

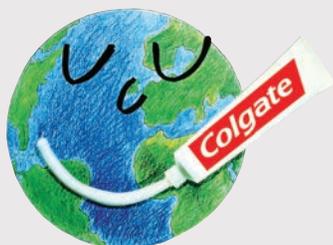


Colgate Corporate Social Responsibility and Sustainability Report 2016

Giving the World Reasons to Smile



Giving the World Reasons to Smile



About This Report

Unless otherwise indicated, this report includes environmental, occupational health and safety data from 100 percent of Colgate's manufacturing sites and technology centers around the world but does not include data from contract manufacturers.⁽¹⁾ Certain information relates to our broader value chain: Supplier Responsible Sourcing Assessment program data includes selected contract manufacturers, warehouses and suppliers; our greenhouse gas and water footprints include additional data from upstream and downstream in our value chain; and progress on our Policy on No Deforestation includes selected suppliers. Financial information is presented on a consolidated basis and in U.S. dollars (see Business Strength). The report provides data for Colgate's fiscal year 2016 along with prior history and more recent updates where indicated. We issue our Sustainability Report on an annual basis; our previous report focused on 2015.

This report was developed in accordance with Global Reporting Initiative's (GRI) G4 Guidelines at the core level. There are no significant changes in the scope of our report or the key sustainability issues identified. However, this year, for the first time, we are reporting in accordance with the GRI G4 core level.

For feedback, questions and comments related to Colgate's 2016 Sustainability Report, please contact csr@colpal.com. For all other inquiries, please visit Colgate's Consumer Affairs site at colgatepalmolive.com.

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Cautionary Statement on Forward-Looking Statements

This report, including our 2015 to 2020 Sustainability Strategy, contains forward-looking statements as that term is defined in the Private Securities Litigation Reform Act of 1995 or by the Securities and Exchange Commission (SEC) in its rules, regulations and releases. These statements are made on the basis of Colgate's views and assumptions as of this time, and Colgate undertakes no obligation to update these statements except as required by law. Colgate cautions investors that such forward-looking statements are not guarantees of future performance and that actual events or results may differ materially from these statements due to a number of factors. For information about factors that could impact Colgate's business and cause actual results to differ materially from forward-looking statements, consult our filings with the SEC (including the information set forth under the caption "Risk Factors" in Colgate's Annual Report on Form 10-K for the year ended December 31, 2016).

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

Message from Ian Cook



Achieving economic, social and environmental performance in today's business climate requires a long-term corporate social responsibility and sustainability strategy that is executed with discipline year after year. At Colgate, we bring to our 2015 to 2020 Sustainability Strategy the same dedication we bring to our business building efforts, and a strong focus on delivering our five global commitments and goals:

- Helping Colgate People and Their Families Live Better
- Contributing to the Communities Where We Live and Work
- Brands That Delight Consumers and Sustain Our World
- Making Every Drop of Water Count
- Reducing Our Impact on Climate and the Environment

Publication of this report provides the opportunity to thank Colgate people and our partners for their contributions to delivering our strategy. We are also especially pleased to highlight these aspects of our ongoing sustainability journey:

- 2016 marked the 25th Anniversary of our Bright Smiles, Bright Futures program (BSBF), through which Colgate has reached over 900 million children in need around the world with oral health education.
- Colgate no longer uses microbeads or phthalates as ingredients in our products. We have also reformulated our products using alternative, safe

preservative systems and no longer use parabens as preservatives in our products. In 2017, we will also complete the elimination of the use of formaldehyde donors as preservatives in our products.

- The efforts of Colgate people around the world enabled us to be recognized as a member of the North American DJSI Leadership Index, CDP Water A List and CDP Climate A List as well as sector leaders in the Just Capital Ranking.
- We continue to increase the number of facilities that were constructed with sustainability in mind—14 facilities have achieved 17 certifications from the U.S. Greenbuilding Council under Leadership in Energy and Environmental Design.
- In 2016, we joined members of the Consumer Goods Forum in a commitment to eradicate forced labor from our value chains. We believe that every worker should have freedom of movement, no worker should pay for a job and no worker should be indebted or coerced to work, principles long established in our own direct operations.
- We issued a commodity-specific Policy on Responsible and Sustainable Sourcing of Palm Oils and are continuing to work with our suppliers and The Forest Trust to build a traceable supply chain that meets our policy criteria.
- We have also recently confirmed our support for the UN Global Compact and principles on human rights, labor, environmental and anticorruption.

As we head into 2017, Colgate will continue to care for the well-being of people and their families, be a steward for the planet and its resources and do business with the highest level of integrity.

We are confident we will accomplish what we are setting out to achieve by working together as one global team, committed to continue Giving the World Reasons to Smile.

Thank you,

Ian Cook
Chairman, President and Chief Executive Officer

Company Profile

















Founded in 1806, Colgate-Palmolive is a publicly traded consumer products company with \$15.2 billion of worldwide net sales in 2016, serving people around the world with well-known brands that make their lives healthier and more enjoyable.

Colgate Brands

Colgate manufactures and markets Oral Care, Personal Care, Home Care and Pet Nutrition products under trusted brands such as Colgate, Palmolive, Speed Stick, Lady Speed Stick, Sanex, Softsoap, Irish Spring, Protex, Elmex, Tom's of Maine, Ajax, Fabuloso, Soupline, Suavitel, Hill's Science Diet, Hill's Prescription Diet and Hill's Ideal Balance.

Operations

Colgate operates in over 80 countries, and our products are marketed in over 200 countries and territories.

Approximately 36,700 Colgate employees drive our success.

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

Six Divisions



North America



Latin America



Europe



Asia Pacific



Africa/Eurasia



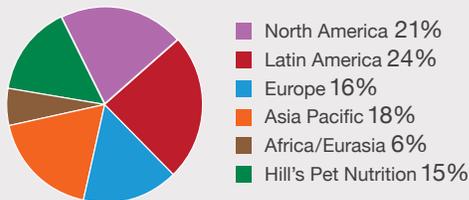
Hill's Pet Nutrition

Colgate also has an extensive supply chain consisting of thousands of suppliers of raw and packing materials, manufacturing operating supplies, capital equipment and other goods and services. The Company has over 50 manufacturing and research facilities globally. The vast majority of Colgate products are manufactured in Colgate-owned facilities.

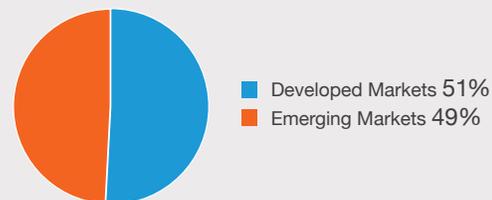
Company Profile

Business Strength

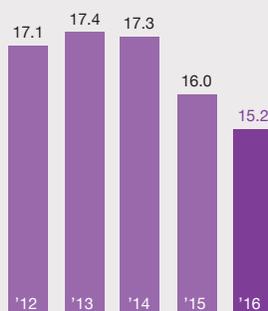
2016 Net Sales by Geographic Region



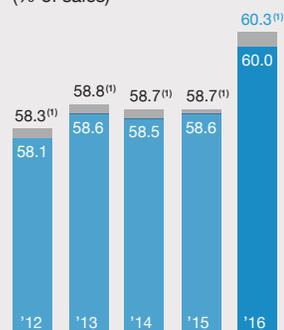
2016 Net Sales by Market Maturity



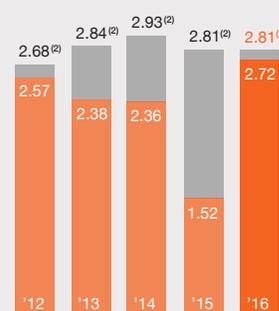
Net Sales
(\$ billions)



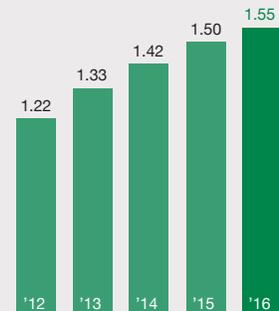
Gross Profit Margin ⁽¹⁾
(% of sales)



Diluted Earnings ⁽²⁾⁽³⁾
(\$ per share)



Dividends Paid ⁽³⁾
(\$ per share)



⁽¹⁾ 2013–2016 exclude charges related to the 2012 Restructuring Program. 2012 excludes costs related to the sale of land in Mexico. A complete reconciliation between reported results (GAAP) and results excluding these items (Non-GAAP), including a description of such items, is available on Colgate's website and on page 122 of this report.

⁽²⁾ 2016 excludes a gain from the sale of land in Mexico, charges related to the 2012 Restructuring Program and certain other items. 2015 excludes a gain from the sale of the Company's laundry detergent business in the South Pacific, charges related to the deconsolidation of the Company's Venezuelan operations, charges related to the 2012 Restructuring Program and certain other items. 2013 and 2014 exclude charges related to the 2012 Restructuring Program, remeasurement charges resulting from devaluations and effective devaluations in Venezuela and certain other items. 2012 excludes charges related to the 2012 Restructuring Program and certain other items. A complete reconciliation between reported results (GAAP) and results excluding these items (Non-GAAP), including a description of such items, is available on Colgate's website and on page 122 of this report.

⁽³⁾ All per share amounts have been restated for the 2013 two-for-one stock split.

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, consumers, shareholders and business partners. Colgate is committed to acting with compassion, integrity, honesty and high ethics in all situations and to listen with respect to others and to value differences. The Company is also committed to protecting the global environment, to enhancing the communities where Colgate people live and work and to being 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.

Corporate Governance

Colgate's Governance Principles

Governance is an ongoing commitment shared by our Board of Directors, our management and all Colgate People. Colgate's Board of Directors believes that good corporate governance accompanies and greatly aids our long-term business success. This success has been the direct result of Colgate's key business strategies—Engaging to Build Our Brands; Innovation for Growth; Effectiveness and Efficiency; and Leading to Win. The Company's strategic focus is on core product categories, global brands and people development programs, with an emphasis on pay for performance and the highest standards of integrity. Colgate's Board has been at the center of these key strategies, helping to design and implement them, and seeing that they guide the Company's operations.

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

governance policies and practices detailed here.

Governance Policies:

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

Governance Practices:

- Board Independence, Expertise and Accountability
- Directors are Stockholders
- Established Policies Guide Governance and Business Integrity
- Board Focused on Key Business Priorities
- Direct Access to Management
- Enduring Management Accountability
- Board Practices Promote Effective Oversight
- Continuous Improvement Through Evaluation and Education

To learn more, visit the Governance section on Colgate's website at colgatepalmolive.com.

Ethics and Compliance

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

Code of Conduct and Global Business Practices Guidelines

Since 1987, our Code of Conduct has served as a guide for our daily business interactions, reflecting our corporate values and our standard for ethical behavior. Our Code of Conduct is available in 40 different languages. One hundred percent of salaried and clerical Colgate people participate in annual training and certification on the Code of Conduct. Factory workers certify annually and complete training every other year. Our audit firm, PricewaterhouseCoopers LLP,

audits a cross-section of these certifications. Colgate's Global Business Practices Guidelines provide further information to our employees on key topics in our Code of Conduct. The Guidelines offer clear, practical guidance and illustrate how the values and principles outlined in the Code of Conduct apply to particular business situations. Topics addressed by our Business Practices Guidelines include:

1. Advertising and Advertising Placement
2. Anti-Bribery Laws
3. Antitrust and Competition Laws
4. Confidentiality
5. Conflicts of Interest
6. Corporate Governance
7. Data Protection and Privacy
8. International Trade Regulations
9. Product Integrity
10. Social Media

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

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

In 2016, Ethics and Compliance received approximately 374 contacts through a variety of channels including the EthicsLine, Ethics web tool and ethics@colpal.com, which covered a wide variety of reporting activities including 47 consultations. Allegations reported to Ethics and Compliance are grouped into the following categories: Accounting-related, Conflict of Interest, Discrimination, Financial-related, Harassment, Regulatory and Legal, Retaliation, Work Environment, Miscellaneous Issues ("Other") and non-E&C matters. After a thorough investigation has been completed, if the allegations are substantiated, appropriate remedial action is taken.

No Political Contributions

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

Anti-Bribery

Colgate has a strict policy prohibiting bribery of governmental officials and private commercial parties anywhere we do business. This policy is outlined in the Code of Conduct and Global Business Practices Guidelines. Colgate also mandates that the third parties with whom we work comply with our anti-bribery policy, which is included in our Third Party Code of Conduct and further communicated to third parties through our global Due Diligence Process. This process utilizes a third-party tool to review and evaluate all priority third parties that interact with governmental officials. It also requires the third-party to train employees on this topic.

Training

Colgate's compliance training, "Ethical Leadership Training," uses a mixture of classroom and online training and covers numerous priority ethical topics, including Anti-Bribery, Competition Law, Privacy and Trade Compliance as well as the Code of Conduct certification referenced above. The Code training includes up to six topic areas every year, and the scenarios are updated on an annual basis. Many of these courses have run continuously for over eight years. Every year 100 percent of salary and clerical employees complete the Code of Conduct training and every other year all employees complete the course. Training is mandatory and is linked to compensation for certain employee populations.



Communication

Communicating an ethical message is a critical part of Colgate's Maintaining the Highest Ethical Standards program. It is imperative that current and new employees are fully aware of the ethical policies. Colgate branded the message: "Learn, Act, Speak Up."

This message is communicated continually including on the Ethics and Compliance website, app, posters, wallet cards and local engagement presentations worldwide. Repeating the message utilizing various formats is important to gain employee awareness and comprehension.

Privacy and Data Protection

Colgate respects the privacy of its employees, consumers, customers, suppliers and other third parties with whom we have a business relationship, and therefore, we handle personal data responsibly and in accordance with all applicable data privacy and data protection laws. For additional information, refer to our Privacy Policy on colgatepalmolive.com.

Colgate External Policy Statements

- Environmental, Occupational Health and Safety Policy Statement
- Code of Conduct
- Third-Party Code of Conduct
- FCPA and Anti-Bribery Policy
- Non-Retaliation Policy
- Political Contributions Policy
- Ingredient Safety Policy
- Quality Policy Statement
- Product Safety Research Policy
- Hill's Pet Nutrition Commitment to Animal Welfare
- Policy on No Deforestation
- Responsible and Sustainable Sourcing of Palm Oils
- State of California Disclosure: Supply Chain Transparency
- Policy on Conflict Minerals
- Global HIV/AIDS Policy Statement
- Donation Policy
- Privacy Policy

Sustainability Management

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

Materiality Approach

As a publicly traded U.S. company, Colgate files required reports with the Securities and Exchange Commission (SEC). Our Annual Report on Form 10-K highlights risks material to an investment in the Company, including those relating to sustainability, namely volatility in commodity prices; changes in regulatory requirements relating to ingredients in our products; changes in policies or practices of retail trade partners, such as with respect to the environment or sustainability; damage to our reputation relating to environmental impacts or other sustainability issues; disruption to our global supply chain or key office

facilities by environmental events; disruptions in logistics; damage from industrial accidents or other occupational health and safety issues; and losses caused by natural disasters, including climate events.

Refer to Item 1A. RISK FACTORS in our Annual Report on Form 10-K for the year ended December 31, 2016 for the material risks relating to an investment in our securities.

While not considered material from an SEC point of view, Colgate has identified a set of key sustainability issues for the Company, taking into account the issues of interest to our stakeholders.

Stakeholder Engagement

Colgate strives to create and maintain communication channels with a wide variety of stakeholders. Our sustainability commitments and goals were developed with the input of our stakeholders. We continue to listen to stakeholders to inform our sustainability strategy.

Colgate is open to listening to and engaging with a variety of stakeholders and establishing effective communication channels. We support opportunities where we and stakeholders can learn from one another and create a positive impact on each other to improve social, environmental or other conditions.

Outlined below are Colgate's main stakeholder groups and examples of our engagement approach. See page 111 for a full list of Colgate's partnerships and details on our engagement.

Stakeholders	Method of Engagement
Our employees	Employee engagement surveys Geographic sustainability teams Internal subject matter experts Sustainability steering team
Our consumers	Consumer inquiries Consumer surveys Social Media postings
Our retail customers and partners	Sustainability network groups Sustainability surveys Trade partner supplier expectations
Our peers and suppliers	Peer benchmarking Supplier engagement meetings Assessments and disclosure requests

Stakeholders	Method of Engagement
Our shareholders and investor groups	Direct inquiries and feedback Face-to-face meetings Investor conferences
Government and regulatory bodies	Monitoring of regulatory activity relevant to Colgate Face-to-face meetings
Non-governmental associations	Direct inquiries and feedback Face-to-face meetings Participation in boards, advisory councils and partnership programs Reporting and disclosure expectations
Industry trade associations	Participation in Sustainability Steering and Working Groups
Local communities and community groups	Direct inquiries and feedback Face-to-face meetings
Media	Direct inquiries and feedback

Key Issues, Risks and Opportunities

Colgate has categorized and prioritized the issues with the most potential to impact our operations or supply chain or to create regulatory or reputational risk. In addition to risk, we considered whether an issue has potential to create shared value for both Colgate and society. The chart below summarizes key sustainability issues:

Key Sustainability Issues						
Oral Health (page 42)	Responsible Sourcing and Human Rights (page 29)	Product Stewardship (page 57)	Sustainable Packaging (page 71)	Climate Change (page 80)	Deforestation (page 107)	Water Stewardship (page 92)

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

Colgate is managing risks and opportunities related to these issues through the implementation of our 2015 to 2020 Sustainability Strategy as well as through our Enterprise Risk Management process. These same issues also provide an opportunity to drive innovation and growth, strengthen brand reputation and demonstrate our commitment to responsible business. Additional detail on each of the issues and our actions

to address them is provided in the body of the report.

Our key sustainability issues also intersect with the following GRI G4 Aspects deemed to be important for our internal and external stakeholders listed under the Stakeholder Engagement section: Economic Performance, Materials, Energy, Water, Emissions, Effluents and Waste, Products and Services, Compliance, Transport, Occupational Health and Safety, Training and Education, Diversity and Equal Opportunity, Local Communities, Public Policy, and Service Labeling.

Commitments, Goals and Metrics

Colgate's Sustainability Strategy is grounded in five commitments, each supported by specific measurable goals. For a detailed list of our sustainability goals, please see page 13. Progress highlights for each goal are summarized on pages 14–17. Refer to page 115 for Key Performance Indicator (KPI)/metric detail.

Sustainability Governance

A Sustainability Steering Committee made up of Colgate's Chief Operating Officer, North America, Europe, Africa/Eurasia and Global Sustainability; Vice President, Global Sustainability and EHS; Chief Technology Officer; Chief Human Resources Officer; Vice President of Global Compensation and Benefits; Chief Marketing Officer; and Chief Supply Chain Officer makes strategic decisions related to sustainability and guides the organization to meet sustainability goals. Colgate's Vice President, Global Sustainability and EHS has direct responsibility for implementing sustainability and EHS programs.

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

Colgate's Chairman, President and CEO and full Board of Directors are kept informed of the Company's progress via regular updates and consider sustainability matters, risks and opportunities in decision-making. Sustainability is considered an emerging risk as part of our Enterprise Risk Management process. Additionally, Colgate's Chief Financial Officer provides the Audit Committee of the Board of Directors with an update on the Company's Risk and Crisis Management Program. The Personnel and Organization Committee of the Board reviews the Company's social responsibility programs and other public interest matters.

Reporting and Disclosure

We recognize that transparency is important and provides a window into the Company's performance on sustainability. It is important to Colgate to provide the sustainability information relevant to a broad range of stakeholders, including but not limited to consumers, customers, investors, non-governmental organizations (NGOs) and our own employees. This report was developed in accordance with Global Reporting Initiatives (GRI) G4 Guidelines at the core level. A GRI Content Index is provided on page 117. We additionally have identified the key sustainability issues of importance to Colgate and our stakeholders (see page 10). Our goal is to provide context for our reporting. For example, the discussion of our water stewardship practices is written within the context of global water stress. Finally, we include the stories and photographs that bring our sustainability commitment to life, highlighting the enthusiasm and commitment of Colgate people around the world.

Many Colgate people across multiple geographies contribute to the development of this report each year. A process is in place to manage the flow of information and help ensure accuracy. Colgate recognizes the importance of data verification and is obtaining third-party assurance for our primary environmental and social Key Performance Indicators: percentage of products with an improved sustainability profile; manufacturing carbon reduction per ton (of production); manufacturing energy reduction per ton (of production); manufacturing water consumption per ton (of production); waste-to-landfill per ton (of production) and outbound logistics carbon per ton (of goods shipped); number of hours worked; number of lost-time incidents; number of recordable incidents; and number of occupational fatalities.

In addition to our Sustainability Report, we also disclose information on our sustainability progress and respond to several rating organizations, including but not limited to CDP Climate, CDP Water, CDP Forest, and CDP Supply Chain. Colgate provides information to RobecoSAM to inform the Dow Jones Sustainability Index rankings. Colgate's sustainability information is also available on the Bloomberg Terminal.

Awards and Recognition

Colgate continues to be recognized for efforts in sustainability and social responsibility.

Colgate named to
**2015/2016 Dow Jones
Sustainability North
America Index**

No. 53 on Corporate
Knights' **2017 Global
100 Most Sustainable
Corporations** list

Colgate named to
**2017 Fortune
World's Most Admired
Companies** list

Colgate ranked No.75 on
Corporate Responsibility
Magazine's **100 Best
Corporate Citizens** list

National Organization on
Disability's **2016 Leading
Disability Employer Seal**

Best Place to Work for LGBT Equality
Received perfect score of 100 percent
from The Human Rights Campaign in its
2017 Corporate Equality Index (CEI)

2016 Best in Class for
Promoting Asian Pacific
American Women

People



**2017 World's Most
Ethical Companies**
Ethisphere Institute

**Top 60 Companies for
Executive Women 2016**
National Association for
Female Executives

**No. 22 in Top Div50
2016** list for multi-cultural
business opportunities by
DiversityBusiness.com

**2016 Working Mother
100 Best Companies** and
**Best Companies for
Multicultural Women**

Job search engine Indeed.com
and Forbes recognized Colgate as
one of the **25 Big Companies with
Best Work-Life Balance**

**No. 10 2016 Best Places
for Women & Diverse
Managers to Work**
Diversity MBA Magazine

Performance



**BrandZ Top 100 Most
Valuable Global Brands 2016**
No. 54

Best Global Brands 2016
Colgate ranked by
Interbrand as one of the
Best Global Brands

In 2016 Forbes named
Colgate one of the
**World's Most Valuable Brands,
Most Innovative Companies
and 25 Most Reputable Companies**

Ranked No. 13 in
Global Supply Chain Top 25
by IT research and advisory
company Gartner

Colgate named
No. 1 Most Trusted Brand in India
by The Economic Times
Brand Equity in 2016

Colgate named to **2016 Most
Innovative Growth Companies in
India** by Forbes Magazine

Planet



**U.S. EPA ENERGY STAR
Partner of the Year 2016**
for the 6th year in a row,
with recognition
for Sustained Excellence

81% of Colgate's manufacturing
facilities have achieved
**U.S. EPA ENERGY STAR
Challenge for Industry** recognition

Colgate was one of
25 companies globally named
to the **2016 CDP Water A List**
for leadership in
water stewardship

Colgate was named to the
2016 CDP Climate A List

Colgate ranked in
Newsweek Green Rankings
2016—No. 51 in U.S.,
No. 95 global

**2016 U.S. EPA's
Green Power Partnership**
National Top 100 list

2015 to 2020 Strategy

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



We Will

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

We Will

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

We Will

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

We Will

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

We Will

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

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

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

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

2015 to 2020 Strategy

Continuing our 2020 Journey

Colgate people around the world are coming together to align behind the commitments and continue to make progress. Below are highlights of our progress for each of our strategic commitments.

	<h4>Our Goals</h4>	<h4>Highlights</h4>
<p>Helping Colgate People and Their Families Live Better</p>	<p>Continuously improve employee health and reduce health risks by 15 percent ⁽¹⁾</p> <p>Encourage healthier living for Colgate people and their families</p> <p>Ensure a safe and healthy work environment with a goal of zero lost-time incidents</p> <p>Provide education and tools to Colgate people to elevate financial awareness and planning</p>	<p>Colgate uses the Health Risk Assessment (HRA), a voluntary, confidential survey, to assess health risk status. The HRA contains questions on employee health habits and biometric data (e.g., blood pressure) and is adapted to local language and culture. To date, we have provided the HRA to over 55 percent of our employees in 35 countries; our goal is to reach all countries with over 100 employees by 2020. For countries who have completed two HRA campaigns, the relative risk reduction is 9.9 percent.</p> <p>In June 2016, Colgate people from around the world came together to achieve over 27 million minutes of healthy activity. In addition to the Healthy Activity Challenge, our signature event, we are providing Colgate people with increased access to healthy food, preventive oral care and immunizations that address top local health concerns. Our buildings are smoke-free and we continue to expand the number of smoke-free campuses around the world.</p> <p>This commitment respects our long-standing commitment to health and safety, and we continue to exhibit world class performance. In 2016, Colgate achieved the lowest Total Recordable Rate and Lost Workday Case Rate in the history of the company. We are proud of this accomplishment and committed to the prevention of serious injuries.</p> <p>Colgate is working to support employees in their effort to be financially secure at every stage of their financial lives, not just retirement. Our financial education program aims to help Colgate people learn to live within a budget, fund their children's education, finance their homes and manage their debt. In 2016, Colgate developed a financial wellness toolkit, available in seven languages. We also continue to offer comprehensive education to both our salaried and nonsalaried personnel in the U.S. that includes classroom training, webinar programming and personal financial telephonic counseling sessions via a third-party provider.</p>
 <p>Contributing to the Communities Where We Live and Work</p>	<h4>Our Goals</h4> <p>Expand Bright Smiles, Bright Futures program to reach 1.3 billion children</p>	<h4>Highlights</h4> <p>In 2016, Colgate celebrated the 25th anniversary of the Bright Smiles, Bright Futures program. Since 1991, BSBF has reached over 900 million children and their families in over 80 countries, and we continue to expand our reach. Through BSBF, volunteer dentists visit local communities to conduct free dental screenings and treatment referrals and educate children and their families about the importance of maintaining good oral health. Colgate also distributes toothpaste and toothbrushes as well as award-winning educational materials in over 30 languages for use in the classroom and at home.</p>

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

2015 to 2020 Strategy



Contributing to the Communities Where We Live and Work

Our Goals

Invest in the improvement of health, education and environment for thousands of people in the communities around the globe

Partner with animal shelters to help over two million dogs and cats find homes

Reach 60 million people annually with handwashing education

Expand Colgate Cares Day globally to be a leader in volunteerism

Highlights

Colgate's giving priorities are 1) creating educational opportunities, 2) advancing health and well-being and 3) engaging Colgate people. In 2016, Colgate contributed \$30.2 million.

The Hill's Food, Shelter & Love program was created in 2002 to support homeless pets in U.S. shelters. In 2016, the Company provided pet food with a retail value of more than \$3.3 million and helped over 650,000 dogs and cats find their forever homes.

Colgate is working with public health officials, academia and local schools and clinics to educate millions of children and their families about the health and hygiene benefits of handwashing with soap. In 2016, Colgate reached over 97 million people through advertising, media campaigns, community events and educational programs in schools in Fiji, New Zealand, Thailand and other geographies.

We completed our third annual Colgate Cares Day in four locations with 800 volunteers participating in 35 volunteer activities. We strive to align our volunteerism opportunities with our giving priorities. Additional local activities are conducted around the world.



Brands That Delight Consumers and Sustain Our World

Our Goals

Improve the sustainability profile in our new products and product updates

Commit \$250 million to drive sustainability with breakthrough product and process innovation

Increase the recyclability of our packaging and increase recycled content to 50 percent

Highlights

We continue to measure improvement in the sustainability profile of our products using a product sustainability scorecard that evaluates new products and key platform changes against 25 sustainability parameters. The scorecard process and product evaluation outcomes are validated by a third-party. In 2016, 78 percent of the products evaluated were determined to have an improved sustainability profile.⁽¹⁾

Colgate continues to commit resources to drive sustainability innovation, including next-generation preservative systems, improving the ingredient sustainability profile of our products and packaging improvements. We continue to explore innovation opportunity spaces, relating to sustainability such as water scarcity, naturals and well-being.

Approximately 41 percent of our packaging materials by weight globally now come from recycled sources and 78 percent of our packaging is considered recyclable.⁽²⁾

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

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

2015 to 2020 Strategy



Brands That Delight Consumers and Sustain Our World

Our Goals

Have a positive impact by expanding access to affordable health and wellness products for millions of people in underserved communities

Use the power of our brands to build awareness and drive engagement in product sustainability

Highlights

Colgate makes products more affordable and accessible while maintaining quality, with smaller sizes, refill packages and value options. We work for strong penetration and wide distribution so that more consumers enjoy the benefits of Colgate products. We are also finding ways to offer the benefits of more premium products at affordable price points to provide products to people in underserved communities.

