

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

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Working at Colgate allows each of us to serve a purpose bigger than ourselves—to reimagine a healthier future for all people, their pets and our planet. This purpose is shared by Colgate People around the world and it guides our ambitions to drive social impact by being a best-in-class employer and a responsible corporate citizen, to help people develop habits that improve their health and their homes, and to preserve and enhance our environment.

Colgate People know that we have a unique opportunity to shape a better world. The Colgate brand is found in more homes than any other—more than 58% of households—which provides a world of opportunity for us to make a difference through innovation, education and partnership.

Innovation to Achieve Breakthroughs

Innovation can move the needle. Our first-of-its-kind recyclable toothpaste tube aims to make plastic tubes part of the circular economy, not just for our toothpaste, but for all toothpaste tubes. We proudly support transparency and are working to educate consumers about our recyclable toothpaste tubes by inviting them to learn more at colgate.com/goodness. And everywhere you look

across our product portfolio, you see large and small reinvention: toothpaste tabs in metal tins, mouthwash in aluminum cans, just-add-water tablets for liquid hand soap and concentrated gels for dish liquid, toothbrushes with handles made from bamboo or designed with replaceable brush heads that use 80% less plastic than our similarly sized toothbrushes. All of these changes help us

reduce our use of plastic and cut plastic waste, which is a top priority for our team. Innovating to find a better way has also helped us reduce the energy we use in our operations by 37%, cut greenhouse gas emissions by 38% and reduce our use of water 52%, all since 2002.

Education to Rally Change

We know that about 80% of our environmental footprint occurs when people use and dispose of our products, so we seek opportunities to encourage better habits. Our Save Water campaign encouraging people to turn off the tap when brushing has contributed to the avoidance of approximately 206 billion gallons of water since 2016, plus 10.8M metric tons of greenhouse gas emissions from the energy needed to treat, heat and pump water. And recently, when we introduced our breakthrough recyclable toothpaste tube under the Colgate brand in the U.S., we included a bold "Recycle Me!" message to build awareness among consumers, and begin changing their behavior.

We also know that education holds a key to better health. We've reached over 1.4 billion children and their families with our Bright Smiles, Bright Futures® (BSBF) oral health education program.



And our new oral health literacy campaign to empower people to Know Your OQ™—to understand and improve their oral health quotient—calls out the links between oral health and overall health and well-being, so people take action for a healthier future.

Partnership to Power Progress

The world's challenges are daunting, and no company can go it alone. So while innovation and education are two ways we get things done, it's partnership that amplifies their impact. Examples are many. The reach of BSBF in 80+ countries is only possible through partnership with schools, retailers, dental professionals and others. Our decision back in 2019 to share our recyclable tube technology encouraged the transition for other toothpaste companies. And to advance recycling, we joined eight other companies as original investors in funds with the Closed Loop Partners to support

new infrastructure at scale. That partnership led to another benefit: it connected us with Algramo, which helped us experiment with a refillable model for our Softsoap liquid hand soap.

To conclude, our purpose to reimagine a healthier future for all brings extra meaning to our work for sustainability and social impact. Innovation is key to our progress, education is essential for building momentum for change and partnership makes both far more powerful. I invite you to review our progress and plans in the pages of this report.

Noel Wallace
CHAIRMAN, PRESIDENT AND CHIEF EXECUTIVE OFFICER

A WELCOME LETTER FROM ANN TRACY, CHIEF SUSTAINABILITY OFFICER

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Post the 2021 United Nations Climate Change Conference (COP26), my four Gen Z kids still say that our planet is in trouble, and they're still counting on us to do something about it.

Young people—and increasingly consumers of all ages—expect the companies they support to take on the burning issues of the day: climate change, plastic waste and water scarcity, as well as health, education and diversity, equity and inclusion. At Colgate-Palmolive, we are focused on solving big problems. We are proud that our Colgate brand is in more homes than any other, and tackling these issues starts at home. We see that as our superpower, and we have a big responsibility to use our global reach to help the people who buy and use our products live more healthy and sustainable lives.

We are pleased to report our progress in 2021, the first year of our 2025 Sustainability & Social Impact Strategy. Our Strategy consists of three Key Ambitions with 11 actions and associated measurable targets. These actions are designed to manage both risks and opportunities for our business and to bring our purpose to life: WE are Colgate, a caring, innovative growth company reimagining a healthier future for all people, their pets and our planet.

We are focused on innovating our packaging to use more recycled plastic, less plastic or no plastic at all as we work toward our target to have 100% recyclable, reusable or compostable plastic packaging by 2025. A great example is the progress we have made to implement the first tube to be recognized by external recycling authorities as recyclable across all of our toothpaste brands. Part of our mission is to educate consumers about our recyclable toothpaste tubes, encouraging them to check locally since their community may not yet accept tubes for recycling and inviting them to learn more on our website. We are also excited to hear that other major brands have pledged to move to a recyclable tube by 2025 so that approximately 75% of the 20 billion tubes will become recyclable. We're working with our suppliers to ensure we have strong responsible sourcing programs in place, helping to reduce emissions and water use in our value chain. Finally, in the communities where we live and work, we have reached over 1.4 billion children and their families with our Bright Smiles, Bright Futures® oral health education program and helped to find over 12 million shelter pets forever

homes through our Hill's Food, Shelter & Love™ program. We invite you to learn more about our progress towards our 2025 Sustainability & Social Impact Strategy through this newly designed interactive report.

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



Ann Tracy
CHIEF SUSTAINABILITY OFFICER



SUSTAINABILITY & SOCIAL IMPACT STRATEGY HIGHLIGHTS

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\$17.4B Worldwide Net Sales in 2021; products marketed in over 200 countries



MORE THAN 12M pet adoptions through Hill's Food, Shelter & Love™ program since 2002

\$301M
invested in 1,500 energy saving projects since 2011



REACHED OVER 1.4B children and their families with oral health education since 1991

206B GALLONS
of water saved and 10.8 million metric tons of CO₂e avoided from Save Water campaign



Rolling out the first-of-its-kind recyclable toothpaste tube and shared the technology at over 50 sessions

TARGETING NET ZERO
carbon emissions across our value chain by 2040

100% RENEWABLE
energy target by 2030



REACHED MORE THAN 500,000
people in communities, schools and clinics to gain access to safe water services



27 LEED
certifications globally

26 TRUE ZERO WASTE
certified facilities globally across 5 continents

About Colgate-Palmolive

Colgate-Palmolive Company (together with our subsidiaries, "we," "us" "our" the "Company" or "Colgate") is a caring, innovative growth company reimagining a healthier future for all people, their pets and our planet. We seek to deliver sustainable, profitable growth and superior shareholder returns, as well as to provide Colgate People with an innovative and inclusive work environment. We do this by developing and selling products globally that make people's and their pets' lives healthier and more enjoyable and by embracing our sustainability and social impact and diversity, equity and inclusion (DE&I) strategies across our organization.

We operate in more than 80 countries, and our products are marketed in more than 200 countries and territories. As of December 31, 2021, we had approximately 33,800 employees based in over 100 countries. Headquartered in New York City, Colgate operates through two product segments: Oral, Personal and Home Care and Hill's Pet Nutrition, and six divisions around the world: North America, Latin America, Europe, Asia Pacific, Africa/Eurasia and Hill's Pet Nutrition.

PRESERVING OUR ENVIRONMENT

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

Eliminate Plastic Waste

Colgate has determined that it is not enough to behave responsibly within our own business. To truly make a difference and have a positive impact, we are working toward a shift to the circular economy, one where products are designed to be reusable and waste streams become feedstocks for other products. But this ambitious goal is not

something any one company can achieve on its own. It is by working with partners like the Consumer Goods Forum (CGF) Coalition of Action on Plastic Waste, Closed Loop Partners (CLP) and the Anheuser-Busch (AB InBev) InBev 100+ Accelerator (100+ Accelerator) that we are able to move toward a sustainable future.

Partnerships to Reduce Plastic

Closed Loop Partners is a New York-based investment firm comprised of venture capital, growth equity, private equity and catalytic capital, as well as an innovation center focused on building the circular economy. Their investments seek to align capitalism with positive social and environmental impact by reducing waste and greenhouse gas emissions via materials innovation, reuse and refill, supply chain optimization and landfill diversion.

Colgate joined AB InBev, The Coca-Cola Company and Unilever to jointly run and sponsor the 100+ Accelerator, an open-innovation program designed to collaborate with entrepreneurs, innovators, engineers and scientists on some of the world’s most pressing sustainability issues. Together, the corporate partners identified key shared

sustainability challenges and published them as a call for applications for the third cohort. From over 1,300 applications, the 100+ Accelerator team selected 35 startups and will be implementing these solutions in over 20 countries around the world. Eighteen of the startups are women-founded, and 11 are joint pilots with the partner

companies. Collectively, the 100+ Accelerator and its startups are tackling targets across each of the 17 UN SDGs. Of the six startups that Colgate sponsored directly, five are focused on the circular economy. For example, Make Grow Labs turns food waste into biomaterials for packaging using scoby cellulose in Poland; Solutum has created a soluble and biodegradable alternative to flexible packaging and will produce bags and soap wraps for Colgate in Israel; Wattron has created innovative heating solutions that saves on packaging, energy and time in Germany and Plastics for Change created a fairtrade system for recycling plastic waste and collecting 100 metric tons of plastic in India to include in blister packaging for charcoal.

