

# 2023

## SUSTAINABILITY REPORT



TOGETHER WE HAVE  
THE POWER TO WIN

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## A MESSAGE FROM OUR CEO

We began in 1846 as a baking soda business. Today, we are a top-tier Consumer Products Company with a large portfolio of brands that consumers love, especially the ARM & HAMMER® brand.

We have a rich heritage of commitment to people and have long regarded ourselves as a friend of the environment. Over 100 years ago, we began using recycled materials in our cartons. We were the first U.S. manufacturer to remove phosphates from laundry detergent, and one of the few corporate sponsors of the inaugural Earth Day in 1970.

Church & Dwigthers are goal-oriented people. To create a compass for our Sustainability program, we have established aggressive goals for ourselves. Our environmental, social and governance efforts are directed towards improving the Sustainability profile of our operations and products, positively impacting our employees and the communities in which we operate and minimizing the environmental impact of our expanding global operations.

We are actively working towards increasing the use of renewable energy usage at our facilities; reducing water usage, greenhouse gas emissions, and solid waste to landfills; using environmentally responsible packaging; and improving our suppliers' environmental practices. In 2023, we continued to procure 100% of our operations' global electricity from renewable sources, inclusive of renewable energy credits.

For the second year in a row, we achieved carbon neutrality for our ARM & HAMMER Baking Soda by measuring the product's carbon footprint and reducing it to zero through verified carbon offsets and internal reductions in line with The CarbonNeutral Protocol. We completed Phase 2 of our laundry product concentration and compaction efforts to minimize water and packaging size in line with our overall goals to reduce water use and packaging. And we substantially reduced the volume of palm oil derivative raw materials.

In 2022, our application to the Science Based Targets Initiative was approved. These targets take into account the level of carbon reduction needed to meet the goals set forth in the Paris Agreement. In 2023, our absolute direct emissions from our operated facilities (Scope 1), indirect emissions from our operated facilities, e.g., electricity and steam purchases (Scope 2) and emissions

associated with transport of our finished products to our first point of customer contact (in the U.S. and Canada) and corporate business travel (targeted Scope 3) decreased approximately 4% versus 2022.

As we prioritize actions in support of our science-based targets, we continue our progress towards our primary near-term climate-related goal to achieve carbon neutrality for global operations owned and controlled by us by the end of 2025 through greenhouse gas emissions reduction programs, green electricity renewable energy credits, and purchased carbon credits. In 2023, more than 94% of our targeted greenhouse gas emissions were either offset through carbon credits or reduced through renewable energy credits (up from 92% in 2022).

We are committed to providing the world's consumers with high quality products and ingredients in compliance with all safety and regulatory expectations. Our Chemicals of Concern Committee developed a master list of Chemicals of Concern for humans and the environment derived from global regulations, scientific reviews by authoritative bodies, and retailer restricted substance lists. Today, none of the chemicals on our master list are intentionally added to any of our formulations.

We are continuing to pursue our strategy to ensure that our plastic packaging has minimal impact on the environment by reducing plastic from our packaging wherever it is practical, including: seeking non-plastic alternatives and reducing plastic weight where possible; increasing plastic recyclability and circularity; and by increasing the amount of post-consumer recycled plastic in our packaging. Our goal is to increase post-consumer recycled plastic to a minimum of 25% average across all global plastic packaging by the end of 2025. Over 18.1% of our plastic packaging is post-consumer recycled content (up from 17% in 2022).

With more than 5,500 employees across more than 50 locations around the world, the safety and wellness of our employees have been and continue to be our top priorities. We are dedicated to maintaining a culture of belonging at Church & Dwight. In 2023, our employees launched Employee Resource Groups (ERGs) for military veterans, Black employees, and women. These Company-supported, employee-run groups, which are open to all employees, contribute

to our goal of building and maintaining a diverse and inclusive workplace, and are intended to create safe, inclusive environments where all global employees feel connected, valued and inspired.

We embrace the diversity of our employees and believe a diverse and inclusive workforce fosters innovation and cultivates an environment filled with unique perspectives, talents and experiences. Diversity is a strength and makes us better. In 2023, we had diverse candidate slates and interview panels for almost all (95%) new hires at our corporate locations, up from 70% in 2022. Today, women make up 42.5% of our total managers (an increase of 0.8% over 2022) and in the U.S. minorities comprise 25.4% of our management positions (an increase of 2.8% from 2022).

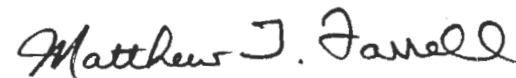
We take great pride in fostering an enduring culture of doing well by doing good. By focusing on making meaningful contributions, each of us can create a stronger, more resilient company while making a positive impact on the world. In 2023, we contributed approximately \$20 million to our communities, which includes the retail value of product donations, donations to local food banks, hunger relief, and charitable donations. We matched, dollar for dollar, donations our employees made to the Church & Dwight Employee Giving Fund (EGF), an employee-run giving program that primarily supports charitable organizations where our employees work and live. The EGF contributed \$1.3 million to 221 deserving community organizations through annual grants, disaster relief, and other monetary support. Given the scale of the humanitarian crisis in and around Ukraine and the Middle East, the EGF expanded its reach and managed employee donations to the American Red Cross for international relief efforts, with Church & Dwight matching employee contributions. The Church & Dwight Philanthropic Foundation (the “Foundation”) granted seven organizations \$875,000 in the aggregate. Established in 2020, the Foundation is administered by our employees and focused on helping to create equitable and inclusive opportunities and advancing environmental preservation.

We earned public recognition for our efforts in 2023, including being listed as one of Forbes: America’s Best Midsize Employers, Newsweek: America’s Most Responsible and America’s Greenest Companies, the EPA’s Green Power Partnership Top 100, The 2023 Wall Street Journal Management Top 250, and in the FTSE4Good Index Series.

While we have made significant progress, we missed some of our goals. In 2023, we achieved a 4% reduction in global process water and/or wastewater normalized to production against our overall annual goal of 10%. Waste at our facilities increased 5% compared to 2022, missing our 10% annual reduction goal. Likewise, we fell short of our 10% reduction targets for GHG (which decreased 4% compared to 2022) and energy (which increased 1% compared to 2022). While the number of women at the executive level increased by 10% over 2022, the number of women in senior management positions declined 0.9% compared to 2022.

We have a clear roadmap to meet our Sustainability goals and address our shortcomings, and I am confident that we will become an even stronger and more sustainable company in the years ahead.

Please read this Report to see the progress we have made over the past year to make Church & Dwight a better company.



Matthew T. Farrell  
President and Chief Executive Officer

# 2023 AT A GLANCE



## OUR BRANDS

For the second year in a row, we **achieved carbon neutrality for our ARM & HAMMER Baking Soda** by reducing its carbon footprint to zero through verified carbon offsets and internal reductions in line with The CarbonNeutral Protocol. Our ARM & HAMMER Baking Soda CarbonNeutral® product certification and corresponding offsets cover 2023 emissions from raw material production to retail customer delivery in the U.S. and excludes use and disposal.



ARM & HAMMER Baking Soda brand team sponsored **ODYSSEY OF THE MIND, a STEM competition** for students from kindergarten to college that encourages inventive problem-solving using baking soda.

ARM & HAMMER Laundry Detergent brand team was the presenting sponsor of the Dress for Success Virtual Power Walk, which supported the mission of **empowering women to achieve economic independence.**



## PRODUCTS

Completed Phase 2 of our laundry product concentration and compaction efforts to minimize water and packaging size in line with our overall **goals to reduce water use and packaging**



Received the U.S. Environmental Protection Agency's **2023 Safer Choice Partner of the Year Award**

Continued to monitor and **reduce chemicals of concern from our formulated products**



## PACKAGING

**Increased use of Post-Consumer Recycled plastic** to an average of over 18.1% across all global plastic packaging



**Improved overall recyclability** across our broad portfolio of products (excluding newly-acquired brands) to 88.3% (equating to over 11.5 million pounds more packaging that can be accepted into the recycling stream)



## EMPLOYEES & COMMUNITIES

Contributed approximately **\$2.2 million to our communities through donations** and grants from our employee led giving program and employee administered foundation



**Progressed in diverse representation** with improvement of overall female (+0.8%) and U.S. minority representation (+0.5%) and U.S. minority representation in leadership (+2.8%)



## ENVIRONMENT & CLIMATE CHANGE

**Reduced targeted GHG emissions by 4%** vs. 2022



**94% of targeted GHG emissions** either offset through carbon credits or **reduced through renewable energy credits**

**Progressed against our Scope 1 + Scope 2 (market based) emissions science-based targets goal**

**Achieved a 4% reduction in water** intake normalized per million pounds of product shipped



## RESPONSIBLE SOURCING

**Assessed 100% of at-risk suppliers** against safety, labor, environmental, and ethical standards



**Sourced 57.7% RSPO Certified Mass Balance palm oil ingredients**

**Increased our spend with certified diverse suppliers by 11.6%**



# CHURCH & DWIGHT AT A GLANCE

## Our Company

At Church & Dwight, we are focused on creating an inclusive, stronger, more resilient company while contributing to a better, more sustainable world.

- Delaware corporation
- Founded in 1846
- Headquartered in Ewing, NJ
- More than 50 locations around the world
- 2023 Net Sales of \$5,867.9MM
- Publicly traded on New York Stock Exchange (CHD)



## OUR THREE DIVISIONS

### Consumer Domestic

Household and personal care products for the U.S. market

Our consumer products are sold within the U.S. under a variety of brands through a broad distribution platform that includes supermarkets, mass merchandisers, wholesale clubs, drugstores, convenience stores, home stores, dollar and other discount stores, pet and other specialty stores, and websites and other e-commerce channels, all of which sell our products to consumers.

### Consumer International

Primarily personal care products for international markets

A variety of our personal care, household, and over-the-counter products (including some of our “power brands”) are sold in international (non-U.S.) markets, including Australia, Canada, France, Germany, Mexico, and the United Kingdom, and in more than 130 global export markets around the world, including China, Japan and India. We manage over 60 brands in international markets.

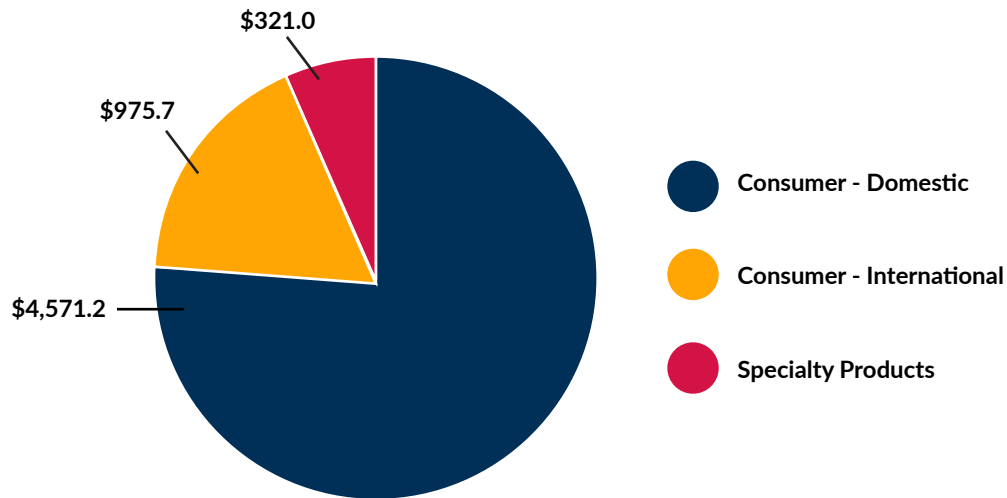
### Specialty Products

Animal and food production products; Specialty chemical products

Our specialty products are sold to industrial customers, livestock producers and through distributors.

Read more about our three principal segments in our Annual Report on Form 10-K for the fiscal year ended December 31, 2023.

## 2023 Net Sales (\$5,867.9 millions)



## OUR BRANDS

We develop, manufacture and market a broad range of consumer household, personal care and specialty products. Our consumer products marketing efforts are focused principally on our 14 “power brands.” These well-recognized brand names include ARM & HAMMER® baking soda, cat litter, laundry detergent, carpet deodorizer, and other baking soda based products; TROJAN® condoms, lubricants and vibrators; OXICLEAN® stain removers, cleaning solutions, laundry detergents, and bleach alternatives; SPINBRUSH® battery-operated toothbrushes; FIRST RESPONSE® home pregnancy and ovulation test kits; NAIR® depilatories; ORAJEL® oral analgesic; XTRA® laundry detergent; L’IL CRITTERS® and VITAFUSION® gummy dietary supplements for children and adults, respectively; BATISTE® dry shampoo; WATERPIK® water flossers and showerheads; ZICAM® cold shortening and relief products; THERABREATH® oral care products; and HERO® acne treatment products.

We focus our investor communications on seven of those 14 power brands because they compete in large categories, and we believe they have the potential for significant global expansion. Those seven brands are ARM & HAMMER; OXICLEAN; VITAFUSION; BATISTE; WATERPIK; THERABREATH; and HERO, which represent approximately 70% of our net sales and profits.

### POWER BRANDS



vitafusion™

Batiste

waterpik

TheraBreath

Hero.



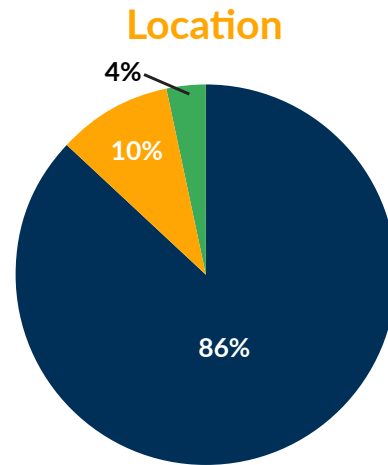


# OUR PEOPLE

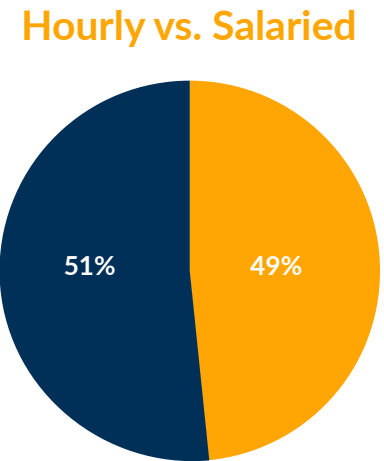
In their everyday work, our employees embody our commitments to integrity, quality, and innovation, and, in doing so, they directly contribute to our long-standing character and reputation.

→ 5,564 Employees (globally) in over 50 locations

→ \$1.05MM Revenue Per Employee

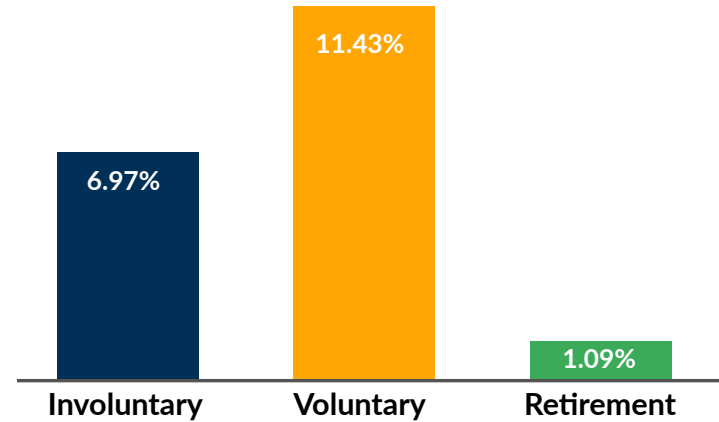


Americas EMEA APAC



Salaried Hourly

## 2023 Turnover



For more information on our employee metrics, see **Employees and Communities** starting on Page 58.

# OUR SUSTAINABILITY STRATEGY & ESG PILLARS

Sustainability is how we refer to our Environmental, Social, and Governance (ESG) efforts to deliver growth and profitability while making a meaningful and positive impact. We believe that Sustainability is critical to the health of the communities in which we operate, contributes to a better world, and benefits our business both financially and operationally.

## ENVIRONMENTAL

We strive to minimize the impact of our expanding global operations and to meet the challenge of managing our environmental footprint. Our top environmental priorities include providing effective products that are safe for our consumers, the animals they care for, and the environment; utilizing consumer friendly and environmentally responsible packaging; reducing greenhouse gas (GHG) emissions and water usage; recycling solid waste; and improving our suppliers' environmental practices.

We have a goal to achieve carbon neutral status for our owned and controlled global operations by 2025 through GHG reduction programs, green electricity renewable energy credits (RECs), and purchased carbon credits. Our 2023 targeted GHG emissions decreased 4% compared to 2022 due to energy and transportation efficiency initiatives. In 2023, more than 94% of our targeted greenhouse gas emissions (Scope 1, Scope 2, and targeted Scope 3 transportation emissions) were either offset through carbon credits or reduced through renewable energy credits. We established science-based targets that were approved by the Science Based Targets Initiative in 2022. These targets take into account the level of carbon reduction needed to meet the goals set forth in the Paris Agreement. In addition, we improved overall recyclability across our broad portfolio of products, with global recyclability increasing from 71% to 88.1% since 2018. Almost all (99.8%) of our paper and board packaging is sourced from recycled material and/or sustainably managed forests. We have a goal to increase



Post-Consumer Recycled plastic to a minimum of 25% average across all global plastic packaging by the end of 2025, and by the end of 2023, we had achieved over 18.1% against that goal.

Our operations are subject to federal, state, local and foreign laws, rules, and regulations relating to environmental concerns, including air emissions, wastewater discharges, solid and hazardous waste management activities, and the safety of our employees. We endeavor to take actions necessary to comply with such regulations. These steps include periodic environmental and health and safety audits of our facilities. The audits, conducted by independent firms with expertise in environmental, health and safety compliance, include site visits at each location, as well as, a review of documentary information, to determine compliance with such federal, state, local and foreign laws, rules, and regulations.

Please see **Products, Packaging, Environment & Climate Change** and **Responsible Sourcing** for further details and highlights regarding our ESG - Environmental efforts.

## SOCIAL

**Our Social focus is driven by our goals of delighting consumers with our brands through our contributions towards a more sustainable world;** improving our suppliers' labor, health and safety, environmental, and ethical practices; and supporting our employees and communities - all to create a stronger, more resilient company while contributing to a better world.

Employee safety and wellness remain two of our highest priorities. We administer company-wide policies designed to ensure the safety of each team member and compliance with OSHA and local standards. In 2023, our employees launched Employee Resource Groups (ERGs) for military veterans, Black employees, and women. These company-supported, employee-run groups, which any employee may join, contribute to our goal of building and maintaining a diverse and inclusive workplace, and are intended to create safe, inclusive environments where all global employees feel connected, valued, and inspired.



We embrace the diversity of our employees and believe that a diverse and inclusive workforce fosters innovation and promotes an environment filled with unique perspectives, talents, and experiences. We strive to cultivate a culture and processes that support and enhance our ability to recruit, develop and retain diverse talent at every level. As part of our enhanced diversity and inclusion initiatives, and our commitments to transparency and accountability, we continue to publish workplace demographics of our employees, including in this Report.

We encourage our employees to become involved in their communities through our Employee Giving Fund (EGF) and The Church & Dwight Philanthropic Foundation, which are described elsewhere in this Report.

We place a high priority on operating in a responsible, respectful, and ethical manner. The Church & Dwight Code of Conduct (the “Code of Conduct”) provides guidance on a broad array of business ethics and legal compliance topics. Among other things, the Code of Conduct is designed to deter wrongdoing and to promote honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest between personal and professional relationships; promote full, fair, accurate, timely and understandable disclosures in periodic reports we are required to file; promote compliance with applicable governmental laws, rules and regulations; and promote a harassment-free work environment. The Code of Conduct requires the prompt internal reporting of violations of the Code of Conduct and contains provisions regarding accountability for adherence to the Code of Conduct. Additionally, expectations for our Board members are set forth in our Corporate Governance Guidelines

In addition, our Global Operations Guiding Principles (the “Principles”), which are significantly aligned with the United Nations Declaration on Human Rights, address business ethics and compliance, anti-corruption, fair labor conditions, health and safety and environmental protection, and reflect our commitment to internationally recognized standards and our support and respect for internationally proclaimed human rights.





The Code of Conduct and Principles set out the minimum standards we require of ourselves and our suppliers. We encourage employees to report violations or concerns related to our Code of Conduct or Principles to a designated representative or via our third-party administered Ethics Hotline. Employees can report concerns anonymously and without fear of retaliation. Our Ethics Committee oversees investigations and reports outcomes to our employees and Board. For more information, please see copies of our Code of Conduct and Principles available on our website ([www.churchdwight.com](http://www.churchdwight.com)).

Please see Our **Brands, Employees & Communities** and **Responsible Sourcing** for further details and highlights regarding our ESG - Social efforts.

## GOVERNANCE

**Our governance focus includes the processes, rules, resources, and systems in support of our operational,** Sustainability and ESG efforts and is described in our Proxy Statement for our Annual Meeting of Stockholders under the caption “Sustainability Strategy and ESG Pillars.”

Our Corporate Issues Council (the “Council”), comprised of senior executives representing all our key functional areas, guides the integration of Sustainability within all parts of our business and drives continuous improvement in our Sustainability approach and performance. The Council takes the lead in defining and implementing our Sustainability strategies across the six ESG pillars. Its duties include allocating resources to appropriately address Sustainability issues; reporting on our progress to drive continuous improvement in our Sustainability approach and performance; and monitoring, prioritizing, and addressing evolving standards and stakeholder requirements. Our Board of Directors, acting principally through its Governance, Nominating & Corporate Responsibility Committee, oversees our Sustainability program and ESG efforts, including our climate change policies and programs.

The Governance, Nominating & Corporate Responsibility Committee focuses on governance, brands, products, packaging, responsible sourcing, environmental, and all other aspects of ESG not otherwise overseen by the Compensation & Human Capital Committee and the Audit Committee. Our Compensation & Human Capital Committee focuses on issues related to our people, including diversity, equity, and inclusion. Our Audit Committee oversees our compliance and ethics program. Our Independent Lead Director is responsible for ensuring that stockholder requests, recommendations and proposals are evaluated by the Governance, Nominating & Corporate Responsibility Committee, additional committees within the Board as appropriate, and then by the Board of Directors, if needed.

At each regularly scheduled quarterly Board meeting, the Chairs of our Governance, Nominating & Corporate Responsibility Committee, Compensation & Human Capital Committee, and Audit Committee each review with our Board of Directors the status of the elements of our Sustainability program and ESG elements over which they have oversight. These reviews are supplemented by the Chairs or members of management, from time to time, as requested by our Board of Directors or as appropriate.

In addition, our Executive Vice President and General Counsel, who is a member of the Council, meets regularly with the Governance, Nominating & Corporate Responsibility Committee, together with subject matter experts from the Council, to review the health of our Sustainability program, opportunities for improvement, and the status of execution against agreed program priorities. Our Board also reviews the results of our periodic employee engagement surveys and has oversight over our planned response strategy.



# 6 Core Pillars of Sustainability



Our goals related to each of our Sustainability pillars are included with a discussion of each pillar later on in this Report.

## How we assess material issues

We use the standards and guidelines of the Global Reporting Initiative, Sustainability Accounting Standards Board industry specific standards, and the Task Force on Climate-related Financial Disclosures to inform our Sustainability disclosures. These disclosures are included in our Annual Report on Form 10-K for the fiscal year ended December 31, 2023 (the “Annual Report”), our Proxy Statement for our Annual Meeting of Stockholders, and this Sustainability Report (this “Report”). The “materiality” thresholds in those standards and guidelines may differ from the concept of “materiality” for purposes of the federal securities laws and disclosures required by the Securities and Exchange Commission’s (the “Commission”) rules in our Annual Report.

