Colgate-Palmolive: The Ethics in Action REDcast: Why Colgate is Hacking ITSELF!

Colgate-Palmolive

Best Unique or Innovative Learning and Development Program

January 2024

Company Background

COLGATE-PALMOLIVE

Company-at-a-Glance	
Headquarters	300 Park Ave. New York, NY
Year Founded	1806
Revenue	17 billion USD
Employees	34,500
Global Scale (Regions that you operate in or provide services to)	North America, Latin America, Europe, Asia Pacific, and 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.
Industry	Consumer Goods
Stock Symbol	CL
Website	https://www.colgatepalmolive.com/en-us

Budget and Timeframe

Budget and Timeframe	
Overall budget	$0
Number of (HR, Learning, Talent) employees involved with the implementation?	10-15
Number of Operations or Subject Matter Expert employees involved with the implementation?	4
Number of contractors involved with implementation	0
Timeframe to implement	Approximately 3 Months (intermittently)
Start date of the program	3/9/23

Business Conditions and Business Needs

Colgate's Ethics & Compliance (E&C) team is continuously on the lookout for new ways to provide the Company's employees with modern, engaging, innovative workplace-learning opportunities that reinforce their essential messages (about compliance with the Company's Code of Conduct, Global Anti-Bribery policies, Data Privacy practices, Harassment Prevention efforts, etc.) and drive positive organizational outcomes.

As is the challenge for most companies today, there is an ongoing need to simultaneously employ methods, modalities, and technologies that match what people have gotten very used to outside of work, along with those that can complement a Company's annual Ethical Leadership Training program throughout the year. The learning solutions must appeal to audiences of all generations and be something that can be used/applied by all, including those who are on the go and not desk-bound. As such, Colgate's unique Ethics in Action REDcast (podcast) series was born!

Overview

Project Title: *Ethics in Action REDCast Series - Why Colgate is Hacking ITSELF!*

Business Performance Outcomes: Continue to raise awareness about cyber security risks, what Colgate is doing to address them, and how Colgate People can protect themselves and the Company every day.

Learning Performance Outcomes: To be armed with additional knowledge about cybersecurity, have a deeper understanding of what our Company is doing in this arena, and the actionable steps they must take to protect both themselves and Colgate.

Learning Objectives: Specifically, by listening to this episode, employees will be able to recognize who Colgate's Red Team is, the value they provide, and identify:
- The steps Colgate is taking to protect itself and the valuable information in our care.
- What *their* personal role is in helping the Company comply with security measures.
- What to do and who to contact if/when they experience a cyber attack or have questions/concerns.

Relationship between the objectives and outcomes: A valuable combination of knowledge/awareness that we want our people to have & actions that we want them to take when faced w/cyber security risks.

As noted above, using a well-produced, storytelling podcast as the medium, this specific episode ("Why Colgate is Hacking ITSELF!")—*the first to be totally developed completely in-house by Colgate employees*—was created to update Colgate People about the Company's bold cyber security efforts and empower them to be on the lookout and take action as well.

This skillfully produced episode introduces Colgate People to the Company's "Red Team" and its ongoing efforts to combat cyber-attacks. It increases their awareness of the threats posed to Colgate's information security and data privacy, and how it's addressing them every day. It uses interesting storytelling and interviews with the Company's Chief Information Security Officer (the podcast's Voice of Authority) and key Red Team members/SMEs to engage, inform, and educate and spur them to action on these critical efforts in a creative, personally applicable way. And if a story can evoke an emotional reaction in a listener/learner, they'll surely remember it!

Key Takeaways: The goal was to not only arm employees with additional information about cybersecurity, but to also provide them with an understanding of what the Company is doing in this arena and the actionable steps THEY must take to protect both themselves and Colgate.

Specifically, by listening to this episode, employees are able to recognize:

- Who the Red Team is, and
- The value they provide.

Additionally, by listening to this 18-minute, downloadable podcast, they'll be able to identify:

- The steps Colgate is taking to protect itself and the valuable information in its care.
- What their personal role is in helping the Company comply with security measures.
- What to do and who to contact if and when they experience a cyberattack or have questions and concerns.