Every interaction is an opportunity to give our consumers a future they can smile about. We are connecting sustainability with our brands to drive brighter futures, healthier lifestyles and a better world. Our brand-based programs create value for Colgate, consumers and communities where we do business—Bright Smiles, Bright Futures program, handwashing education, Hill's Food, Shelter & Love, educational scholarships and donations in times of need.



Making Every Drop of Water Count

Our Goals

Reduce our manufacturing water intensity by half compared to 2002

Replenish water withdrawn in highly stressed regions

Increase supplier participation in our water stewardship program

Partner with local and global organizations to bring clean water to underserved areas of the world

Highlights

We have a long-standing commitment to reducing Colgate's water intensity and have a robust program across our operations. So far, we have reduced our manufacturing water intensity by over 48 percent compared to 2002. We are on a journey of continuous improvement and have begun to explore technical solutions to further reduce water consumption during cleaning and sanitization of our operations.

We have completed water risk mapping to identify operations located in areas of high water stress. In 2016, Colgate developed a water replenishment model and piloted it in India.

We continue to increase supplier participation in our water stewardship program by increasing the number of Tier I suppliers that participate in the CDP Supply Chain.

Colgate's contributions to Water For People's Everyone Forever program helped them to reach nearly 338,000 people since 2013 with water, sanitation systems and/or health and hygiene education. Colgate also sponsors 25 PlayPumps in South Africa, which help villages obtain clean water from wells.

2015 to 2020 Strategy



Making Every Drop of Water Count

Our Goals

Promote water conservation awareness to all our global consumers

Highlights

Colgate continues campaigns to increase consumer awareness through Save Water messaging on our packaging, online and in stores. In 2016, Colgate aired our award-winning Save Water video message during football's Big Game. This campaign alone has reached over 2.7 billion people through earned and social media and views of the television and online video. Colgate expanded the Save Water campaign globally with messaging around World Water Day on March 22, 2016. Our video and message to Save Water was live in more than 60 countries around the world. Plans with similar global reach have been developed for 2017.



Reducing Our Impact on Climate and the Environment

Our Goals

Responsibly source palm oil and other forest commodities to reach zero net deforestation

Highlights

Colgate is partnering with our suppliers, The Forest Trust, RSPO, The Consumer Goods Forum and others to meet our No Deforestation commitments. Eighty-one percent of our palm oil, palm kernel oil and palm oil derivatives purchases are certified.

Promote use of renewable energy and reduce absolute greenhouse gas emissions from manufacturing by 25 percent compared to 2002

An absolute greenhouse gas reduction goal has moved us into areas beyond energy conservation, including installation of electric car chargers in select locations, purchasing of renewable energy credits and evaluation of new technologies such as fuel cells. Colgate was ranked No. 39 on U.S. EPA's Green Power Partner List in 2016. So far, we have reduced our absolute greenhouse gas emissions by 25 percent compared to 2002, achieving our goal four years early.

Reduce our manufacturing energy intensity by one-third compared to 2002

We continue to reduce our footprint and drive savings via factory energy reduction initiatives, including our EOHS energy management standard, 5% for the Planet investment, global energy reduction team, energy treasure hunt program and top 10 energy actions. Since 2002, we have achieved a 31 percent energy intensity reduction and avoided nearly \$500 million in energy expenditures.

Halve our manufacturing waste sent to landfill per ton of product compared to 2010, working toward our goal of Zero Waste

Colgate has reduced the amount of waste per ton of production sent to landfills by over 40 percent since 2010. Our "Zero Waste" program continues to mature with Trash to Treasure waste-sorting events and a recognition program for sites that are leading or have achieved Zero Waste to Landfill. Four of our sites have achieved Zero Waste to Landfill status with nine sites achieving Waste to Landfill Performance Leader recognition.

Partner with key suppliers, customers and consumers to reduce energy, greenhouse gas emissions and waste

We continue to reduce our footprint and drive savings through efficient and sustainable logistics. More recently, we have estimated the carbon footprint of the materials used in our products in both our Personal and Home Care categories, in addition to the work recently completed in our Oral Care category.

People

2016
AT A
GLANCE

36,700

Employees
around the world

900

Million
children reached in 80 countries
by Colgate's Bright Smiles,
Bright Futures oral
health education program
since 1991

8

Million
pet adoptions supported
by Hill's Pet Nutrition
since 2002

97

Million
people reached in 2016
about the health and hygiene
benefits of handwashing
with soap

27

Million
minutes of healthy activity
logged by Colgate employees
in June 2016 as part
of Colgate's Live Better
program

55%

of Colgate
employees invited to use
employee Health
Risk Assessment Tool
since 2013



People



For over 200 years, Colgate has been committed to *People*. From the nearly 37,000 employees around the world who run our business to the billions of consumers who use our products, people are at the heart of what we do and how we do it.

Supporting Colgate People

2016 Awards Highlights

In 2016, Forbes named Colgate one of the World's Most Reputable Companies, Most Innovative Companies and the No. 1 Best Company for Work/Life Balance



Named one of the World's Most Ethical Companies by Ethisphere Institute



Corporate Responsibility Magazine's 100 Best Corporate Citizens



Top 60 Companies for Executive Women 2016

Thousands of people around the world work together to make Colgate successful. In turn, the Company is committed to the success of our people throughout their careers. Through learning and career development programs, Colgate helps employees stay engaged, rewarded and focused on delivering products and services that meet or exceed our consumers' expectations.

Striving to Be an Employer of Choice

We are committed to attracting, developing and retaining talented and dedicated people by:

- Maintaining a culture based on our core values of Caring, Global Teamwork and Continuous Improvement
- Committing to our sustainability strategy focused on People, Performance and Planet
- Providing a stimulating career with learning and development opportunities
- Creating an exciting and motivating work environment
- Ensuring that people feel recognized and rewarded
- Promoting fundamental values and ongoing communication
- Providing cornerstone training programs: Valuing Colgate People, Ethics and Compliance and Managing with Respect
- Recruiting and retaining people of all backgrounds in our global workforce
- Promoting healthier life choices
- Encouraging a healthy balance between work and personal responsibilities



Professional Development

Colgate is committed to helping every Colgate person reach his or her maximum potential. To support the development of our people and ensure job satisfaction, we proudly offer global career opportunities, access to world-class learning and development programs and continuous coaching and feedback. We keep pace with the rate of change in the marketplace and provide a sustainable competitive advantage for Colgate through the development and maintenance of a robust industry-leading talent pipeline of future Colgate leaders. We are continuously building a learning and development culture that drives employee engagement and supports delivery of our commitments to one another, the professions we serve, our consumers, our customers and our shareholders.

Our structured Individual Development Planning (IDP) process each year enables our employees to create a plan between the employee and the manager for development based upon their strengths, opportunities for improvement and goals. The IDP process helps facilitate a two-way discussion on long-term career goals, key organizational talent needs and provides management an opportunity to discuss and plan employees' development and career progression. During this process, short-term assignments, long-term assignments and special project opportunities are identified. These opportunities allow our talent to broaden their leadership and functional competencies.

Colgate's training programs provide opportunities for Colgate people to keep current in their assignments and to gain valuable new skills. In 2016, Colgate people completed over 294,000 total hours of training in our global curriculum as well as additional hours of locally required safety, environmental and other regulatory training. It is estimated that our salaried and clerical employees completed an average of 18 hours of training per person.

Developing Leaders

We believe that Colgate people at all levels and functions need to have a clear understanding of what it takes to demonstrate personal leadership. Personal leadership is about who one is as an individual, what one contributes

to the Company's results and how one achieves those results and treats others. Demonstrating Colgate's leadership essentials is an important aspect of personal leadership. Colgate's leadership essentials are:

- Inspiring Leadership in Everyone
- Acting Courageously
- Providing a Strategic Perspective
- Building a Collaborative Environment
- Delivering Outstanding Results

Key leadership courses at Colgate include Valuing Colgate People, Coaching Essentials and Fundamentals of Colgate Leadership. Several leadership development programs provide opportunities for exceptional Colgate talent to approach new and exciting challenges and hone their skills.

Leadership Development Programs

- The Colgate Leadership Challenge for global, early-in-career high-potential employees is a key program for developing and retaining our next generation of global leaders. This annual nine-day program provides participants with exposure and interaction with senior management, a greater understanding and connection to the global Colgate organization, personal leadership skills training and an opportunity to work on an important strategic issue for the company.
- The Colgate Leadership Program @ Stanford is a unique leadership development program for individuals in key roles around the world. The experience at Stanford combines leading academic thinking, practical advice and invaluable business insight, together with additional sessions on personal leadership, coaching and communication.
- Global Leadership 2030 is an innovative executive education and development experience conducted by a consortium of the Tuck School of Business at Dartmouth College, with a select number of other global companies, for a 12-month learning opportunity. The goal is to build global competitiveness within industries and organizations and to develop personal leadership skills among program participants.

Learning and Development Highlights

- Colgate is committed to building a coaching culture. Coaching capability is important to developing strong effective leaders and to the personal growth of all our people. Our Coaching Essentials course is an interactive one-day workshop that uses feedback questionnaires, skill practice sessions and other methods to develop the skills needed for successful coaching and feedback. In 2016, we launched our Coaching Clinics, which are a series of podcasts and videos designed to enhance coaching skills and offer practical guidance for our employees.
- In 2016, Colgate launched the Workplace Violence Prevention Program workshop in the U.S., designed to support our commitment to maintaining a safe and respectful work environment for all employees. The Workplace Violence Prevention Program ensures employees have the appropriate resources and procedures in place to effectively respond to and mitigate a potential or actual workplace violence incident and provides tools to help identify, report and respond to concerns about workplace violence. The program will be launched in other Colgate regions starting in 2017.
- In 2016, Colgate introduced a new Sustainability eLearning course to all employees globally. This fun, interactive course was designed to help Colgate people learn more about Colgate's global sustainability commitments, the environmental and social issues driving these commitments and why we are working to make a difference for the planet and for the communities where we live and work.
- Colgate has a global license for SCM World, making SCM World's content and knowledge base available to all Colgate people. Starting in 2016, Colgate also engaged SCM World to facilitate two new leadership development programs that combined formal and experiential learning based on the latest strategic thinking, trends, technology developments and best practices in the Supply Chain. This program is targeted to current senior supply chain leaders while the Emerging Leaders Program is aimed at next level leaders. These programs will help Colgate develop a vision for the future of work in our Supply Chain.

Enhancing Performance

At Colgate, effective performance management helps us align our individual and team objectives to our global strategy and achieve our business goals. At the center of Colgate's performance management approach is our commitment to ongoing coaching. Continuous, forward-looking, authentic coaching conversations that are focused on professional development enhance performance and build a deep level of trust and collaboration within the organization. All salaried and clerical Colgate people leverage a new online tool to facilitate the performance management process. The system provides enhanced functionality for employees and managers to better align objectives to the company's business goals, enable more frequent coaching and support more meaningful performance management discussions.

Engaging Employees

In 2016, we launched "Colgate Connect," a global survey to assess key drivers of employee engagement at Colgate. We partnered with an industry-leading vendor to develop the survey that allowed us to deliver a simple tool with robust reporting and analytics capabilities. As a result, we achieved a 75 percent completion rate and have a better understanding of our strengths and opportunity areas both at the corporate level and at the managerial department level. Findings have been communicated to managers who are developing continuous improvement plans with their teams.



Health and Wellness

Supporting Colgate people includes an important commitment to supporting the health and wellness of our employees around the world. Through our Live Better programs, we promote physical, emotional and financial wellness for Colgate people and their families. Our goal is to help Colgate people live better every day by providing the resources to help them make healthy choices at work and at home by providing the support they need to live more balanced, healthy lives. Colgate's Live Better programs focus on the areas of prevention and awareness, healthy lifestyles, resilience and stress and organizational support.

Our Live Better focus areas are grounded in our 2020 Sustainability Strategy commitments to continuously improve employee health and reduce health risks by 15 percent; to encourage healthier living for Colgate people and their families; to ensure a safe and healthy work environment with a goal of zero lost-time incidents; and to provide education and tools to Colgate people to elevate financial awareness and planning. Building on the groundwork laid in our 2015 Sustainability Strategy, our 2020 goals will help us to reach more Colgate

people with support for the health and wellness issues that matter most.

Site recognition programs are a tried and true means of driving positive outcomes in health, safety, productivity and costs. In 2017, we will be launching our Global Site Recognition program. The program will provide us with a means to measure and track our progress towards our Live Better goals. It will also allow us to drive positive outcomes in health, safety, productivity and costs. Recognition programs are an industry best practice for health and well-being programs, and the concept is similar to industry exemplars in safety.

The cornerstone of the program will be an online survey tool that will access practices within four Live Better Global Standards: prevention and awareness, healthy lifestyles, organizational support, and resilience and stress. The tool will look at both locally oriented actions and company-wide actions. The program will allow us to track and recognize progress at the site level.

Colgate's Live Better Global Program

Prevention & Awareness	Healthy Lifestyles	Organizational Support	Resilience & Stress
Health Risk Assessments	Physical Activity	Employee Engagement	Employee Assistance Programs
Flu Shots and Immunizations	Nutrition Education	Safety Culture	Financial Wellness
HIV/AIDS Policy	Weight Management	Leadership Engagement	Resiliency Programs
Health Screenings	Healthy Cafeteria Options	Community Partnership	Work/Life Services
Preventive Oral Care	Smoking Cessation	Live Better Business Plan	Employee Volunteering

Health Risk Assessments

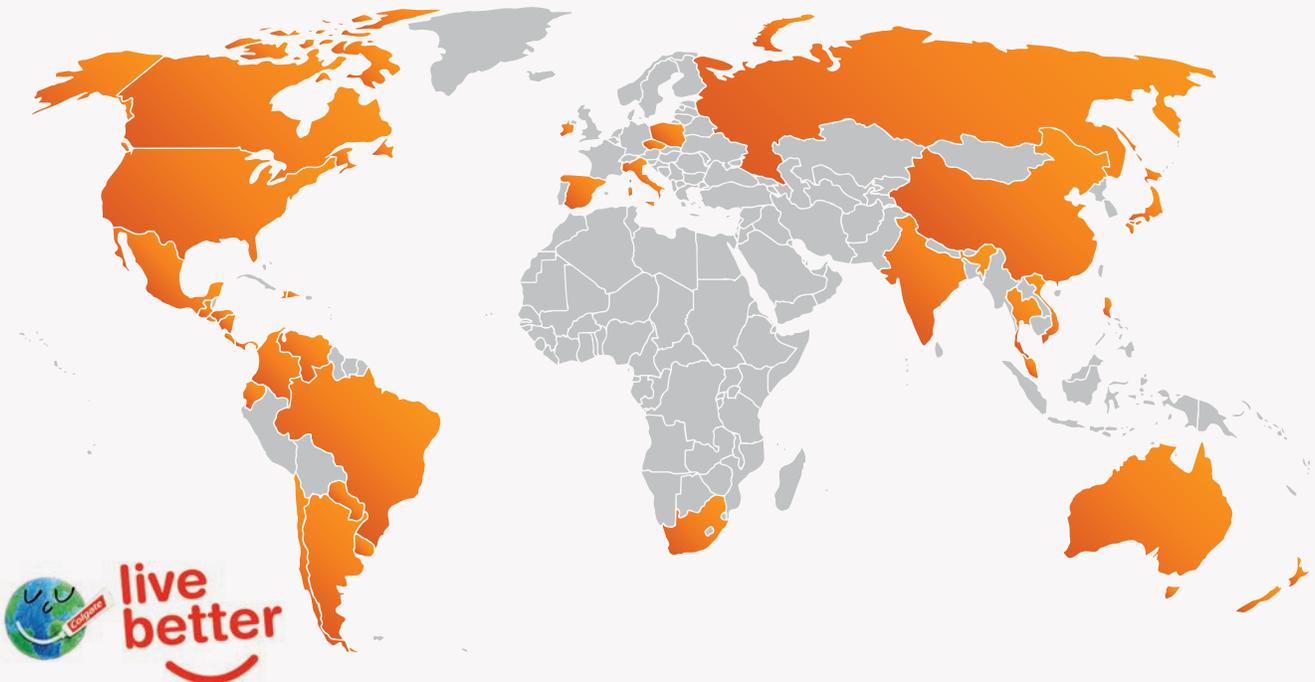
When anonymously aggregating HRA data, we found that the highest risk factors for Colgate people are:

- ✓ Nutrition
- ✓ Physical Activity
- ✓ Stress
- ✓ Body Weight

Prevention and Awareness

The Health Risk Assessment (HRA) tool is currently available to over 55 percent of our employees in 35 countries and will be expanded. The HRA tool helps Colgate employees self-evaluate health status, understand risks and provide confidential feedback to motivate behavior change. The assessment is a powerful online tool that includes questions on biometric measures such as blood pressure and cholesterol. Colgate also aggregates this data anonymously to focus our Live Better programs on the highest risk factors for Colgate people such as nutrition, physical activity, stress and body weight. According to the World Health Organization, physical inactivity and unhealthy diets are risk factors for cardiovascular disease, diabetes and cancer. Colgate is committed to educating employees about the importance of a healthy lifestyle. We continue to expand the program with a goal to reach all countries with 100 or more employees by 2020. We are also making plans to ensure that all Colgate people are able to obtain the immunizations they need in order to stay healthy. Additionally, we are developing an approach to address any gaps in dental care access globally and ensure continued oral health awareness for our people.

Helping Colgate People Assess Health Risks



Colgate has offered over 55 percent of our employees across 35 countries access to a Health Risk Assessment tool since 2013, with a goal to reach all countries with 100 or more employees by 2020.

Prevention and awareness also includes our commitment to the prevention of HIV/AIDS. Our global HIV/AIDS strategy and policy focus on nondiscrimination and confidentiality, prevention, access to treatment, partnerships with third parties and proactive organizational support. Colgate holds World AIDS Day programs around the world each December and provides ongoing opportunities for confidential testing and awareness education—especially in Colgate regions with high incidence rates of HIV/AIDS. Through our programs around the world, we are working to limit the impact of HIV/AIDS and maintaining an environment at Colgate that is conducive to openness and acceptance.

- In South Africa, Colgate holds an AIDS Week in early December with events such as a candle lighting commemoration, a “Family Day” with employees and their families, free voluntary testing and counseling, employee health checks and assessments and training and awareness campaigns.
- Colgate’s headquarters in New York City recognizes World AIDS Day by displaying a section of the AIDS Memorial Quilt and by inviting a guest speaker. This year’s guest speaker was Hydeia Broadbent, a distinguished international public speaker and HIV/AIDS activist for over two decades.
- Some programs involve the community. Under the A Positive Step program in India, together with employees, Colgate sponsors a group of children infected with or affected by HIV/AIDS by providing special nutrition and education and sponsoring their school fees. Sponsorship is provided by the employees made through a payroll program. The company matches the amount donated by the employees for each sponsored child. Currently we have sponsored 89 children through 54 sponsors. This program has positively impacted the health and well-being of these children as well as their education.



Caring in South Africa

In South Africa, Colgate held an awareness campaign, Getting to Zero HIV infection. Employees took a pledge to get to zero.

Colgate's HIV/AIDS Policy Statement



Helps limit the impact of HIV/AIDS in the workplace and personal lives of Colgate people and their families

Helps create an environment that is conducive to openness, disclosure and acceptance among all employees

Ensures nondiscrimination

Identifies and protects individual rights and outlines the responsibilities of Colgate people related to HIV/AIDS

Promotes access to treatment

Details awareness and preventive training programs to reduce the possibility of contracting HIV/AIDS

Healthy Lifestyles

Keeping Colgate people healthy in both body and mind is a strategic focus for the Company and part of our 2015 to 2020 Sustainability Strategy. Our annual Live Better Global Healthy Activity Challenge has become a tradition for Colgate employees all over the world since its inception in 2011. This key Live Better program encourages all Colgate employees to track and log at least 500 minutes of healthy activity over a one-month period.

With a focus on finding ways to “Live Better” at home and at work, Colgate people engaged colleagues, family and friends to get active and earn minutes through a range of activities. To further facilitate their success, we offer an online activity tracker where they can monitor and track their progress anytime, anywhere, from any device. Feeling proud to be part of Colgate and the ability to connect with colleagues who share similar interests

and passions are motivating factors for success.

For the sixth year in a row, Colgate people around the world took positive steps toward healthier lives by setting and achieving a new level of personal health and wellness goals. We surpassed our 2016 Healthy Activity Challenge Goal of 65 percent participation and 50 percent of all Colgate people completing their healthy activity goals. More than 67 percent participated in this challenge and more than 58 percent achieved their goals.

In June 2016, Colgate people from over 100 countries came together to achieve over 27 million minutes of healthy activity. Many locations held health and wellness events to educate employees on the topics of nutrition, weight loss and a healthy body and mind. Over the past six years, Colgate people have accumulated over 100 million minutes of healthy activity.



Colgate people around the world participate in a variety of healthy activities ranging from playing basketball in Papua New Guinea to hockey in Poland.

Colgate locations also include nutrition education and resources in their Live Better programs and as part of the Healthy Activity Challenge, with events such as healthy cooking demonstrations, nutrition workshops, educational information, labeling of healthy options and serving of healthy breakfasts and lunches. Throughout the month of June when we have our Global Healthy Activity Challenge, we look to offer employees a range of activities to participate in, not only for the month but to carry forward throughout the remainder of the year. A nutrition toolkit is also available to Colgate people on the Company's intranet site.

Smoking cessation continues to be a focus area of Live Better at Colgate. Our culture of Caring supports better health and encourages our people to quit tobacco use. While Colgate prohibits smoking within all Company buildings, including all manufacturing facilities, warehouses, technology centers and office buildings, several sites are offering smoking cessation support with a goal to become a "Smoke-Free Campus."

Our Colgate Technology Campus in Piscataway, New Jersey embarked on a Smoke & Tobacco Free campaign in 2016. The objective of the campaign was to help employees quit smoking while simultaneously promoting a healthy, smoke-free, tobacco-free environment for all of the 1,400 people who work at the campus. Smoking and tobacco use have been prohibited inside the Piscataway workplace for many years, but smokers still had a designated smoking area outside. The new policy prohibits smoking and tobacco use anywhere on company property, inside and out, and applies to all employees, customers, vendors, clients, consultants, contractors and visitors. Being 100 percent smoke- and tobacco-free aligns with the Campus Live Better and Sustainability priorities of caring for our people and the environment.

A series of events took place throughout 2016 to educate employees and business partners on the benefits of going smoke- and tobacco-free. Some of the campaign highlights included:

- On-site workshops and webinars, introduction to local resources
- Participation in World No Tobacco Day, held on May 31
- Live Better Smoking Cessation month with educational offerings
- Participation in the Great American Smokeout, held on November 17

Colgate employees were invited to take advantage of smoke cessation tools and benefits available through company-provided health insurance and employee assistance plans. To ensure there were tools and resources available to the many non-Colgate business partners on site, Colgate leveraged local, state and national resources designated to help with smoke cessation efforts.

The Colgate Technology Campus is proud to be smoke- and tobacco-free!

Organizational Support

Organizational support is one of the pillars in our Live Better program. Around the world, we are working to create a culture that values healthy choices, safety and work-life balance. Leadership engagement is key to promoting our Live Better programs. Colgate leaders actively participate in and support our Live Better programs where they can.



Live Better

Leadership engagement is key to promoting our Live Better initiatives, and our leaders are always willing to support and participate where they can. In Sydney, a challenge was launched where leaders participated to see who could make the best salad.



Resilience and Stress

Colgate people are our greatest asset. Recognizing that the success of our company is driven by our talented and dedicated employees, we reward the contributions of Colgate people everywhere by offering market-competitive compensation and benefit programs.

While specific benefit offerings for eligible employees vary by country according to local regulations and practice, programs typically include retirement savings, health and wellness plans, flexible work arrangements, adoption benefits, tuition benefits, back-up childcare options and professional development training, in addition to programs relevant in the local market.

Around the world, we also strive to deliver programs and services to help our employees succeed both at work and at home through our Live Better global wellness initiative. Live Better events include seminars on resilience and stress management.

Colgate is also committed to ensuring the financial well-being of our employees. Colgate recognizes that taking care of your financial health can be challenging, so to support a healthy financial lifestyle, Colgate has added a financial wellness component to Live Better.

Colgate supports employees in their effort to be financially secure at every stage of their financial lives, not just retirement.

To support employees, Colgate developed a financial wellness toolkit and made it available in seven languages. The toolkit focuses on three areas: creating wealth, managing wealth and enjoying wealth. In addition, Colgate is committed to rolling out localized, financial education materials and tools in 20 subsidiaries by 2020.

In the U.S., Colgate people have access to financial planning workshops, web resources and personal financial planning support from Ernst & Young, LLP at no cost.

Global Financial Wellness Toolkit

Personal Financial Well-being
Create, Manage and Enjoy Wealth

For Employees

COLGATE-PALMOLIVE COMPANY

JANUARY 2017

live better

Our Commitment to Universal Human Rights

Colgate has a long-standing commitment to respecting human and labor rights worldwide and supports the United Nations Universal Declaration of Human Rights and the International Labor Organization (ILO) Core Labor Standards. Colgate practices and seeks business partners who share our commitment to Universal Human Rights. We recognize the responsibility of business to respect human labor rights and will engage with stakeholders and respect all parties' rights.

Protecting human and labor rights is one of our Key Sustainability Issues identified on page 10.

As a part of our human rights management approach, we identified potential issues (listed below) and the vulnerable groups that might be impacted by these issues. These groups include individuals who work in high-risk geographies, migrant workers and other groups who may be impacted.

Human Rights Strategy



Diversity and Inclusion

Diversity and Inclusion, one of our eight Human Rights Strategy elements is a core driver for our business growth. By supporting diverse perspectives and creating inclusive environments, where all employees feel valued, respected and engaged, we strengthen our workplace environment. This helps to cultivate innovation and improves our overall effectiveness in understanding and meeting customer needs, therefore driving growth.

Key elements of our Commitment to Universal Human Rights include:

Freedom of Association

Colgate is committed to respecting employees' lawful freedom of association and recognizes all legal rights to organize and collectively bargain. Colgate seeks to work with suppliers who promote this standard.

Forced Labor

Colgate does not use forced labor within our own operations. We will strive to eradicate forced labor from our value chains. We believe that every worker should have freedom of movement, no worker should pay for a job and no worker should be indebted or coerced to work. Moreover, it is Colgate's policy not to work with any supplier or contractor known to operate with forced labor.

Child Labor

Colgate does not use child labor within our own operations. Child labor is defined as employing any person younger than the minimum age in the jurisdiction in question. However, in no event will we knowingly employ anyone younger than 16 years of age. Moreover, it is Colgate's policy not to work with any supplier or contractor known to operate with child labor.

Health and Safety

We strive to eliminate potential hazards in the workplace and to comply with all occupational health and safety regulations and our own minimum standards. Colgate respects the health and safety of our workers. Suppliers who do business with Colgate are encouraged to maintain a focus on health and safety that is consistent with ours and must provide a safe and healthy work environment for all employees working at their site. In addition, any supplier representative providing on-site services in a Colgate facility is required to adhere to both regulations and Colgate safety standards.

Hours and Wages

Colgate is committed to paying employees a wage that enables them to meet at least their basic needs and complying with legally mandated work hours in accordance with local laws. Colgate expects our suppliers to comply with legally mandated wage and overtime compensation and working hour requirements in accordance with local law.

Harassment

We prohibit sexual or any other kind of harassment of Colgate people by any person in the workplace or while conducting company business.

Land Rights

Colgate will respect the legal or customary land-tenure and use rights of indigenous and local communities as well as their rights to give or withhold their free, prior and informed consent for operations affecting their land or natural resources. Colgate seeks to work with suppliers who promote this standard.

Diversity and Inclusion

Colgate strives to ensure our organization reflects the diversity of our consumers. We are committed to providing equal opportunity for all employees at all levels regardless of race, color, religion, sex, national origin, citizenship, ethnicity, age, disability, veteran status, marital status, sexual orientation, gender identity, or any other category protected by law in the terms or conditions of employment. This includes, but is not limited to, recruitment, hiring, promotion, transfer, compensation, training, demotion or layoff. Colgate seeks to work with suppliers who promote this commitment.

Colgate brings our commitment to human rights to life through our programs on diversity, occupational health and safety, and responsible sourcing. We strive to implement our Human Rights policy across our direct activities, our supply/value chain and our joint ventures.