In keeping with our commitment to the Ellen MacArthur Foundation's Plastics Pact Network, we signed on to the Plastic Pacts of Canada, the United Kingdom and ANZ (Australia, New Zealand and Pacific Islands) as we continue to work toward our mutual goals related to reduction of problematic materials for recycling, increases in recycled content and recyclability of packaging across all of our product categories.

In 2021, we also signed the Ocean Plastics Leadership Network (OPLN) call-to-action for a United Nations treaty on plastics pollution and confirmed our support for the CGF's [Golden Design Rules](#) aimed at eliminating plastic waste through design.

In our 2025 Sustainability & Social Impact Strategy, we set a target to design and deliver circular and alternative solutions for all our products, aimed at zero plastic waste.

By 2025, it is our goal to:

- Eliminate unnecessary and problematic packaging
- Use at least 25% post-consumer recycled plastic in our packaging
- Reduce the use of new (virgin) plastic by one-third against a 2019 baseline
- Make all our packaging recyclable, reusable or compostable

Our progress against these targets, as of December 31, 2021, is set forth below. Our progress against these targets does not include our EltaMD, Filorga, hello or PCA SKIN businesses or co-packers.

- We continue to strive to eliminate PVC. We have eliminated using PVC in 99.9% of our packaging by weight. We have also developed plans to exit the remaining uses where there remains a technical challenge related to product safety.
- Colgate's 2025 target is to use at least 25% post-consumer recycled content in our plastic packaging. Our 2021 full-year use of post-consumer recycled plastic in packaging was 14.2%.
- In our effort to eliminate plastic waste, our 2025 target is to reduce our use of new (virgin) plastics in packaging by one-third against a 2019 baseline. As of December 31, 2021, we have eliminated new (virgin) plastic in our packaging by 8.5% against a 2019 baseline.
- As of December 31, 2021, approximately 84.2% of our packaging across categories and materials (plastic, fiber, metal and glass) by weight was technically recyclable.



Recyclable Toothpaste Tube

Colgate’s [first-of-its-kind recyclable toothpaste tube](#), which first launched with Tom’s of Maine in the U.S. in November 2019, has so far been introduced in five divisions under the Colgate brand. Our goal is to transition the remainder of our toothpaste portfolio to the recyclable tubes by 2023 in the U.S. and by 2025 globally. We are making significant progress in our efforts to transform the toothpaste category and, so far, have shared our tube technology by holding over 50 sessions with the packaging industry, NGOs and other consumer product companies. For an informative video highlighting this process, see [Recyclable Plastic Transforming Toothpaste Tubes](#).

Colgate’s tube, the first to be recognized by external recycling authorities as recyclable, is made from High Density Polyethylene (HDPE), the same No. 2 plastic used for milk and detergent bottles. Recycling the tube alongside plastic bottles requires no extra steps—no rinsing, cutting or cleaning before placing it into a recycling bin.

Colgate launched the recyclable toothpaste tube with a “Recycle Me” message in the U.S. The bold, limited edition “Recycle Me!” graphics will be found on select tubes of Colgate® Optic White Advanced Sparkling White, Colgate® Cavity Protection, Colgate® Max Fresh Cool and Colgate® Total Whitening.

The goal of the “Recycle Me!” campaign is to build awareness of recyclable tubes not only among consumers, but also among recycling stakeholders. Even with all these efforts, however, during this transition phase communities may not yet accept tubes for recycling. Consumers should check with their local community facilities. Learn more at [colgate.com/goodness](#).

We are proud to be the leaders in this space and our goal is to continue developing innovative science that creates products that are ultimately better for our planet.



Reusable Metal Handle for Toothbrush

Colgate launched Colgate® Keep, our first-of-its kind manual toothbrush with a replaceable head and a reusable metal handle for 80% less plastic waste compared to similarly sized Colgate toothbrushes. Available online and at national retailers in the U.S., Colgate® Keep is making less plastic options more accessible for consumers looking for easy ways to reduce their plastic waste. The outer cardboard packaging is made with 60% recycled content and is recyclable.

Handwashing Tablets

An example of our commitment to improving the sustainability of our products is our 2021 launch of Softsoap tablets, a new version of our popular hand soap. Rather than being purchased in a liquid form, the consumer purchases tablets, drops one into a reusable aluminum bottle, and adds water to make a foaming hand soap. The result is 71% less plastic compared to buying two 7.5 oz bottles of the leading foaming hand soap brand.



Partnerships

We are encouraged by the progress we have made and the fast start we have had. But creating a sustainable and circular economy is a journey. We cannot do it alone and are proud of the partnerships that have evolved through our strategy work.

- Closed Loop Partners
 - Consumer Goods Forum, Plastic Waste Coalition of Action
 - Ellen MacArthur Foundation
 - Institute of Scrap Recycling Industries (ISRI)
- Member of How2Recycle
 - Pet Sustainability Coalition
 - Sustainable Packaging Coalition
 - TerraCycle®
 - The Association of Plastic Recyclers
- The European Organization for Packaging and the Environment (EUROPEN)
 - The Recycling Partnership
 - World Wildlife Federation (WWF)

Accelerate Action on Climate Change

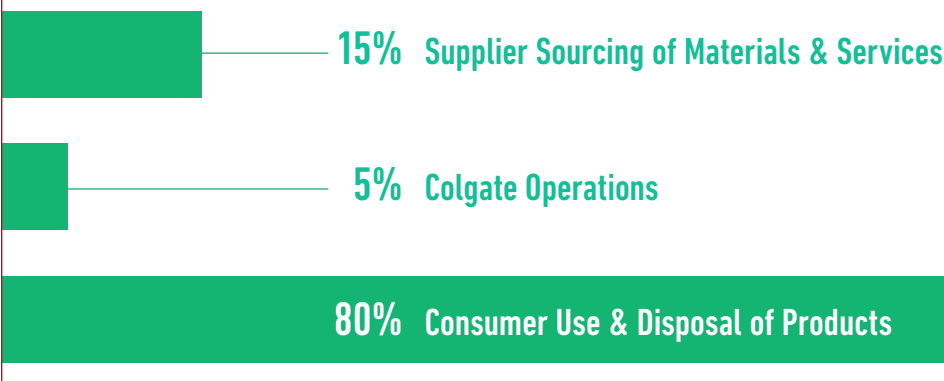
At Colgate, we are on a mission to create a healthy and sustainable future for all. Achieving that future means we have an important responsibility to address climate change and its threat to disrupt every aspect of our lives—from environmental impacts like weather events, water security and biodiversity,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

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

We will make progress towards reducing emissions by working across our entire value chain, including our suppliers, operations, brands and consumers. The majority of our total GHG emissions across our four core product categories (oral care, personal care, home care and pet nutrition) are associated with the consumer use of our products—particularly related to the use of hot water for personal and home care, as well as cold water used for oral care. That’s why we made an ambitious commitment to reduce the indirect use phase emissions associated with the consumer use of our products by 20% by 2025 against a 2016 baseline.

Although our own global operations contribute only about 5% of our total carbon footprint, these emissions are the ones that we have the most direct operational control over, so we continue to work hard to drive efficiency and reduce our GHGs.

