

Sustainability Management

Approach to Reporting

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 consumers, non-governmental organizations (NGOs) and our own employees. In selecting reporting topics, we work to align with the GRI Sustainability Reporting Guidelines. Each year, we strive to build the capacity to report on more indicators. As such, this report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines. A GRI Content Index is provided on page 126. We additionally have identified the key sustainability issues of importance to Colgate and our stakeholders (see page 7). It is also our goal to provide context for our reporting; for example, our 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 has also obtained third-party assurance for our primary environmental Key Performance Indicators: percentage of products with an improved sustainability profile, manufacturing carbon reduction per ton (of production), manufacturing energy reduction per ton, manufacturing water consumption per ton, waste-to-landfill per ton and outbound logistics

carbon per ton. We also disclose information on our sustainability progress to several organizations. Colgate has provided information to CDP for over a decade. We have responded to the Climate Disclosure since 2004, the Water Disclosure since 2010 and the Forest Disclosure since 2012. Colgate also joined the CDP Supply Chain Program in 2008 to engage our suppliers. Colgate provides information to RobecoSAM to inform the Dow Jones Sustainability Index rankings as well as to several other ratings organizations. Colgate's sustainability information is also available on the Bloomberg Terminal.

Key Issues, Risks and Opportunities

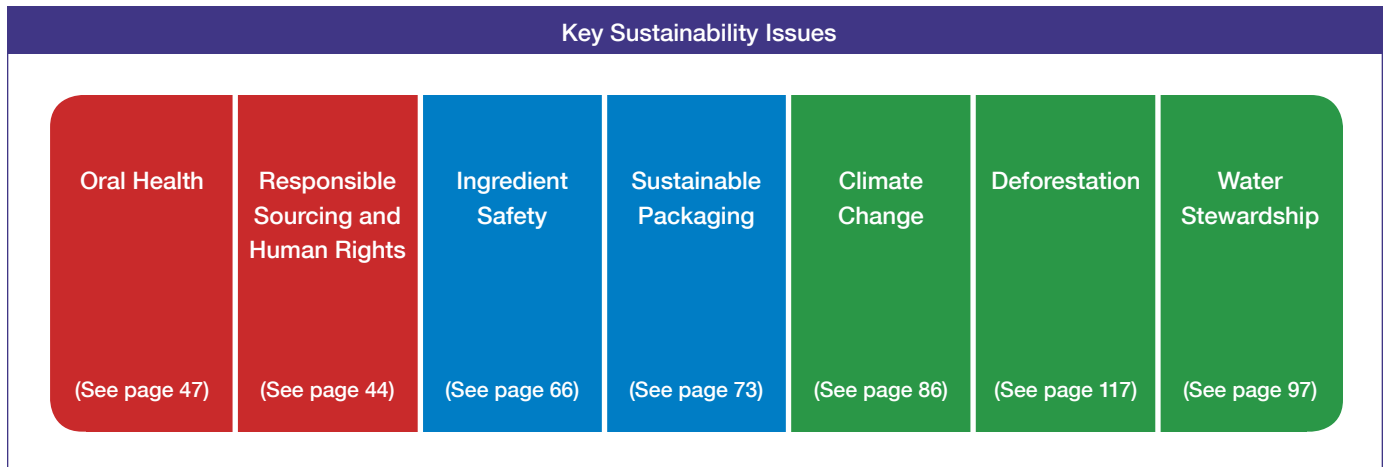
Materiality Approach

As a publicly-traded U.S. company, Colgate files required reports with the Securities and Exchange Commission. Our Annual Report on Form 10-K highlights risks material to an investment in the Company, including those relating to sustainability, namely trade expectations, volatility in material costs, reputational impact, changes in regulatory requirements, industrial accidents or other occupational health and safety issues, environmental events, disruptions in logistics, loss or impairment of key manufacturing sites, raw material and product quality or safety issues and natural disasters (e.g., climatic events). Colgate has also identified a set of key sustainability issues for the Company, taking into account the issues of interest to our stakeholders.

To determine the sustainability issues of interest to our stakeholders, we evaluated information from sources such as:

- Industry trade groups such as the American Cleaning Institute (ACI), the Grocery Manufacturers Association (GMA) and the Consumer Goods Forum (CGF), including the industry-wide materiality assessment performed by the ACI
- Retail partner surveys and inquiries
- Consumer inquiries
- NGO feedback
- Sustainability investor group inquiries and feedback
- Current and future regulatory requirements
- Leading sustainability surveys and rating agencies
- Media inquiries and interest
- Sustainability Accounting Standards Board
- Global Reporting Initiative
- Industry benchmarking
- Internal subject matter expert and Sustainability Steering Committee feedback

We then 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. From this process, seven key sustainability issues were identified:



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—to Giving the World Reasons to Smile. Additional detail on each of the issues and our actions to address them is provided in the body of the report.

Stakeholder Engagement

A wide variety of stakeholders help to inform our approach to sustainability. We engage with stakeholders on an ongoing basis to communicate Colgate's sustainability progress and listen to feedback. In fact, our sustainability commitments and goals were developed with the input of these stakeholders. See page 121 for a full list of Colgate's partnerships and detail on our engagement. Colgate's main stakeholder groups include:

- Our employees
- Our consumers
- Our retail customers and partners
- Our suppliers
- Our shareholders and investor groups
- Government and regulatory bodies
- Non-governmental associations
- Industry trade associations
- Local communities and community groups

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; Senior Vice President of Global Human Resources; 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 of Global Sustainability and EHS has direct responsibility for implementing sustainability and EHS programs.

Additionally, networks of senior leaders in each division together with 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 the 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 abreast 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 planning; as part of that process, the Board is briefed on key sustainability issues. 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, including cultural diversity, equal opportunity, charitable giving and international human rights.

Colgate's values of Caring, Global Teamwork and Continuous Improvement guide the actions of our people and are the foundation of Colgate's commitment to sustainability. Several Company-wide policies outline Colgate's commitments to responsible business, from our Code of Conduct to our Ingredient Safety Policy. For a full list of external policy statements, see page 5.