Diversity

Colgate's objective is to be recognized as a leader in global diversity and inclusion by Colgate people, customers and industry peers and by the global communities that we serve. The discussion on diversity that follows highlights our work on:

- Workplace Diversity
- Equal Pay
- Supplier Diversity
- Consumer Diversity

Workplace Diversity

Colgate's objective is to foster an inclusive workplace that reflects the diversity of the global marketplace. We strive to ensure our workforce mirrors the diversity of our consumers, customers and business partners around the world. Such an environment provides all Colgate people with the opportunity to make unique contributions to our business success. Colgate is committed to providing employment, training, compensation, promotion opportunities and all other terms and conditions of employment without regard to race, color, religion, sex, national origin, citizenship, ethnicity, age, disability, veteran status, marital status, sexual orientation, gender identity, or any other category protected by law.

Colgate's Diversity and Inclusion Strategy consists of six key components:

- Objective Setting and Review
- Talent Management
- Diversity Recruiting
- People Development and Training
- Diversity and Inclusion Leadership Councils
- Compliance

Colgate's training program, Valuing Colgate People, is taught in every Colgate subsidiary globally. Colgate also partners with organizations such as the Conference Board, Diversity Best Practices, the National Association for Female Executives, Working Mother Media, DiversityInc, American Association for People with Disabilities and Asian American Business Development Center to develop an effective and supportive work environment. Additionally, a critical piece of our diversity strategy is to ensure that our talent management process incorporates the professional development of women and minorities.

To help foster an atmosphere of inclusiveness, Colgate supports employee resource groups made up of team members representing many different perspectives, backgrounds and ways of life. Each of these resource groups contributes to Colgate's inclusive work environment by developing and implementing activities and programs

Diversity at Colgate

37%
women in
global workforce

36%
women in
management positions
(global)

41%
women in
U.S. workforce

40%
women in management
positions (U.S.)

31%
minorities in U.S.
workforce

33%
of all
U.S. managers
are minorities

30%*
women on
Board of Directors

20%*
minorities on
Board of Directors

*As of the 2017 Annual Meeting of shareholders.

Diversity Awards

Best Place to Work
for LGBT Equality from
The Human Rights
Campaign in its 2017 CEI



2016 Leading Disability
Employer Seal



2016 Working Mother
100 Best Companies
and Best Companies for
Multicultural Women



No. 36
Top 50 Companies
for Diversity
Diversity, Inc. Magazine



No. 75 on
Corporate Responsibility
Magazine's 100 Best
Corporate Citizens list

"The diversity of our global workforce has been an enormous source of strength for Colgate in the past and remains paramount to our success in the future. At Colgate, accountability and ownership for diversity is everyone's job because it takes a collective effort to foster a truly inclusive work environment that respects and values differences and unique contributions."

*~Ian Cook,
Chairman,
President and CEO*

to promote work and community involvement as well as cultural awareness.

A selection of Colgate resource groups includes:

- Asian Action Network
- Black Leadership Network
- Colgate Women's Network
- Colgate LGBT and Allies
- Colgate Parents Network
- Diversity Leadership Councils
- Hill's Diversity Council
- Hill's Women Empowered Network
- Hispanic Action Network
- New Employee Organization
- Colgate Abilities Network
- Colgate Jumpstart Network

In 2016, we implemented "Colgate Jumpstart Network." Its mission is to provide an outlet for early-at-Colgate professionals to actively engage with the community, develop professionally and positively contribute to Colgate's business objectives. Their goal is to help Colgate people connect, or "plug-in," to the many opportunities around them to enjoy how they live, how they work, how they share experiences and how they enjoy their experiences through social engagement via play. The idea is to break down social barriers to encourage communication and networking in a nontraditional format.

In addition, a Colgate sponsored council, the Inclusive Leadership Council, consists of employee resource group leaders and is committed to a truly inclusive work environment, nurturing the efforts and programming to ensure optimal efficiency, effectiveness and support of the Company's business objectives. The council provides the resource groups with an additional vehicle to communicate and collaborate across teams. The Inclusive Leadership Council meets three times a year.

Three Diversity Leadership Councils have also been formed as a vehicle to more purposefully set and drive specific diversity and inclusion strategies. Each leadership council consists of mid-senior level cross-functional management teams appointed by the division/function leader. The councils operate under established charters with a mission and set of operating and decision-making standards. They are helping to drive a culture of diversity and inclusion by:

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

Diversity Leadership Councils are actively operating in North America, Global Supply Chain and Hill's Pet Nutrition. We are currently examining the feasibility of forming Diversity Leadership Councils in regions outside of the U.S.

In partnership with the American Association for People with Disabilities, Colgate hosted the 2016 Disability Mentoring Day event in October, held during National Disability Employment Awareness Month, at its global headquarters in New York. For half a day, students with disabilities were provided with the opportunity to job shadow Colgate professionals in key areas of the business. This enabled them to gain exposure to a variety of actual jobs and potential careers while providing a firsthand perspective on our company's culture and work environment.



Equal Pay

We believe that people are the most important driver of our business success. Having a diverse workforce facilitates diversity of thought and ideas, which in turn drives better innovation and helps to connect us to global consumer and customer needs. To help ensure our workforce reflects the diversity of the global marketplace, Colgate is committed to pay equity and its role in fostering a diverse and inclusive workplace. It is our policy to select, place and pay all Colgate people on the basis of qualifications for the work to be performed and without discrimination. Consistent with these values, in 2016 Colgate demonstrated our commitment to pay equity by signing the White House Equal Pay Pledge through which we have committed to conducting an annual company-wide gender pay analysis across occupations in the United States, along with other steps to promote equal pay and fairness. Colgate plans to have this annual pay analysis cover race and ethnicity in addition to gender, in accordance with Colgate's policy, to compensate each individual at a level commensurate with his or her role, work location, individual performance and experience irrespective of gender, race, ethnicity or any other category protected by law. Colgate also complies with all applicable laws and regulations related to fair pay practices.



No. 10 2016
Best Places for
Women & Diverse
Managers to Work
Diversity MBA Magazine

Supplier Diversity

Our Supplier Diversity program was established in 1998. The program is embedded in our U.S. based organization with defined goals to drive growth. We drive performance through our quarterly Supplier Diversity Forums and we collaborate with our suppliers to support our goals. Our procurement teams are encouraged to seek suppliers that add value and innovation and can deliver cost savings. We have shown strong results for 2015 and 2016.

Our goals are to grow our spend with diverse suppliers by 10 percent each year based on our total U.S. procurement spend of \$3 billion. In 2015, Colgate's percent of spend with diverse suppliers was 5.9 percent. In 2016, diverse spend increased to 6.8 percent of total spend.

Aligned with our spend objectives, our teams also have objectives to deliver goals, which include inclusion of diversity spend requirements in contracts with first-tier suppliers, maximizing second-tier spend opportunities and execution of targeted supplier day forums to engage and build relationships.



2016 Best in Class
for Promoting
Asian Pacific
American Women



2016 Best Employer
for Promoting
Asian Pacific
American Women
Distinguished
Performance

Supplier Diversity Recognition

Colgate has been recognized and awarded for various contributions in Supplier Diversity. The following recognitions were received in 2016:

Top 50 Corporations for Diversity by Diversitybusiness.com



Women's President Education Organization Recognized for Commitment to the Success of Women Business Enterprises



NY/NJ Minority Supplier Development Appreciation Award for Outstanding Contribution and Commitment



Minority Business News—Corporate Buyers of the Year



Minority Business News—2016 Champions of Supplier Diversity



Award of Excellence—Odyssey International Productions



100 Black Men Advocacy Award



WE Magazine Women Impacting Supplier Diversity

We maintain accountability by incorporating these objectives for Supplier Diversity for procurement buyers and managers. Our competitive proposal processes include diverse suppliers. Our supplier diversity database provides current/potential suppliers to support and assist with our business needs. We also collaborate with our internal stakeholders in identification of needs and research for diverse suppliers with relevant capabilities and engagement between the stakeholders and these companies.

We have delivered growth with our supplier partners in several categories:

- Over the last two years Derive, which is Colgate's preferred supplier for peripherals and accessories for all computer-related items, has experienced a spend increase of 50 percent with Colgate.
- Our partnership with US Chemicals increased in spend by 15 percent across a portfolio of materials in eight categories.

Colgate is a member or active participant in the following Supplier Diversity organizations:

NMSDC—National Minority Supplier Development Council

- Leadership Team
- The Working Group (Consumer Products and other Companies)

New York/New Jersey Minority Supplier Development Council

- Chairman of the Board
- Mentoring Program—Accelerate 2020
- Certification Committee

Women's Business Enterprise National Council

- Certification Committee

Women's President Education Organization

- Certification Committee

Institute of Supply Management/National

- Member of the Supplier Diversity Group Board—Affiliate's Chair

National Gay Lesbian Chamber of Commerce

- Procurement Council

New York City Small Business Services

- Corporate Alliance Partner (CAP)
- Educational workshops taught by Colgate Procurement staff
- Annual Procurement Fair

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

Consumer Diversity

Developing brand affinity and loyalty, especially among diverse consumers, is a key priority for growth and success at Colgate. With a wide array of initiatives and campaigns, Colgate holds diverse consumers at its core. When Colgate says, “Everyone deserves a future they can smile about,” we mean everyone.

Bringing People Together— Smile with Pride

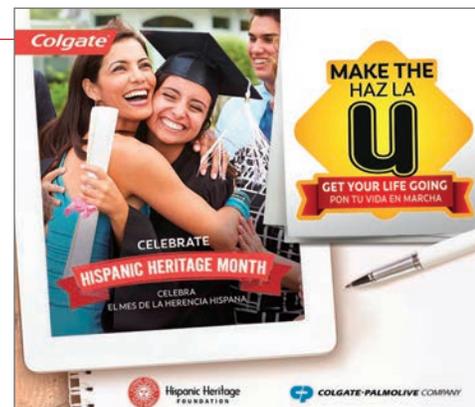
Colgate continues to focus on the power of a smile to bring people together. Sometimes a smile is all you need! Colgate is all about celebrating diversity. As part of these efforts and to celebrate inclusiveness, Colgate’s first digital commercial portraying a LGBT couple was created, followed by social media sharing that reached over 60 million consumers. #SmileWithPride #ColgateSmile



Creating a Brighter Future—Educational Scholarships

Colgate continues to focus on promoting higher education and presents initiatives such as Haz la U™ (Make the University), a scholarship program in partnership with educational leader Hispanic Heritage Foundation, alongside a new partnership with Black Girls CODE to help support the Science, Technology, Engineering and Math (STEM) initiatives.

To promote the importance of education among Latinos and help get them on the path to higher education, Colgate presents Haz la U™ educational grant program. Now in its eighth year and with more than 170 scholarships awarded, the initiative is committed to prepare future generations of Latinos and to give them the tools to become leaders in their communities.



The success of this long-standing education initiative has inspired Colgate to initiate a new partnership with Black Girls CODE, an organization focused on helping young girls of color learn computer programming.

Occupational Health and Safety

The health and safety of our employees and the communities in which we operate is paramount in all we do. Our goal is zero incidents. Colgate people around the world are committed to being “Colgate Careful” by maintaining a robust safety culture and healthy and safe working conditions.

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

Focus Areas of Colgate’s Occupational Health and Safety Standards

Occupational Health



Chemicals



Noise/Physical Hazards



Hierarchy of Controls/Hazard Communication



Ergonomics



Laboratories



Occupational Medical Standards

Safety



Injury and Illness Management



Equipment and Operational Hazards



Materials Handling and Storage



Temporary Labor, Contractors and Facilities



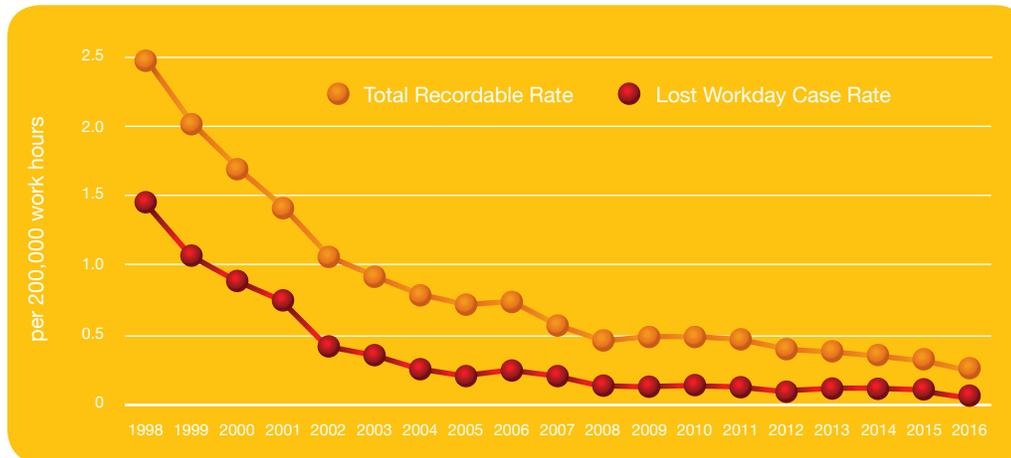
Process Safety



Fire and Loss Prevention

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

We also provide numerous safety training programs as an important part of our safety management strategy. We offer 150 e-learning courses available in as many as eight languages. Courses cover a range of topics such as EOHS incident management, hearing conservation, ergonomics in the workplace, confined space entry, fire safety emergency, safe work practices and industrial hygiene. We also conduct evacuation drills across our sites ensuring we are prepared in the event of unforeseen circumstances.

Global Safety Statistics ⁽¹⁾

⁽¹⁾Subject to final certification by third-party auditor.

President's Safety Awards

The President's Safety Awards Program recognizes Colgate sites as they achieve specific milestones. In 2016, 60% of our manufacturing facilities received one or more awards.

2016 was the safest year in the history of the company, with no work-related fatalities. Our total recordable rate (TRR) fell 13 percent to 0.28 and our lost work case rate (LWCR) fell 44 percent to 0.05.

In 2016, for the first time, we have used an independent third-party to verify our health and safety

data collection and reporting processes as well as the data itself. As part of this project, the number of hours worked, number of lost-time incidents, number of recordable incidents and number of occupational fatalities were verified.

2016 Safety Highlights

Risk-Based Management

We continue our work to sharpen the focus on risk-based safety management with a goal to eliminate fatalities and serious incidents. This approach involves an assessment of the severity of an event as well as the degree of control over the outcome. In 2015, we began requiring our manufacturing sites to prepare an annual risk assessment and preventive and corrective action plan. This expectation has been formally incorporated into our EOHS Management System and is reviewed during management reviews and audits to ensure our most significant risks are adequately controlled.

As mentioned in our 2015 Sustainability Report, electrical safety was identified as one of our highest life safety risks. We are pleased to advise that nearly

all high-risk findings from the safety assessment of our power distribution systems conducted by a third-party have been addressed.

Fork Truck Safety

Given the nature of our operations, fork trucks are widely used in our manufacturing sites and warehouses. In 2016, a team of EOHS professionals from across North and Latin America developed a mapping and risk assessment process to minimize the potential for fork truck/pedestrian accidents. Based on the team's recommendations we created a risk assessment process, established pedestrian fork truck traffic maps and installed blue awareness lights on the majority of our fork trucks.

Reducing Noise, Dust and Chemical Exposures

Colgate has been working to reduce noise, dust and chemical exposures in our facilities for many years. Our goal is to reduce the number of people who must wear hearing protectors or chemical cartridge respirators for a full shift. We are making positive progress:

- For mandatory use of hearing protection, the baseline figure in December 2014 was 49 percent. As of December 2016, we had reduced our percentage to 42 percent.
- For mandatory use of respirators, our baseline figure at the end of 2014 was 5.3 percent. As of December 2016, we had reduced our percentage to 3.2 percent.

Colgate measures exposure levels with the help of third-party providers in the field of industrial hygiene. We compare the data collected against the lower of any relevant national regulatory limit or the Threshold Limit Values (TLVs). TLVs are health-based exposure standards established by the American Conference of Governmental Industrial Hygienists, and Colgate applies those limits globally. The comparison of exposure data against the exposure standards allows us to make data-driven decisions on engineering controls and practices.

Reducing Ergonomic Exposure

In 2015, Colgate rolled out a global program to reduce ergonomics risk. Manufacturing sites and technology centers are working to complete the Ergo Top 5 actions. This program focuses on risk assessment, risk reduction, engineering controls and training. Since its launch, Colgate has made significant progress in the completion rates. As we closed 2016, we had achieved 85 percent completion of the program's elements.



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

Safety Incentives

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

2016 Safety Week Highlights

Safety Week is our annual opportunity to provide employee engagement events and activities to continue to demonstrate and celebrate our commitment to our EOHS Guiding Principles and foster the safety culture at each of our sites. Each March, Colgate holds a company-wide Safety Week, sharing best practices and refreshing our focus on health and safety. This week remains a cornerstone of our safety culture and provides an opportunity to focus on fundamentals, and each facility's own creativity delivers a solid and exciting week year on year. Several Safety Week events also include Colgate families in fun and educational activities. Colgate's 2016 Safety Week themes were fork truck safety, working at elevated sites and lockout/tagout, which are important for Colgate people at all of our facilities.

People



- Colgate's Bangkok, Thailand plant opened their Safety Week activities with a celebration of nine million hours without a lost workday.

- Colgate's Jaguaré and Via Anchieta, Brazil plants held "Find Seven Errors" workshops, testing employee knowledge of working at heights and workplace safety.

- In 2016, San Luis, Argentina organized a variety of activities for the Safety Week, including a review and update of the lockout/tagout procedures, a workshop on safe handling of forklifts, training on laboratory biosafety and a review of safety billboards and meeting points. The Emergency Brigade conducted drills on fire and workplace accidents.



- In Anzio, Italy, Safety Week involved training in forklift safety, ergonomics and working at heights. Events also included Colgate employees' families engaging in educational activities.

- Baddi, India opened Safety Week by forming a human safety sign with employees. Safety messages were communicated through safety badges and banners. Employees attended a personal protective exhibition, received scaffolding training and took a quiz on workplace safety. Posters were also prepared by workers focusing on the significance of safety measures.



- In addition to workshops on working at heights and forklift safety, in Gebze, Turkey, employees celebrated Safety Week with creative activities including a safety crossword puzzle, safety theater and "Hit the Risk" competition.

- Colgate's plant in Guatemala opened Safety Week by raising awareness through different communication channels, including a "Safety Begins with Me" badge and distribution of training booklets on workplace safety.

Responsible Sourcing

Third Party Code of Conduct

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

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

The Code is provided to suppliers and business partners, and Colgate's contracts and purchase orders typically require suppliers to abide by the Code's standards (or suppliers' comparable code standards), including applicable labor and equal employment laws as well as Environmental, Occupational Health and Safety regulations, and the Foreign Corrupt Practices Act and Colgate's Anti-Bribery Policy. Certain suppliers are also required to acknowledge the Third Party Code's requirements via our online supplier portal.

Assessing and Managing Supplier Risk

As a multinational company with a global supply chain, adverse actions and events associated with our supply chain could affect Colgate's reputation as a responsible company. To manage the risk to our company and to the workers in our supply chain, Colgate has a formal process to identify and manage social, ethical and environmental risks in our supply chain and with other business partners. Colgate's Supplier Responsible Sourcing Assessment (SRSA) program requires selected suppliers and business partners to complete a self-assessment focused on labor practices, human rights, worker health and safety, environmental management and business integrity. Risk factors considered in the

selection of suppliers to participate in the program include: geographic risks (using the Verisk Maplecroft Risk Indexes), Colgate's in-country knowledge, industry-associated risks and business criticality to our operations. Through the use of a supplier risk assessment scorecard, selected suppliers and business partners are scored against critical risk factors to determine the need to conduct a social compliance audit. When a supplier is assessed as high risk, a third-party audit of their facility is required. To date, Colgate has assessed over 500 supplier and business partner facilities via the SRSA program, commissioned over 150 site audits and reviewed an additional 175 supplier audits commissioned on behalf of other supplier customers.

As a member of the Supplier Ethical Data Exchange (Sedex), Colgate uses the Sedex Members Ethical Trade Audit protocol when required to assess suppliers' compliance with laws covering freedom of association, forced and child labor, health and safety, wages and benefits, working hours and discrimination as well as environmental and business ethics matters. If any areas of noncompliance are detected during the audit, we work with the supplier to ensure these concerns are promptly remedied and the closure of all such noncompliances is independently verified. The most frequent noncompliances identified during audits relate to worker health and safety, working hours and management systems. This assessment program is part of our supplier qualification process.

Since the program's inception in 2012, Colgate has assessed more than 75 percent of our spend with suppliers in high-risk geographies, including raw material and packaging suppliers, contract manufacturers, copacking facilities and warehousing operations. Internally, Colgate has also completed assessments of all manufacturing facilities and conducted social compliance audits at all facilities located in high-risk geographies.

Colgate is also a member of AIM-PROGRESS, a global industry forum dedicated to the promotion of responsible sourcing practices and sustainable production systems. Colgate has served on its leadership team for the past three years. Through the principle of mutual audit recognition, suppliers share noncompetitive audit data with other manufacturing companies that often share the same suppliers, enabling us to gain information more efficiently and relieving the burden of “audit fatigue” on suppliers.

To further drive improvement in our supply chain, Colgate has participated in capacity-building sessions through the AIM-PROGRESS forum that are designed to improve suppliers’ social and environmental performance. The sessions explain the responsible sourcing assessment process and prepare suppliers for assessments and audits of their facilities and provide guidance for suppliers seeking to develop their own responsible sourcing programs. We have participated in events in Latin America and North America. In addition, Colgate conducts similar independent supplier responsible sourcing training events for our suppliers.

Forced Labor

In line with the Consumer Goods Forum’s (CGF) recently announced Social Resolution on Forced Labor, Colgate joins CGF in acknowledging the broad societal problem of modern slavery and commitment to eradicate forced labor from supply/value chains.

Colgate does not use forced labor within our own operations. We will strive to eradicate forced labor from our supply/value chains. We believe that every worker should have freedom of movement, no worker should pay for a job and no worker should be indebted or coerced to work. Moreover, it is Colgate’s policy not to work with any supplier or contractor known to operate with forced labor.

Colgate complies with the California Transparency in Supply Chains Act, and our disclosure statement is available on colgatepalmolive.com/sustainability. Later in 2017, we will also meet the disclosure requirements of the United Kingdom Modern Slavery Act 2015.

Conflict Minerals

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

Supplier Responsible Sourcing Assessments

Through the Supplier Responsible Sourcing Assessment program, Colgate has assessed the performance of more than 75% of our suppliers in high-risk geographies since 2012, driving improved working conditions for more than 30,000 employees across our external supply chain.

Contributing to Communities

Promoting Oral Health

In 2016, Colgate celebrated the 25th year anniversary of the Bright Smiles, Bright Futures program, which builds shared value for both Colgate and society, enabling Colgate to make a significant impact in the communities where we live and work while engaging with consumers to build our brand value. We celebrated our anniversary all year long with our consumers, educators, retail partners, dental professionals and children.

Just as toothpaste has evolved from a cosmetic product to one that many people use each day, so have Colgate's oral health programs. In fact, BSBF is implemented differently around the globe, from a fleet of mobile dental vans in the U.S. to partnering with the Phelophepa Train in South Africa, to specifically designed delivery vehicles in India, all designed to reach smiles in need and educate kids on the importance of oral health.

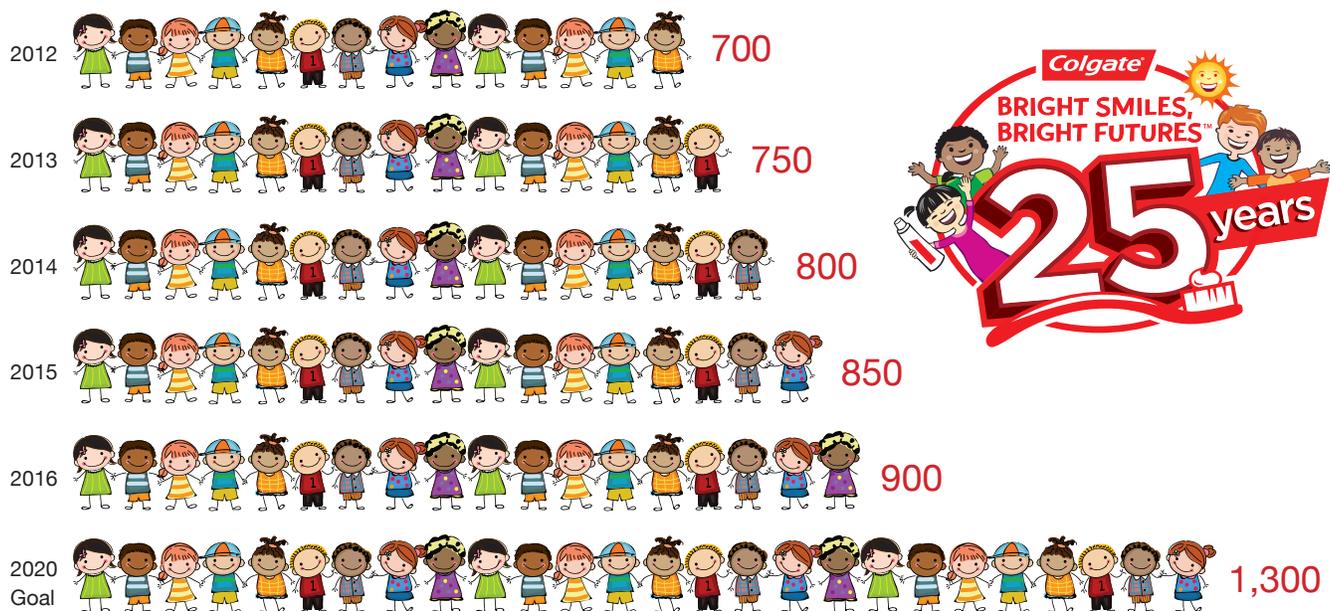
As a leading provider of oral care products, Colgate has the unique ability to educate and improve the oral health of children and their families. Colgate's flagship

Bright Smiles, Bright Futures program is among the most far-reaching, successful children's oral health initiatives in the world.

Through BSBF, volunteer dentists visit local communities to conduct free dental screenings and treatment referrals and educate children and their families about the importance of maintaining good oral health. Colgate also distributes toothpaste and toothbrushes as well as award-winning educational materials, including videos, books, software and activities in over 30 languages for use in the classroom or at home. In many countries, the materials have become part of the permanent school curriculum.

Colgate partners with numerous organizations including international dental/health associations, leading academic institutions, government and non-governmental organizations such as the Alliance for a Cavity-Free Future, the Global Child Dental Fund, the American Dental Association and the National Dental Association.

Millions of Children Reached Through Bright Smiles, Bright Futures



Brighter Smiles Around the World

Colgate partners with government health agencies, NGOs and dental associations to expand the reach of oral care education around the world. As a founding sponsor of the Alliance for a Cavity-Free Future, Colgate has joined a worldwide group of experts seeking to promote integrated clinical and public health action in order to stop cavities initiation and progression and to move towards a cavity-free future for all ages.



“Educating children about proper oral hygiene habits is at the heart of the Colgate Bright Smiles, Bright Futures program; what many people don’t realize is that tooth decay is five times more prevalent than other chronic diseases that affect children.”

*~Marsha Butler, DMD,
Vice President of
Global Oral Health and
Professional Relations,
Colgate Bright Smiles,
Bright Futures
Global Program Lead*

World Health Organization

According to the World Health Organization, tooth decay and dental caries (cavities) are among the most chronic diseases, affecting 60 to 90 percent of school children and nearly every adult in the world. Many children around the world do not have access to the basic dental care and education that can help prevent oral health diseases.

- During Oral Health Month, Colgate South Africa launched a BSBF Campaign to create awareness and educate the community on oral health. The campaign, “Let’s Get To Zero Cavities Together,” was activated in 13 malls around the country, spanning over 26 days, providing 4,500 free screenings nationally. This advocacy campaign included an enormous media presence and well-known personalities such as Dr. Smiles, a millennial dentist who has a long-standing relationship with Colgate and BSBF involving community service.
- During National Brushing Day, Colgate Colombia partnered with the Alliance for a Cavity-Free Future, the Universidad del Valle, Secretary of Health and Education of Cali and the Academy of Pediatric Dentistry to bring oral health education to school-age children. The event involved 190,000 children from 1,144 educational institutions simultaneously brushing their teeth. This was a historic moment, aiming to raise awareness and educate the community about cavity prevention and self-care practices.

People

- In India, Colgate continues to work with Jeevika, a women’s empowerment organization, to provide oral health education and access to products in rural communities in Rural Bihar (Eastern India), where as little as 50 percent of people use toothpaste. Supported by the World Bank and the Government of Bihar, Jeevika works with a self-help group model at the village and household level to improve livelihood and reduce vulnerability of the rural population of Bihar. The Jeevika network reaches over two million households in Bihar through various village organizations. Colgate is one of the first to partner with Jeevika, working to leverage women’s roles as change agents to improve oral care habits. “Maukhik Swasthya Mitras” (Oral Health partners) in the Jeevika village organizations receive oral care certification and act as ambassadors to teach households about proper oral care and drive behavior change in the community. At the same time, Colgate is reaching children and their families in the region through the BSBF program as well as engaging rural retailers.