Colgate's Carbon Footprint*



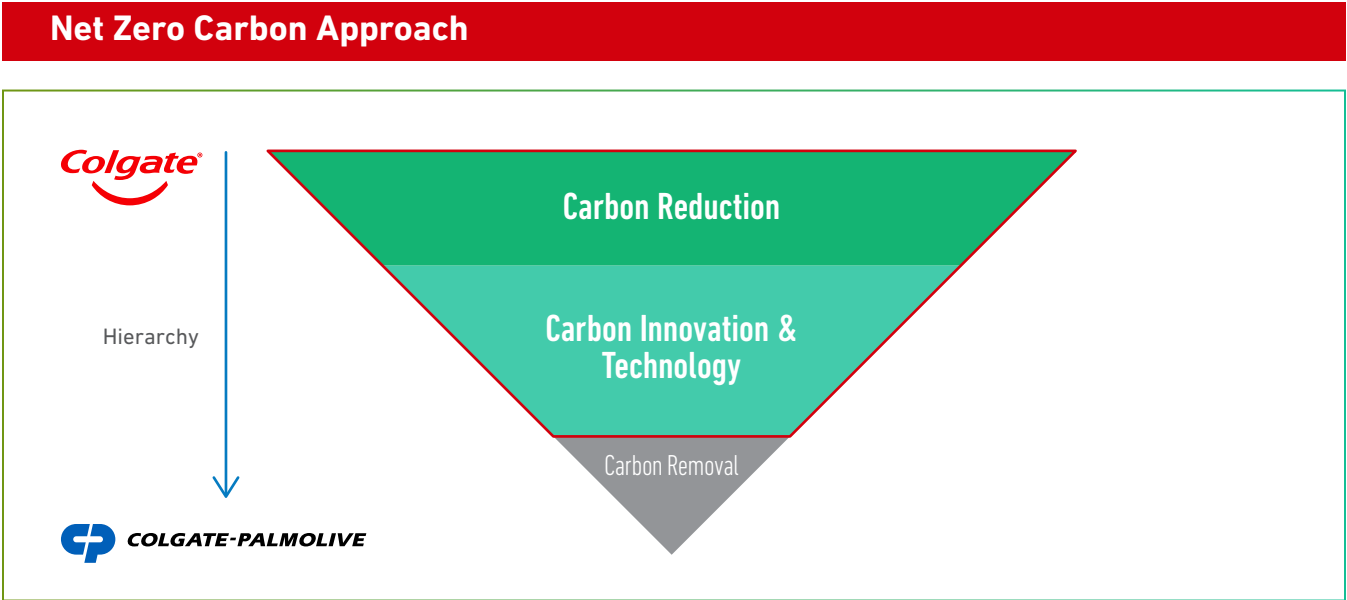
* Approximate percentages based on 2020 baseline data across Colgate-Palmolive's global categories and geographies

Net Zero Carbon Transition and Targets

Underlying Colgate’s climate commitments are science-based targets focused on a Net Zero carbon transition. Colgate’s current targets for Scopes 1, 2 and 3 emissions were approved by the SBTi in 2020. Following the release of the new SBTi Net Zero Carbon Standard in late 2021, Colgate has established additional long-term and interim climate targets for SBTi’s review and approval in 2022.

Net Zero Carbon Transition Approach

Our overall approach to drive our Net Zero carbon targets can be expressed in this simple graphic:



Our first priority is to find ways to reduce our carbon footprint and/or mitigate carbon emissions across our entire value chain. This includes investments in energy efficiency and reduction, encouraging suppliers to reduce their carbon footprint, developing less carbon intensive products and shaping consumer habits.

Next, we will continue to identify and deploy meaningful lower carbon innovations and technologies that replace more traditional carbon-intensive processes. Examples of this include increased use of renewable and carbon-free energy sources, as well as emerging technology solutions for materials, packaging, manufacturing, transportation and product use that lower the overall carbon footprint.

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

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

Net Zero Carbon Targets

Colgate is committing to the following Net Zero carbon and other climate-related targets:

By 2025, it is our goal to:

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

By 2030, it is our goal to:

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

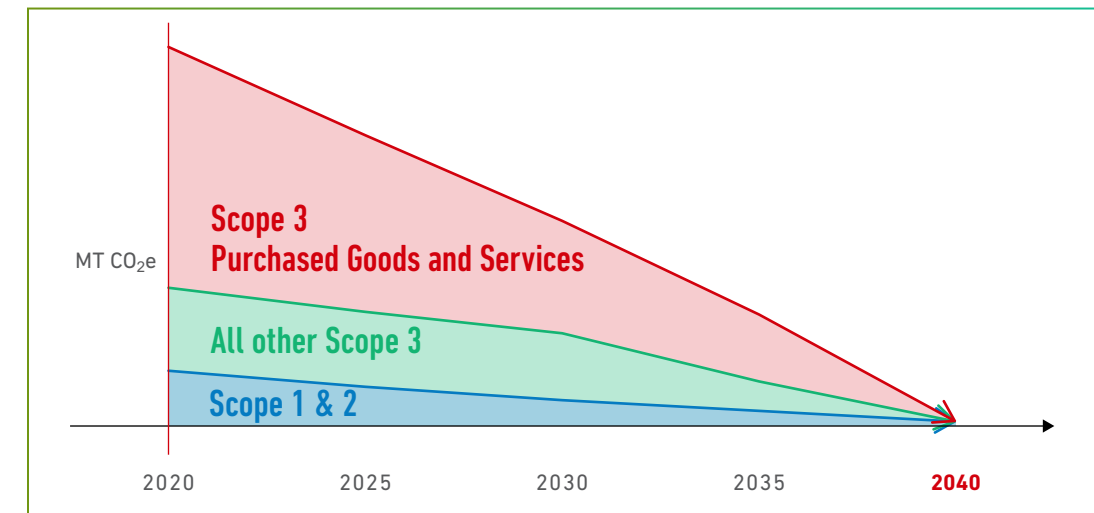
* excludes Scope 3 Categories 2, 9, 11 & 12 per SBTi Net Zero Standard

By 2040, it is our goal to:

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

Our Net Zero targets were established to be compliant with SBTi's Net Zero Carbon Standard with the SBTi's review and approval anticipated in 2022. We have also incorporated guidance from the Climate Action 100+ Net Zero Benchmark, which assesses the performance of companies against the initiative's three high-level goals: emissions reduction, governance and disclosure.

Colgate's Net Zero Carbon Pathway

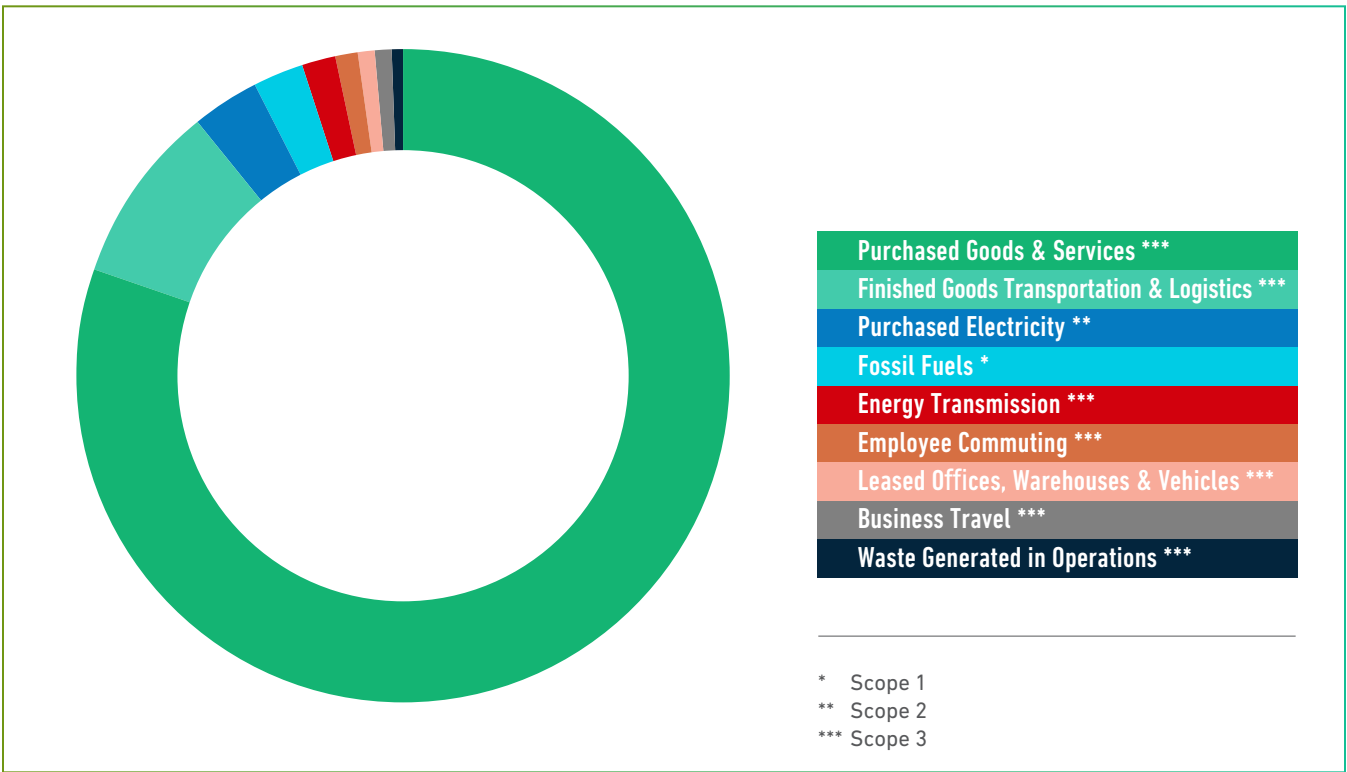


This graphic shows our estimated decarbonization glide path towards Net Zero by 2040.