The inclusion of Sustainability disclosures in this Report and in our filings with the Commission does not necessarily imply that we consider them to be material for purposes of the federal securities laws or the Commission’s rules and regulations governing such disclosure. Defining our material issues, including environmental matters and reputational risk, is an ongoing process overseen by the Council.

The Council established the six pillars of our Sustainability program (identified above) by collecting issues our various internal and external stakeholders expressed as Sustainability priorities. The Council evaluates and ranks various risks and opportunities based on relative impact and likelihood, discusses the most significant Sustainability issues, risks, and opportunities we face, and determines which of our internal functions should be accountable for them. Our most material issues are listed in the table to the right, as well as an indication of whether the issue relates to our own operations, our upstream impacts in the supply chain, or our downstream impacts associated with customers and consumers.

Risk factors that we determined to be potentially material for us (as defined by federal securities laws and regulations) are reported in our Annual Report, which includes environmental matters and reputational risk. Please see **Environment & Climate Change** for a discussion of climate change and our risks.

| Topic  | Where do the impacts occur? |            |             |
|--|-----------------------------|------------|-------------|
|  | Upstream*                   | Operations | Downstream* |
| <b>Our Brands</b><br>Engaging with customers and consumers; integrating sustainability   |                             |            | ✓           |
| <b>Products</b><br>Safe ingredients; disclosure  | ✓                           | ✓          | ✓           |
| <b>Packaging</b><br>Consumer-friendly and environmentally responsible  | ✓                           | ✓          | ✓           |
| <b>Employees &amp; Communities</b><br>Diversity & Inclusion, gender equality, and employee health; Community-enhancing philanthropy and outreach |                             | ✓          | ✓           |
| <b>Environment &amp; Climate Change</b><br>Energy and GHGs; Water & Waste  | ✓                           | ✓          | ✓           |
| <b>Responsible Sourcing</b><br>Suppliers’ environmental, labor, health & safety, and ethical practices; Palm Oil Derivatives                     | ✓                           |            |             |

\*Upstream refers to the material inputs needed for production and impacts associated with those inputs and resources. Downstream refers to impacts that occur where products are distributed and used.





## How we engage stakeholders

We regularly receive communications and inquiries from our stakeholders regarding our Sustainability practices. Stakeholder issues are included on the agenda for each of the Council's meetings, and Sustainability related issues raised by investors and other stakeholders are reviewed with the Board's Governance, Nominating & Corporate Responsibility Committee at each of its meetings.

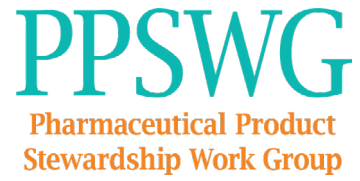
Our customers continue to express interest in our performance with respect to climate impacts and mitigation, palm oil supply chain management, water use and social impacts in the supply chain. We respond to these requests by sharing information through the CDP Climate Change, Water and Forests Responses. The Packaging, Environment & Climate Change and Responsible Sourcing sections of this Report include more detail about our management of these topics.

We also work with our local communities to address concerns relating to our operations and engage with them through multiple channels including this Report, our filings with the Commission, our corporate website, and one-on-ones.

| Stakeholder                                   | Method of Engagement  | Material Topics of Greatest Interest   |
|---|---|--|
| <b>Our Employees</b>                          | <ul style="list-style-type: none"> <li>Employee engagement surveys</li> <li>Corporate Town Hall meetings</li> <li>Quarterly CEO video message</li> <li>Digital signage and plant postings</li> <li>Plant meetings</li> <li>Culture Connects learning series</li> <li>Plant management production walk throughs</li> <li>Intranet site</li> <li>Newsletters – SCOOP and Brand Buzz</li> <li>Social media postings</li> <li>Direct mailing</li> </ul> | <b>Brands</b> – Customer Engagement; Integrating Sustainability<br><b>Products</b> – Safe Ingredients<br><b>Packaging</b><br><b>Employees &amp; Communities</b> – - DEI, Health & Safety Community Outreach<br><b>Environment &amp; Climate Change</b><br><b>Culture</b> |
| <b>Our Consumers</b>                          | <ul style="list-style-type: none"> <li>Consumer inquiries</li> <li>Consumer surveys</li> <li>Label claims, eco-logos, ingredient listing</li> <li>Social media postings</li> <li>Postings on company website</li> </ul>   | <b>Brands</b> – Customer Engagement; Integrating Sustainability<br><b>Products</b> – Safe Ingredients; Disclosure<br><b>Packaging</b>  |
| <b>Our Retail Customers and Partners</b>      | <ul style="list-style-type: none"> <li>Trade partner supplier expectations</li> <li>Commercial partner inquiries or surveys</li> <li>Meetings, conferences, presentations</li> </ul>  | <b>Brands</b> – Customer Engagement; Integrating Sustainability<br><b>Products</b> - Disclosure<br><b>Packaging</b><br><b>Responsible Sourcing</b><br><b>Environment</b>   |
| <b>Our Peers and Suppliers</b>                | <ul style="list-style-type: none"> <li>Peer benchmarking</li> <li>Supplier meetings</li> <li>Assessments and disclosure requests</li> <li>Trade meetings, conferences or presentations</li> </ul>   | <b>Products</b> - Ingredient Disclosure<br><b>Packaging</b>  |
| <b>Shareholders and Investor Groups</b>       | <ul style="list-style-type: none"> <li>Direct inquiries and feedback</li> <li>Face-to-face meetings</li> <li>Investor conferences</li> <li>Individual communications (written, telephone or web-based)</li> </ul>   | <b>Brands</b> – Customer Engagement<br><b>Products</b> – Safe Ingredients; Disclosure<br><b>Packaging</b><br><b>Employees</b> – D&I; Health & Safety<br><b>Environment</b> – Energy and GHGs   |
| <b>Government and Regulatory Bodies</b>       | <ul style="list-style-type: none"> <li>Monitoring of regulatory activity</li> <li>Face-to-face meetings</li> <li>Inspections and surveys</li> </ul>   | <b>Products</b> – Safe Ingredients; Disclosure<br><b>Employees</b> – Health & Safety<br><b>Environment</b> – Regulatory Compliance   |
| <b>Non-Governmental Organizations (NGOs)</b>  | <ul style="list-style-type: none"> <li>Direct inquiries and feedback</li> <li>Face-to-face meetings</li> <li>Reporting and disclosure expectations</li> </ul>   | <b>Products</b> – Safe Ingredients; Disclosure<br><b>Packaging</b><br><b>Responsible Sourcing</b> – Palm Oil<br><b>Environment</b>   |
| <b>Industry Trade Associations</b>            | <ul style="list-style-type: none"> <li>Business association newsletters, updates or mailings</li> <li>Working groups</li> <li>Participation in boards, advisory councils</li> </ul>   | <b>Products</b> - Disclosure<br><b>Packaging</b><br><b>Environment</b>   |
| <b>Local Communities and Community Groups</b> | <ul style="list-style-type: none"> <li>Direct inquiries and feedback</li> <li>Face-to-face meetings</li> <li>Charitable donations</li> <li>Sharing of best practices</li> </ul>   | <b>Brands</b> – Customer Engagement<br><b>Community Outreach</b>   |
| <b>Media</b>                                  | <ul style="list-style-type: none"> <li>Direct inquiries and feedback</li> <li>Communications (written, telephone or web-based)</li> </ul>   | <b>Brands</b> – Customer Engagement<br><b>Community Outreach</b>   |

In addition to the methods already outlined above, we also connect with stakeholders through our involvement with organizations such as industry groups, trade associations, nonprofits and coalitions, including those listed below:







**Our membership in trade associations enables us to combine our efforts and collaborate with other similarly affected companies on a broad variety of issues important to us**, e.g., responsible sourcing, sustainable packaging, and products and nutrition to name a few. We do not necessarily agree with positions taken by each association on every issue. If we were to identify a misalignment on a policy issue, we would communicate directly with the association or organization and, if necessary, re-evaluate our future participation and support. In all cases, our position on a matter of public policy is the prevailing company position, irrespective of any trade association position. We are consistent in the positions we share with external stakeholders as well as in our trade association engagement.

## POLITICAL ADVOCACY

Occasionally, we meet with legislatures, regulators, and other policymakers on issues that impact our business. In addition, a portion of the membership fees we pay to certain of the trade associations and other tax-exempt organizations identified previously in this Report are aggregated with fees contributed by all other members and used for that association/organization's lobbying efforts. We regularly evaluate our membership in these associations to ensure their actions are in line with our values and that we are obtaining commensurate business value.

As set forth in our Code of Conduct and our Political Contributions Policy, we have a longstanding policy against making direct or indirect contributions to any political party or candidate. In addition, each year, we request that U.S. trade associations to which we pay in excess of \$25,000 annually confirm their compliance with our policy. The Political Contributions Policy is available on our website on the "Investors" page.

## CYBERSECURITY, DATA PRIVACY AND SECURITY

Increased information technology security threats and more sophisticated computer crime, including ransomware, denial of service and phishing attacks, and advanced persistent threats, pose a potential risk to the security of our information technology systems, networks, and services, and those of our customers and other business partners, as well as the confidentiality, availability, and integrity of our data, and the data of our customers and other business partners. Accordingly, we take cybersecurity and data privacy and security issues very seriously.





## CYBERSECURITY

### Information Security Program

We rely extensively on information technology systems, some of which are managed by third-party service providers, to conduct our business. If we or our service providers, suppliers, or customers experience system failure, their businesses could be disrupted or otherwise negatively affected, which may result in a disruption in our supply chain or reduced customer orders or other business operations.

To reduce the likelihood of external cyberattacks impacting our business, we have developed an Information Security Program that is designed to protect and preserve the confidentiality, integrity and continued availability of all information owned by us, or in our care, and our ability to operate. This program, led by our Vice President, Global Chief Information Security Officer (CISO) and overseen by our Senior Vice President, Global Chief Information Officer (GCIO) includes, among other elements:

- Risk assessments
- Cybersecurity awareness training of our employees and contractors, incident response personnel, and senior management
- Periodic phishing and other exercises to both test our systems and reinforce training of our personnel
- A cybersecurity incident response plan managed by our CISO
- A third-party risk management process for service providers, suppliers, and vendors.

We have not identified risks from known cybersecurity threats, including as a result of any prior cybersecurity incidents, that have materially affected or are reasonably likely to materially affect us, including our operations, business strategy, results of operations, or cash flows.

## Program Governance

Our Board of Directors considers cybersecurity risk as part of its risk oversight function and has delegated to its Audit Committee oversight of cybersecurity and other information technology risks. Each of the members of the Audit Committee is independent within the meaning of the NYSE listing standards and meets the additional independence requirements of the NYSE listing standards applicable to audit committee members. The Audit Committee oversees management's implementation of our cybersecurity risk management program, including reviewing risk assessments from management with respect to our information technology systems and procedures, and overseeing our cybersecurity risk management processes. The Audit Committee, which is tasked with oversight of certain risk issues, including cybersecurity, receives reports from the GCIO and CISO each quarter.

At least annually, the Board and the Audit Committee also receive updates about the results of exercises and response readiness assessments led by outside advisors who provide a third-party independent assessment of our technical program and our internal response preparedness. The Audit Committee, CISO, and GCIO regularly brief the full Board on these matters, and the full Board also receives periodic briefings regarding our Information Security Program and cyber threats, including threats faced by our peers, in order to enhance our directors' literacy on cyber issues. In addition, management updates the Audit Committee, as necessary, regarding any cybersecurity incidents that we may experience.

Our management team, including our GCIO, is responsible for assessing and managing our material risks from cybersecurity threats. The team has primary responsibility for our overall cybersecurity risk management program and oversees both our internal cybersecurity personnel and our







retained external cybersecurity consultants. Our management team's cybersecurity risk management is led by our CISO, who has significant experience across digital innovation and technology-enabled growth, information security, infrastructure, operations, and compliance. Our management team supervises efforts to prevent, detect, mitigate, and remediate cybersecurity risks and incidents through various means, which include briefings from internal security personnel; threat intelligence and other information obtained from governmental, public, or private sources, including external consultants engaged by us; and alerts and reports produced by security tools deployed in the IT environment.

## DATA PRIVACY & SECURITY

We collect, use and store personal information of our employees, customers and other third parties in the ordinary course of business. In addition, we sell certain of our products directly to consumers online and through websites, mobile apps and connected devices, and we offer promotions, rebates, loyalty, and other programs through which our data systems may receive personal information.

We recognize the importance of data privacy and security and are committed to safeguarding and protecting our information and any other information entrusted to us. To date, we have not paid any penalties or settlements relative to an information security breach.

We are required to comply with increasingly complex and changing global data privacy and security laws and regulations that apply to the collection, storage, use, transmission, and protection of personal information and other consumer and employee data, including particularly the transfer of personal data between or among countries. We have systems in place to monitor compliance with appropriate privacy laws and regulations, and with our own policies.



# OUR BRANDS

Our brand teams strive to provide our customers and consumers with high-quality, affordable products and to continuously deliver in the area of social and environmental responsibility.

In 2023, our brand teams expanded the positive impact we have on our communities and the planet by supporting meaningful social and environmental causes.

## Delight Consumers with Our Brands & Contribute Towards a More Sustainable World

- ✓ Integrate sustainability into our brands and marketing efforts.
- ✓ Utilize our brands to drive awareness and engagement around sustainability.





## ARM & HAMMER BAKING SODA IS CERTIFIED CARBON NEUTRAL.

ARM & HAMMER Baking Soda achieved carbon neutrality by measuring the product's carbon footprint and reducing it to zero through verified carbon offsets and internal reductions in line with The CarbonNeutral Protocol. ARM & HAMMER Baking Soda CarbonNeutral® product certification and corresponding offsets cover 2023 emissions from raw material production to retail customer delivery in the U.S. and excludes use and disposal.

- **MEASURE** - Through lifecycle analysis, we calculated the amount of carbon dioxide released into the atmosphere through the raw material sourcing, production, and distribution to retailers of domestic baking soda. This analysis was conducted by an independent third party, according to the requirements of the International Standard ISO 14044 (ISO, 2006), and was critically reviewed.
- **REDUCE** - We are pursuing energy reduction projects at our production facilities and working towards longer-term emissions reduction targets in accordance with our science-based targets.
- **OFFSET** - We purchased carbon offsets equal to our estimated annual

emissions. These offsets are generated, verified, and tracked in accordance with applicable standards. We've purchased offsets in connection with four project areas globally: wind power in India and in Nicaragua, improved cookstoves in Bangladesh, and a rooftop solar program in India.

In addition, the ARM & HAMMER brand team partnered with advocates who helped drive awareness of the brand's Sustainability commitment.

## ARM & HAMMER BAKING SODA IS PROUD TO SUPPORT BAKING SODA SWAPS.

Just a helping of ARM & HAMMER Baking Soda helps reduce the number of products in your cabinet and the number of products you send to the landfill.

Our ARM & HAMMER Baking Soda Swaps campaign focuses on simple, eco-friendly swaps using ARM & HAMMER Baking Soda. Our aim is to empower everyone to reduce waste and feel good about their impact on the planet. The campaign generated over 619 million impressions in 2023 and will continue in 2024.

## ARM & HAMMER LAUNDRY TEAM PROUDLY SUPPORTS DRESS FOR SUCCESS FOR A THIRD CONSECUTIVE YEAR

The ARM & HAMMER Laundry team continued its support for Dress for Success® by donating \$100,000 in total in 2023. The Laundry team sponsored the “Your Hour, Her Power” campaign to empower women and lighten their load and the “Women Who Inspire” Power Luncheon, which brought together the women Dress for Success serves, innovative thought leaders, media and social influencers and corporate executives aims to create practical and sustainable solutions to advance economic opportunities for all women.

**Dress for Success is an international nonprofit organization dedicated to celebrating and helping women**, many of whom are facing underemployment, chronic unemployment, or struggling with their economic situations. For these women, Dress for Success provides the resources to succeed.

### Your Hour, Her Power

To support Women's History Month and International Women's Day, ARM & HAMMER™ Laundry donated \$50,000 to the “Your Hour, Her Power” empowerment campaign that spotlights female leadership and encourages individuals around the world to donate to help women access resources that will help them achieve economic advancement. The money raised helped Dress for Success provide women access to programs that focus on job search support, financial literacy education, health and

“We are grateful for ARM & HAMMER™ Laundry’s continued support to help us raise awareness and funds to help women achieve self-defined success,”

- Michele C. Meyer-Shipp,  
CEO of Dress for Success Worldwide®





wellness, and entry to a professional network and safe community. The ARM & HAMMER Laundry team led public relations efforts to drive awareness and engagement in the campaign and secured interviews for Dress for Success CEO, Michele C. Meyer-Shipp, with PIX11 in NYC, The Newsette, and Cheddar's ChedHer.

### **Women Who Inspire Power Luncheon**

The ARM & HAMMER Laundry team was the presenting sponsor of the 2023 annual power lunch, Women Who Inspire, in September, donating \$50,000 to support Dress for Success's mission to drive real change by providing vital tools and resources to help women enter back into the workforce. The event was hosted by Ms. Meyer-Shipp

and Senior Vice President, Content, at Hearst Magazines, Lucy Kaylin, and Guest of Honor, Gayle King, Television Journalist and Co-Host of CBS Mornings, joined the event for an inspiring conversation on the art of reinvention and living your purpose. ARM & HAMMER also collaborated with influential women, including television personality and entrepreneur Crystal Kung Minkoff, Olympic Gold Medal Gymnast and New York Times Bestselling Author Shawn Johnson East, and home expert and entrepreneur Chelsea DeBoer to share their power stories and offer valuable career insights for women to further support this event. In total, these influencers' posts garnered 10.2 million+ impressions and 12,000+ likes.



# vitafusion™

**OUR VITAFUSION BRAND TEAM CELEBRATED THE 7<sup>TH</sup> YEAR OF ITS PARTNERSHIP WITH THE FRUIT TREE PLANTING FOUNDATION** by planting in underserved communities across the U.S. and the globe by supporting our mission of providing delicious nutrition for all.

According to the Centers for Disease Control and Prevention's State Indicator Report on Fruits and Vegetables (2018), only 12.2% of adults meet the recommended daily fruit intake with the driving factors being convenience and affordability. At a time when health and wellness are top of mind, our VITAFUSION brand team continues to strive towards its mission of providing delicious nutrition for all by planting fruit trees in communities across the U.S. who need it most.

**In 2023, we planted 10,020 trees and 20 fruiting shrubs in 41 communities in the Jinja District of Uganda & one community in St. Paul, Minnesota.** As of 2023, we have planted 260,166 fruiting trees & shrubs alongside The Fruit Tree Planting Foundation! The orchards created this year will feed their communities both physically as well as socially and economically for decades to come by creating 1,563,120 million pounds of oxygen and 440,880 million pounds of harvest expected annually once trees are mature.

The Fruit Tree Planting Foundation is an international nonprofit dedicated to planting edible fruit trees and plants to benefit the environment and its inhabitants. The VITAFUSION brand team and the Fruit Tree Planting Foundation have helped increase the accessibility of fresh fruit by planting trees at public schools, Native American communities, city parks, community gardens, low-income neighborhoods and hurricane-stricken areas.

The VITAFUSION brand team and the Fruit Tree Planting Foundation have helped increase the accessibility of fresh fruit by planting trees at public schools, Native American communities, city parks, community gardens, low-income neighborhoods, and hurricane-stricken areas.





## OUR FIRST RESPONSE BRAND TEAM EMPOWERED WOMEN'S MATERNAL HEALTH JOURNEYS WITH DIVERSE STORY-TELLING AND CAUSE AWARENESS CAMPAIGNS.

As the manufacturer and distributor of FIRST RESPONSE pregnancy test kits, we are committed to empowering women's maternal health journeys through education and awareness through reputable cause marketing partnerships.

### In 2023, we:

- **Supported National Infertility Awareness Week (NIAW) with RESOLVE:** The FIRST RESPONSE brand team continued a decades long partnership with The National Infertility Association, with the goal of helping re-establish in-person support groups post-COVID-19 pandemic.
- **Continued our commitment to addressing maternal health inequities with ongoing support of:**
  - **Black Mama's Matter Alliance (BMMA):** Raised funds and awareness for Black Maternal Health week in April.
  - **Every Mother Counts (EMC):** Raised money to help support equitable maternal health by sponsoring EMC's Giving Tuesday campaign by matching donations to support women having access to quality, respectful, and equitable healthcare. To amplify the match campaign, First Response engaged mom influencers including Olympian Tara Lapinski to help encourage donations and inform their audiences of the maternal health inequities that exist today.



EVERY  
MOTHER  
COUNTS



**BMMA**

BLACK MAMAS MATTER ALLIANCE



# TROJAN<sup>®</sup>

CONDOMS



## OUR TROJAN BRAND TEAM PROTECTED COMMUNITIES WITH SEXUAL HEALTH PROGRAMS, EDUCATION, AND DONATIONS.

As the manufacturer and distributor of TROJAN brand condoms, we are committed to complete sexual health through education and increasing awareness among young adults in the U.S. about the risks of unprotected sex – notably unintended pregnancies and sexually transmitted diseases (STDs).

### In 2023, we:

- **Worked with the Condom Collective** – a youth-led grassroots movement to make the U.S. a sexually healthy nation – to donate more than one million condoms to student-run safe sites in a peer-to-peer program on college campuses.
- **Continued a tradition of donating more than one million condoms** to health departments across the U.S. annually as a part of a long-standing partnership with the National Coalition of STD Directors. Together, we refocus attention, resources, and consumer education on condoms as a highly effective form of STD and unintended pregnancy prevention. Through this partnership, which is referenced on our condom boxes, we also continue to support the “Condom Connect” Initiatives.
- **Continued our partnership with youth sex-ed nonprofit, HiTOPS**, by sponsoring its annual half-marathon race last November in Princeton, NJ. HiTOPS works to foster strong and healthy young people of all identities

by providing inclusive sex education and LGBTQ+ support for young people throughout New Jersey. The TROJAN brand team was the race’s “Finish-Line Sponsor,” donating and helping to raise thousands of dollars for the organization.

- **Supported Callen-Lorde, an NYC-based global nonprofit leader in LGBTQ+ healthcare**, as extension of our Bushwig sponsorship and in honor of Bushwig co-founder Simone. Bushwig is an annual community-created and -run festival in Bushwick, NYC that celebrates LGBTQ+ music, art, and culture. The TROJAN brand had the honor of being Bushwig’s first corporate partner and encouraged festivalgoers to be their authentic selves.
- **Worked with Operation Homefront to donate condoms** to support their wide variety of programming, including their alliance with women’s/health programs and residents in the area, Operation Homefront if a nationally recognized nonprofit dedicated to supporting military members and their families, providing relief and recurring family support programs.



# FELINE GENEROUS™



## THE ARM & HAMMER PET CARE BRAND TEAM IS PASSIONATE ABOUT PET ADOPTION.

In 2023, the brand team continued its mission in supporting overlooked shelter cats through its partnership with the ASPCA and animal shelters across the nation, to raise awareness for pets needing loving homes.

### This included:

- **Remaining dedicated to shining a light on “purrfectly impurrfect cats”** and giving back to organizations that help them get adopted by donating \$50,000 annually to animal shelters through our ARM & HAMMER Feline Generous program.
- **In June, we celebrated our 3rd annual partnership with the ASPCA** and National Adopt A Shelter Cat Month by partnering with the ASPCA to sponsor virtual adoption events to help purrfectly impurrfect shelter cats get adopted.
- **Our 5th annual partnership with Morris Animal Refuge**, one of America’s first institutions that cared for and rehomed abandoned and suffering animals. ARM & HAMMER Feline Generous sponsored its annual Fur Ball event and Giving Tuesday campaign, helping to encourage donation matching for its shelter through a donation of \$13,500.



