational Profile</b>			
2.1	Name of the organization	Company Profile	10-K
2.2	Primary brands, products, services	Company Profile	10-K
2.3	Operational structure	Company Profile	10-K
2.4	Headquarters location	Company Profile	10-K
2.5	Country operations	Company Profile	10-K
2.6	Nature of ownership and legal form	Company Profile	10-K
2.7	Markets served	Company Profile	10-K
2.8	Scale of the reporting organization	Company Profile	10-K
2.9	Significant changes during the reporting period	Company Profile	10-K
2.10	Awards received	Awards	
<b>3. Report Parameters</b>			
3.1	Reporting period	About This Report	
3.2	Date of most recent report	About This Report	
3.3	Reporting cycle	About This Report	
3.4	Contact point for questions about report	csr@colpal.com	
3.5	Process for defining report content	Company Profile	
3.6	Boundary of report	Company Profile	
3.7	Limitations on report scope	Company Profile	
3.8	Basis for reporting on subsidiaries and partially/non-owned entities	Company Profile	
3.9	Data measurement techniques	Discussed at each data point	
3.10	Restatements from prior reports	None	
3.11	Significant changes from previous years	None	
3.12	GRI content index	GRI Index	
3.13	External assurance	Report not externally assured	



GRI Indicator	Indicator Description	CP Sustainability Report Reference or Direct Answer	Other Reference
<b>4. Governance, Commitments, and Engagement</b>			
4.1	Governance structure	Performance	Corporate Governance
4.2	Executive officer and Chair of governance body	Performance	Corporate Governance
4.3	Independent and/or non-executive members	8 out of 9	Corporate Governance
4.4	Shareholder/employee mechanisms for Board direction	Performance	Corporate Governance
4.5	Compensation and organizational performance	Performance	Corporate Governance
4.6	Conflict of interest avoidance	Performance	Corporate Governance
4.7	Qualifications/expertise of Board members	Performance	Corporate Governance
4.8	Mission and values statements	Company Profile	Corporate Governance
4.9	Board oversight of sustainability performance	Performance	Corporate Governance
4.10	Performance evaluation of Board of Directors	Performance	10-K
4.11	Precautionary approach/principle	Performance	EOHS Policy Statement
4.12	Endorsements of external sustainability charters	Global Sullivan Principles	
4.13	Significant memberships in associations	Throughout Report	
4.14	Listing of stakeholder groups	Throughout Report	
4.15	Basis for stakeholder identification/selection	Throughout Report	
4.16	Stakeholder engagement approaches	Throughout Report	
4.17	Key stakeholder issues and concerns	Throughout Report	

GRI Indicator	Indicator Description	CP Sustainability Report Reference or Direct Answer	Other Reference
<b>5. Economic Performance Indicators</b>			
EC1	Economic value generated and distributed	Company Profile, Performance	Annual Report
EC2	Financial implications, risks and opportunities due to climate change	Planet	CDP Investor
EC3	Defined benefit plan obligations		10-K
EC4	Significant financial assistance received from government		Annual Report
EC5	Wages comparison	Not reported	
EC6	Spending on locally based suppliers	Suppliers	
EC7	Local hiring	Emerging Markets	
EC8	Infrastructure investments and public benefit	Not reported	
EC9	Indirect economic impacts	Not reported	

<b>6. Environment Performance Indicators</b>			
EN1	Weight of materials used	Performance	
EN2	Percentage of materials used that are recycled input materials	Performance	
EN3	Direct energy consumption by primary energy source	Planet	CDP Investor
EN4	Indirect energy consumption by primary source	Planet	CDP Investor
EN5	Conservation/energy efficiency	Planet	CDP Investor
EN6	Initiatives to provide energy-efficient or renewable energy based products and reductions in energy requirements	Planet	CDP Investor
EN7	Initiatives to reduce indirect energy consumption	Performance, Planet	CDP Investor
EN8	Total water withdrawal by source	Planet	CDP Water
EN9	Water sources significantly affected by withdrawal of water	Planet	CDP Water
EN10	Percentage and total volume of water recycled and reused	Planet	CDP Water
EN11	Location/size of land-owned/leased/managed in protected areas	Not reported	
EN12	Description of significant impacts of activities in protected areas	Not reported	
EN13	Habitats protected or restored	People and Planet	
EN14	Strategies for managing impacts on biodiversity	See CDP Water and CDP Investor	CDP Investor & CDP Water

