



Brandon Hall Group

EXCELLENCE AWARDS 2023

Colgate-Palmolive: Best Use of Video

Colgate-Palmolive and SAI360

Best Use of Video

January 2024



Company Background



Company-at-a-Glance	
Headquarters	300 Park Ave. New York, NY
Year Founded	1806
Revenue	\$17 billion USD
Employees	34,500
Global Scale	North America, Latin America, Europe, Asia Pacific, Africa/Eurasia
Customers/Output, etc. (Key customers and services offered)	Colgate is a caring, innovative growth company that is reimagining a healthier future for all people, their pets, and our planet. It is a leading global consumer products company with 34,000 people dedicated to improving the health and wellness of people and their pets. Focused on Oral Care, Personal Care, Home Care, Skin Care and Pet Nutrition and reaching more than 200 countries and territories, Colgate teams are developing, producing, distributing and selling health and hygiene products and pet nutrition offerings essential to society through brands such as Colgate, Palmolive, elmex, Tom’s of Maine, hello, Sorriso, Speed Stick, Softsoap, Irish Spring, Protex, Sanex, Filorga, eltaMD, PCA Skin, Ajax, Axion, Fabuloso, Soupline and Suavitel, as well as Hill’s Science Diet and Hill’s Prescription Diet.
Industry	Consumer goods
Stock Symbol	CL
Website	https://www.colgatepalmolive.com/en-us



Company Background

SAI360

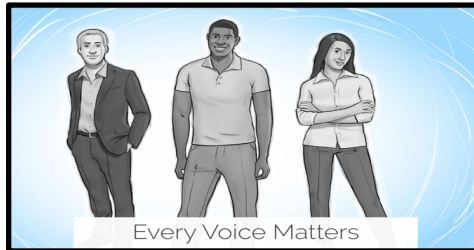
Company-at-a-Glance	
Headquarters	Chicago, IL
Year Founded	2003
Revenue	\$150 million
Employees	1001-5000
Global Scale	Operates in the United States, Europe, and Asia Pacific, supports global delivery
Customers/Output, etc. (Key customers and services offered)	SAI360 builds content, training, codes of conduct, and technology at the heart of compliance programs, drawing on compelling, customizable, measurable, purpose-built and legally accurate learning that empowers people to make smarter decisions when presented with scenarios they experience at work.
Industry	Information technology and services
Website	https://www.sai360.com/solutions/ethics-and-compliance-learning

Budget and Timeframe

Budget and Timeframe	
Overall budget	Part of Colgate's annual contract with this vendor for all Ethical Leadership Training development.
Number of (HR, Learning, Talent) employees involved with the implementation?	2
Number of Operations or Subject Matter Expert employees involved with the implementation?	6
Number of contractors involved with implementation	4
Timeframe to implement	3-months
Start date of the program	7/14/22



Business Conditions and Business Needs



Colgate-Palmolive's Code of Conduct has guided its people for decades with principles that reflect its values and sets standards for their ethical behavior. In it, and in all Ethics & Compliance (E&C) training and communications, the Company clearly states that whenever employees have questions, concerns, or may have observed or perhaps been the target of unethical behavior, that they should Speak Up regarding potential misconduct, without fear of retaliation. This is widely known throughout the Company and is a core principle that it truly stands by.

But what about situations that don't necessarily fall into the category of Speaking Up about a potential Code of Conduct violation, but are more along the lines of just feeling safe to speak openly, about anything? What if an employee wants to ask a non-E&C question, share an idea, raise a project related concern, or even point out a mistake that someone made at work, but didn't? Did they feel like they might look silly, get in trouble, or perhaps be retaliated against?

This 3-minute video was developed with those questions in mind, addressing that often unspoken, yet imperative business need. It creatively reminds all Colgate employees through its effective storytelling, emotion provoking music, characters, and imagery that the Company's culture is all about trust, caring for each other, and listening to one another with empathy. It encourages all to feel empowered to speak openly, to be courageous and be heard... because "every voice matters!"

For additional context, Colgate launched its new Leadership Principles in 2022 and its first principle, Cultivate Trust, is based on the science of psychological safety. The three behaviors under this principle are: 1) Listen with Empathy, 2) Speak Openly, and 3) Grow Together. Language that ties into those main principles were intentionally utilized as a key part of this video. As a result, not only was this video totally relevant for E&C's purposes, but it reinforced and promoted the critical Colgate concepts of Empowerment, Innovation, and Inclusion as well.

As such, the video aligns effectively to the learning needs and overarching business/organization goals. And if a story can evoke an emotional reaction in a viewer/learner, they'll surely remember it!