- **In honor of National Animal Shelter Appreciation Week** (November 5-11), the ARM & HAMMER™ Feline Generous program announced the launch of its "A Day in the Life" social media campaign. The campaign is dedicated to celebrating purrfectly impurrfect shelter cats who are often overlooked due to age, appearance, or misunderstood personalities. The Feline Generous Program teamed up with some of TikTok’s most popular cat influencers to create humorous and lighthearted videos that highlight “a day in the life” of purrfectly impurrfect shelter cats looking for their furever homes. To thank the participating shelters, the ARM & HAMMER brand team donated \$10,000 to each organization!
- **In celebration of the giving season, the ARM & HAMMER Feline Generous program launched a social media campaign** allowing participants to nominate three local shelters to be awarded a donation of \$5,000 each (\$15,000 total). The nominating consumers were also awarded a year’s supply of ARM & HAMMER cat litter!



## THE ARM & HAMMER BRAND TEAM SPONSORED ODYSSEY OF THE MIND™

In 2023, we continued our partnership with Odyssey of the Mind™, an international science, technology, engineering, art, and math (STEAM) competition where students in kindergarten through college work together to solve creative problems at the regional, state, and global level.

For over 175 years, we have been committed to encouraging inventive problem-solving from the kitchen to the outdoors, to the classroom, empowering millions of consumers to dream up countless versatile uses for ARM & HAMMER baking soda.

**In 2023, our ARM & HAMMER brand team's continued support of Odyssey of the Mind and STEAM education included:**

- Sponsoring a problem where teams will use ARM & HAMMER baking soda as a key element in their solution and performance.
- Providing \$100,000 in sponsorship to support STEAM.

Sharing virtual content at Odyssey of the Mind™ World Finals in May 2023 to provide edutainment to the thousands of teams and families in attendance. This partnership will help us to advance our mission of championing innovative thinking and we are excited to see the creative solutions these powerful young minds come up with as we continue our support in 2024!





### CHURCH & DWIGHT BRAND TEAMS PARTNER WITH CONSCIOUS BEAUTY AT ULTA BEAUTY™

Conscious Beauty at Ulta Beauty™ empowers consumers with transparency and choice to be able to identify clean, cruelty free, vegan, and sustainably-packaged brands and products. It also highlights brands that positively impact our communities and planet.

Various Church & Dwight brands met the qualifications for the pillars below:

- **BATISTE** - Sustainable Packaging, Vegan\*
- **VIVISCAL** - Clean Ingredients, Sustainable Packaging\*
- **TOPPIK** - Clean Ingredients, Vegan\*
- **NAIR** - Clean Ingredients, Vegan\*
- **THERABREATH** - Clean Ingredients, Vegan

\*sku specific





## **BATISTE BRAND TEAM JOINED WITH LEADING NONPROFIT ACTIVE MINDS TO UPLIFT YOUNG ADULTS ON COLLEGE CAMPUSES**

In 2023, the BATISTE brand team continued its partnership with Active Minds, the nation's leading nonprofit organization providing mental health awareness and education for young adults. The brand team has innovated to make great hair easy to achieve in minutes – not hours – so consumers have more freedom and time to do what they love. Together with Active Minds, the BATISTE brand team is investing in resources and programs that will enhance the lives of college students experiencing mental health issues across the country, allowing them to spend their energy on what matters most.

There is a unique need at community colleges for additional mental health resources, as compared to larger universities, due to less funding and overall limitations to provide the support students need. The \$50,000 donation from the BATISTE brand team will aide in the following:

- Establish new Active Minds Chapters at community colleges
- Grow Active Minds' student ambassador network on campuses by 50%
- Amplify student networks and increase funding for new Chapters
- Provide scholarships and tailored technical assistance for students



# Spinbrush™

## **SPINBRUSH BRAND TEAM PROUDLY SUPPORTS OPERATION HOMEFRONT BY DONATING \$100,000 IN 2023**

For the third consecutive year, the SPINBRUSH brand team partnered with Operation Homefront – a nonprofit that for the past 21 years has worked to build strong, stable, and secure military families so they can thrive, not simply struggle to get by, in the communities they have worked so hard to protect. The brand team designed a camouflage battery powered toothbrush in collaboration with Operation Homefront to raise awareness of Operation Homefront's mission with consumers at retail.





## **WATERPIK BRAND TEAM AND “DR. Q” TONEY BROUGHT THE TRANSFORMATIVE POWER OF WATER TO HBCU CAMPUSES**

The "Art of Aesthetics/Waterpik HBCU Homecoming Tour" proved to be a profoundly impactful and momentous oral care education endeavor within the community. This tour was a unique opportunity to facilitate engagement with students from historically Black colleges and universities (HBCUs) and resonate with the broader working community that supported this initiative.

As a proud attendee of one of the few HBCU dental programs, Dr. Quodarrus Toney (“Dr. Q”) was enthusiastic about collaborating with the WATERPIK brand team. Through this partnership, the brand team and Dr. Q provided oral care education and fostered awareness about WATERPIK’s commitment to superior oral care. In doing so, we demonstrated our unwavering dedication to investing both educationally and financially in underserved communities.

One of the most remarkable facets of this tour was the opportunity to connect with HBCU pre-dental students along their dental education journey. These interactions helped to inspire these students and serve as a bridge between the brand team and future colleagues in the field of dentistry – individuals who are poised to incorporate WATERPIK products into their professional practices and, in turn, recommend these products to their patients. Each stop on the tour offered a distinct experience, yet they all shared a common thread: an abiding interest in oral health, dentistry, and WATERPIK products.



The final stop at Howard University announced the brand's partnership with Dr. Q's Howard University College of Dentistry Program Scholarship, where the brand team donated \$20,000 to a Howard College of Dentistry student along with a \$5,000 contribution to Howard University's student affairs.

- **Event Locations:** Texas Southern University, Spelman College, Morehouse College, Tennessee State University, Meharry Medical College, Morgan State University, Howard State University
- **Surprising fact:** Less than 4% of Dentists are Black

## WATERPIK BRAND TEAM PROVIDES SHOWERS AND PERSONAL CARE SUPPORT THROUGH SHOWERS FOR ALL PARTNERSHIP

Local Denver organization "showers for all" provides showers and laundry to those experiencing homelessness. In 2023, the WATERPIK brand team began its partnership with this organization to help bring dignity and a sense of value through good personal hygiene by providing a \$10,000 donation directly to the organization, upgrading their trailer showers with WATERPIK shower heads, and providing donations of other Church & Dwight personal care products: SPINBRUSH toothbrushes, THERABREATH mouthwash, and ARM & HAMMER toothpaste, deodorant, and laundry detergent.



## Church & Dwight Honored by the U.S. Environmental Protection Agency's 2023 Safer Choice Partner of the Year Award

The Safer Choice program assesses every ingredient in a product for safety in addition to reviewing pH, performance, and packaging. The ARM & HAMMER brand was recognized for utilizing safer ingredients without sacrificing quality or performance, while furthering the EPA's commitment to making Safer Choice products more affordable and accessible to all. To drive awareness of EPA Safer Choice options, certain ARM & HAMMER laundry products prominently feature the Safer Choice logo on their packaging and the brand spends millions of dollars on advertising behind Safer Choice-certified products. For more information, see **Products** beginning on page 40.

# PRODUCTS

## Provide Safe & Effective Products for Consumers & the Environment

- ✓ Develop effective products that are safe for our consumers, the animals they care for, and the environment worldwide
- ✓ Provide informed choices to consumers across the globe through ingredient transparency and disclosure







## EFFECTIVE & SAFE PRODUCTS

### Our global R&D Organization

Our global R&D employs a broad variety of scientists with specialties in product development chemistry, packaging and process engineering, toxicology, regulatory, quality and Sustainability. We have a strong external network of technical experts that enable our primary R&D center in Princeton, NJ, to interconnect with our facilities in Canada, Europe, and China. This global R&D network ensures we provide the world's consumers with high quality ingredients and products in compliance with all safety and regulatory expectations.

Our Commitment to a Global and Science-Based Ingredient and Product Safety Assurance

**Our 4-step evaluation process is well above and beyond regulatory compliance and includes:**

#### **Step 1. Safe and Sustainable Ingredient Selection.**

Each ingredient undergoes a rigorous safety evaluation for the specific product application, specifically we:

- Review ingredients against our “Chemical of Concern” list to ensure use of the ingredient is not prohibited or restricted.
- Review extensive data sources for all traditional endpoints of toxicity -- acute and chronic human, animal, and environmental hazards.

- Strive to select safer chemicals that perform the same function.
- Develop a comprehensive exposure assessment to the ingredient in the product to establish a range of concentration that can be safely used in the product.
- Conduct a risk assessment to determine if we should use the ingredient. If safety cannot be confirmed, the ingredient is not allowed in the product and we explore alternative ingredients.

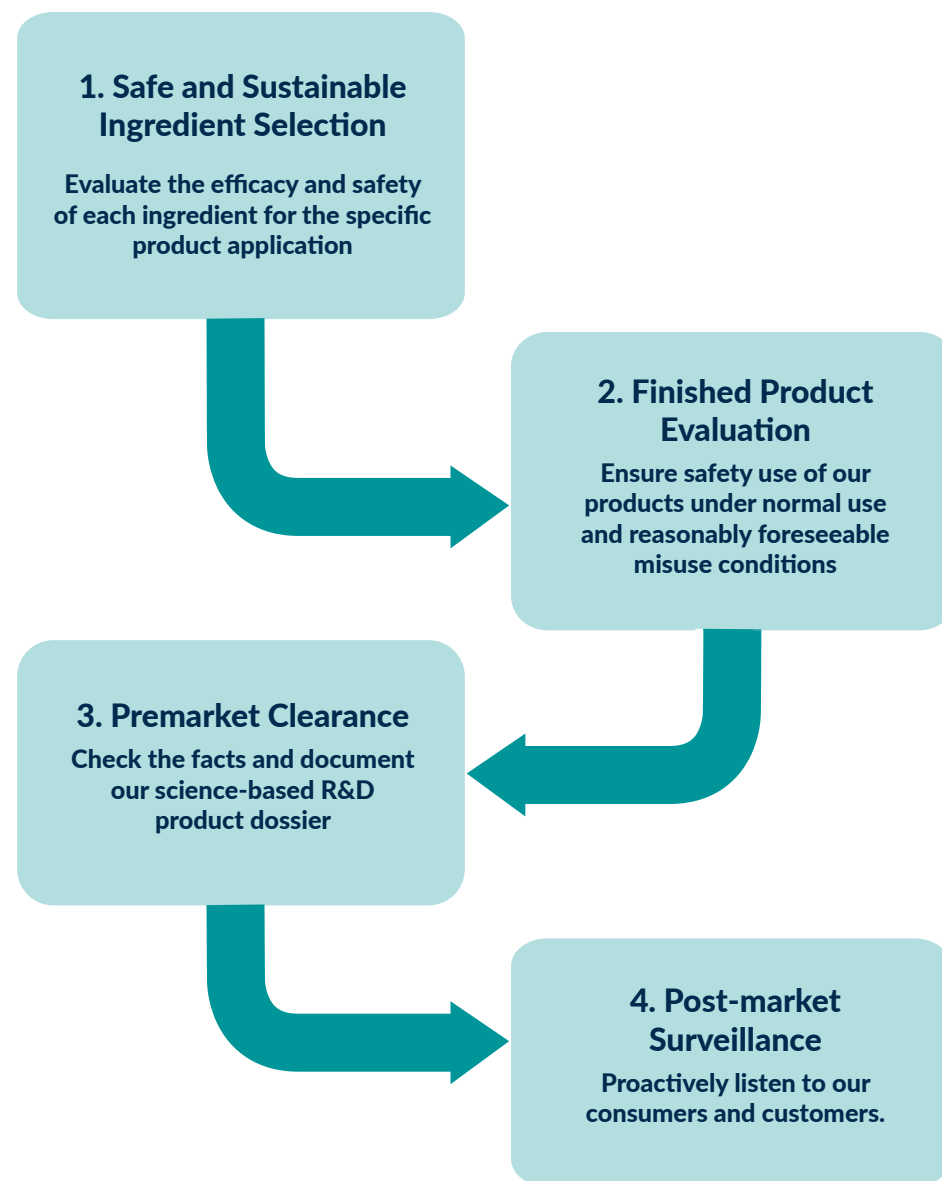
### Step 2. Finished Product Evaluation.

Our global mission is to ensure safety of our products worldwide under expected use and reasonably foreseeable misuse conditions.

- An overall product health exposure and risk assessment is conducted. If there are any data gaps, a safety program consistent with our commitment to animal-alternative research is developed.
- A toxicologist and regulatory and legal counsel provide proper use instructions and ingredient and safety related statements on package label and on the product website.
- Product Development and Quality Compliance teams ensure that the finished product meet all specifications such as formulation verification, stability, shelf life, and preservative efficacy.

### Step 3. Pre-market Clearance.

- Prior to manufacture and shipment release of every product, R&D develops a pre-market dossier.
- The Quality Department reviews the pre-market dossier to ensure the ingredients and products meet our corporate and industry standards for safety, performance and stability, regulatory requirements, and Sustainability.





#### Step 4. Consumer Feedback, Vigilance, and Post-market Surveillance

Church & Dwight continues to place high value on insights from our consumers and customers on products within the market, reflected by significant investments in this area during 2023:

- A new consumer response platform and database (Service Cloud) was launched at the end of the year to provide the foundation for future consumer engagement.
- The Quality Investigation section of the system was designed and built from scratch by the C&D Vigilance team to drive better and faster data back to the business, as well as monitor and measure compliance to application regulation reporting timelines.
- We continue to leverage partnerships established with industry experts, and pro-actively identify emerging or new feedback related to adverse experiences.

#### CHURCH & DWIGHT'S QUALITY MANAGEMENT SYSTEMS (QMS)

Our QMS is designed to meet the highest standards in the industry reflecting global regulatory requirements and International Standards. Our quality obsessed mentality ensures that all new products or enhancements meet rigorous standards prior to being sold to consumers. The standards include, but are not limited to, safety and performance testing, package evaluation, and manufacturing qualifications. Our products are produced only after all ingredient and manufacturing suppliers are approved by the Quality Team. Finally, through ongoing performance evaluations against our product specifications, we deliver consistently high-quality products to our consumers.



## CONTINUED MONITORING OF OUR FORMULATED PRODUCTS FOR CHEMICALS OF CONCERN

Our R&D Chemicals of Concern Committee has developed a master list of Chemicals of Concern for humans and the environment. This list is derived from global regulations and scientific reviews by authoritative bodies such as California's Proposition 65, the International Agency for Research on Cancer (IARC), the U.S. National Toxicology Program, the U.S. Food and Drug Administration, the European Union list of Endocrine Disrupting Chemicals, and the International Fragrance Association Code of Practice. These also address hundreds of chemicals on Retailer Restricted Substance Lists (RSLs) among others.

None of the chemicals on our master list are intentionally added to any of our formulations. We also review formulations from our acquired brands to identify whether any Chemicals of Concern should be removed. If any are identified, an action plan is put in place to address them. Our Chemicals of Concern Committee

regularly reviews current and emerging issues to determine whether additional chemical(s) should be added to our master list, should be removed from that master list or should be included on our Watch List for continued monitoring or early action. We continue to build on our commitment to safe products through expanded monitoring, enhanced systems, and other improvements.

We design fragrance mixtures to comply with the safety standards set by the International Fragrance Association, and all flavor mixtures to comply with those of the Flavor and Extract Manufacturers Association and our Chemicals of Concern process, in addition to regulatory requirements worldwide. We specially design mild fragrance oils for our scented sensitive skin products. We do not use phthalates in our fragrance oils or our finished products. Lilial has been fully removed from fragrance oils in our European cosmetic products and we are in the process of removing it from cosmetic products in other geographies. Lyril has been removed from over 95% of our fragrance oils and we are in the process of removing it from the remaining fragrances globally.

## OUR COMMITMENT TO ANIMAL-ALTERNATIVE RESEARCH

**We do not conduct, nor do we request that our raw material suppliers conduct, any animal studies unless absolutely required to comply with law or regulations.**

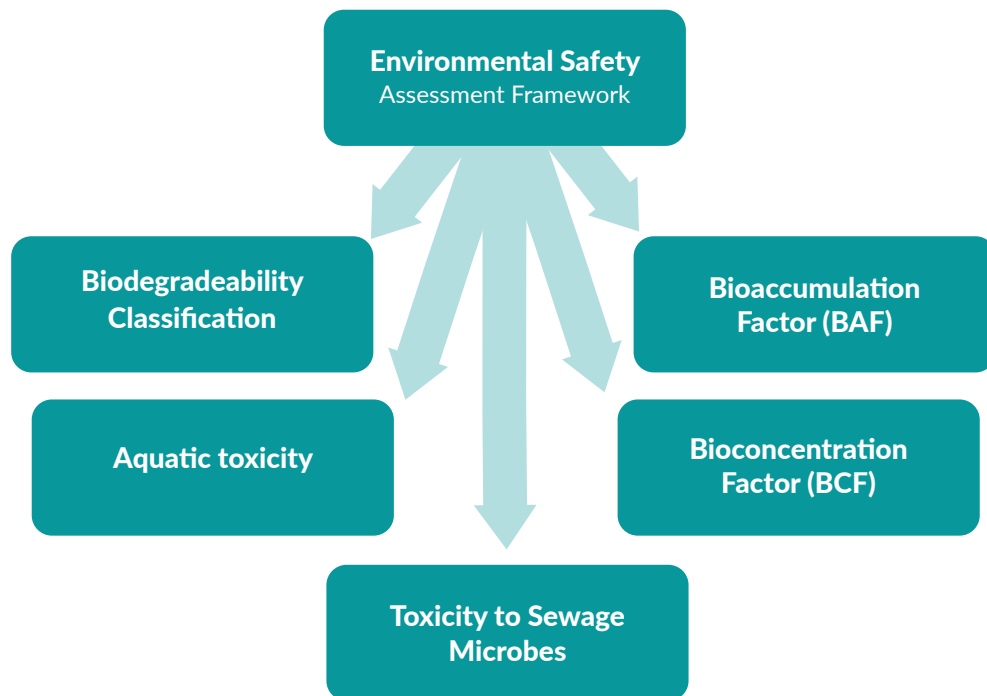
Our animal-alternative methods of safety and efficacy evaluation include: publicly available toxicology and clinical safety data, computer (in silico) and human simulated modeling, and in vitro and clinical testing.

While many in vitro methodologies are validated for single ingredients, they are not fully validated for ingredient mixtures such as finished products. Therefore, we continue to invest in in vitro testing validation and participate in collaborations with industry, regulatory agencies, and special interest groups to validate in vitro testing for chemical mixtures. As an example, in collaboration with a consortium of personal lubricant manufacturers and an in vitro testing company, we have joined a project co-organized by the PETA Science Consortium International to demonstrate that a human cell-based test system can be used for regulatory decision-making. This project is organized through the FDA's Medical Device Development Tools (MDDT) program, a recently restructured approach to involving the FDA in the development of modern animal-free approaches to product testing.

More information about our animal testing policy can be found at <https://churchdwright.com/our-brands/animaltesting-policy.aspx>.



## Church & Dwight's Environmental Safety Assurance Process



## ENVIRONMENTAL SAFETY ASSURANCE PROCESS

Environmental safety has been one of our high priority considerations in ingredient selection and product development. We have recently initiated a Corporate Environmental Safety Assessment Framework with a more robust approach to further enhance our environmental safety assessments for ingredients and products consistent with our respective Sustainability goals. Within this framework each chemical in a specific formulation is evaluated against five endpoints in environmental toxicity. Two successful projects included a down the drain product and a rinse off product. We will apply this robust environmental safety assurance process to all our product categories.

## SUSTAINABILITY & INNOVATION

Sustainability is now a fundamental aspect of our innovation teams' ethos, guiding our new product development with a strong emphasis on Sustainability. We're actively pursuing innovations that reduce water and energy use, both in manufacturing and end-user phases, and are working on reducing transportation impacts and enhancing packaging recyclability.

We understand that Sustainability is a key component of the consumer experience. To create products that resonate with consumers, we're heavily focused on understanding their needs and preferences, which helps us craft sustainable solutions with the consumer at heart.

Our approach includes integrating tools derived from leading Design for Sustainability practices. These are embedded in our Integrated Design Thinking (IDT) methodologies and factored into our new product Stage Gate assessments. We also continue to create and refine curated Sustainability tools and adaptable

processes, empowering our scientists, designers, and developers to embed Sustainability throughout every phase of innovation and development.

Moreover, our commitment to Sustainability extends beyond our in-house activities. It encompasses the work we do with external innovation partners and within our collaborative ecosystems. Through open innovation partnerships, we aim to extend our influence on Sustainability practices beyond our organization.

## INGREDIENT DISCLOSURE

Ingredients included in the formulations for our products are disclosed on-line and/or on-pack. We devote significant attention and care to transparently disclosing ingredient and safety information for our products. Safety Data Sheets for our products are available on our website. We disclose ingredients in all our products in accordance with the relevant federal, state, and local regulations.

## GLOBAL STANDARDIZATION OF OUR PRODUCTS WHILE ADAPTING TO LOCAL PRODUCT NEEDS

Our R&D organization has adopted a “One R&D - Think and Act Global” approach while adapting to local needs. We strive to develop a single formula to meet the needs of consumers worldwide, thereby simplifying and improving our agility to changing needs. We also offer variation(s) of a global formula based on the local consumer preferences, socioeconomics, and our distributor network.





**SAFER CHOICE**  
Meets U.S. EPA Safer Product Standards



## HIGHLIGHTS OF 2023 PRODUCT INNOVATION ACCOMPLISHMENTS

- **EPA's Safer Choice Partner Award Winner.** Church & Dwight was recognized by the Environmental Protection Agency (EPA) for its efforts in promoting safer chemistry and received a Safer Choice 2023 Formulator-Product Manufacturer Partner of the Year Award. Two ARM & HAMMER laundry products – ARM & HAMMER Baby Laundry Detergent and ARM & HAMMER Clean & Simple Laundry Detergent – are EPA Safer Choice-certified. ARM & HAMMER Safer Choice-certified products are produced in manufacturing facilities that use 100% renewable energy. These Safer Choice-certified laundry detergents are more accessible to lower income shoppers because they are made available at affordable prices and are available at retailers that serve low-income communities, supporting EPA's goal of advancing environmental justice.
- **Liquid Laundry Detergent Concentration.** In 2023, ARM & HAMMER and XTRA Laundry further reduced water and plastic usage, by further concentrating key liquid detergent formulas. The new formulas provide consumers with the same cleaning power as prior formulations, but with less water and plastic used per load. These efforts, across ARM & HAMMER and XTRA, reduced plastic usage by approximately 3.6 million pounds, corrugate usage by approximately 5 million pounds, and water usage by approximately 79,000 tons. The smaller, lighter product has also resulted in an estimated reduction of carbon dioxide emissions in transportation by approximately 5,700 metric tons.<sup>1</sup>

<sup>1</sup>Plastic, corrugate, water, and carbon reduction estimates use actual number of units sold in 2023 as compared to impact of 2022 first round concentration using the same number of units sold. Emissions reduction estimates are based on full truckload equivalents calculated using average carbon emissions per truckload and average miles traveled.