- In 2016, BSBF launched its very first campaign in Algeria. A dental screening area along with five workshops were held in a public park, providing oral health education to children between ages five to nine. More than 50 volunteers were involved in this three-day event, reaching 2,000 children. Of the check-ups provided, 60 percent of the children examined had dental caries. The event was covered by three local television stations, four local radio stations and many newspapers.
- The Departments of Health and Education, Pick n’ Pay and The Dental Wellness Trust, an NGO in the Western Cape of South Africa, partnered with Colgate to educate, promote and instill good oral health habits in preschools in squatter camp areas in Khayelitsha Township. Teachers were trained on oral health education to reinforce this message to children throughout the year. Through this collaboration, in 2016 10,000 children between the ages of four and six were educated.



- Colgate India, in partnership with the Indian Dental Association has been working towards educating consumers on adopting and maintaining healthy oral hygiene in their daily lives. In India, Colgate's Bright Smiles, Bright Futures program imparts oral health education to primary school kids between the ages of six and fourteen. Oral Health Month is a two-month long initiative where we reach out to people from all across the country through different platforms to provide them with access to dentists and provide free dental check-ups. To date, BSBF has touched the lives of 142 million children across 327,000 schools in rural India.

- In the Dominican Republic, 35,000 children between the ages of six and eleven joined in an island-wide simultaneous brushing event on National Brushing Day. Close to 2,000 dentists volunteered their time along with Colgate people to educate children, their parents and teachers about the importance of proper brushing in a fun and engaging way. Colgate continues to partner with the Ministries of Health and Education and dental professionals to assist in driving the message of better oral health.



Handwashing Education

The simple act of washing hands with soap is one of the most effective ways to prevent disease transmission, especially in children. Handwashing with soap at key times, however, is not widely practiced. As a leading marketer of bar and liquid soaps, Colgate is working with public health officials, academia, local schools and clinics to educate millions of children and their families about the health and hygiene benefits of handwashing with soap. Colgate's global handwashing program provides educational materials and sample products

to schools and communities and builds awareness through advertising and public relations campaigns. In some countries, Colgate teaches handwashing as part of our BSBF program, building the steps for proper handwashing into the oral care curriculum and messaging. Like the oral care component of BSBF, the program creates shared value for both Colgate and society, helping to improve health outcomes while building brand awareness and reputation for Colgate's Palmolive and Protex soap brands.

Handwashing Highlights:



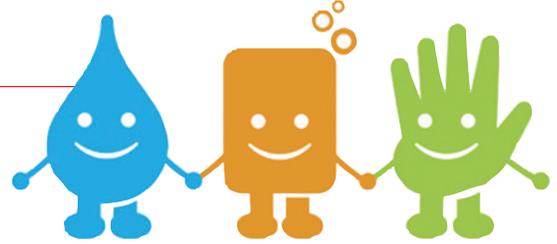
- The International School in Lae, Papua New Guinea, was among 196 primary schools participating in this year's Global Handwashing Day. Colgate partnered with the National Department of Health, World Vision, Water Aid, Anglicare and Child Fund to spread awareness. This year's theme, "Breaking the Chain of Infection," aimed at preventing infections from happening.

- The Fijian government recognizes October 15th as National Handwashing Day. Colgate, through our brand Protex, partnered with the Ministry of Health, Ministry of Education, UNICEF and school and community hygiene programs to foster and support a global and local culture of handwashing with soap. This year's theme, "Make Handwashing a Habit," was celebrated over a two-week period. Health teams were mobilized to coordinate programs in participating schools, providing them with soap, tissues and educational materials. In its first year, it was celebrated in one primary school of about 900 students. In 2016, the program has expanded reaching 288 schools and 118,000 students and community members.



People

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



- Through the Palmolive brand's Clean Hands, Good Health program in Australia and New Zealand, we promote handwashing awareness to children and their families by providing preschool education kits with posters, storybooks and teacher's guides, distributing 8,000 preschool education kits in 2016. Since 2009, Clean Hands, Good Health has reached almost two million preschool children and their families. The campaign aims to teach preschool children the importance of handwashing and to ensure good hand hygiene habits are carried throughout their lives.

- For more than 14 years, Protex has been carrying out the campaign called "Hygiene and Health Go Hand in Hand" in 11 Latin American countries. It aims to raise awareness about the importance of hand hygiene in preserving general health and motivating our consumers to reinforce their hygiene habits. This is made possible with an extensive shopper program and partnerships with government entities and schools. Shopper programs in Colombia, Honduras, El Salvador, Nicaragua and Costa Rica use handwashing stations help teach consumers proper handwashing techniques.



- A commitment to support WASH, or water, sanitation and hygiene, program is part of Colgate's Water Stewardship Strategy and our commitment to partner with local and global organizations to bring clean water to underserved areas of the world. Through our partnership with Water For People, Colgate supports programs that provide access to clean water, sanitation systems and/or health and hygiene education, including handwashing. Colgate contributed to Water For People's Everyone Forever program, helping them to reach nearly 338,000 people since 2013.

Helping Pets Find a Home

Through the Hill's Food, Shelter & Love program, Colgate partners with animal shelters across the U.S. to provide Hill's Science Diet pet food at a discount. Developed by veterinarians and nutritionists, Hill's Science Diet offers superior nutrition for pets. Hill's also provides shelters with training, digital tools and content and shelter visuals. For pet owners, Hill's provides Science Diet adopter kits with coupons and *Your New Best Friend Guide* digital books. Hill's believes that making premium nutrition accessible to every shelter—and every pet—helps send them home faster. Our mission is to help enrich and lengthen the special relationship between people and their pets. Whether a shelter has 100 or 10,000 adoptions a year, the goal is to ensure that every pet goes home healthy and happy. That means nourishing every pet that arrives at the shelter with Science Diet and sending a Science Diet adopter kit home with every new adoption. Through this partnership, the Company provided pet food with a retail value of more than \$3.3 million in 2016, which adds up to over \$288 million to nearly 1,000 shelters since the program's inception in 2002. These donations have helped more than eight million pets—and counting—find their forever homes. Hill's employees are also engaged in helping pets in need. In 2016, Hill's supported 33 different shelters with over 50 special events across the United States.

In recognition of the Federal Emergency Management Agency's National Animal Disaster Preparedness Day on May 14, 2016, Hill's joined with its network of animal shelter partners to encourage pet parents to fully consider their pets in emergency planning. In 2016, Hill's enlisted the help of 65 of the over 800 shelters it supports through the Hill's Food, Shelter & Love program to help raise awareness of the

importance of having a pet-inclusive emergency plan in place. Hill's suggests families build a Pet Emergency Go-Kit to store with the rest of the family's emergency preparations with items such as first aid supplies, food, water and other essentials to care for a pet away from home.

Hill's also partners to provide food shipments to shelters in the event of an emergency through the Hill's Disaster Relief Network, a formalized U.S. emergency network for pets. Working with more than 100 existing shelter partners, Hill's is prepared to respond quickly with food shipments for pets affected by disasters, whether to feed displaced pets and pets belonging to displaced people, or to provide food to families, allowing them to keep their pets with them. In 2016, Hill's responded to 16 emergencies across the U.S., from tornadoes to wildfires and floods.



Supporting service animals

Additionally, Hill's provides South Africa Parks Hill's Science Plan Performance dog food for the anti-poaching dogs working at Greater Kruger National Park at reduced cost. Using Hill's Performance allows the dogs to work at their peak—whether tracking or searching for weapons or other biological agents such as rhino horn. The dogs are credited with not only saving many rangers' lives but reducing poaching to a level that has halted the decline in the number of rhinos.



Community Giving

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

Colgate's giving priorities are 1) creating educational opportunities, 2) advancing health and well-being, and 3) engaging Colgate people.

2016 Contributions

\$30.2
million*

Highlights Creating Educational Opportunities

- The Colgate Women's Games debuted in 1973 with 5,000 New York area competitors. Today, more than 11,500 athletes across the East Coast—from Boston to Georgia—come out to compete. The Colgate Women's Games continue to be the largest women's amateur indoor track and field series in the U.S. and helps young girls and women develop a strong sense of personal achievement and self-esteem, value teamwork and discover the importance of education. Open and free to all girls from elementary school through college and beyond, the Colgate Women's Games have awarded more than \$1 million in educational grants-in-aid. At the 2016 Olympics Games in Rio, an unprecedented six Colgate Women's Games alumnae fulfilled their dreams before millions of people when they took the field to compete as Olympians for Team USA. These six alumnae joined a running roster of 20 other Colgate Women's Games participants who have gone on to earn the prestigious title of Olympian.



- In 2016, Colgate India launched its Education Scholarship Program for the disadvantaged children from tribal and rural areas in Udaipur, Rajasthan, India. This scholarship program will last for a period of five years and will support 25 students, primarily female children, from these areas. It will sponsor and pay for their school fees, hostel fees, study material, uniforms, travel and other support costs. In the fourth year, a review is performed to discuss the career choices of these children, which will be supported jointly by Colgate and Seva Mandir. Colgate has partnered with Seva Mandir since 2013, a nonprofit organization working towards initiatives like improving Health, Education, Women Empowerment and Youth Development.



- In India, Myanmar, Thailand, the Philippines and Malaysia, Colgate offers a scholarship contest to make a small meaningful difference in children's lives. Past winners now attend better schools, purchase books, pay for English classes and are able to continue their studies instead of leaving to work.

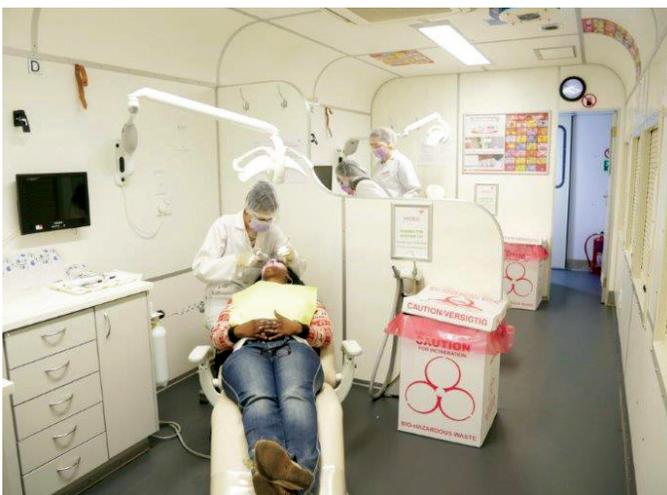
*Cash and in-kind contributions to charitable organizations, including spending for the Bright Smiles, Bright Futures program in Colgate's 20 largest subsidiaries (by oral care sales).

Advancing Health and Well-being

- Colgate's long-standing partnership with the Starlight Children's Foundation is driven by the company's value of Caring. The Starlight Children's Foundation is a leading global charity that partners with experts to improve the health and wellness of thousands of children and families in communities around the world. Since 1989, Colgate has contributed more than \$12 million to support family-centered Starlight programs such as the Starlight World online community for teens affected by chronic or serious illness, Starlight Fun Center mobile entertainment units, iPads and other critically needed items that enhance the comfort and care of children in hospitals in the U.S. to offer fun and distraction for pediatric patients.



- Colgate teamed up with Walgreens and Kids in Need Foundation to give students the tools they need for a brighter future. The Colgate Bright Smiles, Bright Futures Children's Oral Health dental vans visited 66 Walgreens stores across Los Angeles, Miami and Chicago, providing free dental education, dental screenings and local treatment referral. All children screened received dental report cards and oral health kits that included toothpaste, a toothbrush and dental health materials. Additionally, Colgate invited Walgreens shoppers to help give students in need tools for a brighter future. For every Colgate Kids product purchased at participating Walgreens, Colgate donated \$1 to the Kids in Need Foundation, for a minimum donation of \$10,000 and a maximum donation of \$25,000.



- In South Africa, Colgate sponsors the Phelophepa Train, a mobile hospital that provides medical care and oral health care in communities where medical services and infrastructure are unavailable. Each year the train treats nearly 50,000 people in 37 communities.

People

Engaging Colgate People

- For five years, Colgate people in South Africa have volunteered in the local community for Earth Day. In 2016, employees visited two underprivileged schools in Boksburg and Durban where they taught children about the importance of saving the environment and gardening. Colgate people in South Africa also volunteer during Mandela Day by planting trees, painting children's playgrounds or visiting the sick.



- In the aftermath of the earthquake off of coastal Ecuador in 2016, Colgate donated over 370,000 pieces of toiletry items. Colgate people donated their time distributing 40 tons of items to the people most affected by the earthquake.



- In Colombia, Colgate partnered with the Animal Safe Foundation and volunteered in the event "Bathe a Four-Legged Buddy." Colgate volunteers washed 100 dogs and donated one ton of Hill's Pet Nutrition dog food in addition to home care products.



- Our Therwil, Switzerland Campus rolled up their sleeves and contributed to local communities during their first official Colgate Cares Day in 2016. Volunteers gave their time in activities such as teaching oral care to refugee children, caring for 100 dogs and cats at an animal shelter, spending time with the elderly at a retirement home, cleaning up the forest near our campus and donating 300 sunflowers to the community to help save the bumblebees.

- Tom's of Maine continues its practice of giving 5 percent of profits each year to nonprofit organizations committed to causes such as human health, animal welfare, education and environmental sustainability. In 2016, Tom's of Maine donated a quarter of a million dollars to The Nature Conservancy, with funding directed towards water conservation efforts. Plans include important watershed restoration projects in Minnesota and Massachusetts as well as a national awareness and engagement campaign.

Performance



Performance at Colgate is more than just financial strength—it is our commitment to grow the business with innovative, more sustainable products that make the lives of consumers healthier and more enjoyable.

2016
AT A
GLANCE

\$15.2

Billion
worldwide sales
2016

78%

Improved sustainability
profile in 78% of new
products⁽¹⁾

60%

Gross profit
margin 2016

78%

78% of our packaging
is recyclable⁽²⁾

41%

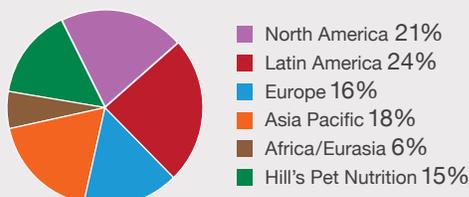
Approximately 41%
of our packaging materials
by weight globally
come from recycled sources

⁽¹⁾ The performance results are based on representative new products and product updates evaluated against comparable Colgate products, considering a 2015 baseline, across seven impact areas to characterize likely improvement in the sustainability profile, based on review of quantitative and qualitative data.

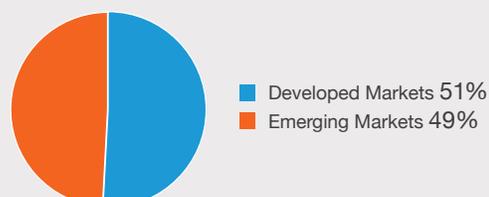
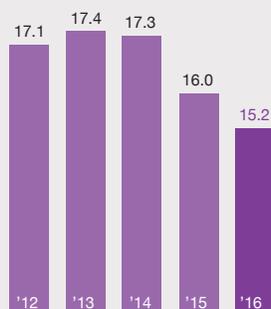
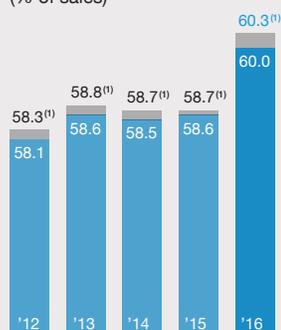
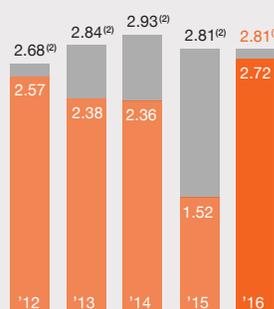
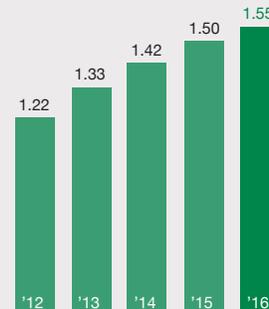
⁽²⁾ Packages meeting all three criteria are considered recyclable: 1) the package is made of a material that is widely accepted for recycling, 2) the package can be separated into material(s) that can be recycled, and 3) the package material can be reprocessed into a preferred valuable feedstock.

Financial Strength

2016 Net Sales by Geographic Region



2016 Net Sales by Market Maturity

Net Sales
(\$ billions)Gross Profit Margin ⁽¹⁾
(% of sales)Diluted Earnings ⁽²⁾⁽³⁾
(\$ per share)Dividends Paid ⁽³⁾
(\$ per share)

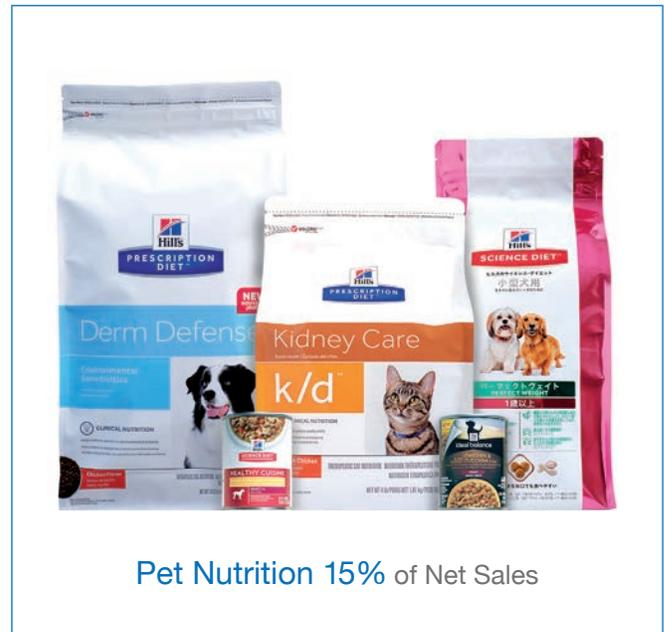
⁽¹⁾2013–2016 exclude charges related to the 2012 Restructuring Program. 2012 excludes costs related to the sale of land in Mexico. A complete reconciliation between reported results (GAAP) and results excluding these items (Non-GAAP), including a description of such items, is available on Colgate's website and on page 122 of this report.

⁽²⁾2016 excludes a gain from the sale of land in Mexico, charges related to the 2012 Restructuring Program and certain other items. 2015 excludes a gain from the sale of the Company's laundry detergent business in the South Pacific, charges related to the deconsolidation of the Company's Venezuelan operations, charges related to the 2012 Restructuring Program and certain other items. 2013 and 2014 exclude charges related to the 2012 Restructuring Program, remeasurement charges resulting from devaluations and effective devaluations in Venezuela and certain other items. 2012 excludes charges related to the 2012 Restructuring Program and certain other items. A complete reconciliation between reported results (GAAP) and results excluding these items (Non-GAAP), including a description of such items, is available on Colgate's website and on page 122 of this report.

⁽³⁾All per share amounts have been restated for the 2013 two-for-one stock split.

Performance

Colgate's Global Brands



Consumer-Driven Innovation

Every day, people around the world use Colgate products to care for themselves, their families and their pets. Colgate delights shoppers with innovative products that meet their needs, exceed their expectations and add value to their lives. Colgate's nine consumer innovation centers, situated close to consumers in different parts of the world, are focused on developing insight-driven innovation. Operating in over 200 countries and territories across four major product categories that encompass over 20 subcategories, Colgate launches over 600 new products and product updates every year.

To ensure that the products we develop meet consumer expectations, Colgate is committed to listening and engaging directly with people around the world. Each year, over 1,000 studies are conducted to gather learning and understanding of the needs of families and individuals, even before a single item of

a new product is sold. To ensure that our commercial teams stay close to the users of our products, we undertake "Getting External" programs that help build our deep understanding of local tastes and habits across categories. Over the last two years, hundreds of activities have been undertaken involving Colgate employees in multiple locations. Example activities include shop-alongs with mothers in South Africa, in-home conversations with millennials in the Philippines and visiting young men in India. All of these activities led to the discovery of key consumer insights, unmet consumer needs and opportunities for performance improvement in existing products.

We also listen to consumer feedback on our products. Colgate's Global Consumer Affairs department manages consumer relations around the world, covering 96 percent of Colgate's business. Our team strives to provide the very best consumer care to make it easy for people to reach the company, have their messages heard and problems solved and give them confidence in having an advocate for their cause or message within the company.

Some recent enhancements include broadening our accessibility to the Colgate consumer with the opening of new native-language contact centers in Asia, Europe and Russia. Further, beyond social media engagement, there is increased deployment of chat service, most recently with Colgate Australia and for our Tom's of Maine brand.

The quality of caring service is highly important to us to be respectful of people who reach out for help. We continue with ongoing satisfaction surveys globally to learn how to continuously improve our service to give our consumers reasons to smile.

In addition, we regularly monitor key performance indicators for our phone service in several regions around the world, striving for 100 percent satisfaction. In our 2016 surveys, 95 percent of consumers who called us in North America were "satisfied" or "very satisfied" with our service.



Engaging to Build Our Brands with Consumers

Stronger consumer engagement begins with better insights. We are obtaining deeper and more meaningful consumer insights and using them to strengthen product development, packaging and the communications we deliver through our integrated marketing campaigns.

Product Sustainability at Colgate

Product sustainability at Colgate means a continued commitment to safe, sustainable, high-quality products that consumers can trust. As part of our 2015 to 2020 Sustainability Strategy, we have committed to increase the sustainability profile in all new products we produce and in the balance of our portfolio. Increasingly, consumers are purchasing products that both meet their needs and have a reduced environmental and social footprint. At Colgate we are working to meet that expectation by:

- **Driving Sustainability Through Our Product Categories**

We are continuing to implement product category sustainability strategies outlined on pages 58–65 that align with and support our 2020 Sustainability Strategy.

- **Improving the Product Sustainability Profile of Our Products**

Consistent with our value of continuous improvement, collaborative teams across the Colgate world are coming together to develop products with an improved sustainability profile that continue to meet and exceed consumer expectations. Changes and opportunities to improve product sustainability are considered throughout the product development process by multiple functions. Annually, new products planned for launch are reviewed with our Product Sustainability Scorecard (page 66).

- **Delivering Safe and Sustainable Ingredients**

Colgate remains committed not only to making safe products, but also to making those products with ingredients and processes that have minimal impact on the world around us (page 69).

- **Delivering More Sustainable Packaging**

We are doing our part in the closed loop economy by increasing the recyclability of our packaging and increasing the amount of recycled content in our packaging (page 71).

- **Providing Access to Affordable Products**

We continue to expand access to affordable health and wellness products for millions of people in underserved communities (page 74).



Driving Sustainability Through Our Product Categories: Oral Care

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



Supply of Raw and Packaging Materials

- Responsible sourcing of palm oils
- Utilizing recycled content in our cartons
- Responsible sourcing of paperboard for our cartons and cases
- Conducting Supplier Responsible Sourcing Assessments
- Working to reduce the carbon footprint of our ingredients



Product Development and Design

- Improving ingredient sustainability profile
- No use of microbeads as an ingredient
- Driving improvement via our Product Sustainability Scorecard
- Partnering to develop alternatives to animal safety testing

Performance



Reducing Our Operational Footprint

- 87% of oral care manufacturing plants have achieved U.S. EPA ENERGY STAR Challenge for Industry recognition
 - Reducing water used during manufacturing
 - Four Oral Care manufacturing plants send less than 5% of their waste to landfill
 - Seven LEED-NC oral care manufacturing plants
 - Achieving world-class safety performance

Consumers and the Community

- Delivering oral health education through Bright Smiles, Bright Futures
- Providing educational scholarships
- Encouraging proper toothbrushing and use of toothpaste in remote areas
- Promoting water conservation awareness globally
- Improving affordability and access to oral care products
- Making toothbrush and toothpaste donations in times of need
- Increasing ingredient transparency
- Volunteering in our communities



Product End-of-Life

- Driving breakthrough innovation in oral care packaging recyclability
- Removing PVC from toothbrush packaging
- Partnering to build recycling infrastructure via the Closed Loop Fund
- Partnering with TerraCycle® around the globe

Driving Sustainability Through Our Product Categories: Personal Care

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

Supply of Raw and Packaging Materials

- Responsible sourcing of palm oils
- Responsible sourcing of beef tallow
- Increasing the recycled content in our packaging
- Responsible sourcing of paperboard for our cases
- Conducting Supplier Responsible Sourcing Assessments
- Engaging suppliers on green chemistry
- Working to reduce the carbon footprint of our ingredients



Product Development and Design

- Improving ingredient biodegradability
- Utilizing more sustainable preservative systems
- Working to meet the commitments outlined in our Ingredient Safety Policy
- Driving improvement via our Product Sustainability Scorecard
- Partnering to develop alternatives to animal safety testing

Performance

Reducing Our Operational Footprint

- 100% of Personal Care manufacturing plants have achieved U.S. EPA ENERGY STAR Challenge for Industry recognition
- Reducing water used during manufacturing
- One Personal Care manufacturing plant sends less than 5% of its waste to landfill
- Two LEED-NC Personal Care manufacturing plants
- Achieving world-class safety performance



Consumers and the Community

- Providing handwashing education through Palmolive and Protex brands
- Promoting water conservation awareness
- Partnering to promote WASH support: water access, sanitation and hygiene
- Increasing ingredient transparency
- Innovating to help consumers use less water
- Donating personal care products in times of need
- Volunteering in our communities

Product End-of-Life

- Increasing package recyclability
- Optimizing packaging volume and weight
- Leading innovation with Tom's of Maine recyclable deodorant packaging
- Partnering to build recycling infrastructure via the Closed Loop Fund



Driving Sustainability Through Our Product Categories: Home Care

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



Supply of Raw and Packaging Materials

- Responsible sourcing of palm oils
- Increasing the recycled content in our packaging
- Responsible sourcing of paperboard for our cases
- Conducting Supplier Responsible Sourcing Assessments
 - Engaging suppliers on green chemistry
 - Working to reduce the carbon footprint of our ingredients

Product Development and Design

- Improving ingredient biodegradability
- Utilizing more sustainable preservative systems
- Working to meet the commitments outlined in our Ingredient Safety Policy
- Reducing volatile organic compounds
- Driving improvement via our Product Sustainability Scorecard
- Partnering to develop alternatives to animal safety testing



Performance



Reducing Our Operational Footprint

- 77% of Home Care manufacturing plants have achieved U.S. EPA ENERGY STAR Challenge for Industry recognition
 - Reducing water used during manufacturing
 - Four manufacturing plants send less than 5% of their waste to landfill
 - Achieving world-class safety performance

Consumers and the Community

- Saving consumer time and energy with fast-dry technology and cold water wash formulas
- Helping consumers save water with no-rinse fabric softener and easy-rinse cleaners
- Partnering to promote WASH support: water access, sanitation and hygiene
- Increasing ingredient transparency
- Providing cleaning products during health epidemics
- Offering concentrated products
- Volunteering in our communities



Product End-of-Life

- Increasing package recyclability
- Expanding refill package options
- Optimizing packaging volume and weight
- Partnering to build recycling infrastructure via the Closed Loop Fund

Driving Sustainability Through Our Product Categories: Pet Nutrition

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

Supply of Raw and Packaging Materials

- Responsible sourcing of soy
- Responsible sourcing of seafood
- Responsible sourcing of paperboard for our cases
- Conducting Supplier Responsible Sourcing Assessments
- Engaging with packaging suppliers to improve logistics efficiencies



Product Development and Design

- Providing high-quality ingredients with the proper balance of essential nutrients
- Creating new products and improving existing ones to improve the health and wellness of pets
- Driving improvement via our Product Sustainability Scorecard

Performance

Reducing Our Operational Footprint

- First four Zero Waste to Landfill factories in Colgate world
- Two LEED-NC Manufacturing Plants
- 50% of Pet Nutrition manufacturing plants have achieved U.S. EPA ENERGY STAR Challenge for Industry recognition
- Reducing water used during manufacturing
- Achieving world-class safety performance



Consumers and the Community

- Helping dogs and cats find their forever homes
- Providing an emergency network for pets
- Providing an online Pet Care Resource Center
- Volunteering in our communities
- Supporting service dogs

Product End-of-Life

- Optimizing primary and secondary packaging
- Increasing recycled content of corrugate materials
- Encouraging consumers to recycle wet food cans
- Partnering to build recycling infrastructure via the Closed Loop Fund



Improving the Product Sustainability Profile of Our Products

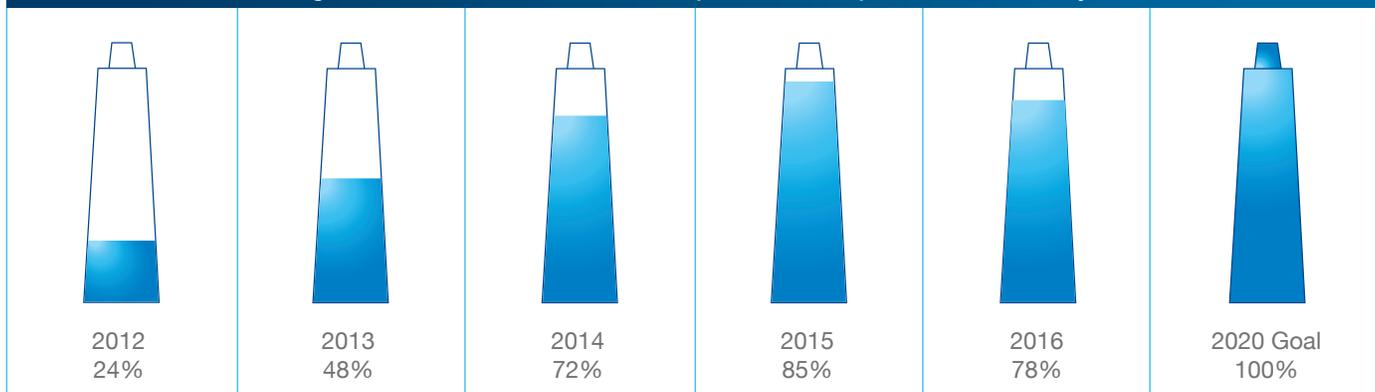
Scorecard Validation



Colgate engaged Pure Strategies to validate our Product Sustainability Scorecard.

