

Key Performance Indicators



| People | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Approximate number of employees | 35,800 | 34,700 | 36,000 | 36,600 | 38,100 | 39,200 | 38,600 | 37,700 | 37,400 | 37,700 | 37,900 |
| % Minority officials and managers (U.S. EEOC data) | 24.6 | 24.6 | 24.9 | 27.2 | 27.2 | 28.9 | 32.11 | 31.0 | 31.0 | 33.0 | 34.0 |
| % Minorities in workforce (U.S. EEOC data) | 27.9 | 28.9 | 28.6 | 29.5 | 29.0 | 28.8 | 32.03 | 30.0 | 30.0 | 31.0 | 32.0 |
| % Women officials and managers | 29.3 | 30.6 | 32.0 | 32.9 | 36.2 | 36.6 | 38.18 | 33.0 | 34.0 | 35.0 | 35.0 |
| % Women in workforce | 34.0 | 36.1 | 37.0 | 38.9 | 40.7 | 40.7 | 39.37 | 39.0 | 39.0 | 38.0 | 37.0 |
| Total recordable rate ⁽¹⁾ | 0.72 | 0.74 | 0.57 | 0.46 | 0.49 | 0.49 | 0.47 | 0.40 | 0.38 | 0.35 | 0.32 |
| Lost workday case rate ⁽²⁾ | 0.19 | 0.23 | 0.19 | 0.12 | 0.12 | 0.12 | 0.11 | 0.08 | 0.10 | 0.10 | 0.09 |
| Safety notices of violation ⁽³⁾ | 1 | 0 | 0 | 5 | 2 | 0 | 2 | 0 | 3 | 0 | 0 |
| Safety fines paid (\$) ⁽⁴⁾ | 300 | 0 | 0 | 16,899 | 7,800 | 0 | 4,032 | 0 | 250 | 7,800 | 0 |
| Children reached through Bright Smiles, Bright Futures since 1991 (millions) | | | | | | | 650 | 700 | 750 | 800 | 850 |
| Annual Code of Conduct training (%) ⁽⁵⁾ | | | | | | | | 100 | 100 | 100 | 100 |
| Supplier Responsible Sourcing Assessment participation (%) ⁽⁶⁾ | | | | | | | | 46 | 57 | 62 | 73 |



| Performance | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 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 |
| Global charitable contributions – cash (\$MM) ⁽⁷⁾ | 7.33 | 7.06 | 8.31 | 9.68 | 20.94 | 17.81 | 17.60 | 32.0 | 23.58 | 23.81 | 23.25 |
| Global charitable contributions – in-kind (\$MM) ⁽⁸⁾ | n/a | n/a | n/a | n/a | 26.33 | 21.85 | 20.05 | 32.0 | 10.38 | 5.61 | 5.02 |

⁽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. 2015 target of 70 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.

Key Performance Indicators



| Planet | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|--|-------|-------|--------|-------|-------|-------|--------|-------|--------|---------|-------|
| Energy use efficiency (kWh x 1000/ton of product) ⁽⁹⁾ | 0.458 | 0.431 | 0.422 | 0.415 | 0.403 | 0.411 | 0.396 | 0.390 | 0.379 | 0.370 | 0.358 |
| CO ₂ emissions (metric tons x 1000) ⁽⁹⁾ | 699 | 692 | 688 | 659 | 636 | 663 | 661 | 640 | 646 | 631 | 589 |
| CO ₂ emissions intensity (kg/ton of product) | 152 | 142 | 139 | 136 | 133 | 136 | 132 | 127 | 124 | 121 | 112 |
| Water use efficiency (m ³ /ton of product) | 1.507 | 1.324 | 1.277 | 1.216 | 1.146 | 1.091 | 1.058 | 1.054 | 1.031 | 1.016 | 1.008 |
| Wastewater Chemical Oxygen Demand (kg/ton of product) ⁽⁹⁾ | 3.01 | 3.04 | 2.93 | 2.68 | 2.63 | 2.94 | 2.77 | 2.83 | 2.76 | 2.72 | 2.92 |
| Environmental Incidents ⁽¹⁰⁾ | 1 | 2 | 2 | 2 | 2 | 1 | 3 | 0 | 0 | 0 | 0 |
| Environmental Notices of Violation ⁽¹¹⁾ | 3 | 0 | 8 | 8 | 7 | 2 | 5 | 5 | 5 | 8 | 2 |
| Environmental fines paid (\$) ⁽¹²⁾ | 0 | 0 | 26,200 | 9,057 | 1,000 | 0 | 50,094 | 1,065 | 38,582 | 128,600 | 3,300 |
| Certified palm oil (%) | | | | | | | | 0 | 100 | 100 | 100 |
| Certified palm kernel oil (%) | | | | | | | | 0 | 94 | 100 | 100 |
| Certified palm oil and palm kernel oil derivatives (%) | | | | | | | | | | | 100 |
| CDP Supply Chain Program Climate Disclosure Participation (%) ⁽¹³⁾ | | | | | | | | | | 37 | 39 |
| CDP Supply Chain Program Water Disclosure Participation (%) ⁽¹³⁾ | | | | | | | | | | 27 | 33 |

⁽⁹⁾ Data varies slightly from previous reporting due to boundary changes and updated reporting methodology.

⁽¹⁰⁾ 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.

⁽¹¹⁾ An environmental violation or citation issued by a governmental authority with jurisdiction.

⁽¹²⁾ Fines associated with Environmental Notices of Violations (NOVs).

⁽¹³⁾ 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.