- **THERABREATH Oral Rinse.** We launched two new kids oral rinse anticavity flavors using organic flavors. Dr. Harold Katz created the THERABREATH formulas in 1993 for his own family. That's why THERABREATH Kids Mouthwash contains no artificial dyes, no parabens, and no alcohol. This anticavity mouthwash is also vegan and gluten free.
- **BATISTE Dry Shampoo.** We reformulated and launched all our BATISTE Dry Shampoo products to meet the new California Air Resources Board (CARB) requirements for Dry Shampoo for volatile organic compounds reductions, including all currently marketed as well as our new Overnight Deep Cleanse and Texturizing products.
- **WATERPIK.** In 2023, the WATERPIK brand continued the expansion of the high efficiency, EPA WaterSense certified showerhead product portfolio. These showerheads are engineered to maximize performance while reducing flow rates by up to 28%. Over 93% of WATERPIK showerheads shipped in the U.S. in 2023 were WaterSense certified.



# PACKAGING

We are committed to developing and producing consumer friendly and environmentally responsible packaging across all our global brands.

## Utilize Consumer-Friendly and Environmentally Responsible Packaging

- ✓ Ensure greater than 95% of global product packaging is recyclable by the end of 2025.
- ✓ Ensure all non-pharma product packaging is free from Polyvinyl chloride (PVC) including timely elimination from newly acquired products.
- ✓ Increase Post-Consumer Recycled (PCR) plastic to a minimum of 25% average across all global plastic packaging by the end of 2025.
- ✓ Reduce the amount of virgin (petroleum based) plastic packaging used globally by more than 30% versus 2017 baseline data by the end of 2025.
- ✓ Source all paper and board packaging from recycled material and/or sustainably managed forests ensuring compliance for all future product acquisitions.



## PACKAGING CIRCULARITY AND PLASTIC REDUCTION

Aligned with our overall Sustainability objectives, and in recognition of the global challenges around the use of plastic in packaging, we continue to pursue our Plastic Packaging Strategy. We want to ensure that our plastic packaging has minimal impact on the environment, and we hope to achieve that with three key focus areas:

- 1. Plastic should be eliminated or reduced from our packaging wherever it is practical.** This means seeking non-plastic alternatives from across our supplier base. Plastic should also be reduced in weight where it is not deemed necessary for product protection and containment.
- 2. Plastic recyclability should be increased through a combination of plastic component simplification and consumer education.** During development, we seek solutions to make plastic packaging free from contaminants that prevent recyclability. This includes moving from multiple plastic materials, which cannot be separated, to a mono material structure or removing metal from plastic packaging.
- 3. Plastic sustainability should be grown through increased circularity.** We continue to increase the amount of PCR plastic across our packaging and increasingly look to source plastic from sources that actively reduce pollution from our Earth's oceans.

## PACKAGING RECYCLABILITY

We have improved overall recyclability across our broad portfolio of products, with global recyclability increasing from 71% to 88.3% since 2018.

During 2023, we used approximately 365 million pounds of packaging material globally. As a result of improvements in recyclability made through our packaging sustainability project workstream, 322 million pounds of that packaging was recyclable and designed for material recovery within a circular economy.



As an activator member of both the U.S. and U.K. Plastics Pacts, we collaborate to improve the recyclability of our portfolio and to eliminate problematic and unnecessary plastics, driving action towards a circular economy. Our work with the Association of Plastic Recyclers and The Recycling Partnership helps us design our packaging to deliver recycle-friendly packages, driving higher levels of material recovery for use in new packaging.

## CONSUMER EDUCATION ON PACKAGE RECYCLING

During 2023, we continued the use of How2Recycle labels through our partnership with the Sustainable Packaging Coalition. We have increased adoption to apply more than 2,700 How2Recycle® labels on our North American packages since joining. Implementation of How2Recycle labeling will remain a priority in all future acquisitions.

In 2023, we continued our use of the “On Pack Recycle Label” program for all products sold in the UK. This system will be mandated by the UK government as part of EPR legislation by 2026 due to its beneficial contribution to material recovery.

These programs are highly beneficial to the recycling industry by informing consumers what should and should not be recycled through clean and simple communication, helping to drive the circular economy.





## HIGHLIGHTS OF 2023 ACCOMPLISHMENTS

- Our UK operations converted all toothpaste tubes for our ARM & HAMMER, Pearl Drops™, ORAJEL and EmailDiamant™ brands to widely recyclable packs accepted in the UK and European recycle streams, thereby improving the overall recyclability of 37 of our products.
- We redesigned the NAIR depilatory range of bottles to include the use of 30% PCR and crystallized polyethylene terephthalate (cPET) shrink sleeves to ensure they are widely recyclable.

## INCREASED USE OF PCR

**Our goal is to increase Post-Consumer Recycled (PCR) plastic to a minimum of 25% average across all global plastic packaging by the end of 2025.**

This goal aims to reduce plastic pollution and also improve our packaging's carbon footprint, by establishing value in a second life for packaging materials after they have fulfilled their original purpose.

In 2023, we increased our contributions to PCR plastic content across many of our brands, increasing PCR usage to over 18.1% average across our plastic packaging. These initiatives added a further 3.7 million pounds of recycled plastic content annually into our packaging and drive us towards our 2025 goal.



In addition to the improvements to the level of PCR plastic within our packaging, we have also introduced PCR steel within our BATISTE aerosol packaging. BATISTE steel cans now contain a minimum of 25% PCR steel, which uses 3 million pounds less virgin steel and helps to reduce carbon emissions by an estimated 2.1 million kilograms of carbon dioxide equivalent (CO<sub>2</sub>e).

## HIGHLIGHTS OF 2023 ACCOMPLISHMENTS

- All PET trigger bottles for laundry care and household cleaners now contain a minimum of 30% PCR plastic.
- On average, our liquid laundry and laundry additive bottles across the ARM & HAMMER, OXICLEAN and XTRA brands now contain a minimum of 34% of PCR plastic (up from 30%).
- NAIR Shower Power and Body Cream packaging HDPE bottles and tattles contain a minimum of 30% PCR plastic on average. Both pack formats have been consolidated to a common lighter weight flip top cap.
- The bottles for our new THERABREATH Overnight and Deep Clean rinses were the first of our product packaging to use approved for food use recycled polyethylene terephthalate (rPET) PCR (an average of at least 30%).

## REDUCTION IN VIRGIN PLASTIC

**Our goal is to reduce, by the end of 2025, the level of virgin (petroleum based) plastic packaging used globally** with respect to our product portfolios by more than 30% versus our 2017 baseline data.



We plan to achieve our virgin (petroleum based) plastic reduction goal through the combined use of:

1. Additional use of PCR,
2. Product concentration and compaction (less packaging),
3. Packaging redesign and lightweighting,
4. Non plastic packaging substitutions, and
5. Refillable packaging solutions

## HIGHLIGHTS OF 2023 ACCOMPLISHMENTS

- Our liquid laundry and laundry additives concentration program reduced our use of plastic in ARM & HAMMER and XTRA brands. In 2023, this equated to an estimated 3.6 million pounds of reduction, cutting our CO2e emissions by over 4,500 metric tons, which would be annualized to an estimated 5.7 million pounds and a saving of 7,000 metric tons of CO2e emissions.
- A program to optimize the use of pallet stretch wrapping on fabric care products (liquid laundry, OXICLEAN and Scent Boosters) to improve quality and stability through distribution has resulted in reducing the total film usage by approximately 31% plant wide.
- We commenced a weight reduction program across vitamins and supplement PET containers, with savings of an estimated 25% plastic on our 950cc containers.
- Our WATERPIK business launched a new showerhead, moving to a cartonboard box with a window format, replacing the traditional plastic clamshell. The new window is made from rPET. The new format reduces plastic usage in product packaging by approximately 60%.

Adding approximately 3.7 million pounds of PCR to our products in 2023 reduced our reliance on virgin plastic, and we have achieved more reductions through designing for Sustainability. In addition to the implementation improvements across our current range of product packaging, we have invested behind our future Paper Packaging Strategy. We are working on multiple research and development programs to replace plastic materials with recyclable paper fiber solutions where practical.





## ELIMINATION OF PVC

Our goal is to ensure that all non-pharma product packaging is free from Polyvinyl chloride (PVC) including timely elimination from newly acquired products.

## HIGHLIGHTS OF 2023 ACCOMPLISHMENTS

- In 2023, we redesigned the packaging for our FLAWLESS Brows product by eliminating an unnecessary brush component, plastic hang tab and the PVC plastic tray within the carton. We also ensured the conversion from a black plastic thermoform to hold the product to a clear rPET component for recyclability in some locations. The reduction in the total amount of plastic and use of a smaller carton reduced the carbon footprint of our FLAWLESS Brows packaging by an estimated 33%. This lowered the amount of energy and water required in the manufacturing of the FLAWLESS Brows packaging by an estimated 37% and 27%, respectively.



## PAPERBOARD SOURCING

Our goal is to source all paper and board packaging from certified sustainability managed forests and/or from 100% recycled content ensuring compliance for all future product acquisition, and in 2023, we achieved 99.8% certified sustainable board.

Compliance standards are in place with paperboard suppliers to ensure that the corrugated and carton board we use in our packaging is derived from 100% recycled board materials or sustainably sourced forests and is handled through the supply chain in a responsible manner. We will continue to partner with and challenge our paperboard suppliers to meet this lofty goal. All new supplier partners are directed to meet compliance with our certified paperboard goals.

## HIGHLIGHTS OF 2023 ACCOMPLISHMENTS

- We moved to smaller sized detergent bottles in liquid laundry, which allowed for a reduction in shipper case dimensions, saving an estimated 5,000,000 pounds in corrugate material usage. All material is sustainably sourced, but this still allows for a reduction in CO2e carbon emissions by 2,200 metric tons per year.
- Certain of our WATERPIK products that are sold online moved to a one-color print corrugate carton using Forrest Stewardship Council certified materials. These new cartons replace the prior plastic clamshells, thereby helping to move to more renewably sustainable materials and less reliance on plastic.



# EMPLOYEES & COMMUNITIES

We are focused on contributing towards a better, more sustainable world by supporting our employees and our communities.

## Embrace the Principles of Diversity, Equity & Inclusion (DEI), Good Corporate Citizenship & Social Responsibility Within the Communities We Can Impact

- ✓ Enhance our Corporate Social Responsibility program to expand goals, programs and commitments around diversity and inclusion, gender equality, and health and well-being.
- ✓ Endeavor to have candidate slates and interview panels for campus and experienced hires at corporate locations each consist of at least one candidate who is female and at least one candidate who is from an underrepresented racial and ethnic group.
- ✓ Expand community-enhancing, philanthropic programs and initiatives at our global operating sites.



## WE HAVE A COLLECTIVE ENERGY AND AMBITION

Church & Dwight is a place where each employee can make a real difference. Together, we've spent more than a century building iconic brands and providing affordable, quality consumer products for everyday life. We are proud of our long, rich legacy, and we continue to build upon that foundation moving forward. Consistent with our environmental heritage, from the earliest design stages of our products to the end of consumer use, we support the Sustainability priorities reflected in this Report. This is seen in our innovation, Sustainability goals and continuing commitment to making the world a better place.

We work together as one team to share ideas and contribute to collective goals. We share a passion for hard work, innovation and pushing boundaries. We leverage our size and legacy culture to our advantage. With this culture, employees gain unrivaled exposure to senior executives, career growth, and opportunity, all with the backing of stable, supportive cross-functional teams. Relationships matter in our culture. We are grounded in a shared sense of purpose that guides major decisions about the business and our people. We believe we all have something to contribute and something to gain from working together.

We continually invest to improve our employee experience. In 2023, we took steps to further enhance the experience for frontline workers. This involved improvements in both the physical environment and the digital experience. As an example of expanding the digital experience, we deployed a global digital signage platform (REACH). Using REACH, we can share both locally critical information and global news, cultural stories and business updates. This comes on top of our expansion of AskHR, a digital service delivery center. Piloted in 2021, the robust self-serve (or direct access) knowledgebase is available to employees at all U.S. sites, giving them a one-stop-shop technology platform to get answers to their HR questions.

We continually focus on leveraging our modern workplace efforts to empower and better equip our digitally savvy workforce. Our workforce now includes people who work full time at a site, hybrid, or fully remote. The hybrid nature of work today for non-plant workers makes digital capabilities even more important as they require flexibility and connectivity whether working from the office or home. We are using AI tools to accelerate work, data analysis and creative brainstorming.

### Culture Drives Results

Kathy Holmes,  
Associate HR  
Business Partner,  
York



**"I highly value the close, open culture within Church & Dwight, where everyone feels like family. The support and encouragement I receive daily has played a significant role in my professional growth."**



## Culture Drives Results

Aidi Kong,  
Senior Research Chemist, Princeton

“Church & Dwight is fast paced, but people matter. We are agile and we roll up our sleeves.”

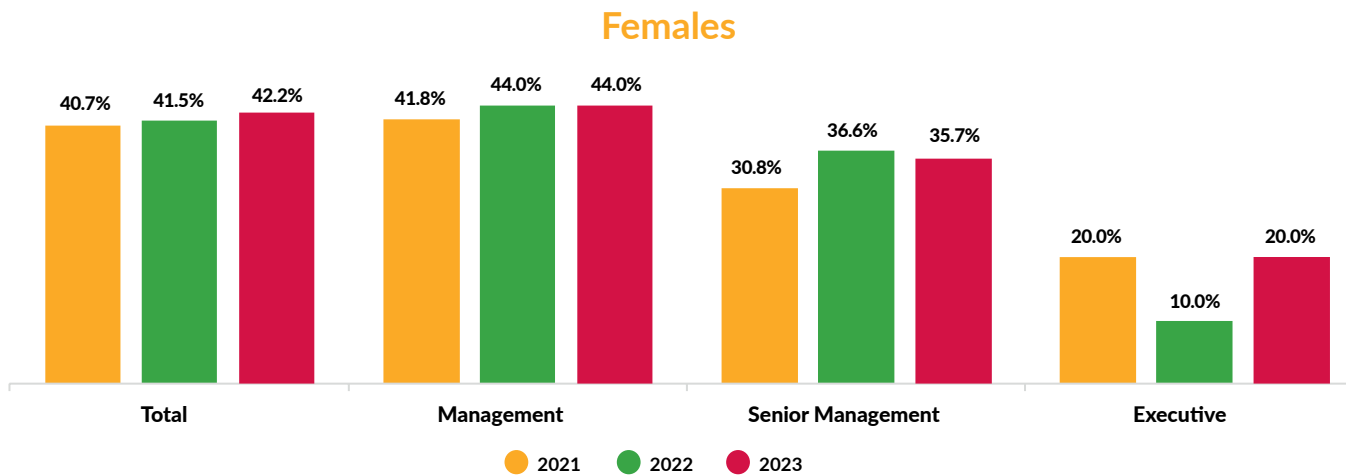
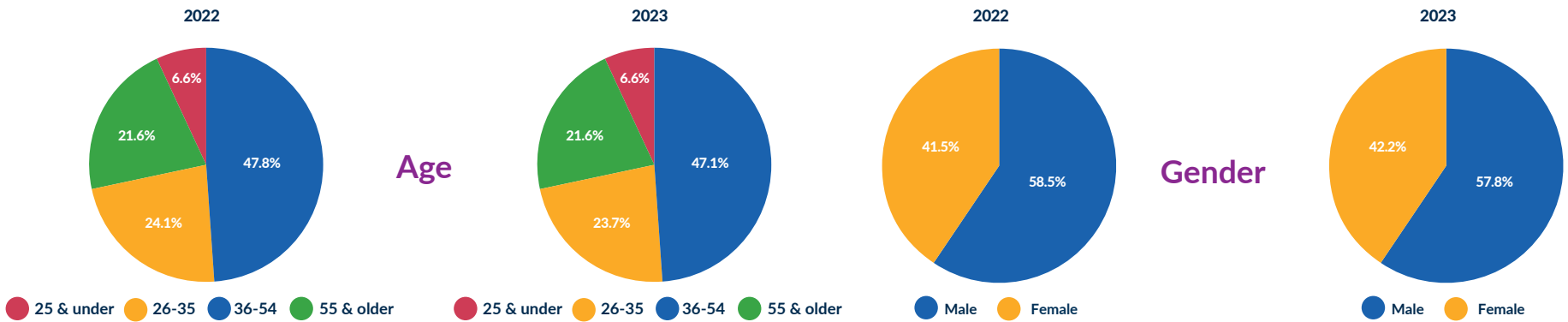
## DIVERSITY, EQUITY AND INCLUSION

Our vision is to foster an environment of belonging where we can each do our best work. Embracing diversity creates a workplace filled with unique perspectives that drive profitable and sustainable success. With that in mind, we continuously aspire to achieve a more diverse workforce operating in a culture that supports and enhances our ability to attract, develop and retain the most talented and effective team in our industry.

The work is led by our Diversity, Equity & Inclusion Council (the “DEI Council”), which provides strategic direction, guidance and advocacy for our diversity, equity, and inclusion (DEI) initiatives. Led by our Chief Executive Officer and our Director, Talent Management & Diversity, Equity & Inclusion, the DEI Council includes diverse employees at every level around the world. Our Board of Directors, acting principally through its Compensation & Human Capital Committee, oversees our DEI efforts.

Perhaps our biggest effort in 2023 was the launch of Employee Resource Groups (ERGs). These company-supported, employee-run groups, which any employee may join, contribute to our goal of building and maintaining a diverse and inclusive workplace. We started the program with ERGs for military veterans, Black employees, and women. ERGs are intended to create safe, inclusive environments where all global employees feel connected, valued, and inspired to build customer value and contribute to our company’s success.

In 2023, we maintained an overall positive trend of female representation despite a slight decline in the number of females in senior management positions. At the same time, we increased our female representation at the executive level due to promotions within the company.





## We have made a clear commitment to long-term support of building an inclusive environment through our Diversity, Equity & Inclusion statement:

We win when we respect every employee for who they are – regardless of gender, age, race, ethnicity, religion, disability, veteran status, sexual orientation, or any other differences. We believe our employees contributions are richer because of their diversity. We aim to be a diverse, inclusive and equitable company and are determined to build a culture where people have the power to win together.

For U.S. corporate hiring, it is our goal that for every external candidate slate and interview panel there is at least one candidate who is female and at least one candidate who is a person of color. In 2023, we achieved that goal.

### Culture Drives Results

Cheronda Alkebulan,  
Cost Accountant,  
Colonial Heights



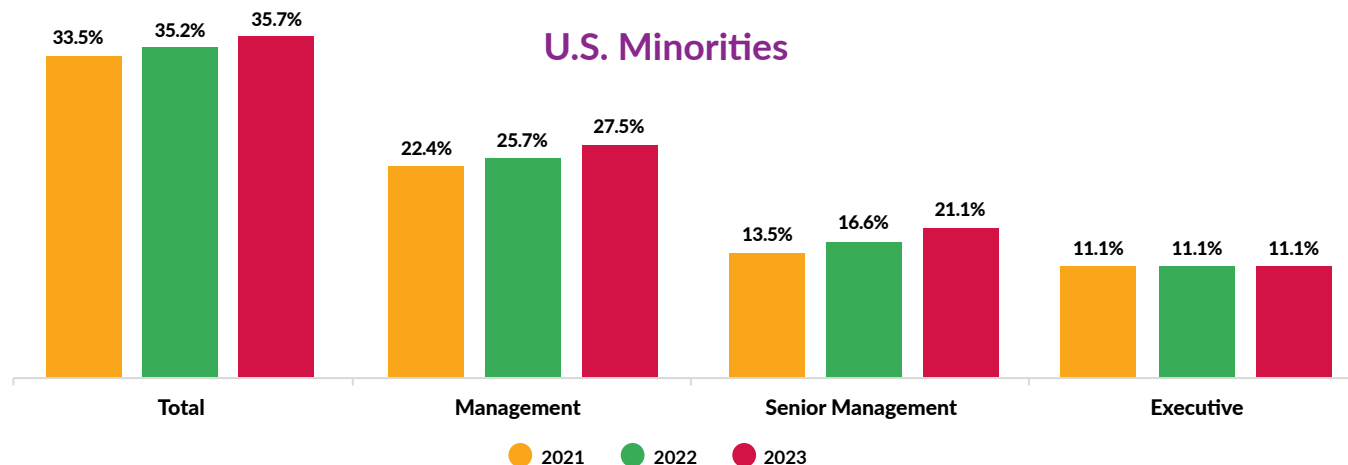
“I walked in here 23 years ago looking for a job and I found a family.”

We remain committed to increased transparency and disclosure and have publicly disclosed consolidated data from our most recent Employer Information Report (EEO-1) submitted to the Equal Employment Opportunity Commission. The EEO-1 Report is a compliance survey mandated by U.S. federal statute and regulations. Please note that these prescribed categories are different from how we organize our workforce and our jobs, how we apply our inclusion and diversity objectives and initiatives, and how we organize our workforce to meet the specific needs of our business. Also, our inclusion and diversity initiatives are global, while the EEO-1 is solely U.S.-focused. Our EEO-1 Report for 2023 is not available as of the publication of this Report, but the consolidated Employment Data forming a part of our EEO-1 Report for 2022 is included at the end of this Report. We continue to work to achieve representation in our company that reflects on the variety of opportunities available at both the undergraduate and technical positions.

In 2023, our DEI initiatives continued to progress in supporting an inclusive environment while exploring our diversity representation and talent policies to create opportunities at our sites around the world.

We have made progress in our U.S. minority representation as reflected in the following metrics:

- **U.S. minorities in management**  
(+1.8% vs. 2022 and +5.1% vs. 2021)
- **U.S. minorities in senior management representation**  
(+4.5% vs. 2022 and +7.6% vs. 2021)



## OUR DEI STRATEGY INCLUDES FOUR FOCUS AREAS:

Our DEI strategy includes four focus areas:

- **Career:** Attract and develop a diverse workforce.
- **Community:** Advance DEI in the communities we serve by engaging through partnerships and philanthropy.
- **Culture:** Create an environment where everyone feels free to bring their authentic self to work every day. This includes close alignment and engagement of our hourly employees.
- **Commerce:** Foster a diverse and inclusive mindset in our consumer communications, business practices, and partnerships with customers, vendors, and suppliers.

We encourage a wide array of diverse backgrounds including, but not limited to, diversity of gender, military experience, LGBTQIA+ and people with disabilities. To reach a more diverse candidate pool, we developed partnerships with Historically Black Colleges and Universities (HBCUs). We also have conducted outreach to DEI student groups and clubs at undergraduate and MBA schools. We are striving to increase our company brand awareness with a wider demographic of students.

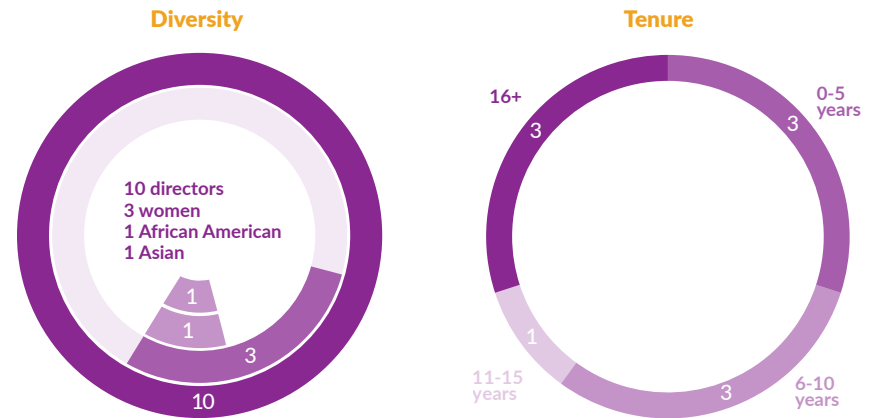




Our Board of Directors sets the tone at the top and the processes applicable to determining the composition of the Board and senior management will have significant impact on attracting and retaining people throughout our operations. The Board seeks to achieve diversity of age, gender, and race/ethnicity, and recognizes the importance of Board refreshment to ensure that it benefits from fresh ideas and perspectives. To accomplish this, the Governance, Nominating & Corporate Responsibility Committee works with the search firms we engage to seek a selection of women and racially/ethnically diverse candidates for serious consideration in all prospective director candidate pools. In addition, the Governance, Nominating & Corporate Responsibility Committee is committed to considering the candidacy of women and racially/ethnically diverse candidates for all future vacancies on the Board.