Net Zero Carbon Boundary

The boundary and scope of our Net Zero carbon target includes the following Scope 1, 2 and 3 categories:

Colgate Net Zero Carbon Value Chain Boundary

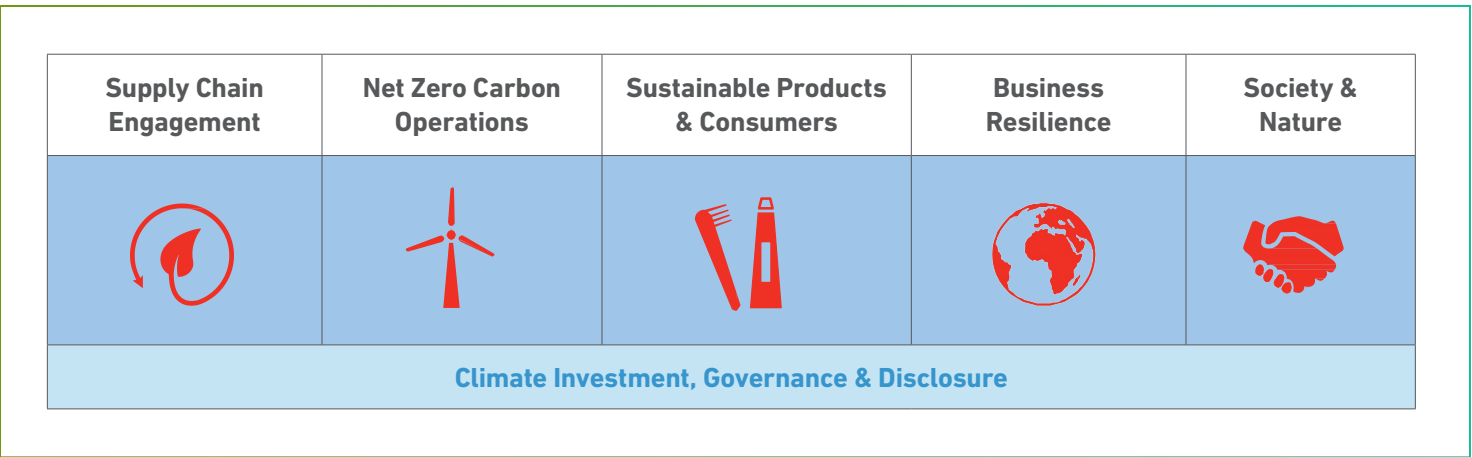


The proportions shown are based on a 2020 baseline. Based on SBTi criteria, this boundary does not include the Scope 3 categories “Capital Goods,” “Downstream Transportation and Distribution,” “Use of Sold Products” and “End-of-Life Treatment of Sold Products.” However, to ensure that we continue to drive action and measure progress, Colgate has set an additional and voluntary target to reduce emissions from the use and disposal of our sold products, which is above and beyond the SBTi requirements.

Colgate’s 2025 Climate Action Strategy

To help support our ambitious targets around climate action and Net Zero carbon transition, we are focusing our climate strategy on five interconnected pillars:

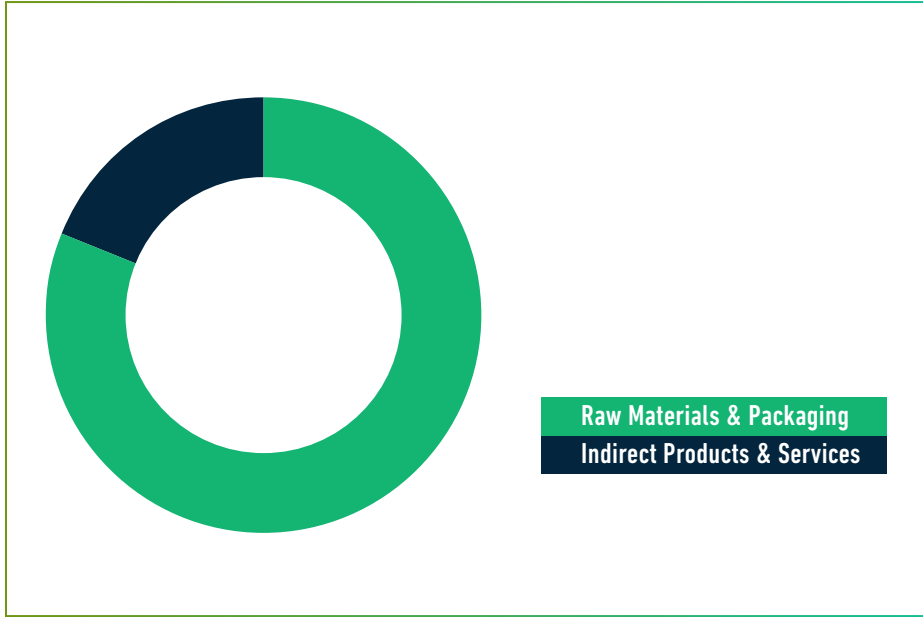
Colgate Climate Action Strategy



Supply Chain Engagement

The sourcing of our ingredients and packaging accounts for about 80% of Colgate’s Purchased Goods and Services emissions, so we’re working directly with our suppliers to encourage them to set science-based climate targets, assess their climate and water risks, improve their energy and water efficiency and increase their use of renewable energy. In addition, our climate engagement efforts are helping suppliers innovate to provide us with lower-emissions ingredients and packaging, as well as carbon footprint data.

Emissions from Purchased Goods & Services



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

In 2021, our procurement organization elevated its climate engagement efforts with our suppliers. To kick off the annual CDP reporting season, we invited suppliers to participate in a special webinar focused on our climate targets, CDP’s role in our strategy and best practice sharing. Seventy-one suppliers attended this special webinar, during which we highlighted U.S. EPA ENERGY STAR programs, such as the Challenge for Industry, Energy Treasure Hunts, and the ENERGY STAR Guidelines. We recommended that suppliers become an ENERGY STAR Partner Company and asked them, if they’re not already, to do the following:

- Measure GHG emissions and water usage
- Track annual performance against those goals
- Set short- and long-term goals to reduce emissions and water usage
- Report progress against goals via CDP climate and water surveys

Carbon-Intensive Materials

We have identified the ingredients and packaging materials in our product categories that have the highest carbon impacts. Our research and development, procurement and commercial teams are working to leverage this information to help them identify and prioritize opportunities through material and supplier choices without negatively affecting consumer experience, quality or cost.

Net Zero Carbon Transition—Supply Chain

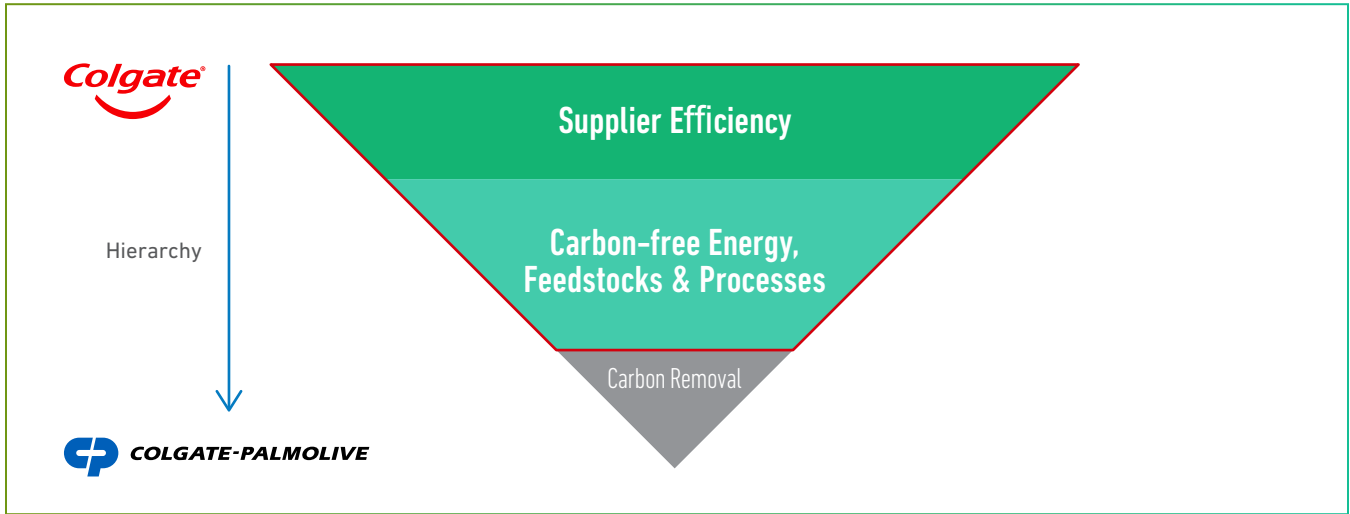
In alignment with our overall Net Zero carbon transition approach, Colgate is focused first on our supplier efficiency opportunities to decarbonize. This includes their focus on energy and transportation efficiency, as well as investments in renewable energy, lower carbon and renewable feedstocks, sustainable packaging innovations and process technology changes.