Were these goals achieved? Absolutely! Please see the many quotes in the Measurable Benefits section below.

Design of the Program

To be completely honest, this internally produced podcast was methodically and painstakingly developed — from the ground up!

As you'll see in the "Delivery of the Program" section below, the Colgate internal team, affectionately known as "The REDcasters," were asked in late 2022 to learn from the professionally, vendor produced podcasts which the Company had previously contracted for, and deliver an interesting, topical, engaging, well-produced, under 20-minute episode containing valuable, actionable messages - in 1Q2023.

The expectation was that the podcast would continue to include a professional sounding host, a main "voice of authority" guest, additional subject matter experts to provide their unique perspectives, well selected, mood inducing music, relevant news clips, tasteful sound effects, etc. AND for the output to be equal *or better* than those which preceded it, and to be on par with podcasts that Colgate People listen to in their personal lives. And this was systematically and meticulously taken on and achieved by a very small sub-team from Colgate's internal Learning group with little to no podcasting experience!

Although the Cyber Security topic selected may at first seem like one that is challenging to gain global employee appeal, the team strove to find unique ways in its script writing and audio effects to make it as interesting, applicable, and actionable to the audience (both professionally and personally) as possible. It:

- Focused on a topic that is useful and employees have said they're interested in
- Included stories and sound bites from interviews with real people/experts from within the organization

- Gave listeners a chance to not only learn but also take action to protect themselves and the Company in their daily activities.

Again, this internal podcast comes from a historically conservative company that is in the process of evolving its E&C training methods from a once and done, annual mandate approach to providing employees with a range of on-demand, shorter bursts of learning which they can *elect* to partake in at the time and location of their choosing. Quite an innovative, unique approach for a 217-year-old toothpaste company!

Delivery of the Program

As previously mentioned, since project managing and creating a completely internally produced podcast was a clear departure from a three-year symbiotic relationship Colgate had with an external, professional podcasting company, the team that was charged with developing this and all future E&C podcasts internally, while also being expected to hit certain benchmarks on quality, had quite a challenge to overcome.

Some specific ones in achieving a professional level in-house podcast were:

- Identifying Learning team employees who were interested in [and ideally had some bandwidth for] this effort
  - Discovery: The bandwidth part was the more difficult of the two!
- Assembling that team and a detailed project plan to successfully hit the go-live target
- Determining who already knew how to do what, what upskilling was needed, what tools, systems, equipment, space, and subscriptions (e.g., for music clips and speech to text transcription) were required.
- Identifying the topic, voice of authority and SMEs to interview, and performing those recorded interviews
- Recognizing who from the E&C and Colgate Legal teams will need to review plans, scripts, and ultimately sign off on the content created
- Using technologies to record narration, perform post-production (inputting sound effects, mood inducing music clips, relevant news stories, etc.)
- Partnering with the Company's IT dept for link creation
- Collaborating with the Company's Corporate Communications dept for communication creation, distribution, and additional promotion

The team also had to determine how to develop a link which would allow it to deliver the podcast and track listenership and feedback (something that was formerly done by the vendor partner), to see how many people listened, learned from, and will apply its

messages on the job. To address this, the internal team collaborated with the Company's IT department, successfully created the link, and also partnered with the Corporate Communications area to distribute an attention getting communication to Colgate's global audience. CorpComms also agreed to further promote the podcast in the weeks following initial distribution.

1. 2023 REDcasts - Season 8: Why Colgate is Hacking ITSELF!

In this first episode of our 8th Season of the Ethics in Action REDcasts series, we speak with key members and leaders of our Company's internal "Red Team" and find out why Colgate is hacking itself! You'll also learn how YOU can protect the Company and YOURSELF from cyber thieves. It's info you can absolutely use every day, so thanks for your time and don't miss it!

Show Less

1 Item · 18 minutes

Completed

Podcast   18 minutes

Ethics in Action REDcasts S8 E1: Why Colgate is …

In this first episode of our 8th Season of the Ethics in Action REDcasts series, we speak with key members and leaders of our Company's internal "Red Team" and find ou...