In 2021, the Board modified its age and tenure restrictions to increase refreshment of the Board and opportunities to add new and diverse Board members. The guidelines require that Board members serving prior to January 2021 retire on the earlier of reaching age 75 or twenty years on the Board, and Board members joining after January 2021 retire on the earlier of reaching age 75 or fifteen years on the Board. The Board also believes that tenure diversity should be considered in order to achieve an appropriate balance between the detailed knowledge of our company and the wisdom that comes with many years of service, and the fresh perspective of newer Board members. We believe that our current Board has an appropriate balance of experienced and newer directors, with tenure of the current directors averaging 10.4 years.

The following charts demonstrate the Board's commitment to diversity of backgrounds and Board refreshment.



Our senior leaders engaged in robust training on leading inclusion. The training addressed inclusive leadership concepts and approaches we use as we execute against our DEI strategy. Following the training, each senior leader participated in a detailed functional analysis of their diversity metrics and inclusion practices. These leaders put their learning into action by leading a new series of honest conversations about diversity and inclusion.

Our executive leadership team continues to support and participate in roundtable discussions, highlighted by International Women's Day in 2023. The participation of our leadership promotes our most valuable qualities of empathy, transparency, and authenticity across our organization.

## Culture Drives Results

Jonathan Ragle,  
Distribution Center  
Material Handler,  
Fostoria



**“This is a great place to work. It’s the benefits, the people, being able to express your feelings and opinions without being looked down upon.”**





## Culture Drives Results

Emilie Deslauriers,  
Senior Production and  
Materials Planner,  
Montreal



“We all want to do what's best for the consumers in Canada and America, North America, or the world even.”

## COMPENSATION & BENEFITS

Attracting and retaining top talent is a priority. To support this, we offer competitive pay and a range of benefits to promote the well-being of our diverse workforce. In developing our compensation and benefits offerings, we review market trends, peer programs, and international or national employee rights frameworks.

To further our commitment to Sustainability, we added a strategic initiatives metric beginning with our 2023 Annual Incentive Plan that measures our progress towards our 2025 environmental and diversity and inclusion efforts.

## TALENT & DEVELOPMENT

Our talent strategy focuses on attracting the best talent and recognizing and rewarding performance, while continually developing, engaging, and retaining our talented employees.

We invest resources in professional development and growth to improve employee performance and retention. This includes management training aimed at continuous learning, professional training and development opportunities, targeted leadership development courses for new and existing leaders of different levels of seniority, tuition reimbursement, onboarding efforts, job specific programs for our employees, cultural reinforcement, and more.

In 2023, 16 employees in our succession pipeline participated in our High Potential development program (IMPACT). In 2023, these cross-functional leaders brought together the power of diversity to solve business challenges, while developing leadership capabilities through formal learning. We are committed to ensuring that all employees have the opportunities, tools, and resources to develop and drive their careers. Our employees gain valuable experience in their roles and have opportunities to learn new skills through broad responsibilities and experiences. Employees also broaden their skills by participating in cross-functional projects and assignments. Managers and employees discuss their development annually through our performance management cycle.

## CAMPUS RECRUITING & EARLY CAREER PROGRAMS

We offer early-career opportunities in our corporate locations to empower and nurture the next generation of talent, while fostering a sustainable future. This program aims to attract, develop, and retain early-in-career professionals, providing them with valuable learning opportunities and real-world experiences within our organization. By investing in the development of early-in-career talent, we foster a culture of learning and growth while building a pipeline of future leaders who are equipped to drive positive change within our organization and in the wider community.

We seek out students at all levels, with diverse backgrounds, and from a broad range of schools including Minority Serving Institutions (including Historically Black Colleges and Universities, Hispanic Serving Institutions, Asian American and Pacific Islander Serving Institutions, and Tribal Colleges and Universities), to join us in seasonal internships and co-ops across our Corporate and Research & Development functions. Through this program, we focus on equipping early-career individuals with the necessary skills, knowledge, and support to thrive in their chosen fields. By offering mentorship, training, and cross-functional exposure, we strive to cultivate a diverse and inclusive workforce that embraces innovation, collaboration, and Sustainability.



### Culture Drives Results

Jennifer Noyes,  
Associate VP, General Management,  
Mexico City

“Our culture is hands-on, with a real ability to make an impact on the business.”

## CHARITABLE GIVING

It's important to support the communities where we operate and live, and we encourage employees to become involved in their communities through the Church & Dwight Employee Giving Fund (EGF) and The Church & Dwight Philanthropic Foundation (the "Foundation").

## EMPLOYEE GIVING FUND

In 2005, we established the EGF, a workplace giving program that supports charitable organizations where our employees work and live. While it began with a focus in New Jersey and Pennsylvania, the efforts of this organization are continuing to expand to include other states in which we have locations, such as Colorado, Wyoming, Minnesota, Wisconsin, Iowa, and Arkansas. In addition, similar programs exist at our locations in Mexico and Australia.

Each year, we invite our employees to dedicate a portion of their paychecks to the EGF. We encourage employee donations by offering employees additional time off depending on their level of giving, and by matching all employee contributions dollar for dollar, with no cap. Over the past 19 years since its inception, the EGF has become a cherished part of our culture, and has awarded over 2,900 grants totaling over \$17 million to charitable organizations in the U.S. Through our annual grant process in 2023, the EGF awarded an aggregate of \$1.19 million to 209 deserving organizations in a variety of areas, including animal rescue, disadvantaged youth, domestic violence, education, physical healthcare, homelessness, hunger relief, mental health and awareness, military services, preservation of the environment, services for the elderly, social equality, and programs for the arts. Employees are encouraged to sponsor their favorite charities in the application process, and funding preference is given to those organizations with an employee sponsor.



## Celebrating The Employee Experience

Wendy Bishop  
Director - Marketing



"I've enjoyed working on so many brands across different categories throughout my tenure here. I've gained valuable skills with each experience and leveraged them to drive further growth for our businesses. One aspect of our culture that I've enjoyed being a part of is our Employee Giving Fund, our nonprofit organization that donates millions of dollars to local nonprofits. It's been so rewarding working with other employees who volunteer their time and are passionate about helping our local communities. I am truly proud to work at a company that values and celebrates these efforts."

The EGF donated an additional \$110,000 through disaster relief and other monetary support. In 2023, the EGF continued its annual Week of Service, during which employees took time to give back to their communities. Various volunteer activities included garden cleanup, organizing food pantries, cleaning second-hand toys, making lunches for a local soup kitchen and many more. Employees purchased back-to-school supplies to support disadvantaged youth, donated clothes and non-perishable items for clothing and food drives and provided supplies for a summer camp and holiday dinner for families in need at HomeFront NJ, a local nonprofit that provides services for homeless youth and families in Central New Jersey, and one of EGF's signature partners. In total, 265 employees donated over 838 hours of volunteer service throughout the year.



## CHURCH & DWIGHT PHILANTHROPIC FOUNDATION

The Foundation was established in 2020 with the focus on helping to create equitable and inclusive opportunities and advancing environmental preservation. The Foundation is administered by our employees. In 2023, seven organizations were chosen and received grants totaling \$875,000. In the DEI space, the following organizations received grants: Junior Achievement, The Trevor Project, and Virginia State University. In the environmental preservation space, the following organizations received grants: The Recycling Partnership, the Ocean Conservancy, Northeast Wilderness Trust, and The Xerces Society for Invertebrate Conservation.

| Category                          | # of Orgs | Funding   |
|-----------------------------------|-----------|-----------|
| Animal Rescue                     | 20        | \$112,100 |
| Disadvantaged Youth               | 41        | \$225,700 |
| Domestic Violence                 | 6         | \$45,000  |
| Educational Support               | 24        | \$102,000 |
| Elderly Services                  | 7         | \$61,000  |
| Homelessness                      | 15        | \$98,500  |
| Hunger Relief                     | 19        | \$127,000 |
| Mental Health & Awareness         | 13        | \$62,600  |
| Military/First Responders Support | 8         | \$51,500  |
| Performing & Visual Arts          | 17        | \$70,000  |
| Physical Healthcare               | 20        | \$87,300  |
| Preservation of the Environment   | 15        | \$112,000 |
| Social Equality                   | 4         | \$32,600  |

## WORKPLACE SAFETY & HEALTH

Our commitment to employee, contractor, and visitor safety and health is integral in everything we do within our organization. We ensure compliance with regulatory agencies' requirements and build our standards to meet or exceed them. We continue to build systems and processes to reduce injuries within our manufacturing facilities. We use continuous improvement, paired with our LEAN program to grow our safety systems and culture. We have safety committees at our manufacturing sites, comprised of hourly employees and leadership, working together to improve safety. We utilize industrial hygiene monitoring, which enables us to collect data on the effectiveness of our controls. Working with a global Root Cause Analysis program, we eliminate hazards through replication of countermeasures across facilities. Driven by employee training, injury case management, near miss recognition and robust standardized programs, we continue our work towards our goal of eliminating injuries. Our injury rates are consistently lower than the statistics in our manufacturing categories provided by the U.S. Bureau of Labor Statistics. While we are proud of our advances in workplace safety, we acknowledge our work cannot stop to prevent injuries. We are continuing our journey to build a safer culture by developing emotional connections among our employees through open communication and feedback. Taking care of ourselves and each other is vital to our success.

## GLOBAL LEAN IMPLEMENTATION

We have the ambition to be recognized as the LEAN expert in CPG industry by 2025. LEAN is intended to minimize waste, improve overall equipment effectiveness, and engage the workforce. During 2023, we conducted over 2,600 LEAN activities engaging over 4,300 employees and yielding \$12.56MM in efficiency savings as part of our Good to Great program. This is our 5th year applying LEAN concepts. Through 2023, 10 of our 11 plants have achieved "Lean Bronze Level Certification" and seven of those plants further achieved "Lean Silver Level Certification", important LEAN milestones that signify that these plants met industry standards in the application of LEAN principles. Through the application of LEAN principles and the implementation of ideas from our highly engaged workforce, we are achieving higher levels of production output and productivity and reduced material losses. Our goal for 2024 is to achieve Bronze Level Certification at our final site and Silver Level Certification at three additional plants.

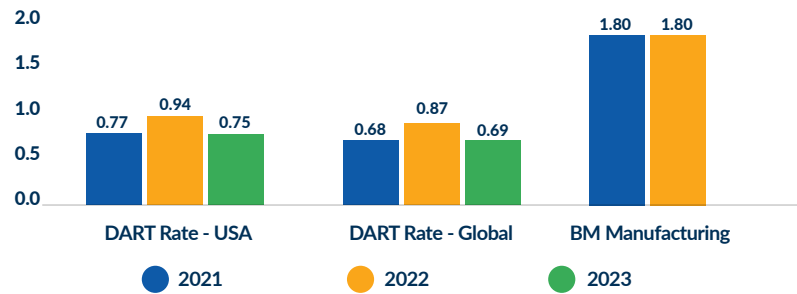


**LEAN**

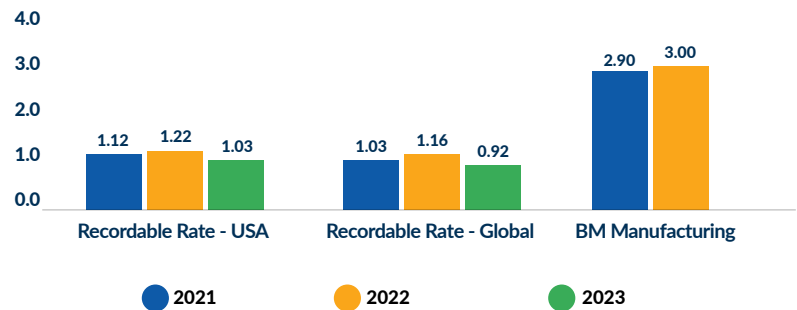


We use Days Away, Restricted, or Transferred (DART) rate and Total Recordable Injury Rate (TRIR) as our historical safety performance indicators, consistent with U.S. Occupational Safety and Health Administration definitions. We also utilize leading indicators that represent our proactive safety measures taken to prevent injuries and incidents within our company. The charts below provide our DART and recordable rates for the past three years, and associated injuries for our U.S. and global operations. Both metrics are well below the relevant industry benchmark (BM Manufacturing)<sup>1</sup>.

### DART Rates



### Recordable Rates



<sup>1</sup>The U.S. Bureau of Labor Statistics defines Benchmark Manufacturing as: food; beverage and tobacco product; textile mills; textile product mills; apparel; leather and applied product; wood product; paper; printing and related support activities; petroleum and coal products; chemical; plastics and rubber products; nonmetallic mineral product; primary metal; fabricated metal product; machinery; computer and electronic product; electrical equipment, appliance, and component; transportation equipment; furniture and related product; miscellaneous.





## WORKPLACE NEAR MISS IDENTIFICATION

One of our focus areas has been to identify and correct near misses within the workplace before they become a larger hazard or injury. We have extensive descriptions for near misses, and we encourage all our employees to report conditions and behaviors that could cause injuries. Our employees are empowered to correct unsafe conditions, and when needed escalate to gain additional help to eliminate the hazard. Our sites use electronic reporting to capture round-the-clock data that allows us to prioritize and eliminate near miss conditions. With the efficiency of reporting, many of our sites have significantly increased their number of near misses reported, which supports our work of making our sites safer.

## WORKPLACE PERMITS FOR SAFE WORK

We have permitted work systems at our manufacturing sites that enable us to use a systematic process to reduce risks in an authorized and controlled manner. Each type of permit provides a checklist for preparing our equipment, specifying hazards, communicating directly to workers, and defining risk control measures. Our permit work is built around multi-person input and verification for safety precautions. The standardized approach along with employee training allows us to reduce the risk of tasks at our manufacturing sites.

## SAFETY-RELATED REGULATORY ACTION

Like other companies, we are subject to regulatory inspection and review. In 2023, we received eight regulatory inquiries (letters, phone calls, planned and unplanned visits) to our global operations sites. As a result of the eight regulatory inquiries, there were four recommendations and \$20,600 in penalties issued.



# ENVIRONMENT & CLIMATE CHANGE

## Minimize Environmental Impact of Our Global Operations

- ✓ Achieve carbon neutral status for our owned and controlled global operations by the end of 2025.
- ✓ Achieve the approved science-based targets to reduce our greenhouse gas emissions by 2031.
- ✓ Reduce global process water and/or wastewater by 10% annually normalized to production.
- ✓ Evaluate reductions in our water footprint in high water-stressed regions.
- ✓ Achieve less than 5% solid waste to landfill by 2030.



## GHG EMISSION REDUCTION GOALS

Church & Dwight is committed to our science-based targets (SBTs) to reduce our greenhouse gas (GHG) emissions. We are evaluating engineering projects to eliminate GHG emissions from our operations to achieve our 2031 goal of Scope 1 and Scope 2 (market based) emissions of less than 54,000 tons. We maintain 100% renewable electricity for our operations through solar generation and renewable energy credits (RECs) as we continue to evaluate power purchase agreements (PPAs), on-site solar/wind and other long-term green electricity opportunities. Our 2023 targeted GHG emissions decreased 4% compared to 2022. In 2023, more than 94% of our targeted greenhouse gas emissions (Scope 1, Scope 2, and targeted Scope 3 transportation emissions) were either offset through carbon credits or reduced through renewable energy credits. For more information about our strategy for achieving these goals, refer to the Climate Change discussion beginning on page 92 of this Report.



## MANAGING FOR ENVIRONMENTAL SUSTAINABILITY & SAFETY

It is essential for us to make great products in facilities with robust environmental, health, and safety performance. We work towards this high-performance culture by adhering to well-established principles defined in our Environmental and Safety Policies. These policies guide our environmental and safety practices and expectations, and they are implemented through the following approach:

- **Accountability** – Each of our facilities has a designated on-site environmental and safety manager responsible for monitoring and managing environmental and safety issues affecting their facility. These environmental and safety managers are closely networked to enable peer mentorship and best practice sharing across facilities.
- **Audits and Inspections** – Each of our facilities undergoes a third-party environmental audit every other year. All facilities are subject to periodic, unannounced inspections by federal, state, and local environmental agencies.
- **Awareness** – We offer regular training for all our manufacturing employees to promote awareness of environmental and safety practices and procedures. This includes an annual Environmental and Safety Conference for facility environmental and safety managers. We have systems to share our key performance indicators at both a site level and corporate level regarding action plan progress and Sustainability performance.
- **Awards** – Each year we recognize one of our global operations for exemplary environmental safety and Sustainability performance. An award is presented to a representative of the operation at a company-wide Town Hall event.

## ENVIRONMENTAL PERFORMANCE

We strive to minimize the impact of our expanding global operations and to meet the challenge of managing our environmental footprint. We rely upon our employees' strong implementation of our environmental and Sustainability initiatives and on our lean management approaches to achieve our performance goals. We regularly evaluate our primary impact metrics (regulatory compliance, waste generation, water use, and energy use) and take necessary actions across the company to optimize our operations. We set goals and track performance against them.

In addition to our longer-term goals regarding carbon neutrality, water reduction, and recycling, we have established annual reduction goals normalized to amount of product shipped, including:

- 10% reduction in total energy at our operating facilities/MM pounds product shipped;
- 10% reduction in water intake at our operating facilities/MM pounds product shipped;
- 10% reduction in waste at our operating facilities/MM pounds product shipped; and
- 10% reduction in targeted GHG emissions/MM pounds product shipped within our targeted GHG scope includes Scope 1 + Scope 2 + Scope 3 finished goods transportation and business travel in North America.

## 2023 ENVIRONMENTAL CITATIONS & PENALTIES SURCHARGES

All facilities undergo periodic, unannounced inspections by federal, state, and local environmental agencies. In 2023, there were 16 regulatory agency inspections conducted at our operations, which resulted in three citations. Two additional citations were received related to self-reported issues that were not associated with any on-site regulatory inspections. The citations are summarized below. Corrective actions were identified and immediately implemented. One penalty was assessed for \$750.

| Media                        | Deficiency   | Resolution  | Penalty |
|------------------------------|--|---|---------|
| Hazardous Materials/ Storage | Inspection record/ containment   | Implement recordkeeping/ retraining/ repair containment | \$0     |
| Hazardous Material           | Failure to produce manufacturer's closure instruction for 55 gal HW drum | Obtain drum closure instructions/ retraining            | \$750   |
| Wastewater                   | Excessive color in discharge   | Investigate source; mitigate color                      | \$0     |
| Wastewater                   | Exceed discharge monitoring limit  | Return to compliance and verify by retesting            | \$0     |
| Air                          | Inspection record  | Implement inspections; retraining                       | \$0     |

## SPILLS/RELEASES TO THE ENVIRONMENT

We monitor and report on spills and releases to the environment. Our Colonial Heights, VA plant, as a result of the manufacturing process, released ammonia to the atmosphere on a consistent basis requiring a continuous release notification. In 2023, we implemented a new processing technology that eliminated the release of ammonia above the release notification threshold. We estimate this process change will eliminate more than 80,000 pounds of ammonia emissions annually.

In 2023, we had a small number of minor spills that were contained on-site by existing unloading or storage engineered containment systems. We had no reportable releases to the environment.

## REMEDIATION

In 2023, there was limited activity regarding environmental remediation companywide, with the most significant activity occurring in connection with the closure and remediation activity at sites in Brazil maintained by our wholly owned subsidiary Química Geral do Nordeste Ltda. (QGN). The closure and remediation activities are summarized below.

### QGN, Feira de Santana, Brazil

There are ongoing remediation efforts at the closed facility of QGN in Brazil. The remediation efforts include the control and capture of contaminated groundwater through an interceptor trench drainage system, as well as the installation of additional monitoring wells for the site characterization. Remediation spending in 2023 was approximately \$505,000.

### QGN, Itapura, Brazil

The mining operations that supported the inorganic salt manufacturing operation for QGN are undergoing closure activity. The remediation efforts in 2023 were primarily the grading and re-vegetation of the slopes of the surface mine. Remediation spending in 2023 was approximately \$320,000.



## TRANSPORTATION

To be more fuel efficient, we ship large portions of our freight via rail instead of trucks. When we ship via trucks, we have selected core transportation suppliers that are reviewing and implementing various strategies and technologies to reduce their carbon footprint.

**For example, more than 80% of our freight is transported by carrier(s) that have engaged (or have plans to engage) in one or more of the following:**

- Expanded use of Zero-Emissions vehicles, including battery electric and hydrogen fuel cell technology;
- Deployment of advanced idle reduction technologies;
- Utilization of next generation clean diesel engines;
- Active partnership with EPA's SmartWay Program;
- Testing of Climate Battery Powered Auxiliary Power Units (APU), with expected improvements in reduced idle time, lower fuel consumption, and higher efficiency meeting thermal demands of the cab environment;
- Reduced maximum speeds of tractors by two miles per hour, which lowers wind resistance and emissions output;
- Field testing of new axle technology that disengages one of the two drive axles at highway speeds which results in lower torque and power requirements, allowing the engine to burn less fuel; and/or
- Implementing next generation tractor and trailer aerodynamic solutions.

In addition, 76% of our U.S. domestic carrier partners in 2023 were certified members of the U.S. Environmental Protection Agency's SmartWay program, which helps companies advance supply chain sustainability by measuring, benchmarking, and improving freight transportation efficiency. We continue to explore ways to minimize transportation impacts including opportunities

to optimize our operations and to quantify and incentivize zero and low emission practices by our carriers. In 2023, we completed Phase II of our liquid laundry detergent concentration efforts, which resulted in an estimated reduction of nearly 6,000 truck load volume equivalents to move the same product volume as in 2022.



## WASTE

Our goal was to maintain a global operations solid waste recycling rate of 75%, and in 2023 we achieved 64%. Due to changes in recycling infrastructure and opportunities in the U.S., where most of our operations are located, in 2024 we decided to discontinue our 75% recycle goal for our combined recycle and general trash waste streams and instead focus on our minimization of waste to landfill goal. Our current goal is to eliminate waste to landfill by driving towards less than 5% total company waste disposed to landfill by 2030. In 2023, approximately 26% of total company waste was directed to landfill.

Through our environmental management system, we have procedures in place to responsibly handle and dispose of waste generated in our manufacturing operations. We use properly licensed contractors to transport and dispose of waste from our facilities, and waste volumes are entered monthly into our centralized environmental data system. In 2023, we generated and managed approximately 62,928 tons of waste.

We have worked extensively to minimize packaging, reduce plastic packaging and increase package recyclability. See **Packaging** beginning on page 50 of this Report for more information.

In 2023, our total waste generation increased by 5% compared to 2022, primarily driven by slight increases in our general trash and hazardous waste, plus an increase in wastewater hauled off-site. Decreases in our non-hazardous/chemical wastes and recycle weight partially offset these increases. The increased wastewater hauled was primarily the result of a process change at one location that resulted in additional water sent to our wastewater tank. As noted in the water discussion on page 84 of this Report, we are currently exploring opportunities to recover this water for use in product to eliminate it from our waste generation.





Total recycled weight in 2023 decreased nearly 2,700 tons (-16%). For our base material recycling programs, plastic recycle increased (+1%) and total corrugate/paper recycling decreased (-11%). Recycling streams that decreased in 2023 included metal and drums, while wood/pallets, used oil, and universal waste increased slightly. Recycled corrugate decreased in part due to one of our suppliers eliminating corrugate boxes and using slip sheets and banded pallets for delivery of materials. In the past, while we had reused the boxes until they were no longer viable before recycling, we now do the same with the corrugate slip sheets, reducing the overall volume of corrugate.