Net Zero Carbon Operations

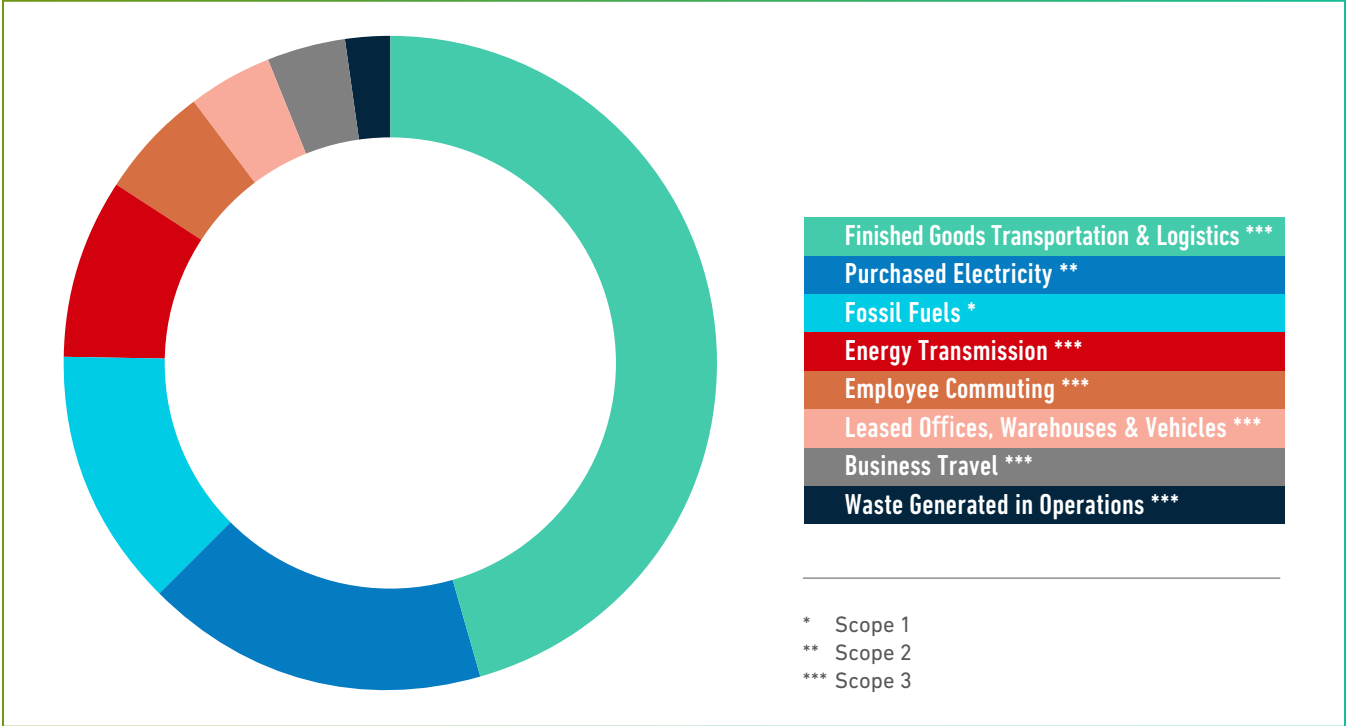
We are committed to decarbonizing our operations to align with limiting global temperature rise to 1.5°C above pre-industrial levels and we encourage every Colgate factory, logistics team, warehouse and office to do their part to help achieve this target.

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

Net Zero Carbon for Supply Chain

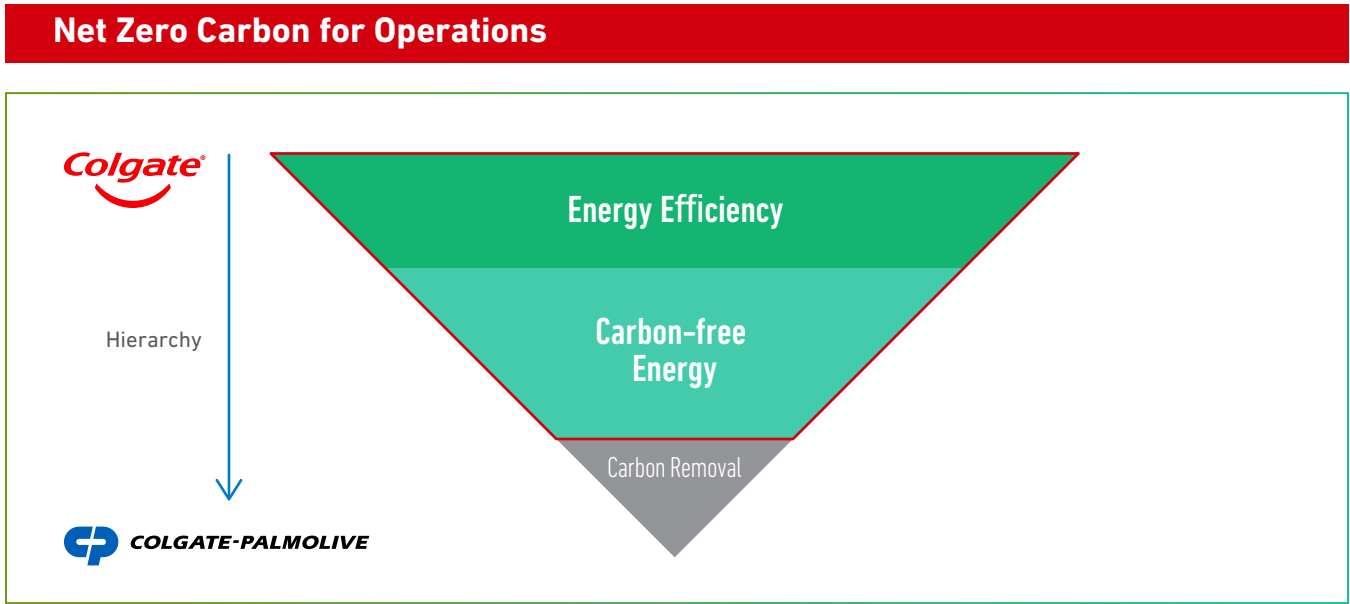


Emissions from Our Operations



Net Zero Carbon Transition—Operations

After the initial development of our Climate Action & Net Zero Carbon Roadmap, we held webinars to roll-out this plan to our operational teams and educate them on how to take action to decarbonize their activities and encourage them to take such action. Topics included defining Net Zero carbon and highlighting the main tactics available such as renewable energy sourcing, energy efficiency upgrades, electrification and the identification of process improvements. The overall approach for Net Zero carbon in our operations is shown below:



U.S. EPA ENERGY STAR

In 2021, Colgate was named a U.S. EPA ENERGY STAR Partner of the Year for the 11th consecutive year and was recognized specifically for Sustained Excellence, reflecting the long-standing commitment and results on increasing energy efficiency around the world. The following programs have contributed to the achievement of Colgate’s energy intensity reduction goal.

“Top 10” Energy Actions

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

5% for the Planet

Our “5% for the Planet” program helps ensure that our global manufacturing sites identify, fund and implement climate, energy, water and waste projects that deliver environmental improvement with a cost savings. The program sets an annual goal to invest a minimum of 5% of our manufacturing capital expenditure budget on cost-savings projects that deliver energy reduction, water conservation and reduction of waste to landfill, with at least 2% of the manufacturing capital budget targeted specifically toward energy efficiency projects. Since the inception of the program in 2011, Colgate has invested more than \$301 million in over 1,500 projects, delivering an estimated savings of more than \$97 million.

Energy Treasure Hunt Program

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



In 2021, people at our Mission Hills manufacturing facility in Mexico discovered 58 energy projects to reduce the site's energy consumption.

Energy Reduction Teams

Colgate's Global Energy Reduction Team leads the technical implementation of Colgate's energy strategy by setting annual objectives and developing tools and programs to help our sites reach their energy reduction targets. This cross-functional global team is composed of individuals with expertise and passion for reducing Colgate's energy use and GHG emissions. For 18 years, this dedicated team has continued to focus on supporting our plants with many tools, activities and initiatives.

Renewable Electricity

In 2021, we developed a Renewable Energy Master Plan (REMP) to help reach 100% renewable electricity across our operations. The REMP has been informed by third-party energy experts providing intelligence on the available tactics to obtain renewable electricity at each of our locations. Also, to help achieve our 100% renewable electricity by 2030 target across our operations, we have assigned responsibility for renewable energy to our division procurement leaders.

The four primary tactics of the Renewable Energy Master Plan are:

1. On-Site Solar Generation
2. Utility Green Power
3. Verified Renewable Energy Certificates
4. Virtual Power Purchase Agreements

Our REMP provides detailed visibility into the timelines and milestones to reach 100% renewable electricity for each manufacturing site and Colgate-owned warehouse and office across the four tactics.