Overview

At Colgate, leadership tells its people that every voice matters. They say, “We listen with empathy. We speak openly. And we grow together.” But it also recognizes that sometimes in practice it can be difficult for employees to feel safe to be their authentic selves. Through the eyes and voices of three representational characters and their realistic personal stories, this unique video makes a clear point to say:

- Share your ideas! (even if you’re new in your role or to the Company)
- Don’t just Speak Up when you see something wrong; speak openly even if you just have an idea or suggestion for a better way of doing things.
- Be engaged and feel safe to speak your mind and provide your opinions.
- Don’t be afraid to ask questions, make mistakes, or challenge the status quo.
- You work in a safe environment. Your feedback and participation are encouraged and wanted.
- Having a safe space for new ideas, feedback, and empowerment is a priority at this Company.
- Feel safe to be you!

The video also provides another valuable forum to let employees know what to do if they have a concern or an ethics-related question at that moment. An Ethicsline phone number, email address, and QR code are provided for convenient and instant access to the E&C team.

What goals were established and were they achieved? Empowering Colgate People and genuinely providing them with encouragement to feel safe to be themselves and speak openly at this Company is huge.

Here are a few written comments related to that which Colgate People shared about this short, yet impactful and engaging video:

- I liked the format of the video, short, to the point, superb messaging and important themes are repeated in a nice way.
- Thank you, Colgate people. I love you :)
- It inspires confidence, - thanks a lot for video.
- Thank you for sharing this message.
- Great video and message. I hope we all continue to protect these principles of creating working environments that make all of us feel safe to be our authentic self, be bold, speak openly, and safely engage in constructive feedback. I am happy that the company is focusing on these principles.
- These visual descriptions were apt. Thank you for sharing!!!



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- Touching and amazing message!
- WOW, amazing and imp message. thanks team.
- This is amazing when you can share your ideas to support the team.
- Amazing message!! Thanks, colgate team, all voices matters.
- excellent, very good message
- Very important message!

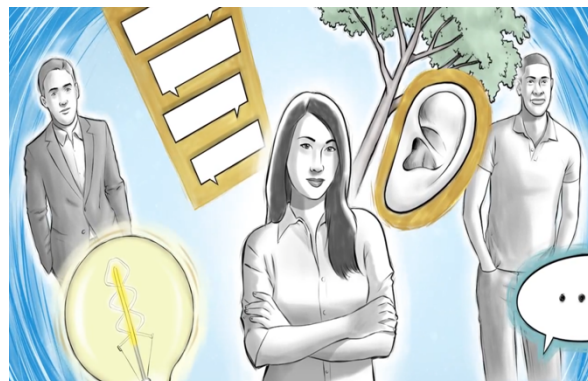
Design

This is NOT your standard corporate video. To match its messaging and the concept of “psychological safety,” extremely artistic imagery, realistic character voice overs, soft narration, smooth, mood inducing music, and appropriate, yet subdued sound effects were skillfully used to set the right tone and support the learning objectives effectively.

The video begins with the characters feeling uncomfortable and unsure about whether they could or should speak their minds and share ideas. Then, moving from that dark, gray place and considering testing the waters, they recognize that the environment at Colgate absolutely encourages and rewards it. As the video and its storylines progress, it takes on a brighter color palette as the tone transitions from somber and hesitant to positive, confident, and uplifting!

Although some review team members were initially hesitant about the video starting in that “dark, somber place” when they first reviewed the storyboards and its proposed imagery, by the time the video was packaged and finalized [and later distributed, followed by the excellent feedback from some of the thousands of Colgate People who viewed it], all were overjoyed with the design decisions made and the results!

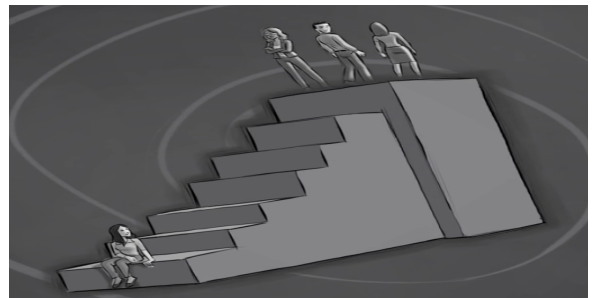
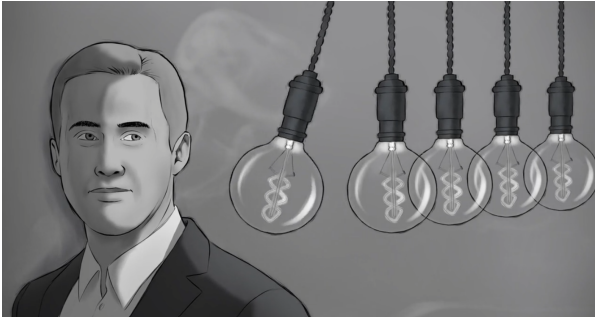
Here are some examples of the unique, imaginative approach taken:





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Delivery

[Click here](#) for instructions on how to translate this email.