In order to measure progress toward our 2020 goal to increase the sustainability profile in all new products we produce and in the balance of our portfolio, Colgate began evaluating new products using a Product Sustainability Scorecard in 2012. Colgate engaged Pure Strategies, a leading sustainability consultant, to validate our Product Sustainability Scorecard and the results. Pure Strategies provided the following validation statement in regard to the Colgate Product Sustainability Scorecard: “Nothing came to our attention that caused us to believe that Colgate’s Product Sustainability Scorecard could not be used to track progress on improving the sustainability profile of new products and the balance of their portfolio.” The scorecard rates products with 25 parameters across seven impact areas: Responsible Sourcing and Raw Materials, Energy and Greenhouse Gases, Waste, Water, Ingredient Profile, Packaging and Social Impact. Through cross-functional collaboration across the Colgate world, we continue to make progress and have improved the sustainability profile in 78 percent of the new products and new product updates in 2016.⁽¹⁾ We will continue our efforts to drive continuous improvement in the coming years.

Percentage of New Products and Product Updates with Improved Sustainability Profile



We improved the sustainability profile in 78 percent of new products and product updates.

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

2016 Product Highlights

Colgate continues to offer more sustainable product options. Colgate's Product Sustainability Scorecard rates products with 25 parameters across seven impact areas.



Biodent Mint Mouthwash was reformulated with a more sustainable preservative system.  



We began using a sugarcane bagasse to produce paper-board for our toothpaste cartons in Colombia, Ecuador and Peru. Sugarcane bagasse has less impact on the environment, requires no bleaching, is more biodegradable and is easier to recycle.  



Tom's Long Lasting Stick Deodorant was reformulated with ingredients with an improved sustainability profile that also improves the consumer experience. Additionally, the manufacturing process was simplified saving both water and energy.   



Protex Pro-Hidrata was reformulated using a glycerin by-product, which improved the environmental ingredient profile and reduced the water and energy consumed during production.   



We improved the process to purify the water used in Suavitel Fabric Softener in one of our plants and saved over a million gallons of water annually.  

Colgate's Product Sustainability Scorecard Seven Impact Areas



Responsible Sourcing and Raw Materials



Energy and Greenhouse Gases



Waste



Water



Ingredient Profile



Packaging



Social Impact

2016 Product Highlights



We removed the preservative DMDMH, a formaldehyde donor, from Ajax Household Cleaner and replaced it with lactic acid—providing a more sustainable preservative system. 



The PVC label on Glo Ultra Pekat Dishwashing Liquid was replaced with a paper label, making the package recyclable. We also added the “Save Water” message to the label to encourage consumers to conserve water when washing dishes.  



The tuna used in Hill's Ideal Balance is certified by Friends of the Sea. The product-to-package ratio was improved and secondary packaging was reduced, saving materials and reducing greenhouse gas emissions associated with movement of finished goods.   



We increased the amount of postconsumer recycled content in the Hill's Science Diet Adult Sensitive Stomach and Skin packaging. In addition, key suppliers implemented environmental and energy improvements.   



Optimization of secondary and tertiary packaging for Hill's Digestive Care Prescription Diet reduced material consumption and greenhouse gas emissions associated with movement of finished goods.  

Colgate's Product Sustainability Scorecard Seven Impact Areas



Responsible Sourcing and Raw Materials



Energy and Greenhouse Gases



Waste



Water



Ingredient Profile



Packaging



Social Impact

Delivering Safe and Sustainable Ingredients

Product Safety and Quality

The decisions we make on ingredients are based on a thorough evaluation of the latest scientific evidence. When we choose an ingredient—whether to contribute to the performance of a product or to keep it safe against microorganisms—it is first prescreened by a team of Colgate scientists. Every ingredient is assessed alone and within a formula to ensure that nothing unexpected will occur. Our ingredient review assesses not just what happens in our laboratories, but also across a range of real-world conditions during manufacturing, in transportation, at the store, in consumers' homes and after consumer use. To learn more about the science behind our products, please visit colgatepalmolive.com/en/us/corp/core-values/science-innovation.

We continuously monitor and evaluate the safety of our ingredients, and we actively engage with outside experts and resources to understand emerging science and deepen our knowledge. We seek the facts so that we can make the right decisions. Where we see opportunities regarding ingredients that are raising consumer questions, we substitute with other safe ingredients that provide the same or better benefits without sacrificing quality. Through this ongoing effort, we no longer use or are on our way to eliminating some of the ingredients and preservative systems currently raising consumer questions. To learn more, visit our Ingredient Safety Policy and progress updates at colgatepalmolive.com/en/us/corp/core-values/our-policies/ingredient-safety.

We also comply with all aspects of the European Union's REACH regulation (Registration, Evaluation, Authorization and Restriction of Chemical substances).

Ingredient Transparency

We recognize consumers want to know more about the ingredients in the products they use. We disclose the ingredients in Oral Care, Personal Care and Home Care products in the U.S. and Canada according to the Consumer Product Ingredient Communication Initiative (CPICI) of the American Cleaning Institute, the Consumer Specialty Products Association, and the Canadian Consumer Specialty Products Association.

In 2016, Colgate began participating in the Smart Label™ initiative. This platform is enabling consumers to obtain additional information about our products sold in the United States. Consumers can now find product information in many ways—smartphone, computer and telephone.

Colgate-Rutgers Alliance

The Colgate-Rutgers Alliance was formed in 2015 to promote breakthrough advances in research relevant to consumer health and to expand scientific capabilities at both Colgate and Rutgers University. Scientists from Global Product Safety and Sustainability groups at Colgate developed a two-credit elective for Rutgers graduate students and postdoctoral fellows.

Colgate Oral Care
Colgate Optic White Enamel White Whitening Toothpaste, 5 Ounce
 5 oz

35000763808

Ingredients Usage Instructions Advisories & Handling Other Information Company/Brand

ACTIVE INGREDIENTS

Sodium Monofluorophosphate (1.14% (0.19% w/v Fluoride Ion)) Anticavity

GMA Smart Label™ Initiative

Product Safety Testing

Colgate has a long-standing policy to minimize and ultimately eliminate animal testing associated with the development of oral care, personal care and home care products. Central to this commitment are our 30-year-long efforts to encourage the development of alternatives that are scientifically valid and can be accepted by scientific regulators.

We are a leader in promoting, encouraging and participating in the development, validation and acceptance of non-animal testing methods worldwide, investing over a million dollars annually on research with non-animal alternatives. We work closely with worldwide regulatory agencies to examine how non-animal tests can be incorporated into their safety requirements for consumer products. More specifically, we support the European Partnership for Alternative to Animals and the Institute for In Vitro Science. Colgate actively shares its work to reduce animal use and develop alternatives so that this information can help others minimize animal use.

Globally, there are circumstances when regulatory

agencies require animal testing of oral care, personal care and home care products. In such limited instances, the tests are conducted at external testing facilities that meet strict government standards and the rigorous requirements that were established by Colgate with input from animal welfare groups. We look forward to the day when all necessary safety studies for oral care, personal care and home care products can be performed without the use of animals, and we will continue the work to make that day come sooner.

Hill's Pet Nutrition uses only noninvasive, humane research methods necessary to develop superior nutritional technology so that dogs and cats live longer, healthier lives. Importantly, Hill's believes that any procedure that causes pain to people also causes pain to animals, and such procedures are not permitted. Hill's breakthroughs in pet nutrition are unmatched in the pet food industry, and they have built their business and reputation on always practicing the highest ethical standards. Hill's has an animal welfare policy, which governs all animals they touch.



Partnering to Develop Alternatives

Colgate continues our commitment to finding and using alternative testing methods through support and involvement with the European Partnership for Alternative Approaches to Animal Testing and the Institute for In Vitro Sciences. We actively share our work to reduce animal use and develop alternatives so that this information can help others in their search for ways to minimize animal use.

Delivering More Sustainable Packaging

Colgate is committed to improving the sustainability profile of our packaging. Colgate's packaging organization regularly evaluates materials and processes that can improve the sustainability profile of our packages. Colgate's packaging sustainability strategy centers around the following actions:

- Assessing the human health and environmental impact of our packaging where appropriate
- Striving to design products for reuse, recyclability and materials reduction while ensuring product integrity
- Working to minimize the volume and weight of our packaging and using the minimum amount of packaging required to label and protect our products
- Utilizing recycled content
- Increasing the recyclability of our packaging through design choices and innovation
- Expanding refill package systems in product categories where feasible
- Coding our packaging with recycling symbols where appropriate
- Supporting efforts to educate consumers
- Supporting innovative efforts to improve local recycling systems

We are also committed to do our part to participate in the closed loop economy and we recognize that increasingly consumers prefer packages that can be recycled. A discussion on our work to exit PVC, improve recyclability, increased recycled content and minimize weight and volume follows:

Exit PVC

We are committed to exiting PVC by 2020. The most significant use of PVC in our portfolio is the toothbrush package. To meet this challenge, we are changing tooling on our finishing machines and investing over \$13 million annually in alternative raw materials. In addition, we have developed plans to exit remaining uses of PVC such as shrink sleeves, labels and pouch structures.



We no longer use PVC shrink-wrap to bundle our Mennen Speed Stick twin packs.



PVC was not used in any new toothbrush packaging globally in 2016.

Improve Recyclability

Colgate is committed to improving the recyclability of our personal care, home care and pet nutrition packaging. We are also focused on achieving breakthrough innovation in oral care packaging. To drive transformation across the organization Colgate has begun to measure “recyclability” globally using the definition below. As of year-end 2016, approximately 78 percent of our packaging is considered recyclable.

Approximately
78%
of packages
are recyclable
by weight

Recyclable Packages

Packages meeting all three criteria are considered recyclable:

1. The package is made of a material that is widely accepted for recycling⁽¹⁾
2. The package can be separated into material(s) that can be recycled
3. The package material can be reprocessed into a preferred valuable feedstock

⁽¹⁾ We are using the Sustainable Packaging Coalition Centralized Study on the availability of recycling to determine if a packaging material is widely accepted for recycling.

While opportunities remain, we are striving to deliver innovative recyclable packaging designs that meet consumer expectations and ensure product quality and integrity.



Colgate's Liquid Toothpaste package now comes in a fully recyclable package with a removable shrink sleeve label.



We included a consumer recycling messaging on our Hill's canned foods in 2016.



Our Palmolive dish liquid package is fully recyclable.

Performance

Increase Recycled Content

Colgate's 2020 goal is to increase recycled content in our packaging to 50 percent. We are pleased to report a four percent increase versus 2015. As of year-end 2016, approximately 41 percent of our packaging materials by weight globally come from recycled sources.

Approximately
41%
of our package
materials are from
recycled sources



Many of our toothpaste cartons sold in Europe are made from recycled paperboard.



Our Softsoap liquid handsoap bottles use 35% recycled PET.



Our Signature Irish Spring bodywash bottle uses 25% recycled PET.

Our Tom's of Maine underarm deodorant packaging is made from 40% recycled polypropylene.



Our Fabuloso bottle uses 25% recycled PET.



Two out of three cases made in our Hill's Richmond plant are made from 100% recycled cardboard.

Performance

Minimize Weight and Volume

As part of our Funding the Growth program, Colgate has long been minimizing the volume and weight of our packaging. We strive to use the minimum amount of packaging required to label and protect our products.

We recognize the importance of reducing waste at every stage of the product life cycle, including at the end-of-life of our products and packaging. See page 104 for more information on our programs to collect packaging waste and our commitment to work with stakeholders to drive continuous improvement in local recycling systems.



Redesign of our Lady Speed Stick package reduced plastic consumption by over 300 tons annually.



The global conversion from a push-pull cap to a flip-top cap for our Palmolive dish products reduced resin usage by over 450 metric tons in Latin America.



Our 3X concentrated products use less packaging.

Providing Access to Affordable Products

Product sustainability at Colgate also means a commitment to providing affordable product options in our portfolio. We have established a 2020 goal to have a positive impact by expanding access to affordable health and wellness products for millions of people in underserved communities.

We make products more affordable while maintaining quality with smaller sizes, refill packages and value options. We work for wide distribution so that more consumers have access to Colgate products. Offerings are customized to best reach consumers within their socioeconomic level, taking into account available household income and specific consumer needs. We are also finding ways to offer the benefits of more premium products at affordable price points.

Globally, we strategically balance Colgate's portfolio between base and premium tiers as appropriate for the region. This starts with in-depth learning about local consumers through consumer panels and research that allows us to understand consumers, their needs and how to best communicate with them. Products like our Colgate Maximum Cavity Protection toothpaste are targeted for usage by the whole family at an affordable price point while offerings like Colgate Total or Colgate Sensitive Pro Relief toothpastes are offered at higher price points, addressing more therapeutic needs of consumers.

We are continuing to expand access to affordable health and wellness products.

Highlights

- Doy pack and sachet packaging enables Colgate to provide access to body cleansers, shampoos, dish liquids, hard surface cleaners and fabric softeners to consumers in underserved communities at affordable price points.



Performance



- In Asia, we launched a new line of kids toothpaste with fun characters to engage children in their oral care at more affordable pricing than our licensed character products.
- In the Philippines, we supply small, low-priced items to SariSari stores. In 2016, we launched Colgate Sensitive Protection in a sachet to provide access to these health benefits at a low price point.

- In India, we are reaching remote villages with special compact vans. We have increased our coverage from 22,000 villages in 2012 to over 58,000 villages in 2016.

- In India, Colgate developed a 10-rupee toothpaste variant to meet the needs of consumers with a low fixed budget. In fact, over 40 percent of the stores in India that sell toothpaste now offer this product.



- In Cameroon, Colgate has improved coverage and customer reach by using branded motorcycles able to visit smaller towns and remote villages.



Partnering with Customers

We partner with hundreds of thousands of retail stores, large and small, to sell Colgate products around the world. Treating all retail customers with fairness and integrity is a priority. We engage our customers worldwide by sharing unique shopper insights, providing innovative in-store marketing communications and merchandising techniques and developing and executing joint business planning initiatives. These activities ensure the right product assortment at each location and help to make shopping a consumer-friendly, enjoyable experience that drives increased sales for both Colgate and the retailer.

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

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

Highlights

- In South Africa, Colgate partnered with Makro to celebrate World Water Day and raise awareness about water conservation. A three-month in-store shopper campaign was conducted in all 20 Makro stores nationally.



- To help consumers “upcycle” Colgate products, Colgate and TerraCycle® partnered with both ShopRite and Meijer stores in 2016 on a recycled playground giveaway. In-store displays drove awareness for recycling through TerraCycle® and publicized a contest for schools to win a playground made from recycled toothbrushes and toothpaste tubes. Tom’s of Maine and TerraCycle® also partnered with Hannaford stores in the U.S. to reward a school with a garden made from natural care waste collected through the Tom’s of Maine Natural Care Brigade.

- Colgate partnered with Tesco to deliver the Bright Smiles, Bright Futures program in the UK and Ireland with the specific aim to educate children in a fun and engaging way on the importance of good oral health habits. This program reached over 500,000 children.

- In Argentina, Colgate received the 2016 Corporate Social Responsibility Award from Carrefour in recognition of the work conducted with Aldeas Infantiles SOS, a nonprofit organization that seeks to provide a protective environment for children in situations of social risk.



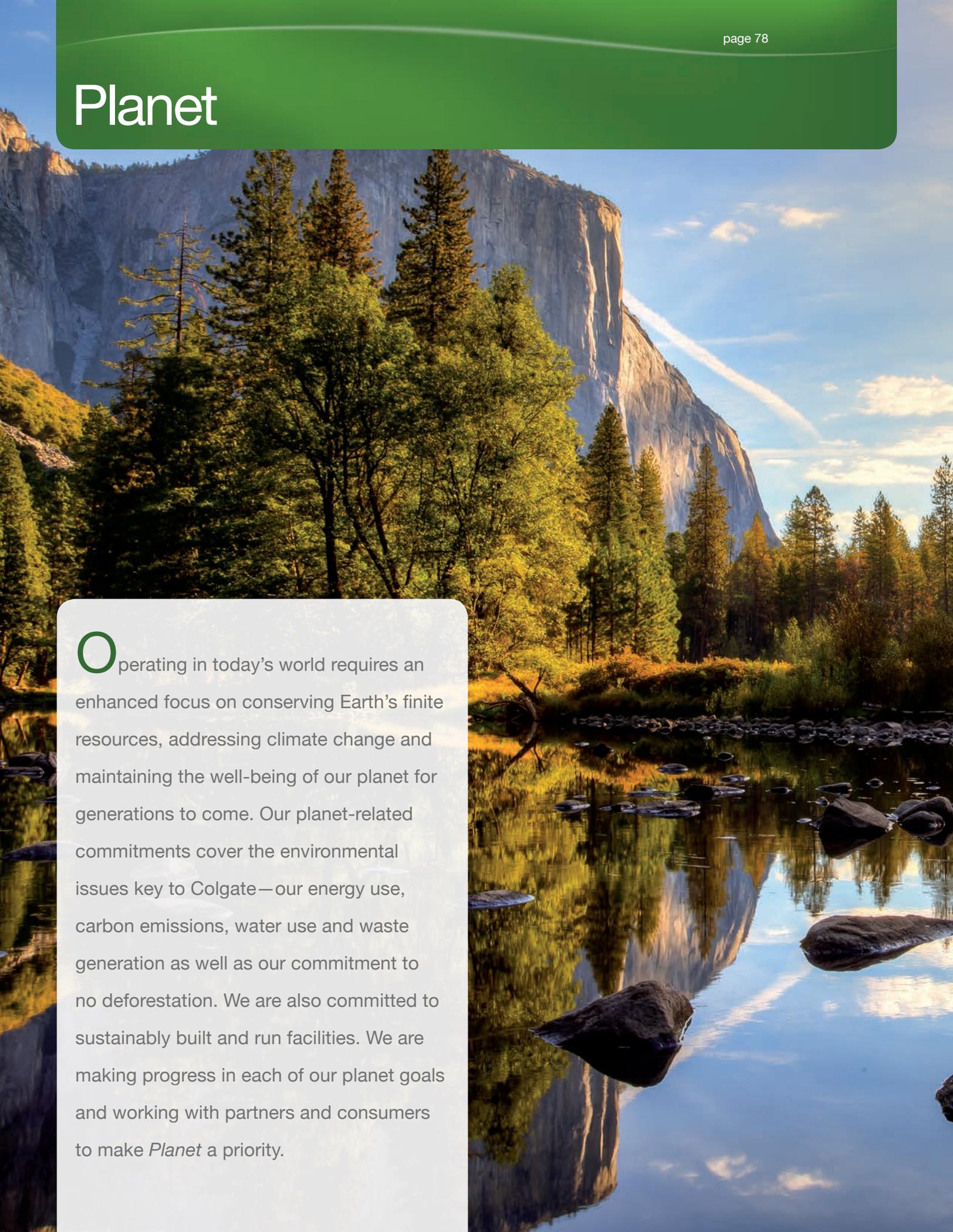
- In China, AS Watson partnered with Colgate to activate the Save Water campaign across five cities and 176 stores. Leveraging World Water Day in March, the in-store and online activations educated shoppers on the issue of water scarcity and the small steps they could take in their daily lives to reduce their water consumption. Each purchase triggered a donation by Colgate to Earth Water.

Product Sustainability Partnerships

Colgate partners with industry groups, non-governmental organizations and research groups around the world to meet our product sustainability goals and to share insights to collectively work towards more sustainable product offerings. Below are some highlights.

- Colgate is a member of the American Cleaning Institute (ACI). We have signed the Charter for Sustainable Cleaning and participate in their metrics program and are working toward implementing a set of Essential Sustainability Procedures and Activities.
- Colgate is also committed to the European International Association for Soaps, Detergents and Maintenance Product's (AISE) Charter for Sustainable Cleaning.
- Colgate is an active member of the Home and Personal Care Sector of The Sustainability Consortium, which is committed to improving product sustainability through the development of a standardized Sustainability Measurement and Reporting System.
- Colgate is a member of the Forum for the Future Beauty and Personal Care Working Group, an industry collaboration to improve sustainability in the beauty and personal care sector.
- As a member of the Grocery Manufacturers Association, Colgate contributes to the development of the Smart Label™ initiative. This platform will enable consumers to obtain additional details about products by scanning a QR code or doing an online search to reach a landing page with information on ingredients.
- Hill's Pet Nutrition is a member of the Pet Food Sustainability Working Group, a collaboration to align on sustainability principles for the pet food industry.
- Colgate joined other companies in 2011 to found the American Institute for Packaging and the Environment, which is focused on coordinating the industry's environmental packaging efforts.
- Colgate is a palm oil member of The Forest Trust, which is working with Colgate to meet our palm oil traceability and responsible sourcing commitments.
- Colgate is a member of the Roundtable on Sustainable Palm Oil (RSPO), which is working on solutions for the use and growth of sustainable palm oil.
- Colgate is an active member of AIM-PROGRESS, serving on its leadership team. AIM-PROGRESS is a global industry forum to promote responsible sourcing practices and sustainable production systems. It is a global initiative supported and sponsored by the European Brands Association in Europe and the Grocery Manufacturers Association in North America.
- Colgate continues our commitment to finding and using alternatives to animal testing through support and involvement with the European Partnership for Alternative Approaches to Animal Testing and the Institute for In Vitro Sciences.
- Colgate is an active member of the Society of Toxicology (SOT). SOT is committed to creating a safer and healthier world by advancing the science of toxicology. In addition to supporting these broad objectives of SOT, Colgate also supports SOT specifically in the areas of research and education in the field of alternatives to animal testing. This support funds education and research for students and postdoctoral fellows and then makes grants available to in-career researchers to advance the development of non-animal methods for research and testing.
- Colgate is a Global Partner in the Society of Environmental Toxicology and Chemistry (SETAC). Colgate supports SETAC's mission to develop principles and practices for protection, enhancement and management of the environment by providing a forum where professionals can exchange ideas and discuss environmental challenges, regulations, research and development and environmental education.
- Colgate is a member of Cosmetics Europe, a European trade association for the cosmetics and personal care industry. Their research is focused on the replacement of animal testing with alternatives to animal testing. Their research supports the development, validation and regulatory acceptance of alternative test methods and approaches.

Planet



Operating in today's world requires an enhanced focus on conserving Earth's finite resources, addressing climate change and maintaining the well-being of our planet for generations to come. Our planet-related commitments cover the environmental issues key to Colgate—our energy use, carbon emissions, water use and waste generation as well as our commitment to no deforestation. We are also committed to sustainably built and run facilities. We are making progress in each of our planet goals and working with partners and consumers to make *Planet* a priority.

2016
AT A
GLANCE

48%

reduction in water use per ton of product manufactured vs. 2002⁽¹⁾

25%

reduction in greenhouse gas emissions vs. 2002

41%

Approximately 41% of our packaging materials by weight globally come from recycled sources

14

LEED-certified facilities and over 9 additional projects underway

31%

Nearly 31% reduction in energy intensity vs. 2002⁽¹⁾

81%

of our manufacturing facilities have achieved U.S. EPA ENERGY STAR Challenge for Industry recognition

81%

of palm oil, palm kernel oil and palm oil derivatives purchases are certified

338

Thousand people reached with water and sanitation and/or health and hygiene education since 2013

42%

Nearly 42% reduction in waste sent to landfill per ton of product manufactured vs. 2010⁽¹⁾

⁽¹⁾ Subject to final certification by third-party auditor.

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

Environmental Management

In addition to our Environmental Management System, Colgate also developed and is:



Implementing our Climate Strategy



Implementing our Water Stewardship Strategy



Working to Meet the Commitments Outlined in our No Deforestation Policy



Working Towards Zero Waste



Delivering our Commitment to Sustainable Buildings

It is Colgate's worldwide policy to manufacture and market our products and operate our facilities so that we conform to, and often exceed, applicable environmental rules and regulations. Our environmental standards, including the management systems standard, define environmental performance expectations for Colgate facilities. All Colgate facilities have a fully implemented Environmental Occupational Health and Safety (EOHS) Management System covering a wide range of categories, including energy, water and waste management. Colgate's manufacturing environmental performance goals are included in our Global Supply Chain annual objectives, which are cascaded to site-level facility managers, energy managers and EOHS managers.

Colgate sites are expected to self-assess conformance with our standards and local regulations at an 18-month interval. Corporate audits are conducted every three to five years, closure progress is reported quarterly and verification audits are conducted to provide closure assurance.

Our Climate Commitment

At Colgate, we understand the potential consequences of climate change, and we are committed to acting responsibly and conscientiously to protect people and the environment wherever we operate. We recognize that businesses and their suppliers, customers and consumers along with other stakeholders have a vital role to play in addressing the global issue of climate change.

Colgate's Climate Strategy

Energy Management and Investment



Low-Carbon Energy



Low-Carbon Products and Supply Chains



Climate Resilience



Collaboration and Disclosure



Science-Based Goals

The area of climate change is one of Colgate's Key Sustainability Issues identified on page 10. It is a key focus for our business from both a reputational and an operational standpoint. Consumers, non-governmental organizations and other external organizations expect companies to do their part to mitigate climate change. Reducing our energy use and greenhouse gas emissions also enables Colgate to avoid costs. Since 2002, our energy reduction program has helped us avoid over \$500 million in energy costs. Managing the risks associated with climatic events such as storms and droughts is also important to ensure the continuity of our own operations and that of our supply chain. See page 91 for more information on Climate Resilience.

Key elements of our Climate Strategy include:

Science-Based Goals

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

Energy Management and Investment

We will continue to improve our global Energy Management System and invest in planet-related improvements via our manufacturing capital program.

Low-Carbon Energy

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

Low-Carbon Products and Supply Chains

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

Climate Resilience

We will integrate climate resiliency into our risk management processes.

Collaboration and Disclosure

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

To help drive our climate strategy, our 2020 Sustainability Strategy includes a commitment to "Reducing Our Impact on Climate and the Environment." Our commitment is supported by four goals:

- Responsibly source forest commodities to reach zero net deforestation
- Promote use of renewable energy and reduce absolute greenhouse gas emissions from manufacturing by 25 percent compared to 2002
- Reduce our manufacturing energy intensity by one-third compared to 2002
- Partner with key suppliers, customers and consumers to reduce energy, greenhouse gas emissions and waste

"The science is clear and the time to ramp up action on climate is now—doing so is the only way to protect sustainable economic growth. Consumers get the picture and they increasingly expect companies to lead. We applaud companies—such as Colgate—for setting greenhouse gas targets based on science, moving from doing "better" to doing enough to actually solve the problem. We also encourage forward-thinking companies to approach issues such as water and land use in a similar manner, working collectively to ensure robust economies, vibrant communities and a healthy planet."

*~ JP Leous, Director-
Corporate Relations,
World Resources Institute*



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

Science-Based Goals

Our climate strategy is anchored in setting and achieving science-based goals to reduce greenhouse gases. Targets adopted by companies to reduce greenhouse gas (GHG) emissions are considered science-based if they are in line with the level of decarbonization required to keep global temperature increase below two degrees Celsius compared to preindustrial temperatures, as described in the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC AR5).