**Annual Waste Generation Totals [short tons]**

|                                      | 2021   | 2022   | 2023   |
|--------------------------------------|--------|--------|--------|
| Total Waste Generation               | 62,422 | 59,687 | 62,928 |
| General Trash                        | 6,590  | 7,187  | 7,806  |
| Hazardous Waste                      | 636    | 1,171  | 1,821  |
| Non-hazardous/chemical/process waste | 12,887 | 11,835 | 10,632 |
| Wastewater trucked off-site          | 26,351 | 22,895 | 28,549 |
| Recycling                            | 15,956 | 16,599 | 14,120 |

**Waste Generated and Managed in 2023 [short tons]**

|                        | On-site | Off-site | Total |
|------------------------|---------|----------|-------|
| Hazardous Waste (tons) | 0       | 1,821    | 1,821 |
| Energy Recovery        | 0       | 1,427    | 1,427 |
| Incineration           | 0       | 367      | 367   |
| Other Disposal         | 0       | 26       | 26    |
| Diverted from disposal | 0       | 2        | 2     |

|                            | On-site | Off-site | Total  |
|----------------------------|---------|----------|--------|
| Non-Hazardous Waste (tons) | 1,713   | 59,394   | 61,107 |
| Energy Recovery            | 0       | 876      | 876    |
| Incineration               | 0       | 22       | 22     |
| Other Disposal             | 1,713   | 44,376   | 46,089 |
| Diverted from disposal     | 0       | 14,120   | 14,210 |

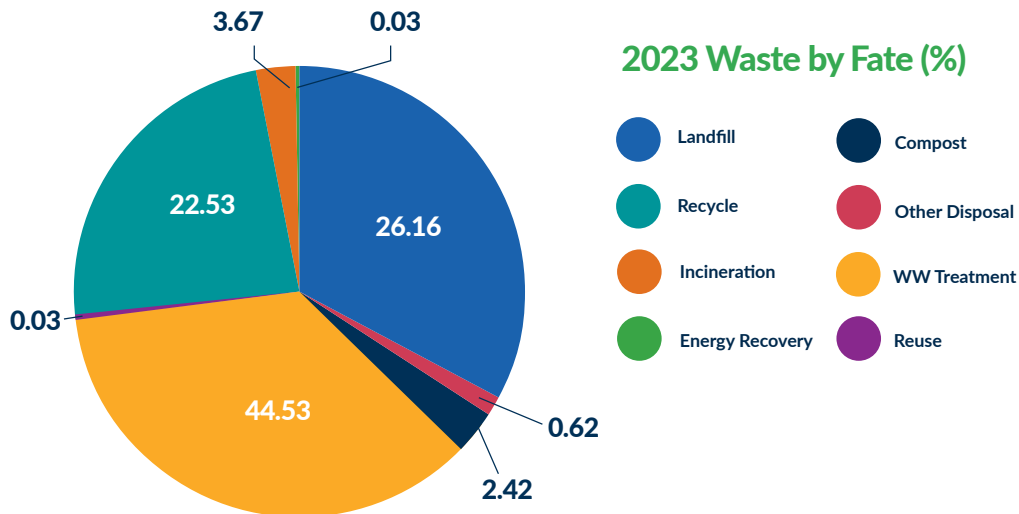


Hazardous waste generation increased by 600 tons in 2023 and represented approximately 3% of all waste generated. Most of our facilities are considered small quantity generators of hazardous waste. No hazardous waste is treated on-site. All hazardous wastes are transported off-site by properly licensed vendors to appropriate treatment, storage or disposal sites. All solid waste is transported off-site and properly disposed of at licensed facilities, except for our facility in Wyoming that maintains an on-site non-hazardous waste landfill. We have no international shipments of hazardous or nonhazardous wastes.

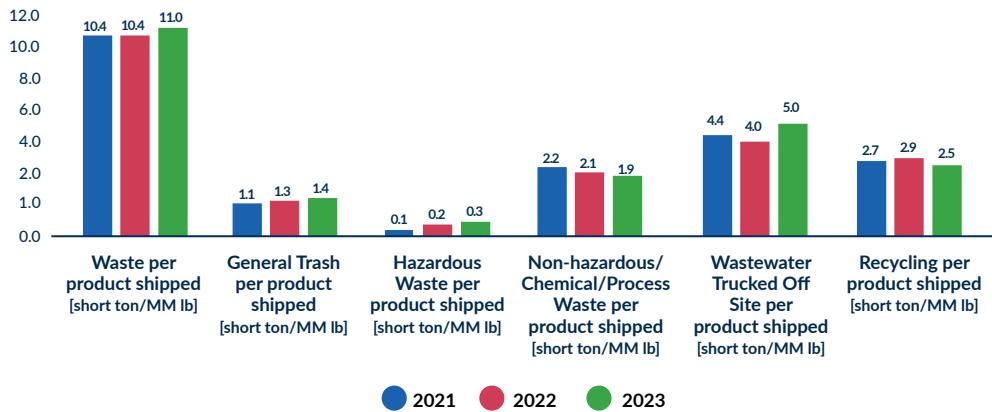
In 2023, our recycle rate was 64%, down from 70% in 2022 and below our target. Year on year recycle volume was down 15% largely due to the loss of a beneficial reuse opportunity at one of our plants. Our general trash volume was also up resulting in a decline in the recycling to general trash metric. Based on these recent results, changes in recycling opportunities and our decision to focus more specifically on a zero waste to landfill goal, we have decided to discontinue our 75% recycle goal for our combined recycle and general trash waste streams. While we will continue to seek out and maximize recycling opportunities, our waste management efforts and measurements

will focus more on finding non-landfill waste management alternatives to drive down our total % waste to landfill than focusing specifically on the recycle ratio.

The following charts provide a comparison of the off-site waste disposal methods utilized in 2023, and normalized waste generation quantities for the last three years. Overall, our waste generation normalized to million pounds of product shipped increased 6% in 2023 compared to 2022. This was largely due to flat mass shipped in 2023 and an increase in hauled wastewater, plus smaller increases in general trash and hazardous waste during 2023. We did not achieve our 10% reduction in normalized waste (tons/million pounds shipped). In 2024, we will leverage our LEAN processes to help reduce our waste volumes as we continue to strive for our evergreen 10% reduction target for normalized waste per million pounds of product shipped.



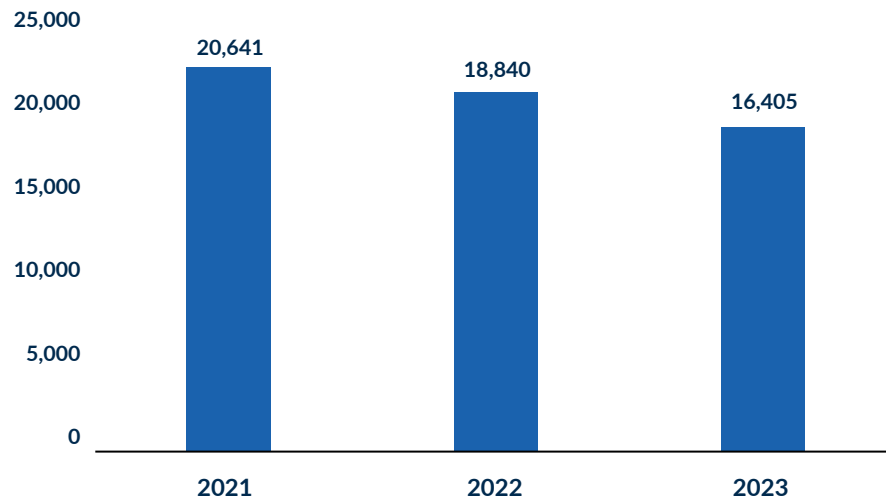
## Normalized Waste Trends (tons/MM lb)



We continue to explore ways to save energy, reduce water, and minimize waste as we increase production. Our operating plants regularly develop specific, targeted waste minimization projects. While these efforts are not always successful, the net results are reflected in the 2023 metrics described in this Report.



### Landfill by weight [short ton]



Waste to landfill decreased in 2023 5.5% to 26.1% of our total waste generation by mass. We continue to explore beneficial reuse, recycling, and waste-to-energy opportunities to divert waste from landfill. Beneficial reuse/ other recycling of a vitamin waste stream at our Vancouver, WA plant was interrupted and became intermittent during part of 2023 and therefore was re-directed to landfill. In 2024, we plan to focus on diverting general trash to non-landfill opportunities at most of our operating locations and solidify beneficial reuse opportunities identified in 2023 for long-term application to certain waste streams as we continue to implement our plan to achieve less than 5% waste to landfill by 2030.



## WASTE REDUCTION PROJECTS

### Eliminate Waste to Landfill

We continue to focus on finding alternatives to landfill disposal. For example, all of our finished product disposal (including expiring and damaged product) within our distribution network now goes to waste-to-energy instead of to landfill. We seek beneficial reuse opportunities for various process waste streams. In 2023, we diverted an additional 2,400 tons of waste from landfill disposal vs. 2022.

### Emphasis on Material Processing/ Handling and Product Reclaim Improvements

Most of our manufacturing plants have processes for reclamation of non-conforming product and/or reclaim/rework of bulk product and wastes built into their operations. These processes include recovery of manufacturing residuals and packaged product rejected due to packaging or label issues, and in some instances reclamation loops for bulk product. By increasing production efficiency through our LEAN programs and optimizing reclaim efforts, we were able to reduce our non-hazardous chemical/scrap waste generation by 10% in 2023.

## Water

Water is a critical resource for the sustainable future of our business, the communities in which we operate, and the planet. At Church & Dwight, we recognize that responsible resource management to ensure the availability of adequate water volume and quality is part of our contribution to the sustainable future of the communities in which we live and work. Water is a shared resource for all. As part of each water risk assessment and our new location strategy, we evaluate adequate water availability. We regularly work with our public water suppliers and regulatory authorities to support them and to understand potential for local water resource constraints, the needs of other users and potential impacts on our business and the locations where we operate.

Water quality and quantity are critical aspects of our operations as well. Water used for cooling, cleaning, or other process operations, and sanitary use is treated and discharged back to the environment.



In 2023, we achieved a 3% reduction in total water intake and a 4% reduction in water intake normalized per million pounds of product shipped. We did not achieve our annual goal of 10% reduction in water intake per million pounds of product shipped. We remain committed to reducing our water use. Additional information regarding our water use strategy and performance is provided below.

## Water-Stress Risk

The World Resources Institute (WRI) water risk evaluation identifies areas with higher exposure to water-stress related risks and is an aggregated measure of selected regional water risk indicators such as physical quantity, physical quality, and regulatory and reputational risk. Our 2024 update of the overall baseline water-stress risk associated with our operating locations used the most recent version of the Aqueduct 4.0 Water Risk Atlas, Global Maps Data found on the WRI website (<https://www.wri.org/aqueduct>). This most recent review found that the overall baseline water-stress risk classification improved for three locations, degraded for four locations and remained at the same risk classifications for our remaining locations.

None of our facilities are in areas classified with extremely high baseline overall water-stress risk. Two North American locations moved to high baseline overall water-stress risk as identified by the WRI. Two of our other North American locations are in medium to high water-stress risk areas. The majority of our locations are in low to medium risk or low risk areas as defined by the WRI framework. Approximately 93% of our total water extraction is from locations classified as a low or low to medium overall water-stress risk. However, when considering only WRI physical quantity risk, approximately 49% of our water extraction is from sites located in areas of medium to high, high, or extremely high water risk for physical quantity. These are mainly in developed areas with significant water use and demand on regional water resources.

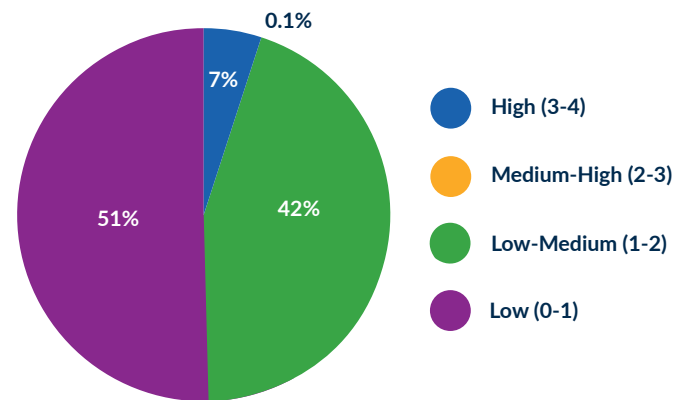




We continue to periodically assess our water risk through the WRI classification and conducting public water and ground water supply assessments, focused on our high volume or critical water quality locations. Water supply issues are often part of our business interruption risk planning and exercises. We have not experienced any business disruptions related to water availability or quality and have not identified any imminent water supply concerns that would affect our operations or the locations where we operate.

We established a goal to evaluate reductions in our water footprint in high water-stressed regions. At our two locations identified in high-risk regions in 2024, one is a small facility with mostly office, research, and minimal water use (less than 1% of total intake) and the second facility, our laundry detergent plant located in California, USA represents about 6% of total company intake. Water reduction activities underway at this location include installation of new processing technology that will reduce the volume and number of equipment cleaning/ washdowns as well as exploring technologies to recover and reuse wastewater currently generated at the site. In 2023, the plant had no material increase in water extraction despite an 11% increase in product output.

### 2023 Water Withdrawal % by WRI Water-Stress Rank



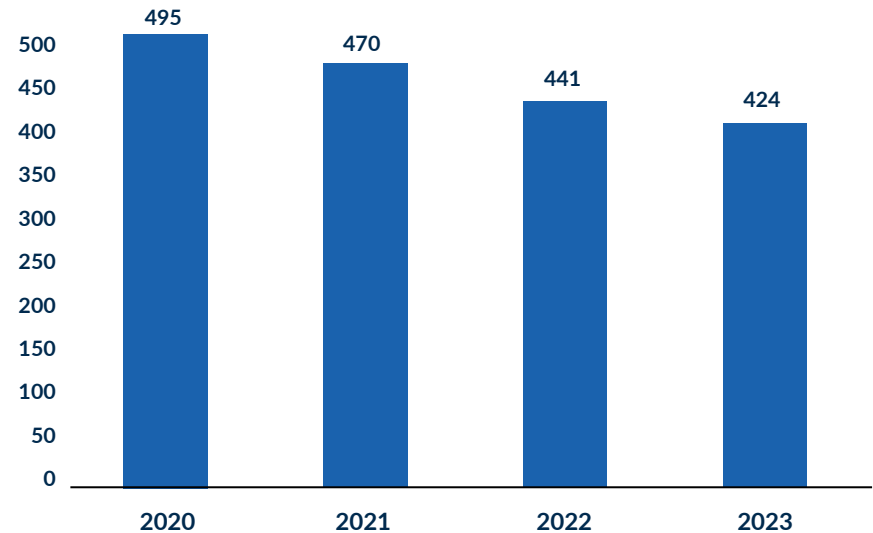
## WATER INTAKE & USE

Approximately 82% of our water intake is from public water supply systems. The remaining 18% is from groundwater wells on our facilities with a very small fraction from other sources such as from purchased steam. We routinely interact with our public water supply purveyors to evaluate our incoming water quality and quantity to assure it meets drinking water quality standards and that available water capacity can meet company needs. Well water used is regularly tested to verify it also meets our quality standards. Even with incoming water meeting drinking water quality standards, most of our locations engage in tertiary water treatment to provide the highest quality necessary for our production operations.

**We define net water consumption as:  $\text{Net consumption (gal)} = \text{Total water intake (gal)} - \text{Total water discharges/disposals (gal)}$**

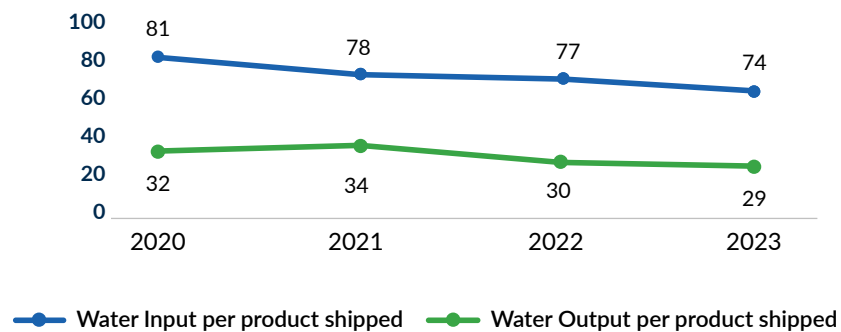
During 2023, our operations required nearly 424 million gallons of freshwater intake, down 17 million gallons (-4%) from 2022. Total water discharged decreased by approximately 9 million gallons (-5%) compared to 2022. As a result, total water net consumption decreased approximately 3% in 2023. We consumed approximately 61% of the water extracted and discharged 39% back to the environment in 2023. The consumption estimate includes evaporative losses. Our water use efficiency improved and can be seen in our normalized water metric (thousand gallons water intake/mm pounds product shipped), which decreased by 5% from 2022 to 2023. The charts show the absolute and normalized water intake and water consumption for 2020 through 2023.

**Water Intake (Withdrawal) [MM US Gal]**



We continue efforts to identify and implement specific projects related to water conservation. Projects include eliminating single pass uses, optimizing water reclamation/recycling systems, and improving efficiency in our water handling and treatment equipment, especially at our most water use intensive plants. In 2023, we received the water reduction benefit associated with our second phase of liquid laundry concentration efforts, which contributed to a 14% decrease in total water intake at our three main liquid laundry detergent manufacturing plants. We continue to seek projects that will have a substantial impact on reducing our water use. We are also making smaller changes at the site level throughout the organization that contribute to our ongoing water minimization efforts. Various sites have installed waterless toilets, implemented improved operations and maintenance programs to minimize water leaks or valve failures, installed smart meters to better monitor water use, and evaluated other opportunities to reclaim or re-use wasted water. A process steam management change at one of our plants resulted in a significant increase in steam condensate being sent to our hauled wastewater tank. Rather than haul this water for disposal, the site is examining ways to add this to the existing water reclaim process. Not every effort has been successful, but they all help drive our culture of responsibility, Sustainability, and conservation that resulted in an absolute reduction of 17 million gallons of water intake in 2023 vs. 2022.

### Normalized Water Use (kgal/MM lb product)



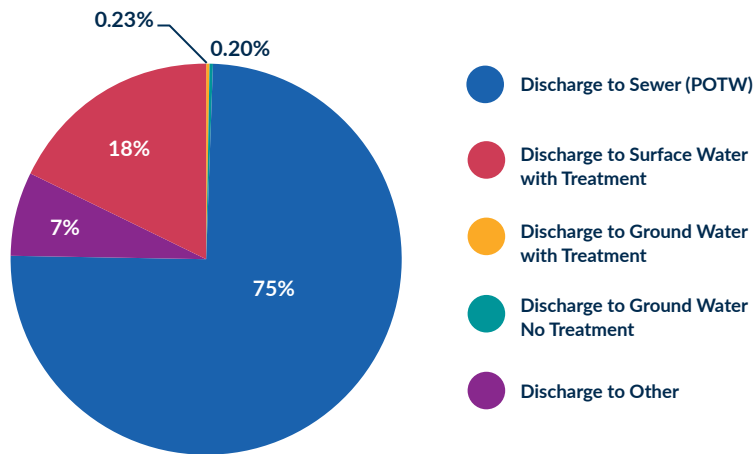


## WASTEWATER DISCHARGES

We generate and discharge industrial and sanitary wastewater from our operations. These discharges have potential to impact water quality of a receiving water body. Greater than 99% of our wastewater is discharged to local municipal wastewater treatment plants, transported off-site for appropriate disposal, or treated on-site prior to discharge. The remaining 1% is direct discharge of clean fire system water, condensate or other clean water. Approximately 81% of our wastewater is treated off-site by others before being discharged to the environment, which means it is discharged directly to a public treatment works for further treatment, hauled to an off-site facility for further treatment prior to discharge, or discharged to off-site evaporation ponds with no direct discharge.

Process wastewater is discharged under permits issued by the appropriate local jurisdiction and treatment authorities. At about one quarter of our locations, specific wastewater streams, such as high strength biochemical oxygen demand or surfactant streams, are segregated, collected, and transported off-site to an appropriate treatment facility when the local wastewater authority is unable to receive the discharges. Priority treatment (or pre-treatment) of our wastewaters varies by site, operation, and local requirements, but may include pH adjustment, solids removal, metals removal, and organics reduction.

### 2023 Wastewater Discharge Distribution



Our Old Fort, OH plant is the only operation with a direct industrial wastewater discharge (i.e., wastewater is discharged directly into a stream or other receiving body). This plant manufactures sodium bicarbonate and other products. Under the USEPA Clean Water Act, Categorical Pre-Treatment regulations, the sodium bicarbonate manufacturing process is considered a “zero discharge” process. All wastewater impacted by sodium bicarbonate is recovered and re-used in the sodium bicarbonate process or other production. The Old Fort plant treats and discharges sanitary and general wastewater (from mechanical systems, non-contact cooling, and other non-sodium bicarbonate processes). Treatment processes include filtration, settling, pH adjustment, and microbial disinfection (for sanitary wastes). The discharges are allowed under a permit issued by the state environmental regulatory authority and include regular monitoring of wastewater parameters for compliance with established limits. Parameters include flow, color, dissolved oxygen, solids, nitrogen, fecal coliform, chlorine residual, chemical and biological oxygen demand, oil and grease, and pH. No permit excursions occurred in 2023; however, there was one Notice of Violation issued due to excess color in our discharge. The event was associated with an algae bloom in one of our wastewater ponds during a plant shut down. Upon resumption of operations the initial discharge exhibited a yellowish green tint. Conditions returned to normal shortly after resumption of plant operations. Our investigation and conclusions were shared with the regulatory authority and no penalties were assessed.

In 2023, the plant discharged 30.6 million gallons of treated wastewater to the Sandusky River. The lower Sandusky River is classified as an Ohio Scenic River. In anticipation of plant expansion, we received permission in 2021 to expand and upgrade the wastewater treatment capacity allowed by our permit. In 2022, we worked with the regulatory agency and an outside engineer to design the proposed upgrade. The design was approved by the agency in 2023 and will be installed in 2024. We continue to work with local regulatory authorities to ensure our wastewater is properly managed prior to discharge minimizing any impact to the receiving waters.

As a result of on-site treatment, pre-treatment, and off-site treatment of our wastewater, discharges from our operations do not significantly affect water quality in any receiving bodies of water.

## WATER CONSERVATION PROJECTS

### Reverse Osmosis & Water Purification Process Changes

A number of our operating plants conduct water purification processes, including reverse osmosis, to ensure we use the highest quality water in our products. These processes can waste large volumes of water during regeneration and back washing of the system treatment media or system start up flushing (reject) until the desired water quality is reached. We continued to expand our assessment of these processes in 2023. Through adjusting performance parameters or installing reject water capture and feedback loops, we saved an estimated 10 million gallons of water in 2023 that otherwise would have been wasted.

### Reformulation

Our R&D product group has focused on a number of projects intended to reduce the amount of water required to produce our products. These include Phase II of our concentration of our liquid laundry products, as well as minimizing certain premix steps, and other reduction of water to formula efforts. These changes, along with other water reduction efforts, have contributed to a reduction of approximately 17 million gallons of water intake in 2023.

### Wastewater Recovery

We are exploring opportunities to recover additional wastewater streams. Many of our processes already include a water reclaim step. But in 2023, we invested resources to examine engineering opportunities to process and reclaim wastewater that we currently dispose or discharge. Projects include diverting “clean” non-contact water flow from wastewater for capture and reuse and installation of a trial treatment system to capture and treat select wastewater streams. If the project installations are successful, we estimate a reduction of at least 10 million gallons in 2024 and the ability to transfer the technologies to similar applications across our plants.

