Division Leadership and Structure Guidance
Delivering Commitments and Action Plans

ACTION PLANS
Annualized targets (SMART objectives) that enable measurement of progress against our commitments

- Promoting Healthier Lives
- Contributing to the Communities Where We Live and Work
- Delivering Products That Delight Consumers and Respect Our Planet
- Making Every Drop of Water Count
- Reducing Our Impact on Climate and the Environment
Global Commitments and Measurable Goals

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

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

**Delivering Products That Delight Consumers and Respect Our Planet**
- Increase the sustainability profile1 in all new products we produce and in the balance of our portfolio
- Ensure that ingredients continue to meet or exceed all recognized standards for safety, quality, and environmental compliance and biodegradability
- Reduce the environmental impact of our products and packages by 20%, by increasing the use of sustainable materials and recycled content

**Making Every Drop of Water Count**
- Reduce the water consumed2 in the manufacture of our products by 40% vs. 2005 consumption
- Reduce the use of water associated with our products by 15%
- Work with local and global organizations to help promote access to clean water
- Reduce waste3 sent to landfills from our operations by 15%
- Request that all key suppliers measure and disclose climate change information

**Reducing Our Impact on Climate and the Environment**
- Reduce energy consumption4 and carbon emissions5 associated with the manufacture and distribution4 of our products by 20%
- Reduce waste sent to landfills from our operations by 15%
- Request that all key suppliers measure and disclose climate change information

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1 A 10% or better improvement in at least one of the following: Ingredient Profile, Responsible Sourcing, Packaging, Waste, Water, Energy and Greenhouse Gases
2 Per unit of production
3 Vs. 2005
Division Structure and Strategy

- Leadership from the Top – Division President, Sustainability VP & GM
Division Structure and Strategy

- Leadership from the Top – Division President, Sustainability VP & GM

- 3-4 Champions support sustainability commitments
Sustainability Leaders
Division President & VP Sustainability

People
- Promoting Healthier Lives
- Contributing to the Communities Where We Live and Work

Performance
- Delivering Products That Delight Consumers and Respect Our Planet

Planet
- Making Every Drop of Water Count
- Reducing Our Impact on Climate and the Environment

HR  Marketing  Supply Chain
HR
Marketing / R&D
Supply Chain

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Making Every Drop of Water Count
- Reduce the water consumption and carbon emissions associated with the manufacture of our products by 40% vs. 2005 consumption
- Reduce the use of water associated with our products by 15%
- Work with local and global organizations to help promote access to clean water
- Promote water conservation awareness among over two billion consumers

Reducing Our Impact on Climate and the Environment
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3 Vs. 2005
4 Vs. 2008 for Europe and Hill’s delivery; 2010 for U.S., Hill’s replenishment; 2011 for Greater Asia; 2013 for South Pacific and Africa
Division Structure and Strategy

- Leadership from the Top – Division President, Sustainability VP & GM
- 3-4 Champions support sustainability commitments
- Divisional and Country Champions drive initiatives
Cross-functional leader for each section

Integrate / embed sustainability into existing organization structures, functions, processes and reviews (Budget, Mid-Year, CBP, FTG, etc.)
Division Structure and Strategy

- Leadership from the Top – Division President, Sustainability VP & GM
- 3-4 Champions support sustainability commitments
- Divisional and Country Champions drive initiatives
- Clear leadership roles to deliver action plans
  - Link with Country and Global Sustainability Teams
  - Ensure alignment with long term strategies
## Divisional & Local Champions

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<th>Divisional Leaders</th>
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Division Structure and Strategy

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  - Ensure alignment with long term strategies
- Align country teams to support the commitments, link with Divisional Leaders
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- Execute Plan