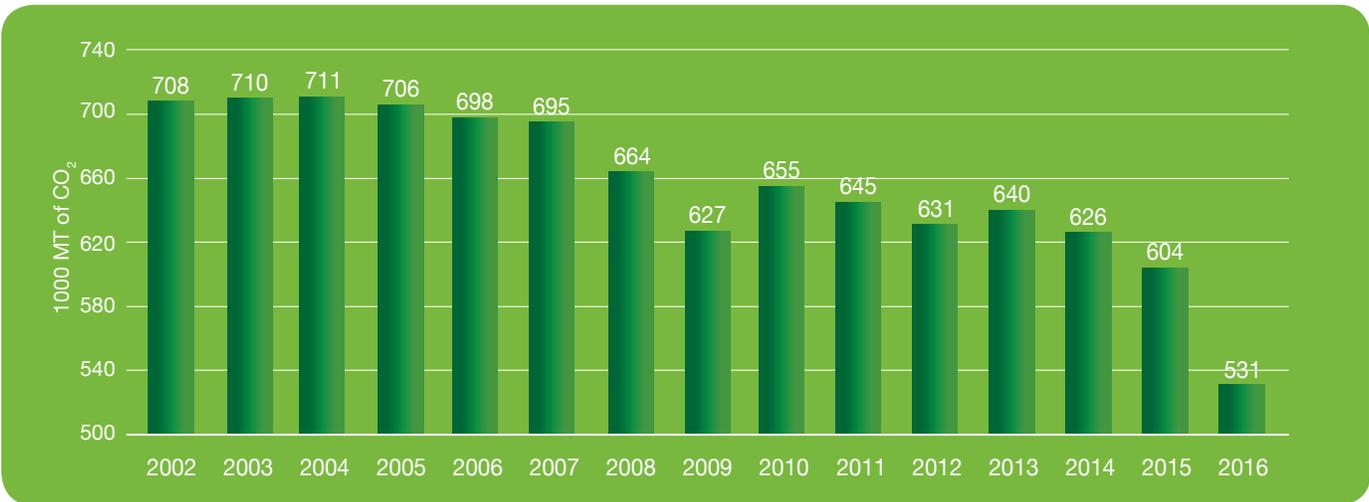
Colgate's science-based climate goal for Scopes 1, 2 and 3 were approved by the Science Based Targets initiative.

Our Science-Based Climate Goal

Colgate-Palmolive Company commits to reduce absolute Scope 1 and 2 greenhouse gas emissions from manufacturing by 25 percent from 2002 to 2020, with a longer term goal of a 50 percent reduction by 2050. Colgate also commits, as a way to reduce our most significant Scope 3 greenhouse gas emissions, to promote water conservation awareness to 100 percent of our global consumers and reduce emissions associated with consumer behavior by up to 5 percent from 2016 to 2022, and increase the recycled content of our packaging to 50 percent by 2020.

Our progress in reducing our Scope 1 and 2 greenhouse gas emissions is detailed below. We are pleased to report that we have met our 2020 goal, reducing absolute greenhouse gas emissions by 25 percent.

Manufacturing Absolute Greenhouse Gas Emissions (Scope 1 and 2)⁽¹⁾



⁽¹⁾ Subject to final certification by third-party auditor.

As part of our strategy to track and reduce greenhouse gas emissions, Colgate also tracks direct and indirect CO₂ emissions as well as direct nitrous oxide, sulfur hexafluoride, HFC and PFC emissions. We additionally estimate NO_x, or nitric oxide, emissions from Colgate's North American and European car fleets and from the trucks that deliver Hill's Pet Nutrition products to retail customers in vehicles that are controlled by Colgate. We track VOC data as needed to comply with local regulations.

Energy Management and Investment

Colgate has a long-standing energy reduction program that has brought us reductions in greenhouse gas emissions and energy use intensity as well as financial savings. Our energy management system is modeled after U.S. EPA's ENERGY STAR program and is implemented globally. In 2016, Colgate was named a U.S. EPA ENERGY STAR Partner of the Year for the sixth year in a row with recognition for Sustained Excellence.

Key elements of Colgate's energy management program include:

■ "Top 10" Energy Actions

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

■ Energy Treasure Hunt Program

We engage people across Colgate's operations through participation in the Energy Treasure Hunt program. Over a three-day period, 30 to 50 participants visit all areas of a facility, searching for energy waste and brainstorming opportunities to drive continuous improvement.

In 2016, four Energy Treasure Hunts were completed in Poland, the Czech Republic, Mexico and Brazil. The 2016 Treasure Hunts identified over 160 energy savings ideas with the potential to reduce Colgate's energy consumption by over 69,000 MWh and CO₂ emissions by more than 12,900 metric tons. Since its inception, this program has identified over 1,500 energy savings projects with the potential to reduce Colgate's energy consumption by nearly 285,000 MWh and CO₂ emissions by over 100,000 metric tons.



Colgate named
a U.S. EPA ENERGY
STAR Partner of the Year
for the 6th year in a row



Energy Treasure Hunt Program

We estimate that over 1,700 Colgate employees have been touched by the Energy Treasure Hunt program, raising energy reduction awareness at 21 facilities, representing nearly 78 percent of our global energy spend.

■ “5% for the Planet”

Since 2011, Colgate has implemented a capital budgeting expectation aimed at driving investment in environmental sustainability projects across our global manufacturing sites. Colgate has invested nearly \$175 million in over 1,000 planet projects which have delivered an estimated savings of nearly \$50 million.

Our 5% for the Planet program helps ensure that sites identify, fund and implement projects which drive both environmental improvement and cost savings. The program sets an annual goal to invest 5 percent of our manufacturing capital expenditure budget on energy reduction, water conservation and reduction of waste to landfill. Upgrades for environmental compliance and product design are funded separately. A minimum of 2 percent of the manufacturing capital budget is targeted specifically toward energy reduction projects.

5% for the Planet (U.S. \$ millions)

Year	Number of Planet Projects	Planet Investment	Planet Annual Savings	% Spend
2016	155	\$ 37.0	\$ 13.7	7.2%
2015	182	\$ 28.5	\$ 4.9	7.4%
2014	157	\$ 24.7	\$ 7.6	4.6%
2013	175	\$ 26.1	\$ 5.5	7.1%
2012	167	\$ 31.3	\$ 9.5	6.2%
2011	184	\$ 27.1	\$ 7.1	5.6%
Total to date	1,020	\$ 174.8	\$ 48.3	

In 2016, we exceeded our 5% for the Planet target with over 7 percent of the budget invested in projects yielding an estimated \$13.7 million in annual savings. Ninety of these projects focused on energy and are estimated to save over 48,500 MWh of energy, which will reduce our carbon footprint by over 19 million kilograms.



81% of our manufacturing facilities worldwide have achieved U.S. EPA ENERGY STAR Challenge for Industry recognition, including 87% of Oral Care plants, 100% of Personal Care plants, 77% of Home Care plants and 50% of Pet Nutrition plants.

■ ENERGY STAR Challenge

Since 2011, Colgate has utilized the EPA's ENERGY STAR Challenge for Industry as our internal energy award program for our global manufacturing sites. The Challenge for Industry rewards sites that achieve a minimum of 10 percent reduction in energy intensity during a five-year period. To date, 81 percent of our manufacturing facilities have achieved U.S. EPA ENERGY STAR Challenge for Industry recognition.

■ Global Energy Reduction Team

Since 2003, Colgate's Global Energy Reduction Team has led the technical implementation of Colgate's energy strategy in our manufacturing sites by setting annual objectives and developing tools and programs to help our sites reach their energy reduction targets. This cross-functional global team is comprised of individuals with both expertise and passion for reducing Colgate's energy use and GHG emissions.

The Global Energy Reduction Team has focused on supporting our plants with many tools, activities and initiatives including:

- Developing internal training courses on energy reduction
- Developing an energy Office Plug-Load guidance document
- Creating an Energy Practices to Share program to communicate best practices
- Creating a Motor Evaluation Tool and Energy Assessment Tools
- Forming an extended site energy coordinator network
- Developing technical guidebooks on various topics, such as lighting, submetering, compressed air and HVAC
- Developing communication tools for an energy awareness campaign
- Launching the Colgate Energy Treasure Hunt program

In 2016, the team's activities involved revision of our annual energy assessment process and tools; development of a guidance document for reducing energy costs through production planning; development of an Energy/Water Treasure Hunt program including a website toolkit; and development of the next version of our Top 10 Energy Actions program.

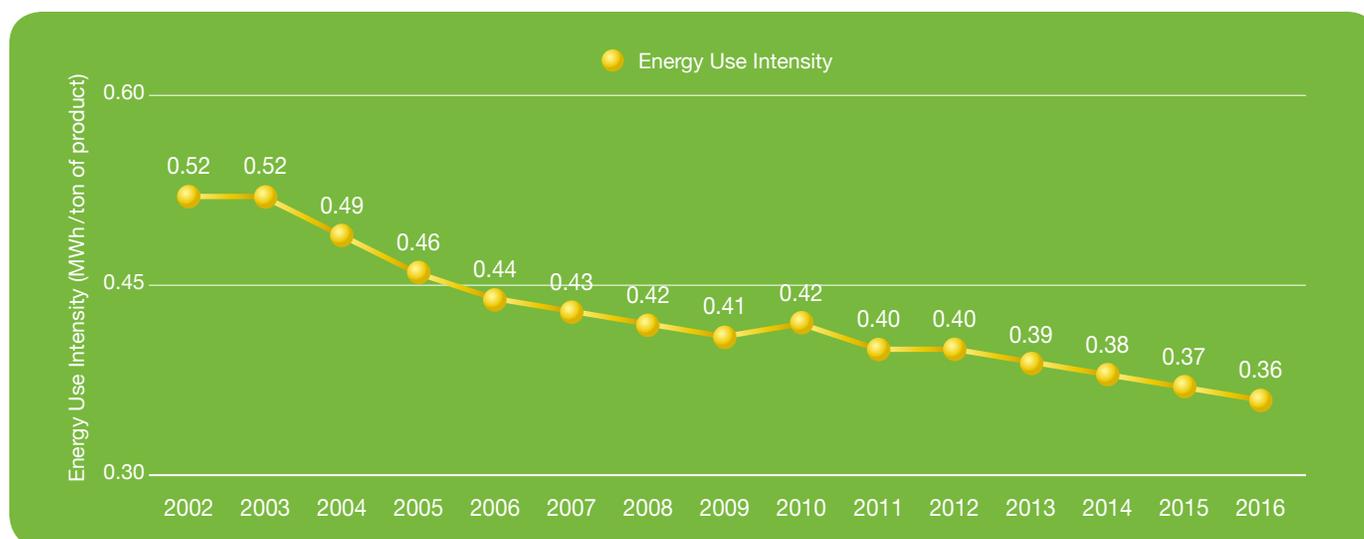
2016 Energy Reduction Projects Highlights

- **Cali, Colombia**
Installation of an integrated variable speed water-cooled chiller reduced the energy needed by the site's central chilled water system by over 1,600 MWh annually and saved over \$160,000 per year.
- **Mission Hills, Mexico**
Installation of a variable speed air compressor and elimination of compressed air hoses reduced energy consumption by over 800 MWh annually and saved over \$54,000 per year.
- **Swidnica, Poland**
Replacement of the energy intensive metal halide lights with LED lamps, coupled with installation of additional automatic control valves on the HVAC system, reduced energy 1,761 MWh annually and saved over \$146,000 per year.
- **Baddi, India**
Installation of active filters on the power control center improved the quality of the electric power supply, reducing energy consumption by over 600 MWh annually and saved nearly \$17,000 per year.
- **Cambridge, OH, U.S.**
Installation of heat exchanger and piping allowed use of lower temperature cooling tower water to precool plant chilled water. This helped the facility reduce its electricity consumption by over 600 MWh annually and saved \$42,000 per year.

Progress Against Our Energy Intensity Goal

Colgate's 2020 goal is to reduce the energy intensity of manufacturing our products by 33 percent compared to 2002. Our global energy programs have already resulted in the reduction of energy per ton of products by 30.6 percent.

Manufacturing Energy Intensity (Scope 1 and 2)⁽¹⁾



⁽¹⁾ Subject to final certification by third-party auditor.



Colgate is a member of the U.S. EPA's Green Power Partnership and was named to the National Top 100 list in 2016, representing the largest green power users within the Partnership.

Low-Carbon Energy

As part of our strategy to achieve a 25 percent absolute reduction in greenhouse gases by 2020, we will promote use of renewable energy and support development of a low-carbon energy supply. Colgate has been a U.S. EPA Green Power Partner since 2014, supporting the voluntary use of green power to reduce the environmental impacts associated with conventional electricity use.

In 2016, Colgate purchased Green-e certified wind power renewable energy certificates generated from wind power farms located in Kansas. This green power purchase was recognized by the U.S. EPA Green Power Partnership Leadership Club, achieving a rank of No. 39 in the United States. The purchase of green power is allocated back to our facilities in proportion to their carbon emissions as a way to help assign a cost-of-carbon to its source.

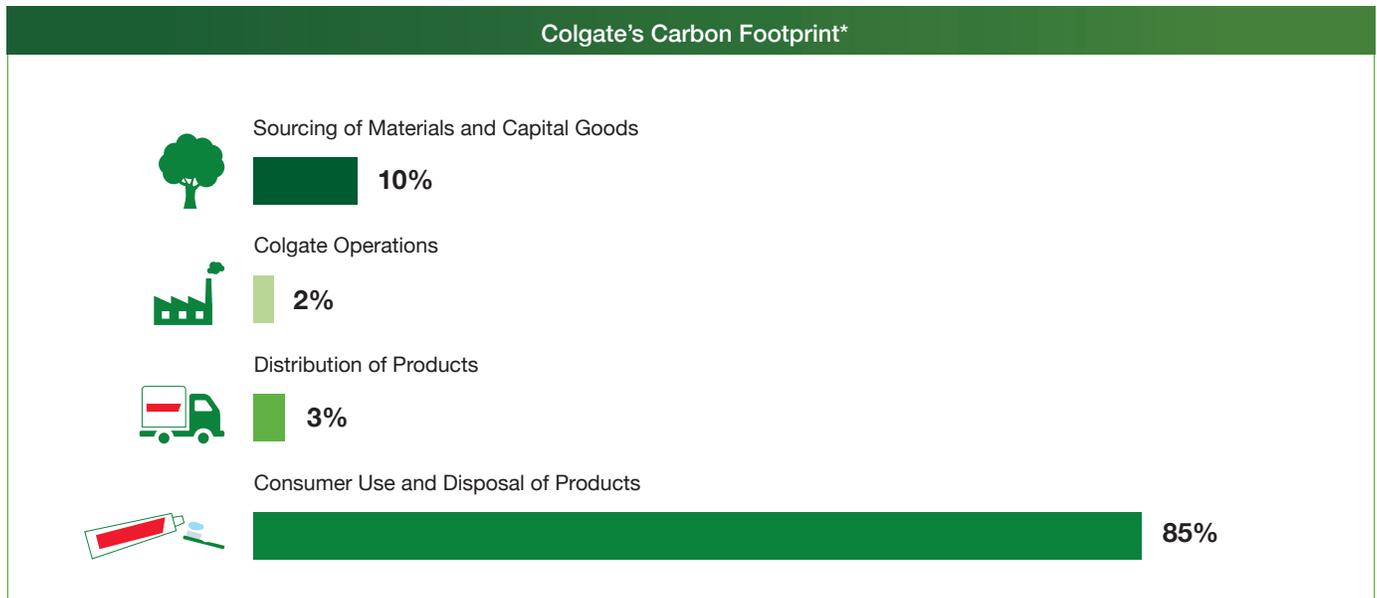
Improving Refrigerants

Although Colgate utilizes only a small quantity of refrigerants in our air conditioning and chilled water systems, we continue to take steps to minimize refrigerant losses and transition to lower global warming potential refrigerants over time. In 2016, the Consumer Goods Forum (CGF) updated its resolution on refrigerants, which calls on Food and Beverage supply chains to phase

out hydrofluorocarbons. Although Colgate is not in the Food and Beverage sector, we have proactively aligned our global refrigerant standard to meet the intent of the CGF's resolution as a way to support these efforts. In addition, we developed an associated e-learning training tool to assist our global facilities in transitioning toward less carbon-intensive refrigerants.

Low-Carbon Products and Supply Chain

Each year Colgate continues to work to more fully understand the carbon impacts and opportunities across our chain. We have expanded our knowledge into areas beyond our own direct energy (Scope 1 emissions) and indirect electricity (Scope 2 emissions), to include areas such as raw material procurement, transportation and logistics, business travel, waste, employee commuting, consumer use of products and product end-of-life.

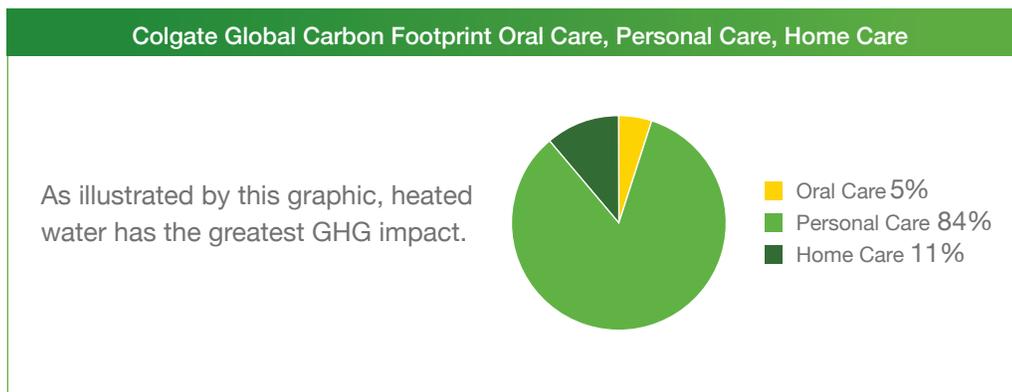


*Data cited excludes Hill's Pet Nutrition. Colgate Operations includes emissions related to factory energy and waste, employee business travel and commuting and leased assets.

Low-Carbon Products

The predominance of our GHG emissions is associated with the consumer use of our products.

Looking more deeply, our category GHG footprint revealed that the impact of brushing, showering, washing hands and washing dishes differs greatly.



- To reduce GHG emissions associated with our products we are focused on:
 - Raising consumer awareness of water conservation
 - Designing products that allow consumers to use less water or temperate water
 - Designing packages that can be recycled

We are reducing GHG via our commitment to promote water conservation awareness to all our global consumers. This commitment has the potential not only to reduce water consumption but to reduce GHG emissions in the largest portion of our footprint. By encouraging consumers to save water, we are reducing the energy needed to purify, pump and heat water needed when using our products.

Colgate is working to increase consumer awareness of water conservation through on-pack messaging, digital messaging and consumer messaging in retail environments. We are engaging consumers whether they are brushing their teeth, showering, washing hands or washing the dishes. See page 93 for additional details regarding our commitment to increase water conservation awareness.

We use water every day when we brush our teeth, bathe or shower, wash our hands and wash dishes.
By making small changes, we can have a big impact!



Brush for 2 minutes twice a day, but turn off the faucet

The American Dental Association recommends brushing your teeth for two minutes twice a day. Turning off the faucet while brushing your teeth can save up to 3,000 gallons of water per year—that's the equivalent of 50,000 glasses of water!



Reduce showers by 2 minutes

Reducing your shower by 2 minutes saves both water and energy. In one year, you can save up to 1,800 gallons of water and enough energy to power a 13-watt compact fluorescent light bulb for approximately 2 years.



Turn off the faucet while washing the dishes

Turning off the faucet when washing the dishes by hand for two minutes saves both water and energy. In one year, you can save up to 1,600 gallons of water and enough energy to charge a cell phone for almost 3 years.



Turn off the faucet when washing hands

Turning off the faucet for 10 seconds while washing hands can save both water and energy. In one year, you can save up to 400 gallons of water and enough energy to power a 13-watt fluorescent light bulb for over 2 months.

Together let's make every drop of water count.



Suavitel dries clothes
30% faster, reducing
dryer time

Colgate is also developing products that enable consumers to reduce their energy consumption during use. Our fast-dry fabric softener offering brings a unique technology that wicks away water from fabric to help clothes dry faster, saving consumers time and energy. Colgate's no-rinse fabric softener technology enables consumers to save water and energy associated with the manual rinse cycle.

We also recognize that the disposal of empty packaging is a significant contributor to our carbon footprint. Our 2020 goals to increase recycled content of our packaging to 50 percent and to provide our consumers with recyclable packages will help reduce our carbon footprint. In 2016, 41 percent of the materials in our packaging were recycled content and 78 percent of our packaging was considered recyclable. See page 71 for additional information on our progress against our packaging sustainability goals.

Low-Carbon Supply Chain

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

- Supplier Engagement
- Carbon-Intensive Materials
- No Deforestation
- Sustainable and Efficient Logistics

Supplier Engagement

We request that our key Tier I suppliers and suppliers of carbon-intensive materials participate in the CDP Supply Chain Program Climate Disclosure to help us understand and address climate impacts and associated risks and opportunities in our upstream supply chain. In 2016, more than 44 percent of our Tier I suppliers responded to the survey, including our largest raw material suppliers and contract manufacturers. We achieved a 78 percent supplier response rate, significantly higher than the average rate for all member companies.

Carbon-Intensive Materials

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

No Deforestation

We also recognize that deforestation and forest degradation significantly contribute to the release of greenhouse gases. Our No Deforestation Policy commits to responsibly and sustainably sourced forest commodity materials by 2020. Our policy addresses practices relating to palm oil, pulp and paper, beef tallow and soy, including an expectation that our suppliers do not use burning for clearance or develop high conservation value and high conservation stock forests. See page 107 for more details on Colgate's progress on policy implementation.

Sustainable and Efficient Logistics

Colgate's Customer Service and Logistics teams continue to implement sustainable and efficient logistics projects around the globe that reduce greenhouse gas emissions. We are reducing costs, better serving our customers and reducing our carbon footprint all at the same time.



In the U.S., Colgate and Hill's Pet Nutrition are U.S. EPA SmartWay Transport Partners.



2016 Sustainable and Efficient Logistics Highlights

- **More AeroDynamic and Efficient Vehicles:** Our logistics providers are upgrading their fleet to include more aerodynamic and efficient vehicles. In Europe, a key partner is using a new aerodynamic vehicle called a “teardrop” trailer. The trailer features a curved roof which reduces air resistance and cuts fuel consumption by up to 10 percent.
- **Vehicles Powered by Natural Gas:** In selected geographies, we are partnering with logistics providers who are using vehicles powered with natural gas, which is a more efficient and cleaner fuel source.
- **Co-Loading Trailers:** Colgate is working to minimize the number of trucks on the road by co-loading trailers with other companies. By implementing this ride sharing program for freight we are able to ensure full loads.
- **Optimized Load Building:** We are rolling out new technology globally to improve shipment load building and container utilization. This new tool helps our team fully optimize the use of all space in each truck and reduce emissions.
- **Intermodal Shipping:** We are utilizing intermodal shipping globally to drive cost reduction in CO₂ emissions and diesel consumption.
- **Demand Sensing and Improved Planning:** We are implementing new systems that enable Colgate to reduce the number of transfer shipments between distribution centers, taking vehicles off the road.
- **Driver Incentives:** Our Hill’s Pet Nutrition business has had a bonus incentive program for our fleet truck drivers since 2007. Through this program, we train drivers and reward efficient and sustainable logistics. Since inception we have avoided consumption of over 1.6 million gallons of fuel and emissions of over 4.7 million kilograms of greenhouse gases.

Other Scope 3 Emissions

Although business travel makes up a small percentage of Colgate’s total carbon footprint, the increased use of our global telepresence network provides an opportunity to engage employees in sustainability. Approximately 95 percent of Colgate’s business travel emissions are attributable to air transport, and 50 percent of Colgate’s air transport emissions are attributable to long haul international flights so increased use of telepresence can mean fewer flights and reduced GHG emissions. Colgate has now installed 110 telepresence systems in 40 countries around the world, enabling business reviews and meetings to be conducted virtually. In 2016, the number of telepresence meetings exceeded 15,600 and accounted for over 42,000 hours of meetings. We also continue to work with our global travel provider to track our greenhouse gas emissions associated with our airline flights, train travel, rental cars and hotel stays and report this data via our CDP Climate survey response.

Qualifying individuals in the U.S. may work up to two days a week from home or another remote location on a regular basis. Employees participating in this program have an improved work-life balance and a reduced greenhouse gas footprint by eliminating emissions associated with their commute to and from work.

Colgate has

110

telepresence
systems in
40 countries



In 2016, we
conducted over

15,600

telepresence
meetings that reduced
emissions associated
with business travel

Climate Resilience

Colgate has a long-standing operations risk management process that includes managing the impacts of episodic climatic events such as storms, floods, droughts and temperature extremes to our facilities and supply chain. As part of this process, we assess potential climate vulnerabilities and risks to ensure our business is able to respond and recover from climatic events. This work allows us to integrate longer-term climate resiliency into our business decisions related to our facilities, material supply and logistics in order to help minimize disruptions. As part of this process we assess and develop risk mitigation plans for natural disasters, utilities, single source materials and supply continuity, all of which may be impacted by climate and other factors.

As part of our loss-prevention program, our strategic manufacturing sites are mandated to be highly protected against risks. These risks include disasters and climatic and seismic events such as earthquake, volcano eruption, tsunami, tropical cyclone, extra-tropical storm, hail, tornado, lightning, wildfire, river flood, flash flood and storm surge. Property loss control third-party assessments are conducted annually for all strategic sites. Category contingency product sourcing plans have been developed and are updated routinely.

In 2016, we continued our efforts to evaluate climate and water risks and resiliency associated with key raw and packaging materials via the CDP Supply Chain Program. Colgate has participated in the program since its inception in 2008, increasing the scope of suppliers each year. Colgate also hosted a student project in the MIT Sloan School of Management's Action Learning Sustainability Lab to evaluate the long-term climatic impacts to North America mint and India mint and menthol supplies.



Further details of our risk management strategies related to climate change, water availability and forest commodity risk can be found in our response to CDP's annual climate change, water and forest surveys.

Collaboration and Disclosure

Colgate is committed to transparency and has reported publicly on our carbon and energy reduction performance since 2004. Through these disclosures we report on financial, regulatory, physical and reputational risks as well as savings associated with eco-efficiency.

In 2016, we continued to collaborate with a variety of stakeholders and engaged with leading organizations to inform our climate strategy and drive continuous improvement on a broader basis.



**WORLD
RESOURCES
INSTITUTE**
Quantifying
Scope 3 emissions
and goals



Colgate was
named to the CDP
Climate A List



Colgate was
recognized as a
U.S. EPA ENERGY
STAR Partner of
the Year for the
sixth year in early
2016



Global LEED
commitment for
new construction
of all owned
facilities



U.S. EPA's Green
Power Partnership
National Top 100 List

Making Every Drop of Water Count

One of life's most basic needs, water is also essential to business. It is an ingredient in many Colgate products and required in almost every phase of the product life cycle. Clean water is also vital to the communities we serve yet in many regions of the world, it is becoming an increasingly scarce resource. We take our responsibility as conscientious stewards of water seriously and are committed to making every drop of water count. Water Stewardship is one of our Key Sustainability Issues identified on page 10.

Colgate's Water Stewardship Strategy



Key elements of our Water Stewardship Commitment include:

- **Direct Operations:** We will continue to invest in water conservation and assess water risks associated with our global operations. We will replenish water in highly stressed regions and manage our wastewater appropriately.
- **Supply Chain Management:** We will increase supplier participation in our water stewardship program with a goal to identify opportunities and mitigate water risks.
- **Consumer Use:** We will strive to develop innovative products that enable consumers to use less water while meeting or exceeding their expectations. Colgate will also promote water conservation awareness to our global consumers.
- **Water and Sanitation Access:** We respect the human right to water, sanitation and hygiene. We will partner with local and global organizations to bring clean water to underserved areas around the world. We will also provide health and hygiene education in our communities.
- **Ecosystem Protection:** We will strive to protect water-related ecosystems such as forests, wetlands, aquifers and rivers.
- **Collaboration and Disclosure:** We will partner with stakeholders and our communities to help drive water stewardship programs. We are committed to transparency and will publicly disclose our water stewardship strategies and goals and report on our progress.