From a change management perspective, the internal team created a highly detailed project plan (which was reviewed and approved by the E&C team - the solution sponsor) and very meticulously updated it throughout the podcast planning and development process. That way, not only did it have a roadmap to follow in the development of this episode, but learnings and more realistic timelines which can be implemented when developing future episodes. This will surely allow it to best prepare for methods to support and help individuals, teams, and the Company in making organizational changes.

Measurable Benefits

The podcast development and E&C teams will work in conjunction with the Chief Information Security Officer and his IT staff to assess action items addressed in the podcast, post-podcast distribution, for example:

- Employees' responses to test phishing emails that are sent out
- The frequency in which employees contact the Global IT Service Center with questions, comments, or observations
- The Red team's ability to hack Colgate systems via Employees' use of unsophisticated login IDs and passwords
- Responses to ransomware attacks (real or fictitious)

From a feedback perspective, listeners of the series shared:

- Very informative, engaging and useful information shared. Thank you.
- Very useful information. Thanks for providing great insights creating awareness & educating us.
- Nice content, by now we have to be more vigilant than ever!
- Regarding cyber-attacks, if hackers are smart, we CP Employees must be smarter.
- Simply great! This Podcast really catch you up and it's very simple to digest as you keep listening. Clear and common examples of how to avoid being part of a cyber-attack or the ways to not share critical information from our Company. Thanks!
- Such valuable information shared regards to cyber-attacks. One don't realize how vulnerable you are.
- This podcast is a really nice way to make our users aware of the situations that can happen related to cyber security! I love the great teamwork that our Ethics area and the GIT Security area are doing together! This Podcast and the training for Data Privacy are just amazingly useful and informational! Kudos!
- Definitely a great example of a cross functional team, Ethics & Compliance, Global Legal and Global Information Technology working together!
- Very creative & unique way to make awareness of the importance of cyber-attack!
- Great reminder about the importance of remaining vigilant!

- Great podcast! It calls us to reflect that we must be aware and vigilant about cyber threats.
- Very important information especially for these days where we are working differently, we are an important part of security at Colgate, thanks for sharing!
- This was a great podcast! It puts into perspective the importance of Cyber Security and why we all need to do our part to help prevent potential threats.
- Yes, indeed this podcast shows how easy it is for cybercrime to occur, please be vigilant in this times.
- Appreciate the reminder about how easy it is for cybercrime to occur and that we should always be vigilant!
- Thanks for sharing this important information and for the great effort to continue protecting Colgate
- This is a great way to remind everyone the importance to remain vigilant about cybercrime.
- Awesome job great insights and information, thanks.

Lastly, at a cost of approximately $30k per episode with an external vendor, the cost savings of internal development is absolutely measurable.

Overall

Overall, Colgate's "Redcasters" illustrated that through effective planning, project management, research, upskilling, relationship building, trial and error, delegation, and just plain nose to the grindstone hard work it *can* internally produce a very worthy podcast which Colgate people liked, learned from, and will apply its messages both on the job and in their personal lives.

The team also learned that:

- Audio editing can be a lengthy, extremely demanding, time consuming process requiring multiple rounds of reviews/feedback
- Music and sound effects selection can be quite subjective and can also call for a lot of time and input
- Recording four, 1-hour recorded interviews provided an awful lot of content to review in ultimately selecting just a handful of the best sound bites to use in a < 20-minute podcast. In the future, a best practice will be for these interviews to be more succinct (thank goodness for the transcription software used though. That helped a lot in reviewing what was captured during the interviews and isolating the most desirable snippets)

- Keeping the total episode run time to < 20 minutes is a challenge! In the future, the team will be even more ruthless in concise storytelling / host narration, and/or consider breaking up podcasts into multiple 8–10-minute parts to acknowledge listeners' attention spans and limited time.

Still, the future is bright at Colgate for continuing to use the podcasting medium as an effective, flexible way to meet the needs of both the business and employees alike; providing an engaging, entertaining means of sharing important information for learners to consume when and how they choose to (with the potential to expand the subject matter beyond E&C to other areas of the Company). And the team proved that it has the tools and personnel in place to do it effectively internally! Major cost savings!

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