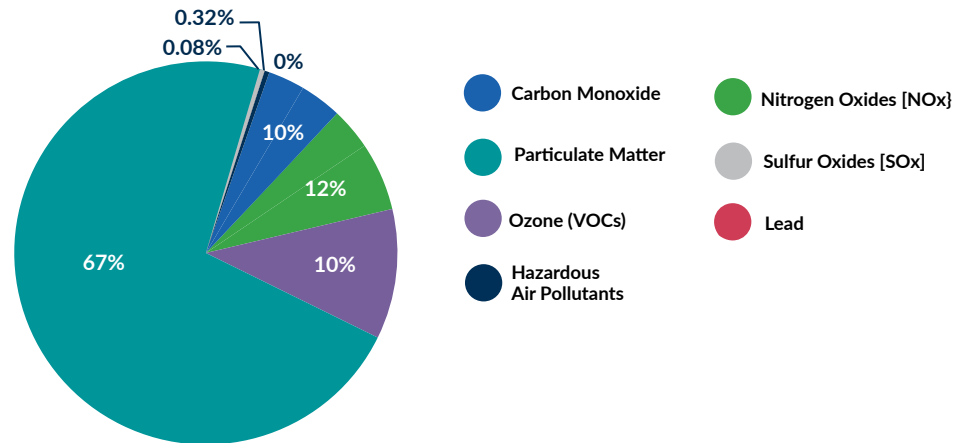




## AIR EMISSIONS

In addition to GHG emissions discussed on the next page under “Climate Change,” several of our facilities report on specific air emissions as required by a facility air permit or regulation. The chart below represents the breakdown of Criteria Air Pollutant emissions as defined by the USEPA for those facilities that are required to track or report air emissions. In 2023, our total reported air emissions of criteria pollutants were approximately 460 tons with 67% being particulates. Hazardous air pollutants, lead, and sulfur oxides make up less than 1% of total air emissions from our operations.

### 2023 Criteria Air Pollutant Emissions





CDP is a nonprofit organization that operates a global disclosure system to provide consistent reporting of key environmental impacts.

## CLIMATE CHANGE

It is widely recognized that continued emission of GHGs will cause further warming of the planet that could lead to damaging planetary, economic and social consequences. The urgency of climate change requires us to rethink how we plan. It pushes us to develop new business models, partnerships, solutions and products for a more resilient company. On an ongoing basis, we monitor climate-related issues, such as emerging regulations, extreme weather and changing markets forces, and engage with our stakeholders to understand and align with their ESG and Sustainability requirements and concerns, including those related to climate.

As climate change and other ESG and Sustainability concerns become more prevalent, our stakeholders are increasingly sensitive to these issues. Our customers and consumers are demanding more transparency regarding our efforts to mitigate climate change impacts. We continue to align with Task Force on Climate-Related Financial Disclosures (TCFD) and report in reference to the Global Reporting Initiative (GRI) Standard to promote transparency regarding these efforts. Also, we respond to CDP Climate Change, Water and Forests Questionnaires annually and routinely engage our stakeholders on their Sustainability and climate concerns.

More detailed information on our climate change program is available in our 2023 CDP Climate Change Response, a copy of which is available on our website. In 2023, we received an A- score from CDP on our Climate Change Response, up from a B score the prior year. We perform a detailed year-over-year analysis of our identified strengths and weaknesses in order to improve our program and reporting. In addition, we will continue to build out a timely and effective climate strategy that aligns with CDP's climate change priorities and expectations and drives continuous improvement in this area.

The following disclosures regarding governance, strategy, risk management and metrics and targets are intended to align with TCFD's recommended disclosure framework. For more information on the specific TCFD disclosures, refer to the **TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES - INDEX** on page 130 of this Report.



## GOVERNANCE

At Church & Dwight, we recognize the urgent need to do our part to reduce our carbon footprint by realizing resource efficiencies, increasing renewable energy use, and focusing on carbon reductions. To meet this need, we incorporate climate change management into our business strategy to drive continuous improvement of our Sustainability approach and performance.

- Our Board of Directors, acting principally through its Governance, Nominating & Corporate Responsibility Committee, oversees our Sustainability program and ESG efforts, including our climate change strategies and initiatives. This framework for Board oversight is designed to facilitate the integration of Sustainability risks, including climate change, into our overall strategic processes.
- The Governance, Nominating & Corporate Responsibility Committee meets at least quarterly and reviews the health of our Sustainability program.
- Our Corporate Issues Council (the “Council”), comprised of senior executives representing all our key functional areas, meets regularly throughout the year, guides the integration of Sustainability with all parts of our business, and drives continuous improvement in our Sustainability approach and performance. The Council takes the lead in defining and implementing our Sustainability strategies across the six ESG pillars.
- Our Environmental & Safety Operations Department monitors climate-related issues, such as emerging regulations, extreme weather and business continuity, and changing market forces on an ongoing basis, and raises any significant issues and risks with the Council. The Council in turn evaluates and discusses the most significant Sustainability issues, risks, and opportunities we face (including climate-related issues) and the functions within the company that should be accountable for them.
- Stakeholder issues are included on the agenda for each of the Council’s meetings and Sustainability issues raised by investors and other stakeholders are reviewed with the Governance, Nominating & Corporate Responsibility Committee at each of its meetings.

- Our Executive Vice President and General Counsel, who is a member of the Council, meets regularly with the Governance, Nominating & Corporate Responsibility Committee, together with subject matter experts from the Council, to review the health of our Sustainability program, opportunities for improvement, and the status of execution against agreed program priorities.

Through our executive-level management and Board oversight approach to Sustainability and performance, our understanding of our full carbon footprint continues to improve as we develop more robust governance processes and build upon our engagement opportunities throughout our operations. Please see Governance on page 13 of this Report for further details about our governance practices.

## STRATEGY

Our climate transition strategy is informed through input from our stakeholders. We evaluate our climate impact from a management perspective through applicable climate frameworks, including the Task Force on Climate-related Financial Disclosures (TCFD), Global Reporting Initiative (GRI) Standards 300 Series, International Sustainability Standards Board (ISSB), and Science Based Targets Initiative, among others. We also closely track obligations under developing climate disclosure regulatory requirements such as the U.S. SEC Climate Disclosure Rule, the E.U. Corporate Sustainability Reporting Directive, and California's SB 261 Greenhouse Gases: Climate-Related Financial Risk Act and SB 253 Climate Corporate Data Accountability Act. Within these frameworks, we run our business to enable us to assess our carbon impact, evaluate and implement ways to reduce that impact, and disclose our progress.

We address the potential impacts of climate change on our operations in our business and planning strategy and through product design. Extreme weather, water and other resource restrictions and increased temperature impacts on food production and other natural resource production can impact our operations. To prepare for these potential climate change impacts, we develop products with

improved carbon or water footprints such as concentrated laundry detergent, established carbon neutral status for consumer baking soda sales, made commitments to renewable energy and carbon credits for immediate term carbon reduction and are exploring decarbonization engineering efforts for longer-term carbon reductions.

Our strategy, directed by the Council, focuses on:

- Reducing and offsetting Scope 1 and Scope 2 carbon emissions associated with our operations
- Reducing Scope 3 carbon emissions associated with our value chain



In 2022, our science-based climate mitigation targets were validated by the Science Based Targets Initiative (SBTi). These targets extend through 2030 and consider the level of additional carbon reduction needed to meet the goals set forth in the Paris Agreement. In addition, we have committed to working with our supplier base representing 75% of our suppliers' emissions, covering purchased goods and services, capital goods, and upstream transportation and distribution, to develop associated science-based targets by 2026.

As we prioritize actions in support of our science-based targets (SBTs), we continue progress towards our near-term climate-related goal that our Scope 1 and 2 emissions related to the global operations owned and controlled by us will be carbon neutral by 2025. We also monitor our Scope 1, 2, and transportation-related Scope 3 emissions intensity (targeted emissions). It is our goal to reduce our targeted emissions normalized to million pounds shipped by 20% by 2025, as compared to our 2016 baseline. In 2023, our normalized targeted greenhouse gas emissions were 57.4 ton CO<sub>2</sub>e/MM pounds shipped, a decrease of 26.5% compared to our 2016 baseline, exceeding our reduction target ahead of schedule.

## MITIGATING OUR EMISSIONS

To achieve our climate-related goals, we reduce our carbon emissions through energy savings projects, renewable energy credits, and on-site solar/green energy projects, and offset our emissions through initiatives such as tree planting initiatives and similar verified carbon credit programs.

As we seek to reduce carbon from our operations, we employ parallel strategies of seeking “bottom up” carbon reduction opportunities and efficiency projects developed and generated at the plant level. At the same time, we retain outside

decarbonization and engineering expertise to look at larger scale projects that can reduce significant amounts of our carbon emissions, including carbon process intensity improvements, energy/heat recovery, use of alternate fuels, or carbon capture. We are keeping focus on our larger GHG-emitting operations. In 2023, we invested in further assessment of carbon reduction opportunities and initiated assessment and preliminary engineering for both a major carbon capture/reduction effort in our baking soda process at our Old Fort, OH plant as well as assessing carbon capture technologies from fuel combustion for steam generation. Final design and implementation for some of these projects is expected in 2024 and 2025. We continue to implement energy minimization projects at a plant level while assessing and developing engineering for additional larger projects to meet our SBT goals.





## ADDRESSING EMISSIONS IN OUR VALUE CHAIN

We developed a more complete Scope 3 emissions inventory, based on 2019 data, to gain a broader understanding of our supply chain impact. This data was included in our CDP Climate Change Response in 2022. In 2022, we updated the inventory based on 2021 data. In 2024, we will continue our cadence of updating our review of the components and quantities that comprise our Scope 3 emissions every other year. With each review, we refine our source data, verify or expand our scope, and improve our methods to better understand and impact these emissions. See further discussion of Scope 3 emissions and our science-based targets under “Metrics and Targets” below.

As we evaluate and strengthen our supply chain to minimize disruptions, we seek opportunities to shorten our supply chain and increase resiliency. These efforts are intended in part to reduce Scope 3 emissions by optimizing and minimizing total miles of material and product transportation. We also encourage our supply chain partners to develop and implement their own carbon reduction programs and goals. In early 2023, we joined CDP as a Supply

Chain Member and engaged our primary suppliers (by spend) to encourage them to implement and disclose their carbon reduction targets and strategies to better track removal of carbon from our supply chain. We received responses to our CDP climate data request from 58% of the contacted suppliers, which represented 62% of our total domestic supplier spend in 2022. We are presently reviewing those responses to assess maturity of supplier climate efforts and planning ways to expand this engagement to more suppliers and encourage climate action in accordance with our SBT goal.

We invest in R&D for new products and packaging formulated to minimize water and energy requirements, reduce package weight, and increase recyclability of packaging – all of which help reduce our Scope 3 emissions by reducing our use of resources and reducing consumer waste. Scope 3 emissions associated with our products are the result of activities from assets not owned or controlled by us, but that our organization indirectly impacts either in the upstream supply of materials and resources or in the downstream distribution and use of our products (i.e., our “value chain”). Product innovation efforts include seeking non-plastic alternatives and reducing plastic weight, where possible, increasing plastic recyclability and circularity through plastic component simplification and consumer education, and increasing the amount of Post-Consumer Recycled (PCR) plastic in our packaging. In 2023, we completed Phase 2 of our laundry product concentration and compaction efforts to minimize water and packaging size in line with our overall goals to reduce water use and packaging. Additional information regarding these and similar product initiatives is discussed in the **Packaging, Products and Our Brands** sections of this Report.



## OUR APPROACH TO CLIMATE RESILIENCE

In considering our overall climate resilience strategy, we think of resilience as both the capacity to recover from and adapt to the physical impacts of climate change and ability to respond to the impacts of policy and market shifts brought about in response to climate change. These efforts impact many of the issues identified in this Report, in being active water stewards, reducing packaging waste, encouraging our suppliers to produce our ingredients in more sustainable ways, and considering the climate impacts of our operations as we innovate for increased efficiency and better value creation. To advance our climate resiliency, we plan to develop a transition plan within the next two years to outline risks and opportunities related to scenario analysis findings. Our climate resilience approach emphasizes both climate-related risks and opportunities.

Climate-related risks and opportunities are incorporated into our operations and business strategy at many levels.

## RISKS

Certain of our business activities, the production of some of the materials used in our products, including petroleum-based, agricultural, and forest materials, and the growing global demand for livestock products (the focus of our Animal and Food Production business), can contribute to deforestation, climate change, and reduction in biodiversity, and can adversely impact water quality and availability, people and communities. In turn, climate change is a threat to each of those activities. While we strive to minimize the environmental impact of our global operations, a potential loss in business could result from reduced demand for our products and loss of customers if we do not meet their expectations related to our efforts towards Sustainability and fighting climate change.



A few examples of our most significant climate-related risks are described in our Annual Report and summarized below:

- **Reduced availability of transportation or disruptions in our transportation network could adversely affect us.** We distribute our products and receive raw materials and packaging components primarily by truck, rail, and ship and through various ports of entry. Reduced availability of trucking, rail or shipping capacity due to labor shortages, adverse weather conditions, natural disasters, including climatic events (including any potential effect of climate change), allocation of assets to other industries or geographies or otherwise, work stoppages, closure of operations due to government restrictions or sick employees or other impacts of pandemics, strikes or shutdowns of ports of entry or such transportation sources, could lead to inflationary cost pressures, cause us to incur unanticipated expenses, and impair our ability to distribute our products or receive our raw materials or packaging components in a timely manner, which could disrupt our operations and strain our customer relationships and competitive position.
- **Increasing focus and sensitivity by governmental, non-governmental organizations, customers, consumers and investors to ESG issues, including those related to DEI, climate change, plastic usage and ingredients, could result in increased operating or manufacturing costs and compliance challenges, which could adversely affect our business.** As climate change and other ESG issues become more prominent, so has scrutiny by federal, state, and local governments, non-governmental organizations, and our customers, consumers, and investors. This will likely result in new or increased regulatory requirements such as the Commission's disclosure on climate change and various state-level Extended Producer Responsibility programs, California's recently enacted climate reporting legislation, and customer and consumer standards. In addition, our stakeholders are increasingly demanding transparency regarding our DEI efforts as well as our efforts to mitigate our impacts on climate change, and to eliminate chemicals of concern and otherwise reduce or mitigate adverse effects on the

environment. For example, some of our major customers have requested we respond to various questionnaires, including the CDP Climate Change, Water and Forests Questionnaires, and use our responses and CDP scores to evaluate us. Compliance with these requirements, standards and disclosure requests may be challenging and could cause disruptions in the manufacture of our products and/or result in increases in operating costs, and additional legal, compliance and regulatory risks and costs. We may also be required to contribute funds to support recycling and other waste management infrastructure, and/or incur costs associated with making necessary changes to our operations and controlling, assessing and reporting on certain ESG metrics. These disruptions and additional costs could make our products more costly and less competitive than other products, which would adversely affect our business.

- **Any failure to achieve our ESG goals or to effectively respond to new or current legal, regulatory or stakeholder ESG requirements could adversely affect our business and reputation.** While we strive to minimize adverse impacts of our global operations, our ability to achieve any stated ESG goal, target, or objective is subject to numerous factors and conditions, many of which are outside of our control. We could lose revenue if our consumers change brands, major retailers delist our products or our retail customers move business from us because we have not effectively responded to regulatory requirements, complied with their ESG requirements or met their expectations related to our sustainability efforts, including with respect to DEI, climate change, plastic usage, or ingredients. In addition, our actual or perceived failure to achieve or make sufficient progress towards our stated ESG goals or comply with ESG related regulations could result in litigation, regulatory scrutiny, or adverse publicity, which could damage our reputation, reduce consumer demand, and devalue our brand equity. Further, ESG-conscious investors may choose not to invest in our securities if we do not comply with their expectations, and investment managers may not include our securities in ESG-designated funds.

Additional climate-related risks that are relevant to our business, as well as how we manage them over the short, medium, and long-term, are also discussed in our CDP report. They are summarized below:

- **Current Regulations** – The evaluation of applicability of current climate change regulations to our existing operations is primarily the responsibility of our Environmental & Safety Operations Department. For example, we track the applicability of greenhouse gas emissions reporting requirements at all our locations in the U.S. and elsewhere. All our U.S.-based operations are currently below the EPA 25,000 metric tons per facility GHG reporting threshold. More recently we are planning for our compliance obligations under the EU Corporate Sustainability Reporting Directive and the Commission’s disclosure on climate change. The Law Department Regulatory Affairs evaluates impacts on a product level. Relevant risks are included on the agenda of the Council.
- **Emerging Regulations** – The evaluation of emerging climate change regulations to existing and new operations is the responsibility of our Law and Environmental & Safety Operations Departments, Regulatory Affairs, and the Council. Additionally, our Chemicals of Concern Committee monitors and tracks emerging data and trends for chemicals that are being reviewed for human and environmental impact. Each department has a responsibility to ensure that proposed relevant legislation and regulations are included on the agenda of the Council. For example, we are monitoring global regulatory trends regarding carbon pricing and tax frameworks or reporting. We may need to allocate additional staff or resources in the future if lower reporting thresholds for greenhouse gas emissions or specific reporting frameworks are enacted. We continue to perform tracking and review of upcoming frameworks, including International Sustainability Standards Board (ISSB) and Center for Sustainability Research & Practice (CSRP) protocols.
- **Legal** – Any Sustainability-related legal issues that could have a material impact on us are evaluated and discussed by the Council. To date, we have not identified any climate-related risks associated with actual or potential litigation against us.
- **Acute Physical** – We actively monitor climate change issues that could have an acute effect on our operations such as increased severity of weather-related events. For example, some of our coastal facilities may be subject to business interruption due to climate-related risk of storm damage or flooding. We have established business continuity plans for our operations designed to be implemented in the event of a natural or man-made event. These plans are customized to address relevant concerns at each location. In addition, our supply chain relies upon the availability of shipping facilities to bring raw materials and intermediate goods into the U.S. In recent years, hurricanes and tropical storms have affected port operations and severe weather/flooding in the central U.S. has disrupted rail service and chemical production, posing potential business risks in the form of interruption to our raw material availability and ability to transport products.
- **Chronic Physical** – Water availability is a significant factor for some of our manufacturing sites. We manufacture products, such as laundry detergent and other cleaning products, which contain water as an ingredient, while some products require water for processing. Future water scarcity could result in increased operating costs for manufacturing these products or directly affect our ability to manufacture product through inability to obtain necessary raw materials or having insufficient water available to operate our plants. We have publicly stated goals to reduce the impact of our operations and transportation by reducing our greenhouse gas emissions, support the generation of renewable energy and commit to reducing our water consumption by 10% per year on a normalized basis. We have locations that are near the oceans, including our facilities in Folkestone, UK, and Lakewood, NJ, and we monitor chronic conditions such as sea level rise, temperature increases, and water quality and availability. We have products that are temperature-sensitive that may require reformulation or climate-controlled shipping if ambient shipping temperatures continue to rise.



## OPPORTUNITIES

We have also identified significant climate-related opportunities to improve our business performance, including the following examples:

- **Products and Services** – We continue to identify opportunities for new products and packaging formulated to minimize water or energy requirements in manufacture or consumer use and increase recyclability of packaging. Examples of product improvements already implemented include concentration of laundry products and greater recyclability of our product packaging through How2Recycle labeling.

- **Access to New Markets** – We recognize that our customers and consumers are increasingly demanding transparency regarding our efforts to mitigate our impacts on climate change. For instance, many major retailers that sell our products request that their suppliers demonstrate GHG reduction initiatives, and we are responsive to their objective of reducing the carbon intensity of their supply chains. We discuss climate-related issues with our customers directly and through industry association reporting initiatives. We continuously strive to respond to customer and consumer concerns or perceptions regarding practices for packaging materials, such as plastic packaging, and their Sustainability performance. In 2023, our continued efforts in key areas of Sustainability earned recognition from various third parties, as noted in this Report. Activities that help establish and improve this reputation enable us to maintain existing markets and expand into other markets and consumer segments where these ideals are valued.
- **Resource Efficiency** - Reducing energy use reduces the costs associated with procuring and managing energy, materials and water. Our near-term climate-related goal is for operations owned and controlled by us to be carbon neutral by 2025, by mitigating our carbon emissions through energy savings projects, renewable energy credits, on-site green energy projects, and purchased carbon offsets. As part of this goal, our collective facility-level objectives are designed to reduce total energy consumption or at minimum, remain energy neutral on a year-to-year basis. To achieve this, certain of our plants have implemented a variety of energy efficiency projects. These efforts will be accelerated through our commitment to science-based targets.

- **Technology** – We have publicly stated GHG emission reduction goals. Various departments throughout the organization evaluate relevant technology that supports those goals, for example, lighting efficiency or process equipment improvements that will reduce energy consumption, or new energy monitoring technologies that could create energy savings as well as direct decarbonization opportunities. We continue to evaluate new technologies and how they could be implemented in our processes. Examples of which include combined heat and power (CHP), carbon capture, process modifications and heat recovery. Risks may be associated with cost-effective technology not being available to continue reducing our energy consumption or carbon reduction in the future. Emerging technologies may improve our ability to achieve our goals.
- **Supply Chain** – To improve our understanding of climate change impacts in our supply chain, we have increased the level of engagement with contract manufacturers and suppliers. We track and update our Scope 3 emissions estimate associated with our supply chain regularly. In early 2023, we partnered with CDP to enhance our engagement. We are presently assessing the responses we received from suppliers in 2023 and refining our encouragement strategy with our key suppliers regarding verifiable carbon reduction goals.



## RISK MANAGEMENT

At Church & Dwight, our Board-level committees oversee risk assessment and risk management responsibilities, with our Board of Directors overseeing the implementation of processes and findings. The Board's Audit Committee oversees our enterprise risk assessment program and our ethics and compliance program, each of which is supported by our Internal Audit department. The Council oversees the assessment results and management efforts to incorporate risks into our business strategy.

Through our risk oversight teams, we manage alignment of climate-related risks and opportunities as part of our climate resilience strategy by assessing climate risks and reviewing our material issues. Our Internal Audit department administers an annual detailed Enterprise Risk Management assessment with management to identify and rank the most significant risks that affect us as a company, including consideration of many risks associated with companies in the consumer products industry. Formal alignment of the most significant

risks occurs between the Board and executive management every other year and as changes in the risk environment necessitate. As a result of our risk assessment, our Internal Audit department annually prepares an Internal Audit project plan under which it reviews activities directed to mitigate business and financial related risks. This plan is subject to Audit Committee approval. Our Internal Audit Director meets quarterly with our executive officers to assess any changes in the magnitude of identified risks and the status of mitigation activities regarding the most significant risks. The Internal Audit Director reports directly to the Audit Committee of the Board of Directors.

To further track our risks and opportunities, we continually monitor stakeholders' perspectives to assess our material issues. Defining our material climate-related issues is an ongoing process influenced by the standards and guidelines of GRI, SASB, TCFD, ISSB, and our stakeholders. The Council facilitates the review of our material climate-related issues. The Council identifies stakeholders' ESG concerns and prioritizes related risks and opportunities relative to impact and likelihood. Stakeholder Sustainability issues are included on the agendas for Council meetings as they arise, and Sustainability issues raised by investors and other stakeholders are reviewed with the Board's Governance, Nominating & Corporate Responsibility Committee at each of its meetings.

On an asset level, facility managers are responsible for understanding and addressing site-specific risks such as extreme weather event frequency, supply disruptions, or changing water/wastewater utility limitations or requirements and for ensuring that plans and procedures are in place to mitigate such risks through both a documented site business disruption continuity plan and long-term strategic business plan. Facilities can access corporate-level assistance and resources for support as needed.