To help drive our Water Stewardship Strategy, our 2020 Sustainability Strategy includes a commitment to Making Every Drop of Water Count. Our commitment is supported by five goals:

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

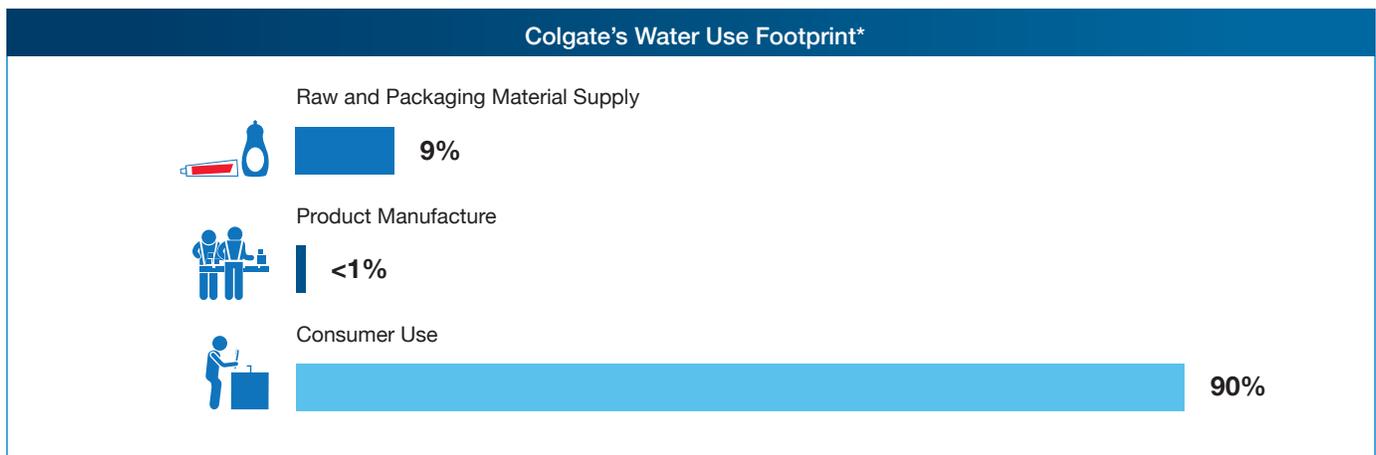


Making Every Drop of Water Count

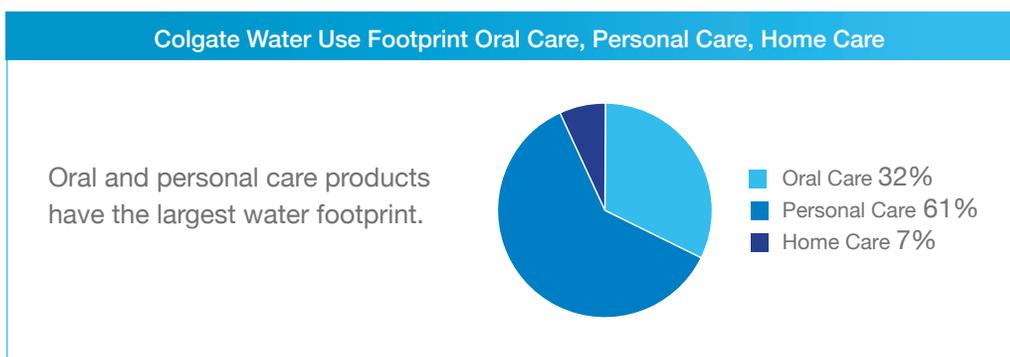
Our Water Footprint

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

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



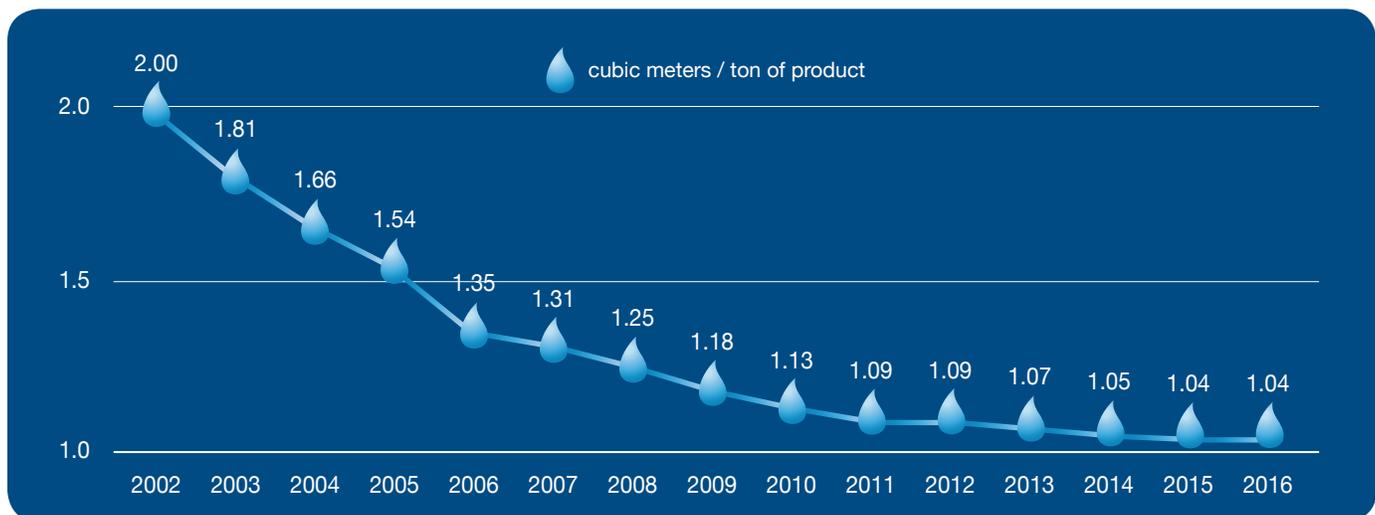
*Excluding Hill’s Pet Nutrition.



Direct Operations

Colgate has had manufacturing water conservation goals since 2002. Since 2002, we have reduced the water consumed per unit of production in the manufacture of our products by over 48 percent.⁽¹⁾ Our new 2020 goal will take us even further. We will reduce our manufacturing water intensity by half compared to 2002 and find ways to replenish water withdrawn in highly stressed regions.

2002 to 2016 Manufacturing Water Usage Intensity⁽¹⁾⁽²⁾



⁽¹⁾ Excluding water in products.

⁽²⁾ Subject to final certification by third-party auditor.



We have avoided enough water consumption in manufacturing to fill approximately 20,000 Olympic-sized swimming pools since 2002.⁽²⁾

Key elements of our program include:

■ *5% for the Planet*

Colgate invests in water conservation strategies at our global facilities via our manufacturing capital program 5% for the Planet and by implementing our Water Stewardship Standard. A minimum of one percent of the manufacturing capital budget is targeted specifically toward water conservation projects.

■ *True Cost of Water*

Colgate's True Cost of Water Toolkit, developed with Rutgers University Business School and its Supply Chain Management Program, is a manufacturing-based tool designed to help sites quantify some of the hidden costs of water such as pre-treatment, pumping and wastewater treatment, thereby increasing both economic and environmental opportunities for reduction. We continue to explore new ways to share the approach and learnings from our True Cost of Water Toolkit with industry peers, government agencies and NGOs.

■ *Water Stewardship Standard*

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

■ “Top 10” Water Actions

We drive water stewardship action at our sites through a program called the Top 10 Water Actions. These actions are selected based on their potential local and global impact and are centered on the key initiatives listed below:

- | | |
|----------------------------------|------------------------------------|
| 1) Water Data Validation | 6) Sanitary and Domestic Water Use |
| 2) Water Stewardship Plan | 7) Cooling Towers |
| 3) Water Conservation Assessment | 8) Cleaning & Sanitization |
| 4) Water Balance | 9) Landscaping & Irrigation |
| 5) Plant Water Systems | 10) Water Reuse/Recycle |

By year-end 2016 our global sites achieved an average completion rate of 94 percent of these actions, with the balance to be finalized in early 2017.

■ Water Replenishment

In regions with high water stress, we continue to assess water risks and implement appropriate resiliency measures as a way to anticipate and mitigate impacts. In 2015, Colgate hosted a student project in the MIT Sloan School of Management’s Action Learning Sustainability Lab to help develop a framework for developing replenishment criteria, defining geographical boundaries and identifying both environmental and community-related options to meet our commitment to replenish water in highly stressed regions.

In 2016, we leveraged this project’s output by piloting the overall replenishment approach for our manufacturing sites located in India. Through this work, we identified future opportunities to maximize on-site water reduction, increasing rainwater harvesting and continued community water projects.

Water Replenishment

At Colgate “replenishment” means all activities which increase availability of safe sustainable water for people and communities and help reduce water stress on local resources by:

- Beneficially returning water to the environment and
- Increasing community access to safe sustainable water

Water withdrawn includes all quantities of water used by local site operations obtained from groundwater, municipal or other local sources (excluding rainwater).

Water replenished includes all water returned to the environment via harvested rainwater injection and treated wastewater reused for irrigation (which also results in avoidance of water withdrawals) as well as community access projects related to infrastructure, watershed protection, provision of clean water and sanitation and water conservation.

To maximize the impacts of our replenishment strategy, we will seek to work at the watershed and state and local levels for implementation, based on local operations and opportunities.

Supply Chain Management

We continue to address supply chain water risks in several ways. We are increasing supplier engagement in our water stewardship program through participation in programs such as the CDP Supply Chain Program. Also, we are helping our product developers and procurement teams understand and identify our most water-intensive raw and packaging materials.

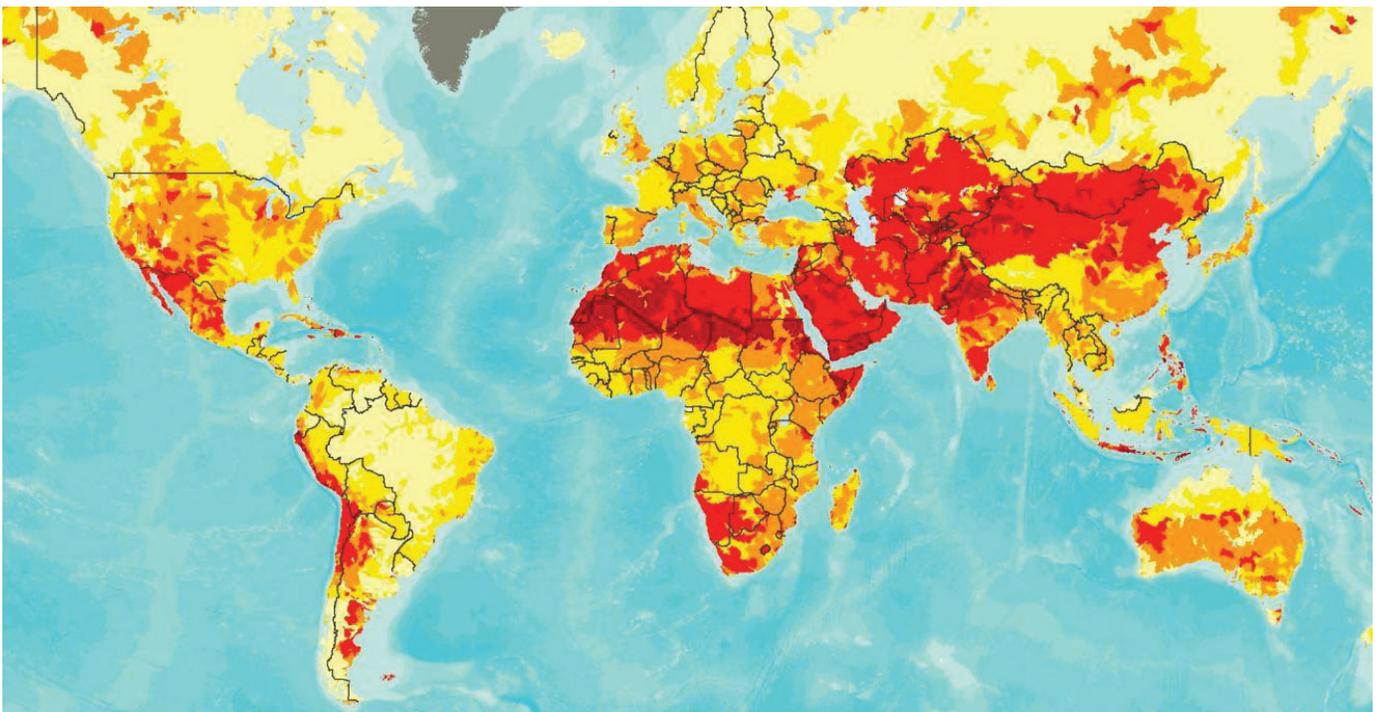
We request several of our Tier I suppliers and suppliers of water-intensive materials to participate in the CDP Supply Chain Program Water Disclosure in order to help us understand and address water impacts and associated risks and opportunities in our upstream supply chain. In 2016, more than 31 percent of our Tier I suppliers responded to the survey, including our largest raw material suppliers and contract manufacturers. We achieved a 51 percent supplier response rate, significantly higher than the average rate for all member companies.

As a way to help reduce the water associated with the production of raw materials, we are working to

identify the most water-intensive materials in each of our product categories. With this information, we are able to then engage our suppliers to better understand the opportunities to reduce the water footprint of our products through feedstock choices and conversion efficiency, particularly in markets under high water stress.

In 2016, Colgate worked with the MIT Sloan School of Management's Action Learning Sustainability Lab on a project related to assessing and mitigating climate change risks to Colgate's North America mint supply chain. This project highlighted the climate/water nexus.

Also in 2016, Colgate invited the World Resources Institute (WRI) to conduct a workshop for our Global Procurement leadership team on utilizing WRI's Aqueduct Water Risk Atlas tool for assessing supplier water risks. This interactive workshop allowed Colgate's procurement leaders to engage in firsthand discussions and ideation on how to utilize Aqueduct as an added risk management tool for agriculturally-sourced materials.



According to the World Resources Institute, many countries around the world face “extremely high” levels of water stress, leaving communities and businesses vulnerable to water scarcity.

Consumer Use

Our Products

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

- Suavitel No-Rinse Fabric Softener eliminates the need for a rinse cycle.



- Glo Ultra Pekat is a hand dish soap that provides more foam in every drop; its quick-rinse formula allows consumers to use less and wash more.



- Ajax Easy Rinse Spray helps consumers save water by making it easier to rinse the product after cleaning.

- Softsoap Foaming Handsoap rinses away more quickly than traditional handsoap.



Water Conservation Awareness

Consumers also have an important role to play in conserving water as they use our products. Through actions such as turning off the faucet while brushing their teeth and washing their hands, much water can be conserved. In order to help consumers in this effort, Colgate has a goal to promote water conservation awareness to all our global consumers.



- In 2016, Colgate aired our award-winning Save Water video message during football's Big Game. Consumers were also invited to make a personal pledge to save water at EveryDropCounts.Colgate.com. This campaign alone has reached over 2.7 billion people through earned and social media and views of the television and online video.

World Water Day 2016

With one in ten people worldwide lacking access to clean water, raising awareness of the importance of conservation is more important than ever. To help shed light on global water shortages, Colgate aired our award-winning Save Water communication on World Water Day in over 60 countries as part of the company's global efforts to expand its #EveryDropCounts campaign.

Originally developed in 2014 to support Colgate's global sustainability commitment to "Making Every Drop of Water Count," the video communication illustrates how a seemingly small act, like turning off the faucet while brushing your teeth, can make a big difference. Since then, this message has been shared in countries around the world, including via an ad that aired during football's Big Game in the U.S. in 2016 and has continued to gain consumer recognition in social media where it has been viewed millions of times.

The Save Water message already appears on the Company's toothpaste and toothbrush packaging. We

plan to expand the campaign by adding the Save Water message to packaging for soaps and cleaning products in 2017.

In 2016, Colgate engaged consumers online via social media as well as in-store, partnering with key retailers around the world to educate shoppers about World Water Day and Colgate's Save Water communications initiative.

Thanks to the ongoing efforts of Colgate people around the world, we are helping drive greater awareness of water issues—on World Water Day and every day—among consumers, customers and fellow Colgate people. In 2016, all Colgate divisions engaged Colgate people around the world regardless of office size or location on World Water Day, inviting them to take a Save Water pledge and share the word about water conservation. Some locations also held events with guest speakers or volunteered in the local community.

Highlights

- In Latin America, Save Water messaging expanded to additional global brands that require water for use, and the Save Water commercial was aired on television networks across Mexico, Central America and Colgate's Andina, Southern Cone and Caribbean regions. Colgate also partnered with retailers to reach consumers in stores and online and engaged with digital messaging on Facebook. Additionally, Colgate partnered with Disney's *The Jungle Book* movie to promote the message that Every Drop Counts through advertising online and on television, and an engaging website in Mexico, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Panama and Peru.



- In Europe, Colgate is rolling out an on-pack Save Water reminder to consumers to help deepen their understanding of water sustainability issues. To celebrate World Water Day, employees were invited to take a pledge to save water and share their commitment via social media. For every pledge made, a donation was made to support our PlayPump program in South Africa. Through our sponsorship of PlayPumps, much needed water is brought to communities with little or no access to fresh water. In 2016, we donated a PlayPump to Badihile Primary School in Northern Cape, South Africa, as part of its Global Save Water program.



- In Colgate's Africa/Eurasia Division, including Turkey, Russia, Ukraine, Israel and South Africa, Colgate aired the Save Water video on television and online and partnered with Migros and Walmart stores to reach consumers. In Ghana, Colgate distributed calendars with water-saving tips, and in Kenya, Colgate promoted water conservation awareness in local schools.



- In 2016, the Save Water campaign was activated in China. Colgate has formed a regional partnership with AS Watson to amplify the campaign impact and to engage shoppers with powerful water-conservation communications in-store.

- Colgate U.S. continues to partner with The Nature Conservancy, the world's largest freshwater conservation organization, to communicate how consumers can help protect water as a vital resource and the importance of knowing the source of your water. In addition, we are partnering with key strategic customers to reach consumers in the U.S. and remind them to turn off the faucet while brushing their teeth.

Water and Sanitation Access

Colgate respects the human right to water, sanitation and hygiene. One of Colgate's 2020 Sustainability Strategy goals is to work with local and global organizations to help promote access to clean water. We also provide health and hygiene education in communities around the world.

In 2017, Colgate will continue to partner with Water For People to strengthen and support the municipal water and sanitation offices that were established in each district since we began our partnership in 2013. Our partnership exists to promote the development of high quality drinking water and sanitation services, accessible to all, and sustained by strong communities, businesses, and governments.

Colgate continues to support Water For People's goal of 100 percent drinking water coverage in 30 districts across nine countries by 2018. Colgate's contributions to Water For People's Everyone Forever program helped them to reach nearly 338,000 people since 2013 with water, sanitation systems and/or health and hygiene education.

We also recognize that communities faced with inadequate access to safe water often do not have adequate sanitation services and that handwashing is not widely practiced. As mentioned on page 46, Colgate works with public health officials, academia, local schools and clinics to educate millions of children and their families about the health and hygiene benefits of handwashing.

Further, as a matter of long-standing practice, Colgate provides safe water, sanitation and hygiene to all people in our workplaces.



Colgate People Giving Back

In Guatemala, groups of Colgate people have visited several of the communities that received clean water and volunteered to teach children the importance of oral health and handwashing with our Bright Smiles, Bright Futures program.



Water For People

Colgate's contributions to Water For People's Everyone Forever program helped them to reach nearly 338,000 people since 2013 with water, sanitation systems and/or health and hygiene education.



water for people

Ecosystem Protection

Colgate works to protect water-related ecosystems such as forests, wetlands, aquifers and rivers, which lie at the heart of the global water cycle. All freshwater ultimately depends on the continued healthy functioning of these ecosystems. Colgate will continue to work to protect water-related ecosystems through our commitments to no deforestation, water replenishment, aquifer protection, wastewater treatment and community partnerships. In the U.S., Colgate is continuing to support The Nature Conservancy in its mission to protect and restore the health of rivers, lakes, wetlands

and forests as well as to educate consumers about the importance of clean, accessible water for people and nature. This includes helping to protect bodies of water like the Delaware River Basin (clean water source to nearly 20 million Americans) by combating nutrient runoff and sedimentation through riparian restoration, and the Sierra Nevada (the source of 65 percent of California's water supply) where the Conservancy is working to conserve 50,000 acres of critical land to act as a natural reservoir for clear mountain streams.



© The Nature Conservancy (Mark Godfrey)

Colgate is supporting The Nature Conservancy in its mission to protect and restore the health of rivers, lakes, wetlands and forests as well as to educate consumers about the importance of clean, accessible water for people and nature.

Colgate also sponsors teachers to attend the Key Issues Institute: Bringing Environmental Issues to the Classroom professional development program in Colorado, U.S., a program of the Keystone Science School. Teachers come from areas where Colgate has operations. The program gives teachers the skills to use innovative and engaging ideas and methods to investigate current environmental issues including lab testing and outdoor water testing with their students. In 2016, Colgate sponsored four teachers from South Carolina and Mexico who left with curriculum materials, lab equipment and a new professional network of support from fellow teachers and Key Issues staff.



Wastewater Management

Wastewater discharges from Colgate's operations are generally treated on site or by the local municipality prior to discharge to a water body. We continue to work to reduce pollutant loading in our wastewater discharges prior to treatment. In 2016, Colgate upgraded and/or installed industrial wastewater treatment plants in Guatemala, Poland, Brazil, Colombia, Tennessee and South Carolina.

In selected locations where water stress is high, Colgate treats wastewater to tertiary levels, allowing it to be reused for cooling, toilet flushing, gardening and other purposes. For example, in 2016 our India Global Technology Center commissioned and built a wastewater treatment plant. This plant, not only conforms to the norms issued by the Pollution Control Board, but also surpasses the established standards. The treated wastewater from this plant is used for gardening and toilet flushing purposes. The entire volume of treated water is reused, making our India Global Technology Center a "zero discharge" site.



Colgate is a signatory to the CEO Water Mandate.

Collaboration and Disclosure

As a way to inform our water stewardship efforts, Colgate engages with leading water experts. This collaboration helps build expertise, align efforts and ensure our water programs meet stakeholder expectations. We are also committed to transparency and have reported publicly on our water stewardship and reduction performance for many years.



Working Towards Zero Landfill Waste

Colgate sites have been reducing, reusing and recycling waste for many years. Colgate's Trash to Treasure program encourages Colgate sites to find opportunities to reduce, reuse and recycle waste. We utilize automated Landfill Waste Scorecards for all of our sites to help increase the visibility and understanding of our waste reduction opportunities on a real-time basis.



Reducing Waste to Landfill ⁽¹⁾⁽²⁾



⁽¹⁾ Total landfill waste intensity.

⁽²⁾ Subject to final certification by third-party auditor.

As part of our 2020 Sustainability Strategy, we have committed to halve our manufacturing waste sent to landfill per ton of product compared to 2010, working toward our goal of Zero Waste.

Colgate's Trash to Treasure Awards program provides recognition to sites meeting our Zero Landfill Waste definition as well as those sites that send less than 5 percent of waste to landfills. So far our Hill's Etten-Leur, Netherlands; Hustopece, Czech Republic; and Richmond, Indiana sites have received Colgate's Zero Waste to Landfill award. In addition, nine plants in 2016 received Performance Leader recognition for sending 5 percent or less of their waste to landfill.

Recognizing that employee engagement is an important key to improving recycling rates, Colgate EOHS managers from Hill's Pet Nutrition, North America and Latin America conducted a Train-the-Trainer Trash to Treasure event at our manufacturing facility in Mission Hills, Mexico. The goal of the event was to bring training to the EOHS community regarding how to conduct a Trash to Treasure event and lead other sites in doing the same.



Bureau Veritas has validated Colgate's Zero Landfill Waste definition and the Zero Waste to Landfill status of Colgate's sites.

Reducing Consumer Waste

We recognize the importance of reducing waste at every stage of the product life cycle, including at the end-of-life of our products and packaging. We have committed to improve the recyclability of our packaging, committing resources to enable breakthrough innovation in Oral Care packaging. We have also committed to deliver 100 percent recyclable packaging in our Personal Care, Home Care and Hill's Pet Nutrition categories. See page 71 for more information on our packaging commitments and progress.

Building a circular economy in which industrial materials and packaging can be recycled and reused is an important part of a sustainable future. In addition to commitments for our own packaging, Colgate has committed to work with stakeholders to drive continuous improvement in local recycling systems.

In 2014, we became one of the initial investors in the Closed Loop Fund to develop local recycling infrastructure. In the U.S., municipalities often lack access to the capital needed to invest in recycling

programs and infrastructure. The Closed Loop Fund provides zero-interest loans to municipalities and below-market loans to private companies with a goal to develop infrastructure and improve recycling rates. The fund will also seek to coinvest with local private and public investors to magnify its impact. The fund has invested in collection sortation and processing of waste. To learn more, visit closedloopfund.com. Progress is being measured using five key metrics:

1. Tons diverted
2. Metric tons of GHG emissions
3. Economic benefit to municipalities
4. Households reached or represented
5. Coinvestment dollars leveraged

Additionally, Colgate Brazil has been a partner of CEMPRE (Compromisso Empresarial para Reciclagem, or Business Commitment for Recycling) since 2015. CEMPRE was created in 1992 and is the biggest association in Brazil that promotes the concept of integrated management of solid waste.



Building Recycling Infrastructure

The Closed Loop Fund has invested in 11 projects in 10 states, improving recycling access and diversion for the equivalent of 500,000 households and generating 400,000 tons of feedstock across the U.S. by 2025.

CLOSED
L  **Pfund**

Colgate currently partners with eco-innovator TerraCycle® in the U.S., Mexico, Brazil, Australia, New Zealand, Japan and China. TerraCycle® recycles and “upcycles” oral care packaging collected at schools, stores and other locations into new and affordable eco-friendly products. Through this partnership, we have diverted more than 5.8 million pieces of waste from landfills. Over 27,000 locations and 5.4 million people are engaged in recycling.

Participating locations are able to raise funds for schools and charities of their choice as an incentive for recycling. TerraCycle® has recycled millions of pieces of oral care waste through our recycling programs since the partnership launched in 2010.



Recycled Playground Challenge

To engage consumers to recycle Colgate oral care packaging, Colgate and TerraCycle® partnered with both ShopRite and Meijer stores in 2016 to run recycled playground giveaways. In-store displays drove awareness of the Colgate oral care recycling program and publicized a contest for schools to compete to win a playground made from recycled toothbrushes and toothpaste tubes.

Commitment to Sustainable Buildings

70%

of our toothbrushes are manufactured in LEED-certified facilities.

Nearly
30%

of Colgate people enjoy the health and wellness benefits associated with working in a LEED-certified facility.

For many years now, Colgate has committed to the U.S. Green Building Council (USGBC) Leadership in Energy and Environmental Design certification for all of our new construction projects anywhere in the world. We have utilized the LEED green building rating system to help design and construct our manufacturing sites, technology centers, warehouses and offices as a way to help reduce the Company's overall exposure to water and climate change—related issues and offer a healthier, more comfortable work environment.

Currently, Colgate has 14 facilities which have achieved 17 LEED Certifications, with nine more projects registered and underway. Our LEED projects have been conducted in the U.S., Latin America, Asia and Europe. In addition, we utilize several third-party distribution centers which are LEED-certified.

In 2016, Colgate was honored with the 2015 Ray Anderson Radical Industrialism Award for exemplifying sustainability with USGBC's leadership in the evolution of green manufacturing. Sponsored by the Ray C. Anderson Foundation, USGBC presents his namesake award each year to a leader in the manufacturing sector whose commitment to and achievements in sustainability exemplify Ray's vision, integrating sustainability into the very heart of their company.

Colgate has been a member company of the USGBC since 2007. Colgate is also a Charter member of the USGBC LEED User Group: Industrial Facilities, which collaboratively engages in the advancement of LEED and green building practices for the global manufacturing sector. Further information about Colgate's LEED-certified buildings is available on the USGBC "Green Building Information Gateway" at gbig.org.



LEED-Gold in India

Colgate opened the doors to its latest LEED-certified facility in Sri City, India in early 2016. This oral care manufacturing facility is Colgate's first LEED-certified site in India. The plant recycles treated wastewater, has efficient water fixtures, was constructed with locally manufactured and extracted materials, has a waste management policy to collect and segregate waste at the source and uses highly efficient refrigeration systems.

Our Commitment to No Deforestation

In 2014, Colgate issued a Policy on No Deforestation to support a vision for a future without deforestation. Colgate is working to meet our goal of no deforestation by 2020. In 2015, we also joined in the CDP and We Mean Business Coalition's "Road to Paris 2015" commitments, committing to remove commodity-driven deforestation from supply chains by 2020.

Deforestation is one of Colgate's Key Sustainability Issues identified on page 10. It is an important issue for our business from a social, environmental and reputational risk standpoint. The commitments in our policy will help us to manage the deforestation risks in our supply chain for pulp and paper, palm oil and derivatives, soy and soy oil and beef tallow.

Below are highlights and updates on our progress.

Pulp and Paper

Much of Colgate's packaging material utilizes wood-derived or paper-based products. Approximately 90 percent of our pulp and paper is certified or is in the process of being certified as being sourced from responsibly managed forests. We give preference for verification of pulp and paper supply to the Forest Stewardship Council (FSC) certification standards, but utilize other respected certification schemes as geography and availability necessitate.

We have also set packaging targets for 2020, including increasing the recycled content of our packaging to 50 percent (see page 73). Approximately 41 percent of Colgate's paper and board packaging materials by weight globally come from recycled sources. Colgate will continue our long-standing strategy to increase the use of recycled materials as well as our efforts to optimize the use of other packaging materials.