In 2021, five new on-site solar installations were completed at Colgate facilities in India, Turkey, Greece and two in the United States. In addition, our Burlington, New Jersey, location installed and activated solar panels that are capable of providing 100% of their onsite electricity load.

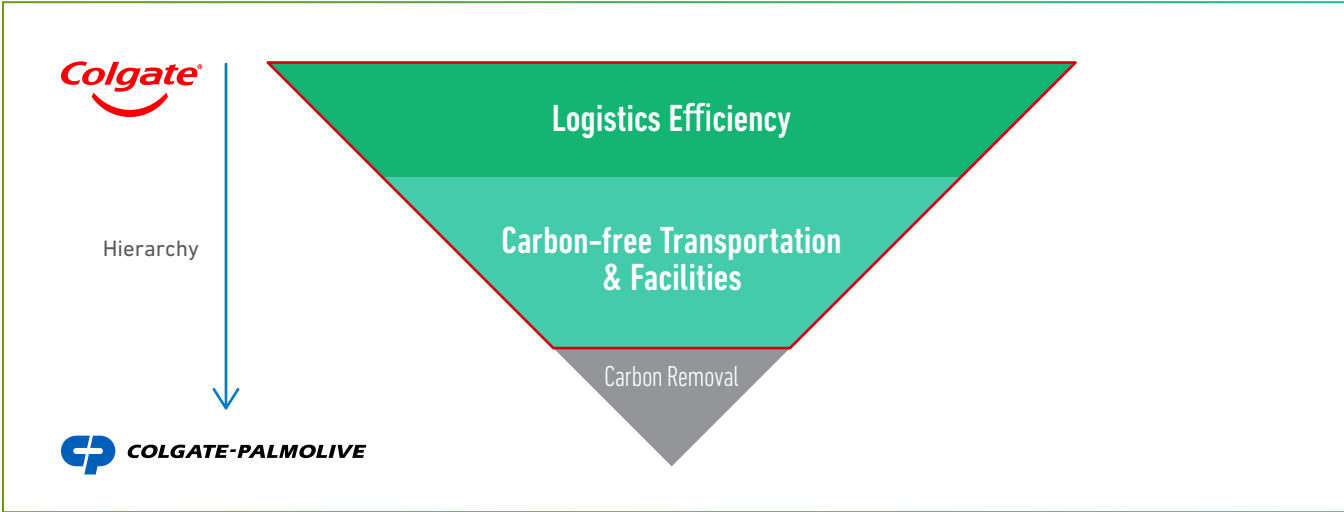


Sustainable and Efficient Logistics

Customer service and logistics teams at Colgate continue to launch sustainable and efficient logistics initiatives around the world. These efforts are aimed at reducing costs and environmental impacts while improving customer service.

Potential tactics for the logistics Net Zero carbon transition include efficiency opportunities, such as route and load optimization, reduced packaging and shipping less water (e.g., concentrated formulas). In addition, to move towards carbon-free transportation and facilities, tactics include increased use of emerging “green” technologies, renewable energy and driving vendor climate alignment and innovation.

Net Zero Carbon for Logistics



In 2021, we increased the reach of our Load Optimization project to Latin America (Andina and Central America). Using SAP Transportation Management—a tool currently in place in Canada, the United States, Mexico, Brazil and Vietnam—we are automatically planning shipments to their optimal capacity. This has led to more efficient load planning and minimization of the number of shipments to deliver our products in a timely fashion.

In addition, Colgate agreed to participate in the United Nations Global Compact’s Young SDG Innovator program. Three early-in-career Colgate employees from the Global Supply Chain organization from our engineering, logistics and procurement functions will collaborate with the program’s facilitators and peers through brainstorming sessions, skill trainings and workshops to define and implement an actionable roadmap to reduce Colgate’s logistics-related climate impacts and support our Net Zero carbon goal.

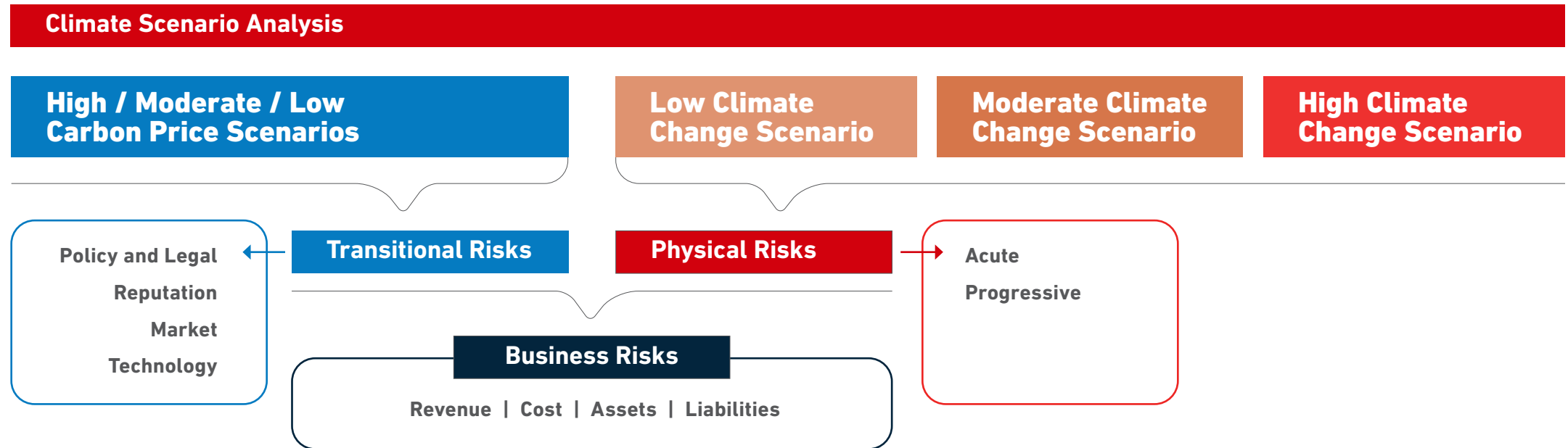
Sustainable Products and Consumers

Approximately 80% of our GHG emissions are attributable to the use and disposal of our products and packaging, so we have committed to help avoid emissions from consumers by 20% by 2025 against a 2016 baseline. Our most dramatic opportunities to shrink our climate impact therefore lie in the design of our products and influence on consumer behavior. Some examples include:

- Designing packaging such as our first-of-it-kind recyclable toothpaste tube, that either uses less plastic, is made with recycled content, or is recyclable, reusable or compostable often has associated carbon reduction benefits.
- Raising consumer awareness of water conservation—our Save Water messaging campaign.

Business Resilience

We acknowledge that the impact of climate change poses potential short-, medium- and long-term risks to our business. As we accelerate the decarbonization of our value chain to help limit global temperature rise to 1.5°C, our teams are building climate resilience into our global business activities. We are continuing to assess our climate impact, risks and opportunities and to integrate our sustainability strategy across our organization while creating a healthier future for all people, their pets and our planet.



Climate-Related Scenario Analysis

Climate-related scenario analysis is a tool that helps assess an organization's financial exposure to climate change, both for physical and transition risks under different climate futures.

Colgate engaged with a third-party expert to conduct a climate-related scenario analysis to better understand how climate change may impact our business and what type of actions can be taken to avoid climate risks or capture opportunities. The analysis covered the potential impacts of both physical risks, such as hurricanes or droughts, and the transitional risks, such as carbon pricing, regulatory requirements and impacts on Colgate's reputation. For more information on

the key findings of the climate-related scenario analysis conducted, please see our report aligned with the [TCFD](#) recommendations.

The information collected through this process will help us prioritize our risk management activities, inform our strategy, create capacity to set an internal carbon price, better assess the return on investment for sustainability related capital investments, align with new public reporting and disclosure frameworks and respond in a more complete way to investor requests about the potential climate risks to our business model.

We are continuing our work to conduct further climate scenario analyses, including pilot projects to quantify and monetize the climate and water risks.

Mitigation and Adaptation

To address the physical risks of climate change to our operations, Colgate has a long-standing operations risk management process that includes managing the effects of episodic climatic events, such as storms, floods, droughts and temperature extremes, to our facilities and supply chain. Colgate is committed to developing a long-term strategy to mitigate risks from climatic events. As part of our property loss-prevention program, our strategic manufacturing sites are highly protected against risks. Third-party assessments on property loss control are conducted annually for all strategic sites. Additionally, we develop and routinely update category contingency product sourcing plans to respond to, among other things, climatic events, including their impact on the availability of raw and packaging materials and logistics.

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

Society and Nature

Climate Justice and Equity

As part of Colgate’s work to address climate change and transition to a Net Zero economy, we recognize the potential social impacts of our climate strategy as a relevant issue for our business, as referenced in the Paris Agreement on climate change. Often those with the smallest contribution to climate change are the worst affected by it. The livelihoods of the world’s most vulnerable are often threatened by the adverse effects of climate change, as well as mitigation measures.