GRI Indicator	Indicator Description	CP Sustainability Report Reference or Direct Answer	Other Reference
<b>6. Environment Performance Indicators (continued)</b>			
EN15	IUCN Red List species affected by operations	Not reported	
EN16	Total direct and indirect greenhouse gas emissions	Planet	CDP Investor
EN17	Other relevant indirect greenhouse gas emissions	Planet	CDP Investor
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Planet	CDP Investor
EN19	Emissions of ozone-depleting substances	Not reported	
EN20	NOx, SOx, and other significant air emissions	Not reported	
EN21	Water discharge and quality	Planet	CDP Water
EN22	Amount of waste by type/destination	Planet	CDP Water
EN23	Number/volume of significant spills	Planet	
EN24	Weight of hazardous waste	Not reported	
EN25	Water source/habitats significantly affected by water and runoff		CDP Water
EN26	Initiatives to mitigate environmental impacts of products and services	We Will Deliver Products That Delight Consumers and Respect The Planet	
EN27	Reclaimed products	Planet	
EN28	Incidents/fines for non-compliance with environmental regulations	KPI Chart	
EN29	Significant environmental impacts of transportation or logistics	Planet	CDP Investor
EN30	Total environmental protection expenditures and investments by type	See Annual Report	Annual Report

<b>7. Social Performance Indicators</b>			
LA1	Workforce by employment type/region	People	
LA2	Employee turnover	People	
LA3	Benefits provided to full-time employees	People	
LA4	Employees covered by collective-bargaining agreements	Approximately 45%	
LA5	Notice period regarding operational changes	Follow regulations	
LA7	Health and safety data	People	
LA8	Education, training, counseling, prevention, and risk-control programs for families affected by HIV/AIDS and other diseases	People	HIV/AIDS Policy



GRI Indicator	Indicator Description	CP Sustainability Report Reference or Direct Answer	Other Reference
<b>7. Social Performance Indicators (continued)</b>			
LA9	Health and safety topics covered in formal agreements	Not reported	
LA10	Average hours of training per year per employee	People	
LA11	Programs for skills management/lifelong learning	People	
LA12	Performance and career evaluations	People	
LA13	Employee and governance body demographics	Not reported	
LA14	Remuneration	Not reported	
HR1	Investment agreements with human rights clauses	Suppliers	Supplier Code of Conduct
HR2	Human rights screening of major suppliers/contractors	Suppliers	Supplier Code of Conduct
HR3	Employee training on human rights policies and procedures	People	Code of Conduct
HR4	Discrimination	People	Code of Conduct
HR5	Freedom of association and collective bargaining	See Code of Conduct	Code of Conduct
HR6	Child labor	See Code of Conduct	Code of Conduct
HR7	Forced and compulsory labor	See Code of Conduct	Code of Conduct
HR8	Security practices	Not reported	
HR9	Indigenous rights	See Code of Conduct	Code of Conduct
SO1	Impacts of operations on communities	People, Emerging Markets	
SO2	Business units analyzed for risks related to corruption	See Code of Conduct	Code of Conduct
SO3	Extent of training and risk analysis to prevent corruption	See Code of Conduct	Code of Conduct
SO4	Actions taken in response to incidents of corruption	See Code of Conduct	Code of Conduct
SO5	Public policy positions and participation in public policy development and lobbying	See Code of Conduct	Code of Conduct
SO6	Political contributions	\$0	
SO7	Anti-competitive behavior, antitrust, monopoly practices	Not reported	Code of Conduct

GRI Indicator	Indicator Description	CP Sustainability Report Reference or Direct Answer	Other Reference
<b>7. Social Performance Indicators (continued)</b>			
SO8	Monetary value of significant fines for non-compliance with laws and regulations	Not reported	
PR1	Health and safety across the life cycle of products and services	Performance	Product Safety Research Policy
PR2	Instances of non-compliance with health and safety regulations	KPI Chart	
PR3	Product information and labeling	Performance	Product Safety Research Policy
PR4	Product information and labeling regulations	Performance	Product Safety Research Policy
PR5	Practices related to consumer satisfaction	People	Consumer Affairs
PR6	Marketing communications adherence to regulations		Advertising Guidelines
PR7	Non-compliance with marketing communications regulations	Not reported	
PR8	Complaints regarding breaches of consumer privacy	Not reported	
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Not reported	