We have also taken steps to ensure compliance with the U.S. Lacey Act, which requires all product and disposable packaging to be comprised of legally sourced wood or other plant-based material. Moving forward, Colgate will perform a deep dive mapping of our pulp and paper-based materials supply chain, and we plan to issue a separate pulp and paper sourcing policy in 2017. The mapping will enable improved traceability and risk assessment of this supply chain, and from this activity Colgate will develop more specific plans to ensure policy implementation.

In 2017, Colgate will begin partnering with the Rainforest Alliance to drive transformation in our pulp and paper supply chain.

Palm Oil, Palm Kernel Oil and Derivatives

Palm oil is one of the most widely traded vegetable oils 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 social and labor concerns, health issues, greenhouse gas emissions and impacts on biodiversity. Colgate uses palm oil, palm kernel oil and its derivatives in some of our soap products, toothpastes, antiperspirants, deodorants and household cleaners.

Colgate is committed to sourcing responsible palm oil, palm kernel oil and palm oil derivatives that do not contribute to deforestation. Our commitment is to work to build a traceable supply chain with no deforestation of high conservation value and high carbon stock areas, no development on peatlands and no exploitation of indigenous people, local communities or workers. Our palm oil responsible sourcing policy, issued in July 2016, addresses the key requirements to our suppliers to build global supply chains that meet Colgate's palm oil policy criteria.

Milestones

We have recognized the need to source responsibly produced palm oil since 2007 when Colgate became a member of the Roundtable on Sustainable Palm Oil (RSPO). Since then, we have taken action to responsibly source palm oil in the following ways:

- Developed a cross-commodity Policy on No Deforestation, highlighting palm oil as one of four commodities to target for implementation (March 2014)
- Began palm oil membership with The Forest Trust, our strategic partner, to map our supply chain, engage our suppliers and drive transformation in the supply chain (May 2015)

- Identified all palm oil derivatives in our supply chain (2015)
- Communicated our policy to our direct suppliers (ongoing)
- Requested information on traceability to the mill level from 100 percent of our direct suppliers of palm oil, palm kernel oil and derivatives (ongoing)
- Engaged direct suppliers of palm oil and palm kernel oil to encourage increased transparency and to understand their plans for transformation of their supply chain (ongoing)
- Issued a commodity-specific Policy on Responsible and Sustainable Sourcing of Palm Oils (July 2016)
- Incorporated sustainability and responsible sourcing requirements in the supplier selection criteria and process
- Committed to procure 100 percent certified palm oil and palm kernel oil (ongoing)
- Included palm oil suppliers in our Supplier Responsible Sourcing Assessment program (ongoing)

Traceability

Having visibility to the palm oil mills and plantations within our supply network is essential for Colgate to assess risk in our supply chain and to support transformation activities and drive changes on the ground. Colgate is working with The Forest Trust to achieve the traceability goals for palm oil, palm kernel oil and derivatives. Colgate's global traceability to palm oil and palm kernel oil materials is 96 percent to the mill level, and we have a goal of achieving full traceability to the plantation/source by year-end 2020.

Colgate Global Traceability to the Mill

Geography	Palm Oil	Palm Kernel Oil
U.S.	N/A	97%
Latin America	100%	97%
Thailand	84%	97%
Europe, Middle East and Africa	98%	94%
Weighted Total	95%	97%

The percentages in the table reflect the percentage of palm oil and palm kernel oil for each purchasing market that can be traced back to the origin mill. Overall, we can identify the mill sources for 93 percent of Colgate's palm kernel oil supply and 98 percent of our palm oil supply by volume. Being able to identify the mill sources for our palm supply allows us to prioritize upstream suppliers for engagement based on associated risk. It also allows us to seek further information and respond if concerns arise regarding stakeholders within our supply chain and is a critical step toward our goal of achieving full traceability to the plantation/source.

Colgate buys palm oil and palm kernel oil for production in the U.S., Latin America, Thailand, Turkey and South Africa. With regards to palm oil derivatives, Colgate's traceability commitments extend to the origin source of the palm derivatives that Colgate purchases. Achieving traceability in the derivatives supply chain comes with challenges due to the complexity of the supply.

Certification

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

	Palm Oil & Palm Kernel Oil	Palm Oil Derivatives	Total
Certified Oils (% by weight)	73%	0%	
GreenPalm Certificates (% by weight)	27%	55%	
Total Coverage	100%	55%	81%

In 2017, we will continue to increase the percentage of palm oil, palm kernel oil and palm oil derivatives that are physically certified.

Policy Implementation

Colgate engages with the palm oil, palm kernel oil and derivatives suppliers regarding the robustness of their own responsible sourcing policies and implementation plans, and their plans to achieve compliance with Colgate's policy.

Colgate's policy implementation plan activity includes understanding suppliers' progress and actions toward

In partnership with The Forest Trust we have started the traceability journey with our palm oil derivatives suppliers. We have determined key supply chain points for achieving traceability goals in these complex supply chains which include:

- First importer: the company (usually a refiner/trader) that has imported palm oil/palm products from a producing country to the country of ingredient manufacturing;
- First refiner: Refiner in the country of production that sources crude palm oil or palm kernel oil directly from mills or from aggregators like crushers, traders or dealers;
- Mill: the first major aggregation point for fresh fruit bunches after having been harvested;
- Plantation: the farms, estates, smallholder operations, etc. where the oil palm is planted and fresh fruit bunches are harvested.

Through this work, Colgate will be an important catalyst to increase the transparency of supplier companies in the oleochemical industry.

meeting Colgate's responsible and sustainable palm oil sourcing policy. The focus includes the suppliers' own policy commitments, traceability status, grievance process, transparency and verification activities. The approach measures the supplier's performance on achieving its goals to close the gaps identified and promotes a better understanding of the challenges each supplier has, as well as identifying opportunities.

Transformation

With risk assessment analysis and policy implementation activities, Colgate makes informed decisions about which producing suppliers and regions to support in transformation and in order to have a positive, tangible impact on the practices on the ground within Colgate's supply chain.

This direct transformation work is in addition to monitoring and ensuring progress of Colgate's suppliers' own efforts at transformation.

Next Steps

As the next step on our journey toward sustainable palm oil, we will:

- Work with suppliers and external expert organizations to identify potential social or environmental risk in our supply chain and to address those risks through transformation actions
- Achieve full traceability of our palm oil, palm kernel oil and palm oil derivatives supply chains back to the first refineries, mills and to the plantation by year-end 2020
- Purchase increasing volumes of physical certified sustainable palm oil and palm kernel oil each year with a goal to source 100% by year-end 2017
- Purchase increasing volumes of physical certified sustainable palm oil derivatives
- Communicate the expectation that suppliers publish concession maps
- Measure suppliers' conformance to our policy based on third-party verification.

Soy

Soy, or soy oil, is an ingredient used in certain Colgate products.

Colgate supports efforts such as the Soy Moratorium that help minimize deforestation from soy expansion and increase transparency in the soy sector. Colgate has mapped our soy product supply chains globally to understand our direct usage and geography of supply.

We are also committed to:

- Working with our suppliers in Brazil and any other high-risk areas to assess the availability of soy that does not contribute to deforestation and will increase our purchases of soy from these sources
- By year-end 2017, procuring soy and soy derivatives that are not linked to deforestation, verifying this through independent third-party verification and monitoring.

Tallow

Tallow is a key ingredient in bar soap production and is a cattle by-product. Colgate sources tallow from suppliers in North America, Latin America and Europe.

In Brazil, there are concerns that rising demand for beef as a food source is prompting farmers to clear part of the Amazon rainforest and other ecologically sensitive regions for cattle ranching. Currently, we require Brazilian suppliers to certify that they are following the environmental and social requirements set forth by the Brazilian Institute of Environment and Renewable Natural Resources (IBAMA). We are also working to minimize the amount of tallow purchased from high-risk areas. We will continue to work with our suppliers to minimize the amount of tallow purchased from high-risk areas with a goal of eliminating such purchases as soon as possible. Moving forward, we will:

- Collaborate with industry and stakeholder groups to work toward zero deforestation in this area
- By year-end 2017, require all applicable suppliers to be in conformance with the Minimum Criteria for Industrial Scale Cattle Operations in the Brazilian Amazon Biome set in 2009.

Partnerships

Another important element of Colgate's sustainability strategy is our use of external partnerships to complement our strong internal capability. Colgate has many such partnerships with a broad array of organizations, including suppliers, research institutions, universities, industry and nonprofit organizations. Here are just some of Colgate's sustainability partners:



AIM-PROGRESS – Colgate is an active member of AIM-PROGRESS, serving on its leadership team. AIM-PROGRESS is a global industry forum to promote responsible sourcing practices and sustainable production systems. It is a global initiative supported and sponsored by the European Brands Association in Europe and the Grocery Manufacturers Association in North America.



Stop Caries NOW for a Cavity-Free Future

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



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



American Dental Association (ADA) – Colgate partners with the American Dental Association Foundation each year to sponsor the "Give Kids A Smile®" program, providing oral health education and free preventive and restorative care to children from low-income families. Each year, approximately 350,000 underserved children benefit from more than 1,500 events thanks to the efforts of 40,000 or more annual volunteers.



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.



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



CEMPRE – In 2015, Colgate joined Compromisso Empresarial para Reciclagem (Business Commitment for Recycling) (CEMPRE) in Brazil as a member corporation. CEMPRE promotes the concept of integrated management of solid waste, promotes consumer recycling measures and implements education and awareness programs about the importance of the "3Rs," reducing, reusing and recycling program.



Closed Loop Fund – In 2014, Colgate became one of the initial investors in the Closed Loop Fund to develop local recycling infrastructure. This fund provides zero interest loans to municipalities and below market loans to private companies, with a goal to develop infrastructure and improve recycling rates. The fund's goal is to invest \$100 million in the next five years and divert 27 million tons of waste from U.S. landfills.



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



Consumer Goods Forum – Colgate's Chairman, President and CEO is on the Board of Directors of the Consumer Goods Forum (CGF), and we participate in the CGF Sustainability Steering Team and Social Steering Team. We support CGF's collective commitments related to social and environmental matters.



Environmental Defense Fund Climate Corps – Colgate hosted a Climate Corps fellow in 2016 focusing on quantification of sustainable building performance.



The Forest Trust (TFT) – Colgate is a palm oil member of The Forest Trust (TFT), which is working with Colgate to meet our palm traceability and responsible sourcing commitments.



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



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



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



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

Partnerships



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



Red Cross – Colgate provides financial support to the Red Cross in the event of large scale disasters such as earthquakes, tornadoes and hurricanes. We also donate personal care products for those who have been displaced from their homes. Additionally, Colgate matches employee donations to the Red Cross through our Matching Gift Program.



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



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



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



Starlight Children's Foundation® – For more than 26 years, Colgate has been a sponsor of Starlight Children's Foundation®, a leading global charity that partners with experts to improve the life and health of kids and families around the world. Since 1989, Colgate has contributed more than \$12.1 million to support programs such as Starlight® Fun Center® mobile entertainment units and iPad tablet technology in hospitals in the U.S. to offer fun and distraction for pediatric patients.



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



TerraCycle® – Over two million people around the world are collecting used Colgate packaging to be made into new products by TerraCycle®.

Partnerships



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



The CEO Water Mandate

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



U.S. EPA ENERGY STAR – Colgate is an active partner of the EPA's industrial sector and has been named an ENERGY STAR Partner of the Year for six years in a row. Additionally, 81 percent of Colgate's manufacturing sites have achieved U.S. EPA ENERGY STAR Challenge for Industry recognition.



U.S. EPA Green Power Partner – In 2014, Colgate joined the U.S. EPA's Green Power Partnership, which encourages the voluntary use of green power to reduce the environmental impacts associated with conventional electricity use. Partners benefit from the use of green power, while supporting the development of renewable energy in the United States. Colgate was named to the National Top 100 list in 2016, representing the largest green power users within the Partnership.



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



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



Walden Asset Management – Colgate consulted with Walden Asset Management to develop our new climate change commitments and our 2015 to 2020 Strategy.



water for people

Water For People – Colgate launched our partnership with Water For People in 2013. Colgate's contributions to Water For People's Everyone Forever program helped them to reach nearly 338,000 people since 2013 with water, sanitation systems and/or health and hygiene education.



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

Key Performance Indicators

People	Unit	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Approximate Number of Employees	Number	35,800	34,700	36,000	36,600	38,100	39,200	38,600	37,700	37,400	37,700	37,900	36,700
Minority Officials and Managers in the U.S.	%	24.6	24.6	24.9	27.2	27.2	28.9	32.1	31.0	31.0	33.0	34.0	33.0
Minorities in Workforce (U.S.)	%	27.9	28.9	28.6	29.5	29.0	28.8	32.0	30.0	30.0	31.0	32.0	31.0
Women Officials and Managers (Global)	%	29.3	30.6	32.0	32.9	36.2	36.6	38.2	33.0	34.0	35.0	35.0	36.0
Women in Workforce (Global)	%	34.0	36.1	37.0	38.9	40.7	40.7	39.4	39.0	39.0	38.0	37.0	37.0
Employees Covered by Collective Bargaining Agreements	%								41.0	44.5	47.0	24.0	24.0
Total Recordable Rate ⁽¹⁾⁽¹⁸⁾	Number	0.72	0.70	0.57	0.47	0.49	0.49	0.48	0.40	0.39	0.35	0.32	0.28
Lost Workday Case Rate ⁽²⁾⁽¹⁸⁾	Number	0.20	0.22	0.19	0.12	0.11	0.12	0.11	0.08	0.10	0.10	0.09	0.05
Safety Notices of Violation ⁽³⁾	Number	1	0	0	5	2	0	2	0	3	0	0	0
Safety Fines Paid (\$) ⁽⁴⁾	\$	300	0	0	16,899	7,800	0	4,032	0	250	7,800	0	0
Total children reached through Colgate's Bright Smiles, Bright Futures program since 1991	Million Number							650	700	750	800	850	900
Annual Code of Conduct training ⁽⁵⁾	%							100	100	100	100	100	100
Supplier Responsible Sourcing Assessment Participation ⁽⁶⁾	%								46	57	62	73	75

Performance	Unit	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Global Sales	\$MM	11,397	12,238	13,790	15,330	15,327	15,564	16,734	17,085	17,420	17,277	16,034	15,195
Global Charitable Contributions — Cash ⁽⁷⁾	\$MM	7.3	7.1	8.3	9.7	20.9	17.8	17.6	32.0	23.6	23.8	23.3	24.6
Global Charitable Contributions — in-kind ⁽⁸⁾	\$MM					26.3	21.9	20.1	32.0	10.4	5.6	5.0	5.6
Recycled Content	%								35	40	40	37	41
Recyclable Packaging ⁽⁹⁾	%												78
More Sustainable Products ⁽¹⁰⁾⁽¹⁸⁾	%								24	48	72	85	78

⁽¹⁾ The number of occupational injuries and illnesses that require medical treatment per 200,000 work hours.

⁽²⁾ The number of occupational injuries and illnesses causing employees to be absent from work per 200,000 work hours.

⁽³⁾ A violation or citation issued by a governmental authority with jurisdiction.

⁽⁴⁾ Fines associated with Safety Notices of Violations (NOVs).

⁽⁵⁾ Salaried and clerical people participating in annual training on and certification of the Company's Code of Conduct.

⁽⁶⁾ At-risk suppliers who have undergone a responsible sourcing self-assessment and/or third-party audit. 2016 target of 75 percent.

⁽⁷⁾ Cash and in-kind contributions to charitable organizations, including spending for the Bright Smiles, Bright Futures program in Colgate's 20 largest subsidiaries (by oral care sales).

⁽⁸⁾ In-kind and product donations by Colgate to charitable organizations.

⁽⁹⁾ Packages meeting all three criteria are considered recyclable: 1) the package is made of a material that is widely accepted for recycling, 2) the package can be separated into material(s) that can be recycled, and 3) the package material can be reprocessed into a preferred valuable feedstock.

⁽¹⁰⁾ The performance results are based on representative products from the product portfolio evaluated against comparable Colgate products across seven impact areas to characterize likely improvement in the sustainability profile, based on review of quantitative and qualitative data.

Key Performance Indicators

Planet	Unit	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Energy Efficiency per Ton of Production ⁽¹²⁾⁽¹⁸⁾	MWh/ton of product	0.46	0.44	0.43	0.42	0.41	0.42	0.40	0.40	0.39	0.38	0.37	0.36
CO ₂ Emissions ⁽¹¹⁾⁽¹²⁾⁽¹³⁾⁽¹⁸⁾	th. MT	706	698	695	664	627	655	645	631	640	626	604	531
CO ₂ Emissions Intensity ⁽¹¹⁾⁽¹⁸⁾	kg/ton of product	157	147	144	141	135	138	133	130	127	124	119	104
Water Use Efficiency ⁽¹⁸⁾	m3/ton of product	1.54	1.35	1.31	1.25	1.18	1.13	1.09	1.09	1.07	1.05	1.04	1.04
Wastewater Chemical Oxygen Demand ⁽¹²⁾⁽¹⁸⁾	kg/ton of product	3.09	3.11	3.01	2.75	2.71	3.04	2.87	2.92	2.85	2.82	3.02	2.96
Waste to Landfill ⁽¹⁸⁾	kg/ton of product						10.64	10.18	9.68	8.82	8.25	6.49	6.20
Number of Significant Spills ⁽¹⁴⁾	Number	1	2	2	2	2	1	3	0	0	0	0	0
Environmental Notices of Violation ⁽¹⁵⁾	Number	3	0	8	8	7	2	5	5	5	8	2	7
Environmental Fines Paid ⁽¹⁶⁾	\$	0	0	26,200	9,057	1,000	0	50,094	1,065	38,582	128,600	4,900	2,075
Certified Palm Oil	%									100	100	100	100
Certified Palm Kernel Oil	%									94	100	100	100
Palm Oil Derivatives	%											100	55
Certified Palm Oil, Palm Kernel Oil and Palm Oil Derivatives	%											100	81
Palm Oil Traceable to the Mill	%											54	95
Palm Kernel Oil Traceable to the Mill	%											71	97
CDP Supply Chain Program Climate Disclosure Participation ⁽¹⁷⁾	%										37	39	44
CDP Supply Chain Program Water Disclosure Participation ⁽¹⁷⁾	%										27	33	31

⁽¹¹⁾ We created a data management protocol in alignment with the GHG Protocol developed by World Resources Institute (WRI) and World Business Council on Sustainable Development (WBCSD). This protocol is used to recalculate our data set each year based on acquisitions, divestitures, new plants, plant closures and updated GHG factors. There might be changes in this report made to the data that had been reported previously due to third-party validation, fugitive emissions and purchased electricity emission factors that become available late in the reporting cycle, adjustments in the Scope 2 emissions that resulted from these data updates and changes in the calculation methodology for Scope 2 emissions which occurred in May 2016.

⁽¹²⁾ Data varies slightly from previous reporting due to boundary changes and updated reporting methodology.

⁽¹³⁾ Includes impact of renewable energy certificate purchases.

⁽¹⁴⁾ Represents site-related spills or accidental releases that reach a water body, groundwater or soils or affect a third-party. As of 2012, significant spills are reported, which are defined as any spills that are included in our financial statement.

⁽¹⁵⁾ An environmental violation or citation issued by a governmental authority with jurisdiction.

⁽¹⁶⁾ Fines associated with Environmental Notices of Violations (NOVs).

⁽¹⁷⁾ Percentage by spend of Tier I suppliers and suppliers of carbon or water intensive materials, including our largest raw material suppliers and contract manufacturers, responding to the CDP Supply Chain Program Climate or Water Disclosures.

⁽¹⁸⁾ Subject to final certification by third-party auditor.

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General Standard Disclosures (continued)

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G4-25	p. 9	Identifying and selecting stakeholders
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REPORT PROFILE		
G4-28	p. 2	Reporting period
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GOVERNANCE		
G4-34	p. 6, 11 10-K Report (p. 3) https://www.colgatepalmolive.com/en/us/corp/about/governance	Governance structure
G4-38	p. 6, 11 10-K Report (p. 3) https://www.colgatepalmolive.com/en/us/corp/about/governance	Composition of the highest governance body and its committees
G4-39	p. 6, 11 10-K Report (p. 3) https://www.colgatepalmolive.com/en/us/corp/about/governance	Chair of the highest governance body
ETHICS AND INTEGRITY		
G4-56	p. 5	Values, principles, standards, and norms of behavior

Specific Standard Disclosures

Category: Economic

DMA and Indicators	Page Number / Reference	Omissions	Disclosure Title
Aspect: ECONOMIC PERFORMANCE			
G4-DMA	p. 4, 53, 54		Disclosure on Management Approach
G4-EC1	p. 4, 53, 54		Direct economic value generated and distributed
G4-EC2	p. 80, 91		Financial implications and other risks and opportunities due to climate change
G4-EC3	10-K Report (p. 38, 48, 70, 81, 87, 88)		Defined benefit plan obligations and other retirement plans
G4-EC4	10-K Report		Financial assistance received from government

Category: Environmental

DMA and Indicators	Page Number / Reference	Omissions	Disclosure Title
Aspect: MATERIALS			
G4-DMA	p. 71, 72, 107		Disclosure on Management Approach
G4-EN2	p. 71–73, 107		Recycled input materials used
Aspect: ENERGY			
G4-DMA	p. 83–85		Disclosure on Management Approach
G4-EN3	p. 86		Energy consumption within the organization
G4-EN4	p. 87, refer to CDP Climate Change		Energy consumption outside of the organization
G4-EN5	p. 86		Energy intensity
G4-EN6	p. 86, refer to CDP Climate Change		Reduction of energy consumption
Aspect: WATER			
G4-DMA	p. 92		Disclosure on Management Approach
G4-EN8	Refer to CDP Water		Water withdrawal by source
G4-EN9	Refer to CDP Water		Water sources significantly affected by withdrawal of water

Specific Standard Disclosures (continued)**Category: Environmental** (continued)

DMA and Indicators	Page Number / Reference	Omissions	Disclosure Title
Aspect: EMISSIONS			
G4-DMA	p. 82–90		Disclosure on Management Approach
G4-EN15	Refer to CDP Climate Change		Direct (Scope 1) GHG emissions
G4-EN16	Refer to CDP Climate Change		Energy indirect (Scope 2) GHG emissions
G4-EN17	Refer to CDP Climate Change		Other indirect (Scope 3) GHG emissions
G4-EN18	p. 116		GHG emissions intensity
G4-EN19	p. 82		Reduction of GHG emissions
Aspect: EFFLUENTS AND WASTE			
G4-DMA	p. 102–105		Disclosure on Management Approach
G4-EN22	Refer to CDP Water		Water discharge by quality and destination
G4-EN23	Refer to CDP Water		Waste by type and disposal method
G4-EN24	p. 116		Significant spills
Aspect: PRODUCTS AND SERVICES			
G4-DMA	p. 56–66		Disclosure on Management Approach
G4-EN27	p. 66–76		Extent of impact mitigation of environmental impacts of products and services
Aspect: COMPLIANCE			
G4-DMA	p. 80		Disclosure on Management Approach
G4-EN29	p. 116		Non-compliance with environmental laws and regulations
Aspect: TRANSPORT			
G4-DMA	p. 87, 89, 90		Disclosure on Management Approach
G4-EN30	p. 89, 90		Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce

Specific Standard Disclosures (continued)

Category: Social

DMA and Indicators	Page Number / Reference	Omissions	Disclosure Title
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Sub-Category: Labor Practices and Decent Work

Aspect: OCCUPATIONAL HEALTH AND SAFETY

G4-DMA	p. 36–39		Disclosure on Management Approach
G4-LA6	p. 37		Types of injury and rates of injury, occupational diseases, lost days, absenteeism, and number of work-related fatalities

Aspect: TRAINING AND EDUCATION

G4-DMA	p. 20–22		Disclosure on Management Approach
G4-LA9	p. 21		Average hours of training per year per employee
G4-LA10	p. 20–22		Programs for upgrading employee skills and transition assistance programs
G4-LA11	p. 22		Percentage of employees receiving regular performance and career development review

Aspect: DIVERSITY AND EQUAL OPPORTUNITY

G4-DMA	p. 31–34		Disclosure on Management Approach
G4-LA12	p. 31–34		Diversity of governance bodies and employees

Sub-Category: Society

Aspect: LOCAL COMMUNITIES

G4-DMA	p. 42, 43		Disclosure on Management Approach
G4-SO1	p. 42–51		Operations with implemented local community engagement, impact assessments, and development programs

Aspect: PUBLIC POLICY

G4-DMA	p. 6, 7		Disclosure on Management Approach
G4-SO6	p. 7		Political contributions

Sub-Category: Product Responsibility

Aspect: PRODUCT AND SERVICE LABELING

G4-DMA	p. 56, 75		Disclosure on Management Approach
G4-PR5	p. 56, 75		Results of surveys measuring customer satisfaction

Reconciliation of Non-GAAP Financial Measures

The following is provided to supplement certain financial measures discussed in the letter to shareholders and the financial highlights section of this report both as reported (GAAP) and excluding the impact of certain items (Non-GAAP) as explained at right. Investors and analysts use these financial measures in assessing the Company's business performance, and management believes that presenting these financial measures on a Non-GAAP basis provides them with useful supplemental information to enhance their understanding of the Company's underlying business performance and trends. These Non-GAAP financial measures also enhance the ability to compare period-to-period financial results. The Company uses these financial measures internally in its budgeting process, to evaluate segment and overall operating performance and as factors in determining compensation. While the Company believes that these financial measures are useful in evaluating the Company's underlying business performance and trends, this information should be considered as supplemental in nature and is not meant to be considered in isolation or as a substitute for the related financial information prepared in accordance with GAAP. In addition, these Non-GAAP financial measures may not be the same as similar measures presented by other companies.

Note: Per share amounts have been restated to reflect the 2013 two-for-one stock split.

⁽¹⁾ Represents charges related to the 2012 Restructuring Program that began in the fourth quarter of 2012.

⁽²⁾ In 2016, represents a gain on the sale of land in Mexico. In 2012-2014, represents costs related to the sale of land in Mexico.

⁽³⁾ Represents charges for previously disclosed litigation matters.

⁽⁴⁾ Represents income tax (benefits) charges related to previously disclosed tax matters.

⁽⁵⁾ Represents a charge resulting from the deconsolidation of the Company's Venezuelan operations.

⁽⁶⁾ Represents a gain on the sale of the Company's laundry detergent business in the South Pacific.

⁽⁷⁾ In 2015 and 2014, represents remeasurement charges related to effective devaluations in Venezuela. In 2013, represents a charge related to a devaluation in Venezuela.

⁽⁸⁾ Represents costs associated with various global business realignment and other cost-saving initiatives.

(Dollars in Millions Except Per Share Amounts)	Gross Profit Margin	Diluted EPS
2016		
As Reported (GAAP)	60.0%	\$2.72
2012 Restructuring Program ⁽¹⁾	0.3%	0.19
Mexico Land Sale ⁽²⁾	–	(0.07)
Litigation Matters ⁽³⁾	–	0.01
Tax Matters ⁽⁴⁾	–	(0.04)
Excluding Items (Non-GAAP)	60.3%	\$2.81
2015		
As Reported (GAAP)	58.6%	\$1.52
Venezuela Deconsolidation ⁽⁵⁾	–	1.16
2012 Restructuring Program ⁽¹⁾	0.1%	0.20
Sale of Non-Core Product Lines ⁽⁶⁾	–	(0.13)
Venezuela Remeasurements ⁽⁷⁾	–	0.02
Litigation Matters ⁽³⁾	–	0.02
Tax Matters ⁽⁴⁾	–	0.02
Excluding Items (Non-GAAP)	58.7%	\$2.81
2014		
As Reported (GAAP)	58.5%	\$2.36
2012 Restructuring Program ⁽¹⁾	0.2%	0.23
Venezuela Remeasurements ⁽⁷⁾	–	0.23
Litigation Matters ⁽³⁾	–	0.04
Mexico Land Sale ⁽²⁾	–	–
Tax Matters ⁽⁴⁾	–	0.07
Excluding Items (Non-GAAP)	58.7%	\$2.93
2013		
As Reported (GAAP)	58.6%	\$2.38
2012 Restructuring Program ⁽¹⁾	0.2%	0.30
Venezuela Remeasurements ⁽⁷⁾	–	0.12
Litigation Matters ⁽³⁾	–	0.03
Mexico Land Sale ⁽²⁾	–	0.01
Excluding Items (Non-GAAP)	58.8%	\$2.84
2012		
As Reported (GAAP)	58.1%	\$2.57
2012 Restructuring Program ⁽¹⁾	–	0.07
Mexico Land Sale ⁽²⁾	0.2%	0.02
Business Realignment Initiatives ⁽⁸⁾	–	0.02
Excluding Items (Non-GAAP)	58.3%	\$2.68





Millions of Children Reached Through Bright Smiles, Bright Futures