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

In addition, we are working to embed sustainability into all our products and brands. Our R&D and procurement teams are working to design sustainable products without negatively affecting consumer experience and the products’ efficacy, quality or pricing. This can help enable more equitable access to low-carbon products as markets shift with the transition to Net Zero.

Nature

In 2021, Colgate began engaging with GlobeScan on their Nature Agenda Project, which is a shared research and engagement program launched in 2021 with the support of 26 member companies. The program includes consumer insights across 11 countries and research with stakeholders across sectors on expectations and good practices for how companies address nature-related issues, risks and opportunities. Program findings are intended to help member companies develop and strengthen their strategies and programs to protect and restore nature.

Colgate is also engaged with several organizations, such as the Water Resilience Coalition (part of the UNGC’s CEO Water Mandate), the World Resources Institute, Gartner and GlobeScan to better understand the role of Natural Climate Solutions in our Climate Strategy to address multiple environmental and social co-benefits such as biodiversity, water security, social impact and overall business resilience.

No Deforestation

We recognize that deforestation and forest degradation contribute significantly to the release of GHGs. Our efforts to protect the environment through our sourcing practices are focused on key forest risk commodities including palm oil, soy-based products, pulp and paper-based packaging and beef (tallow). We have developed and implemented commodity specific policies for palm and soy that outline our expectations for suppliers of these materials and have an overarching [No Deforestation Policy](#) that applies to the four key forest risk commodities we source. We work closely with external partners, stakeholders and our peers to take action to protect at risk ecosystems and forests and work closely with local farmers, communities, governments and our supply chain to mitigate the risks of deforestation. One such example is through the work we conduct as a member of the [Consumer Goods Forum - Forest Positive Coalition](#).

Climate Investment, Governance and Transparency

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

Investment

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

In addition, in support of our 2025 Sustainability & Social Impact Strategy, in November 2021, we issued the Sustainability Bond. An amount equal to the net proceeds of the Sustainability Bond will be used to finance or refinance, in part or in full, new and existing projects and programs with distinct environmental and/or social benefits pursuant to our Sustainable Financing Framework, which is available on the investor center section of our website. The framework includes projects that help achieve our climate targets.

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

Governance

Colgate’s CSO chairs our Sustainability Steering Committee, which makes strategic decisions related to sustainability, monitors climate-related issues and works to integrate our sustainability strategy, including climate change, into our broader organization and meet our sustainability targets and KPIs. For more information regarding how sustainability is governed from a Board and management perspective, please see [Sustainability Governance](#).

Transparency and Disclosures

Transparency is important to us and to our stakeholders, as it provides accountability and trust. In this report, we provide climate-related information relevant to a broad range of stakeholders. As discussed above, Colgate formed an ESG Reporting Task Force in 2021 to address our stakeholders’ increasing demands for additional ESG and climate-related disclosure.

More information is available on our climate governance, strategy, risk management, metrics and targets in our CDP surveys, [TCFD](#) report, SASB report and our KPI table.

Partnering for Climate Leadership

We understand that addressing climate change cannot be done by a single entity and will require collaborative action across the board. This makes our engagement and collaboration with external partners an important element of our sustainability strategy, and through these partnerships we can complement our strong internal capabilities to create a healthier planet.

We are working with partners and organizations to accelerate action on climate change, eliminate waste, lead with zero waste facilities and drive sustainable sourcing. Colgate is proud to contribute to and learn from the collective intelligence of our partners in sustainability: These include:

- USEPA Green Power Partnership
 - World Resources Institute
 - USEPA ENERGY STAR Award 2021: Partner of the Year, Sustained Excellence
 - The Consumer Goods Forum
- Dow Jones Sustainability Indices
 - UN Global Compact
 - U.S. Green Building Council
 - CDP

In 2021, Colgate continued to work with Walmart’s Project Gigaton to support their goal to work with their suppliers to reduce one billion metric tons of GHG emissions from the global value chain by 2030. Through Project Gigaton, Colgate has committed to GHG goals in six areas: emissions, energy, waste, deforestation, packaging and product use. Colgate reports against these goals annually and has been recognized by Walmart as a “Giga-Guru supplier.”

All of these organizations are helping Colgate to accelerate climate action on a global scale.

Lead with Zero Waste Facilities

As part of our 2025 Sustainability & Social Impact Strategy, Colgate is working toward zero waste through the Total Resource Use and Efficiency (TRUE®) Zero Waste certification program overseen by Green Business Certification Inc. (GBCI). Currently, our manufacturing facilities in all our geographies and certain offices and warehouses are using the TRUE® Zero Waste approach and tools. TRUE Zero Waste facilities also meet high standards with respect to energy and water efficiency.



Achieving TRUE Zero Waste Certifications

Achieving TRUE Zero Waste certifications at 100% of our operations is one of our 2025 Sustainability targets. In 2021, six more of our sites achieved TRUE certification, including our first warehouse to be certified in Guayaquil, Ecuador. That brings the total number of TRUE certified sites, as of December 31, 2021, to 26, spread across five continents in 16 countries. Colgate was also the first company to achieve this certification in Ecuador and Mexico. As of December 31, 2021, 71% of all of Colgate's products are being produced at TRUE Zero Waste facilities.

Our site in Turkey, the Gebze plant, achieved TRUE certification in 2021. This site found alternative uses for non-recyclable waste, implemented a food waste composting program and reduced inbound and outbound packaging waste. The TRUE Zero Waste program also encourages employee engagement to find unique ways to manage waste diversion. In Turkey, they collected and recycled plastic caps from bottles and donated the proceeds to the Turkey Spinal Cord Injury Association.

Our manufacturing site in Bangpakong, Thailand, was also TRUE Zero Waste certified in 2021. They created programs to collect and divert food waste, reuse pallets and shipping containers, turn wastewater sludge into fertilizer and more. The site team also collected metal from waste beverage cans and donated the money they received to a company that produces prosthetic limbs—a wonderful contribution to their community.



Where waste gets diverted differs from site to site and is managed locally. One site, which manufactures toothpaste, found a creative solution for waste cream products that previously ended up in a landfill. Because the cream already had foaming power, they were able to pass it on to a vendor who uses it to polish metal surfaces.

Each site manages their own TRUE Zero Waste certification independently. Our corporate office provides training on the process and readiness workshops and meets with the sites to assess readiness. While as a company, to date, we have been focusing on manufacturing facilities for the TRUE Zero Waste program, we plan to include our offices and other warehouses as we work toward our 2025 goal of TRUE Zero Waste certifications everywhere.

Commitment to Sustainable Buildings

Colgate has committed to the U.S. Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED) certification for all our new construction projects around the world. Since 2013, we have used the LEED green building rating system to help design and construct our manufacturing sites, technology centers, warehouses and offices as one way to reduce our overall exposure to water and climate change—related issues and offer a healthier, more comfortable work environment.

Currently, Colgate has 19 facilities in the United States, Latin America, Asia and Europe that have achieved 27 LEED certifications. In addition, we operate several LEED-certified third-party distribution centers. Colgate has been a member company of the USGBC since 2007 and collaborates and engages with USGBC to advance LEED and green building practices for the global manufacturing sector. Further information about Colgate’s LEED-certified buildings is available on the USGBC [Green Building Information Gateway](#).

Water Stewardship

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

Our Water Stewardship Strategy

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

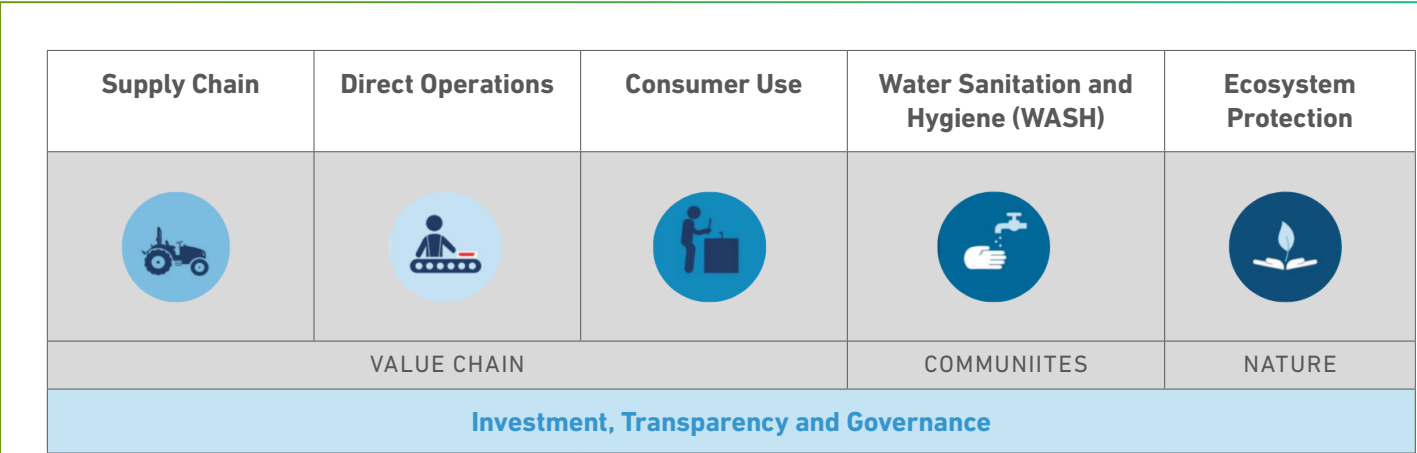
- Supply Chain
 - Direct Operations

- Consumer Use

- Water, Sanitation and Hygiene (WASH)

- Ecosystem Protection

Colgate’s 2025 Water Stewardship Strategy



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

Our Water Stewardship Targets

By 2025, our goal is to:

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

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

* as defined by the USGBC's LEED Zero program

Water and Our Supply Chain

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

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



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

Direct Operations

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

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

We have had manufacturing water conservation goals since 2002, and since then we have reduced the water consumed per unit of production in the manufacture of our products by 52%, exceeding our 2020 target. Our 2025 target is to reduce our manufacturing water intensity by 25% compared to 2010.