Have you ever wanted to ask a question, share an idea, raise a concern, or even point out a mistake that someone made at work, *but didn't*? What happened? Did you feel like you might look silly, get in trouble, or perhaps be retaliated against?

Remember, at Colgate, retaliation is prohibited and we **WANT you to feel safe to BE YOU**. Here, we cultivate trust and listen with empathy. We speak openly. We encourage you to be courageous and be heard... because **every voice matters!** Please watch the 3-minute, **innovative** Learning Burst video below to see how! For your convenience, the video is available in 18 languages.



If you don't have MindSpark access, [click here to watch it](#).

What did you think? [Please click here](#) to rate the video anonymously.



As you can see above, the video was delivered to all employees by way of a proven, company-wide blast email communication. It's eye-catching subject line of "Does YOUR Voice Matter Here? | Check Out Our New 3-Minute E&C Learning Burst Video!" not only entices employees to open the email to find out more, but also lets them know that a very small amount of their valuable time would be needed.

Once the communication is opened, readers are given just two, short intro paragraphs, with a few brief questions to think about and key information about the video being shared:

- "Have you ever wanted to ask a question, share an idea, raise a concern, or even point out a mistake that someone made at work, but didn't? What happened? Did you feel like you might look silly, get in trouble, or perhaps be retaliated against?"
- Remember, at Colgate, retaliation is prohibited, and we WANT you to feel safe to BE YOU. Here, we cultivate trust and listen with empathy. We speak openly. We encourage you to be courageous and be heard... because every voice matters! Please watch the 3-minute, innovative Learning Burst video below to see how! For your convenience, the video is available in 18 languages."



The video image itself is an animated GIF with a pulsating red play button, further grabbing the attention of the communication's readers and leading them to easily launch the video.

The team also employed a star rating system for the very first time, enabling viewers to tell the company "What did YOU think?" and easily rate the video, internet/Google review style.

So, what did they think of it? The video received an overall rating of 4 ¾ out of a possible 5 stars from the hundreds who provided their reviews! The landing page once the video was watched also enabled viewers to provide written, free form feedback, which was super informative and fantastic.

So, the video was thoughtfully and interestingly delivered, easy to access and watch, and enabled viewers to report back on how they felt about it, the value of its messaging/production, and applicability of the concepts on the job.

Measurable Benefits

As part of Colgate's Ethical Leadership "Learning Bursts" series, this 3-minute, unique, dramatic, and compelling video produced measurable benefits and outcomes for learners and the organization. It empowers employees to reconsider any hesitation they had about speaking openly and consistently providing their input.

Over a thousand Colgate employees viewed the video within just the first few days of its distribution (with many more beyond that following add'l promotion), and comments such as "It inspires confidence," "Superb messaging and important themes," "I am happy that the company is focusing on these principles," and "Thank you Colgate people. I love you :)" tells the Company that its people liked it, learned from it, and will utilize its teachings.



Overall

Overall, the use of video for learning and memorable message sharing has had a very positive impact on Colgate employees and the organization and continues to be an effective learning approach. Internal surveys have shown that the Company's employees want shorter "bursts" of learning throughout the year, and management has found these methods play an important and effective role in complementing its annual, mandated training.

At Colgate, a "full court press" approach is taken to communicate and reinforce key E&C messages to all employees, no matter where they work or what they do. Whether it's through the annually mandated Ethical Leadership Training courses, live Engagement Sessions throughout the world with the Company's E&C leaders, internally developed podcasts, its widely popular "Ethics Week" program, or its Ethical Leadership Learning Bursts video series (which this video was a part of), the Company continues to spread its shared values to global employees in modern, interesting, engaging, quick and digestible ways.

As mentioned, this video took a novel approach in addressing this timely and salient topic, and did so in a voluntary, "pull vs push" way, providing its viewers with interesting, relatable, encouraging, and uplifting messaging.

Again, the Company measured the thousands of video views in a day, a week, and weekly throughout the first four weeks of its distribution, and closely monitors and responds to the many comments from employees on its Learning Platform. The topics for this and each quarterly video are based heavily on the analysis of employee complaints logged on the Company's Ethics Hotline and the E&C investigations that are performed throughout the year. The videos truly highlight real issues that are facing employees and do so in a timely manner.

Colgate People have consistently and freely expressed that these short videos continue to be an excellent way to learn about Company policies, procedures, and expectations, and they enjoy the freedom to watch them in the flow of work or at the most convenient time of their choosing. As a result, the Company will continue to collaborate with its vendor partner (SAI) to develop these beloved, impactful Learning Burst videos for the remainder of 2023, and well into the foreseeable future.

Thank you for your time and consideration. Please feel free to contact us with any questions or if you need additional information.



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About Brandon Hall Group™

With more than 10,000 clients globally and 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

Membership

Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

SOME WAYS WE CAN HELP

Excellence Awards

Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

Advisory Offerings

Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.



ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.