Key elements of our Operations program include:

5% for the Planet

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

True Cost of Water

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

Water Stewardship Standard

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

Net Zero Water

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

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

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

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

Wastewater Management

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



Rainwater collection tank in our Burlington, New Jersey, facility

Water Security

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

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

Consumer Use

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

Water Conservation Awareness

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



World Water Day

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

- **Water Resilience Call to Action:** As part of the Water Resilience Coalition, along with other member corporations, Noel Wallace, Chairman, President and CEO, signed the [Call to Action Letter](#) on behalf of the Company. The Water Resilience Coalition is an industry-driven, CEO-led initiative of the United Nations Global Compact CEO Water Mandate to preserve the world’s freshwater resources through collective action in water-stressed basins, alongside ambitious, quantifiable commitments.
- **Colgate People Celebrating World Water Day—**Colgate People in Piscataway, New Jersey, and Morristown, Tennessee, celebrated by exploring actions they can take to better understand what it is like to live in water-stressed communities and what we as individuals and employees of Colgate can do to support this effort.

Water, Sanitation and Hygiene (WASH)

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

Colgate is proud to continue our commitment to support water, sanitation and hygiene (WASH) programming through our partnership with Water For People as they pursue their mission to reach Everyone Forever with WASH services across Guatemala, India and Peru. From 2013 through 2021, Colgate's total support of more than \$2.2 million has helped more than 500,000 people in communities, schools and clinics gain access to safe water services.



“Colgate-Palmolive sets an exceptional standard in their sustainability practices and their dedication towards reaching the UN’s SDG 6 of clean water and sanitation for all. Water is the fundamental building block of strong empowered communities, and Colgate-Palmolive’s investments in the Water For People’s Everyone Forever model has helped lift families out of extreme poverty. Over the past nine years alone, Colgate-Palmolive has made a significant impact in the lives of over half a million people living in India and Latin America. Now, children are healthier, can attend school, and women don’t have to spend countless hours daily to collect water. This provides a tremendous opportunity of building a better future for everyone across the globe! Water For People is eternally grateful for the investments Colgate-Palmolive has made in our mission as well as their influence in changing the way people think about our most precious resource: water!”

Eleanor Allen
CEO WATER FOR PEOPLE



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

Ecosystem Protection

In prior years, Colgate supported The Nature Conservancy in projects to restore river systems and enhance wildlife habitats while conserving water and improving its quality. We also protect water-related ecosystems through our commitments to No Deforestation, water replenishment, wastewater treatment and community partnerships.

Investment, Transparency and Governance

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

Colgate participates on the United Nations CEO Water Mandate Action Platform as part of our commitment to the United Nations Global Compact (UNGC). Through our participation in the UNGC’s CEO Water Mandate, we have recently joined forces with other companies to launch an industry-driven initiative: the Water Resilience Coalition. The Coalition aims to preserve the world’s freshwater resources through shared, ambitious commitments that are meaningful and measurable, many of which mirror Colgate’s targets.

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



The CEO Water Mandate



water for people



WORLD
RESOURCES
INSTITUTE

Drive Sustainable Sourcing

Responsible Sourcing

The most environmentally friendly products are made with sustainable and responsibly sourced ingredients. Therefore, drive sustainable sourcing is one of the eleven actions we have articulated as part of our 2025 Sustainability & Social Impact Strategy.

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

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

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

Our strategy is to focus on:

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

Our Supplier Code of Conduct

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



Supplier Engagement

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

In order to engage with our suppliers in a meaningful manner, we are developing a system whereby we can collect and analyze a range of key data points from our suppliers and engage with them on setting performance targets. We will continue this effort in 2022 and will report on our progress.

Assessing and Managing Supplier Risk

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

Colgate's Supplier Responsible Sourcing Assessment (SRSA) program requires selected suppliers and business partners to complete a self-assessment focused on labor practices, human rights, worker health and safety, environmental management and business integrity. Using a supplier risk assessment scorecard, selected suppliers and business partners are scored against critical risk factors to determine the need to conduct a social compliance audit. When a supplier is assessed as high risk, a third-party audit of their facility is required. Through the SRSA program, we have assessed the performance of more than 70% of our suppliers in high-risk geographies since 2012, driving improved working conditions for more than 205,000 employees across our external supply chain. To date, there are more than 700 suppliers and service providers in the program, and approximately 50% have conducted a social compliance audit.

Colgate is also a member of the Supplier Ethical Data Exchange (Sedex) and we use the Sedex Members Ethical Trade Audit (SMETA) protocol to assess suppliers' compliance with laws covering freedom of association, forced and child labor, health and safety, wages and benefits, working hours and discrimination, and environmental and business ethics matters. Since the program's inception in 2012, we

have assessed more than 80% of our spend, including raw material and packaging suppliers, service providers, contract manufacturers, co-packing facilities and warehousing operations. We have also completed assessments of all our manufacturing facilities and conducted social compliance audits at all facilities located in high-risk geographies.

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

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

Supporting Working Conditions Globally

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

Moreover, it is Colgate’s policy not to work with any supplier or contractor known to operate with forced labor. We do not use forced labor within our own operations, and we seek to eradicate forced labor from our supply and value chains. We, as a member of the Consumer Goods Forum—Human Rights Coalition, endorse the Consumer Goods Forum (CGF) Resolution on Forced Labor and the Priority Industry Principles (PIP).

Conflict Minerals

Colgate has a Policy on Conflict Minerals and supports ending the violence and human rights violations by armed groups in the Democratic Republic of Congo (DRC) and neighboring countries, which have been funded in part by proceeds from the mining of cassiterite, columbite-tantalite (coltan), wolframite and gold, and their derivatives tin, tantalum and tungsten (3TGs). Our suppliers are expected to only provide Colgate with materials that are sourced from mines outside the DRC and neighboring countries or from smelters and refiners that have been designated as conflict-free by the Responsible Minerals Initiative.

Protecting the Environment Through Responsible Sourcing

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

Palm Oil

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

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

We continue to focus on increasing the transparency and traceability of palm oil we source. Our work on policy implementation, transparency and traceability is done in collaboration with Earthworm Foundation and trade groups such as the [Consumer Goods Forum - Forest Positive Coalition](#). Through our work as a member of the Forest Positive Coalition, we are collaborating with 20 global CPG brands and retailers to drive collective, transformative change to remove deforestation, forest conversion and degradation from key commodity supply chains and to support forest-positive businesses.

In 2021, we partnered with Earthqualizer to implement a satellite monitoring program to monitor our Southeast Asia palm oil supply for deforestation and for fires potentially related to palm oil

development activities. Through this partnership, we also receive support for supplier engagement and overall sustainability advisory services. Our work in 2021 included enhancements to our grievance management process, incorporating satellite monitoring activities along with alerts via our partnerships with NGOs and other organizations to any activities conflicting with our policy expectations. When we are alerted to potential issues, we engage with the suppliers and relevant stakeholders to better understand the situation and seek appropriate remedies.

Soy Products

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

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

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

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

Pulp and Paper Packaging

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

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

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

To mitigate risks in our supply chain and ensure that we are sourcing our pulp and paper products in alignment with our values, we seek to maximize the use of recycled content products wherever possible. We conduct an annual risk assessment process for all paper and pulp packaging suppliers and the materials they source to Colgate, and we utilize Forest Stewardship Council certified materials to further support our approach to sourcing sustainable paper-based packaging. Through our partnership with the Rainforest Alliance, we conduct an annual paper-based packaging supply risk assessment, which helps us to identify sources of high risk within our supply chain and the implementation of actions to mitigate sustainable sourcing risk.

Tallow

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

Partnerships

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