## METRICS AND TARGETS

GHG emissions are associated with all aspects of our value chain, including our supply chain for raw materials production, raw material transportation to the point of manufacture, product distribution and product use. In order to understand and control our emissions and climate impact, we track multiple metrics, including energy use in our operations, Scope 1 and Scope 2 emissions of greenhouse gases associated with our operations, and Scope 3 emissions from transportation and other activities associated with our operation. We have set goals to minimize our greenhouse gas emissions at both a corporate and facility level. In 2022, our science-based targets were validated by the SBTi, an organization promoting best practice in emissions reductions in line with climate science. These targets align with SBTi's latest criteria for maintaining global temperature rise to 1.5 degrees Celsius for Scope 1 and Scope 2 emissions and well below 2 degrees Celsius for Scope 3.

- Church & Dwight is committed to reduce absolute Scope 1 and Scope 2 GHG emissions 46% below 2020 levels by 2031
- Church & Dwight pledges to reduce absolute Scope 3 emissions below 2019 levels through influencing our supply chain partners\*
- Church & Dwight is committed to continuing our pledge to use 100% Renewable electricity for operations under our control

As we prioritize actions in support of our science-based targets, we continue our progress towards our primary near-term climate-related goal that all global operations owned and controlled by us be carbon neutral by 2025, by reducing and offsetting our carbon emissions through energy savings projects, renewable energy credits (RECs), purchase power agreements (PPAs), on-site solar projects, tree plantings, and similar carbon credit programs. Today, 100% of our operations' global electricity is procured from renewable sources, inclusive of RECs, while our Scope 1 and targeted Scope 3 emissions are partially offset by certified carbon credits obtained through projects from the Arbor Day Foundation® and Climate Impact Partners, LLC. In addition, we have an operational goal to reduce our normalized carbon emissions (targeted emissions in metric tons CO<sub>3e</sub>/product shipped) by 10% each year and have set a target to reduce total normalized energy use (GJ/product shipped) from our operations by 10% each year.

\*Our Scope 3 SBT goal is for our suppliers that represent 75% of our Scope 3 emissions to establish their own science-based targets by 2026. These suppliers include providers of purchased goods and services, capital goods and upstream transportation and distribution.





## EMISSIONS

The first step in this process is to understand our emissions. For our current 2025 carbon neutral goal for Scope 1 and Scope 2 emissions, we define our targeted GHG emissions inventory to include those emissions over which we have direct control. This includes Scope 1 direct emissions from our operated facilities and Scope 2 indirect emissions from our operated facilities (primarily electricity and steam purchases). We also include in our historical assessment of GHG emissions those Scope 3 emissions associated with the transport of our finished products to our first point of customer contact (in the U.S. and Canada) and corporate business travel. We have quantified and tracked these elements of our Scope 3 inventory as part of our metrics and targets for several years, and we refer to them in this Report as targeted Scope 3 emissions. As we evaluate and strengthen our supply chain to minimize disruptions, we seek opportunities to shorten our supply chain and increase resiliency, which may provide opportunities to reduce Scope 3 emissions by optimizing and minimizing total miles of material and product transportation.

Beginning in 2020/2021, we look beyond our targeted Scope 3 emissions and analyze those resulting from operations in our supply chain not owned or controlled by us, as well as emissions from our products. The initial drivers for this were the preparation of our CDP Climate Change Response and establishment of our science-based targets. Our Scope 3 emission estimate was updated again in 2022 based on calendar year 2021 data. Data regarding this Scope 3 emissions inventory was reported in our CDP Climate Change Response in 2023, a copy of which is available on our website. To improve our understanding of climate change impacts in our supply chain, we have increased the level of engagement with contract manufacturers including select direct engagements and joining CDP as a Supply Chain member. In 2023, we engaged suppliers representing 85% of our domestic direct spend through CDP to respond to both the CDP climate questionnaire and the water security questionnaire. We are currently reviewing the responses, evaluating the maturity of the supplier climate efforts and developing our 2024 strategy to engage and encourage suppliers based on where they are on their corporate climate journey.



The table on this page provides the most recent three years of data for our Scope 1 and 2 GHG emissions, plus the targeted Scope 3 emissions that we have incorporated into our GHG metrics and targets for many years. We have also included the total Scope 3 emissions estimate calculated as defined in the GHG Protocol's Corporate Value Chain Accounting Standard. These emissions were calculated in 2021-2022 based on supply chain activity for 2021, the most recent data available. We plan to update our Scope 3 emissions inventory again in 2024.

The following chart provides our absolute and normalized GHG emissions. The normalized results provide an indication of GHG emissions relative to production and shipping of products.

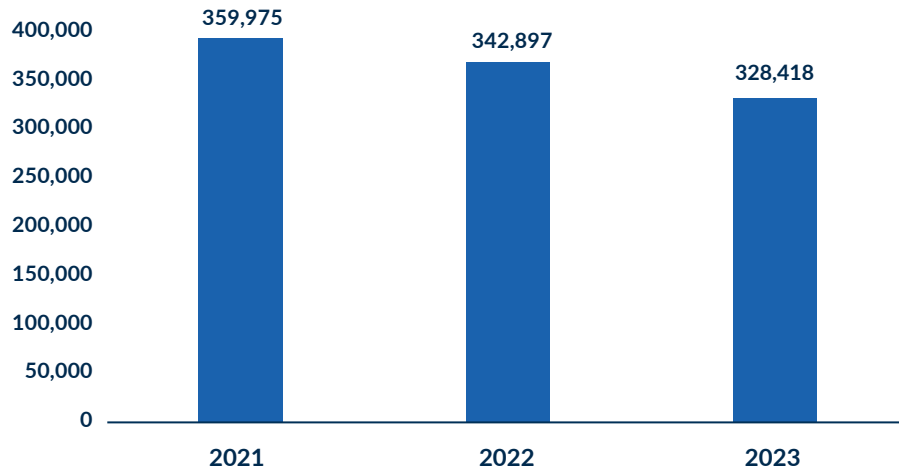


## GREENHOUSE GAS EMISSIONS (GHG)

|  | 2023      | 2022*     | 2021*     |
|--|-----------|-----------|-----------|
| Scope 1 (MT CO <sub>2</sub> e)   | 89,940    | 90,172    | 90,747    |
| Scope 2 (MT CO <sub>2</sub> e) Location based  | 58,552    | 56,286    | 57,567    |
| Scope 2 (MT CO <sub>2</sub> e) Market based  | 9,370     | 7,672     | 7,516     |
| Scope 1 + Scope 2 (MT CO <sub>2</sub> e)   | 148,492   | 146,457   | 148,314   |
| Target Scope 3 - North America Transportation Operations (MT CO <sub>2</sub> e)  | 179,926   | 196,439   | 211,662   |
| Scope 3 (MT CO <sub>2</sub> e)<br>Excludes indirect emissions  | 2,364,676 | 2,365,058 | 2,391,210 |
| Total Scope 1 + 2 + Targeted 3 (MT CO <sub>2</sub> e)<br>Location based  | 328,418   | 342,897   | 359,975   |
| Total Scope 1 + 2 + 3 (MT CO <sub>2</sub> e) Location based<br>(Excludes indirect emissions)                           | 2,513,169 | 2,511,516 | 2,539,524 |
| GHG Intensity (Scope 1 + Scope 2)<br>(MT CO <sub>2</sub> e /MM pounds of product shipped)                              | 25.9      | 25.5      | 24.7      |
| GHG Intensity (Total targeted emissions<br>by product shipped) (MT CO <sub>2</sub> e /MM<br>pounds of product shipped) | 57.4      | 59.8      | 59.9      |
| GHG Intensity (Total targeted emissions<br>by product shipped)(MT CO <sub>2</sub> e /MM units<br>of product shipped)   | 212       | 211       | 229       |
| GHG Intensity (Total targeted emissions by<br>USD Sales) (MT CO <sub>2</sub> e /MM USD Sales)                          | 56.0      | 63.8      | 69.4      |

\*GHG values have been modified to accommodate corrected data errors and updated emission factors.

## Targeted GHG Emissions [tonnes CO2e]



## PROGRESS

In 2023, more than 94% of our targeted GHG emissions (Scope 1 + Scope 2 + targeted Scope 3) were either offset through carbon credits or reduced through renewable energy credits. We anticipate, between RECs and carbon credits, to meet our 100% neutral target in 2024. In 2023, we continued our commitment to 100% renewable electricity through RECs and expanding installation of green electricity at our sites.

Our operational carbon emissions (Scope 1 and Scope 2) in 2023 increased 1.4% versus 2022, but our absolute targeted GHG emissions in 2023 (Scope 1 and 2 and targeted Scope 3) decreased approximately 4% versus 2022, exceeding our target to hold these emissions flat. Energy reduction efforts in our plants helped minimize our Scope 1 and Scope 2 emissions.

Phase 2 of product concentration and continued load optimization efforts aided in reducing the number of truckloads and reducing our targeted Scope 3 emissions. Targeted Scope 3 emissions decreased 8%. These decreases drove overall and normalized reductions in our targeted emissions. Targeted GHG emissions normalized to million pounds of product shipped was down 4% and normalized to million units shipped increased by less than 1%. Scope 1 + Scope 2 emissions normalized to million pounds of product shipped increased 1% versus 2022. Absolute Scope 1 emissions decreased slightly, Scope 2 emissions increased slightly, and targeted Scope 3 emissions were down. Decreased or flat mass and units shipped used to normalize our metrics resulted in flat or even increasing normalized trends, missing our 10% normalized reduction targets. The data demonstrates that we must continue our efforts to remove carbon from our operations and improve efficiency.



| Reference Year | Scope 1 Emissions (MT CO2e) | Scope 2 Emissions - market based (MT CO2e) | Total Emissions (MT CO2e) |
|----------------|-----------------------------|--|---------------------------|
| 2020           | 91,587                      | 7,815                                      | 99,402                    |
| 2023           | 89,940                      | 9,370                                      | 99,310                    |
| Delta (%)      | -2%                         | 22%  | -0.1%                     |

While we reduced our Scope 1 emissions in 2023 by 2%, our Scope 2 market-based emissions increased because of purchased steam. In 2023, we were informed of a suspected metering malfunction from our steam supplier and the relative increase was a result of this metering error.

In 2023, we continued our decarbonization engineering assessments and feasibility assessments to select specific, impactful decarbonization opportunities. Our long-term decarbonization roadmap to remove significant portions of our operational carbon emissions explored combined heat and power, process heat recovery, alternative energy and carbon capture opportunities in our operations. We are moving forward with a portion of the plant-level energy conservation measures identified through the energy audit programs, and are completing formal design on process carbon dioxide recovery at one of our baking soda plants in 2024. We have also invested in assessment and evaluation of flue gas carbon capture technologies. We expect to select and implement one of these carbon capture technologies in 2024/2025 at our largest natural gas burning location. We maintain dedicated capital budget for local projects for energy and Sustainability improvements to enhance our efficiency and reduce the energy intensity of our manufacturing programs.

## Science-Based Targets

Our science-based targets were validated by SBTi in July 2022. Our 2023 progress is summarized below. Based on our 100% renewable electricity through RECs, we use our Scope 2 market-based emissions and Scope 1 emissions to track our SBT reduction progress.

**Reduce Absolute Scope 1 and Scope 2 emissions by 46% vs 2020 base year**





### **Maintain 100% Renewable Electricity for Operations under our Control**

We used approximately 151,232 MWH of electricity in our operations in 2023, and purchased in excess of 150,000 MWH of renewable energy credits. In early 2024, we purchased an additional 1,025 MWH of RECs to mitigate our emissions and to ensure that 100% of our electricity came from low-emission sources for every region in which we operate. The remaining market-based emissions included in this Report are primarily emissions associated with purchased steam for our Green River, WY manufacturing plant.

### **Absolute Scope 3 Emissions Below 2019 Levels through Influencing Certain of our Supply Chain Partners**

As part of our science-based targets, we have committed to minimizing our Scope 3 emissions through influencing certain of our supply chain partners to establish carbon reduction targets of their own by 2026. We identified suppliers that represent 75% of our Scope 3 in the purchased goods and services, capital goods and upstream transportation and distribution categories. In 2023, Church & Dwight joined CDP as a Supply Chain member and encouraged our targeted suppliers to begin reporting their carbon performance through CDP. We requested suppliers representing 85% of our domestic direct spend to respond to the 2023 CDP climate and water security questionnaires. We received climate responses from 58% of the suppliers contacted representing a little over 62% of our domestic direct spend and 59% of our baseline 2021 Scope 3 Category 1 Purchased Goods and Services emission estimate. We are evaluating the responses received to assess the climate program maturity of the suppliers who responded. We are re-evaluating our engagement strategy based on the 2023 responses to focus on those organizations that have not begun their carbon reduction journey as well as our approach to expand the scope of suppliers we are engaging.

## ENERGY USE

Energy used in our operations is a direct contributor to carbon emissions. Energy is required in all phases of our operations from lighting offices, to burning fuels for heat or steam for processing, to charging electric fork trucks in our warehouses. We use both direct (on-site fuel combustion) and indirect (off-site electric or steam generation) energy sources in our business. Energy is also used outside our operations by third parties (not directly under our control) who provide raw materials and/or contract manufactured products.

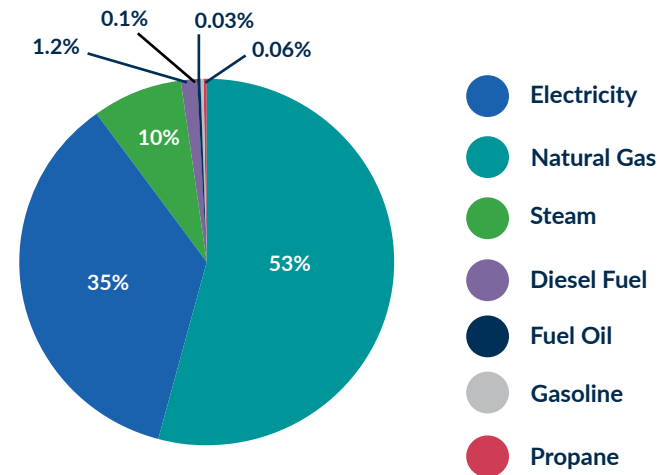
We currently track energy use within our operation from all of our company-controlled locations, including corporate administrative offices, R&D operations, manufacturing plants, and warehouse/distribution locations. We track energy consumption in terms of specific fuels, total energy (gigajoules equivalent for all fuel and electricity use), and our normalized energy consumption in gigajoules per million pounds of product shipped. Efforts to reduce energy usage, specifically natural gas, are a key element of our science-based target commitment to reduce GHG emissions. In accordance with our SBT commitment, 100% of our electricity is sourced through renewable sources by direct solar or RECs.

**Natural gas is our primary energy source** (53%) of total energy use in gigajoules followed by electricity (approximately 35%) and purchased steam (approximately 10%). Remaining fuel sources including diesel, gasoline and propane represent less than 2% combined.

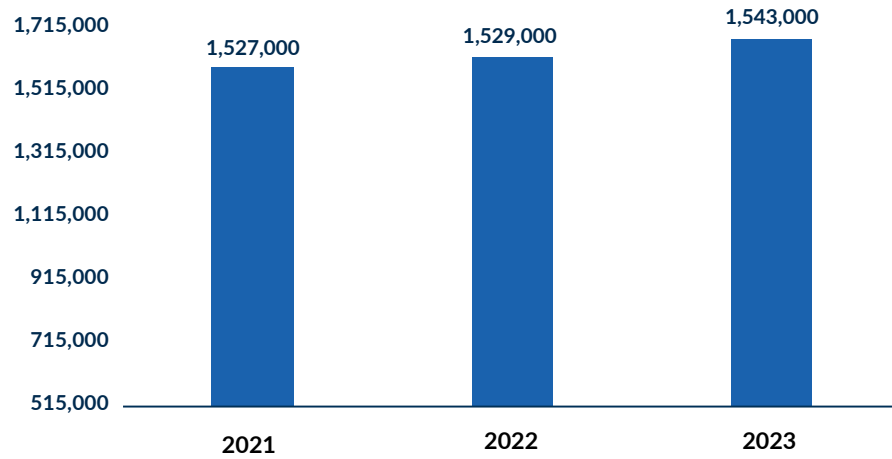
In 2023, our total energy use was approximately 1.5 million gigajoules, up less than 1% compared to 2022. Normalized energy use was 269 gigajoules per million pounds shipped, which represents a 1% increase over 2022. In 2023, we were unable to achieve our standing 10% reduction goal. Total energy use in gigajoules and total mass of product shipped were both relatively flat in 2023, negatively affecting our ability to meet our normalized reduction goal.

In 2023, electricity use increased 1%, purchased steam increased 22% (based primarily on corrected metering issue vs. 2022) while natural gas use decreased 3%. Implementation of several energy reduction projects has enabled us to minimize increases in our energy use.

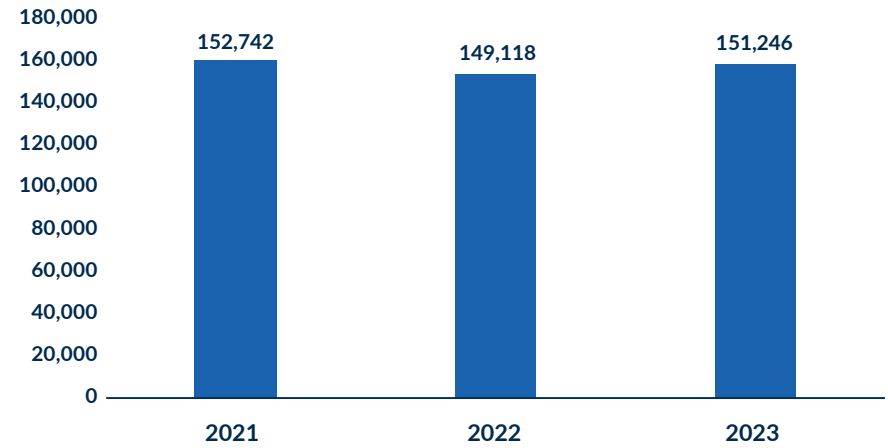
### 2023 Energy Use by Source



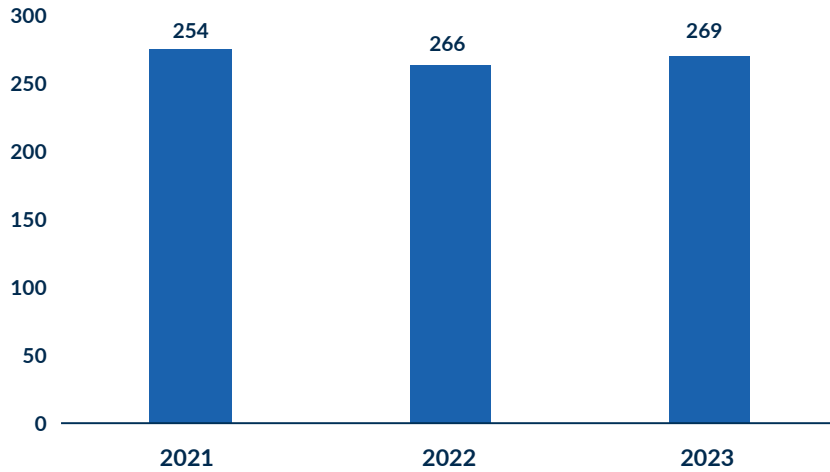
Energy Consumption [GJ]



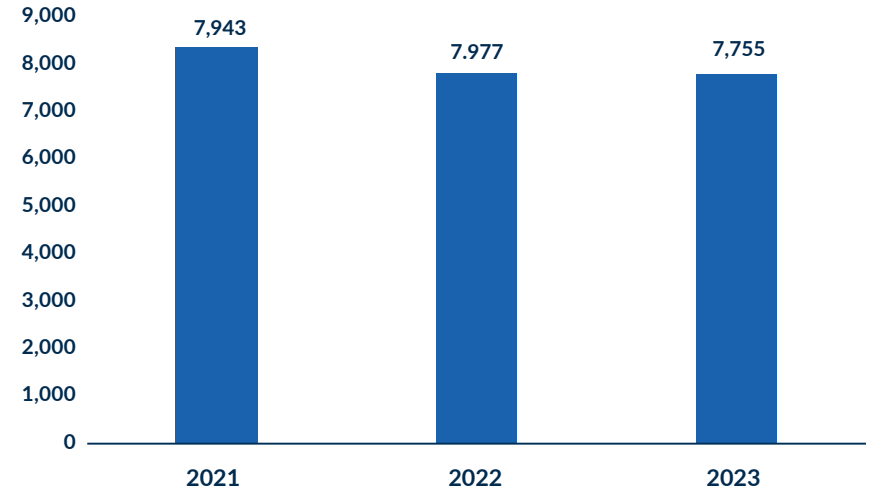
Electricity [kWh]



Energy per Product Shipped [GJ/MM lb]



Natural Gas [thm (U.S.)]



## SOLAR ENERGY

Our Folkestone, UK plant completed installation of Phase I of a solar energy installation. Phase I is expected to generate greater than 466,000 kilowatt hours (kWh) of electricity per year and reduce our electricity Scope 2 emissions by 121 metric tons per year. Phase I represents approximately 10% of the facility annual electricity use, but Phase 2 and 3 planned for 2024 and 2025 will total over 1.2 million kWh solar electricity generation for the plant. In addition, in 2023 we started assessment for solar energy installation at a number of our domestic U.S. locations and anticipate installation at our first targeted U.S. site in late 2024 or early 2025.

## EQUIPMENT REPLACEMENT

Several of our plants replaced end of life heating, ventilation, and air-conditioning equipment and compressors in 2023 with newer, more efficient equipment. The combined save was estimated at 1.3 million kWh per year.

## COMPLETED LED LIGHTING

Our York, PA plant completed its final phase of light-emitting diode lighting conversion in 2023. The final phase is expected to save an additional 600,000 kWh per year on top of the previously completed lighting conversions.

## PROCESS CARBON DIOXIDE (CO<sub>2</sub>) CAPTURE

Our Old Fort OH baking soda plant uses carbon dioxide as a raw material in the manufacturing process. A portion of the CO<sub>2</sub> is lost during processing. In 2023, we implemented a study to confirm the locations and concentrations of CO<sub>2</sub> losses in the process. Based on the results, we have entered into engineering design to recover and reuse over 7,000 metric tons of CO<sub>2</sub> per year. Final design and construction are expected in 2024.

## ENERGY AND GREENHOUSE GAS DATA VERIFICATION

We have again contracted an independent third party, SGS North America, to evaluate and assure that our 2023 GHG and energy data collection process and emissions calculations are rigorous, inclusive, and accurate. The resulting verification statement will be included with our annual CDP Climate Change Response.



# RESPONSIBLE SOURCING

## Committed to Improving our Supply Chain's Environmental, Social, and Ethical Practices

- ✓ Assess 100% of at-risk suppliers.
- ✓ Source 100% RSPO Certified Mass Balance palm oil ingredients by the end of 2025.
- ✓ Continue to purchase at least 97% of palm oil ingredients traceable to mills.
- ✓ Continue to manage our operations in a responsible and sustainable manner.







**By upholding high ethical standards, continually evaluating our environmental impact, creating a safe workplace, and vigilantly maintaining our commitment to responsible sourcing, we have held our position as a trusted provider of household, personal care, and specialty products for over 170 years.**

Our supply chain is a significant part of our business, and more than half of our employees support its day-to-day operations. We source from over 500 suppliers and contract manufacturers, the majority of which are located in North America. All of our employees and suppliers are expected to comply with our Global Operations Guiding Principles (the “Principles”), which are incorporated by reference into most of our supplier agreements.

The Principles address business ethics and compliance, anti-corruption, fair labor conditions, health and safety, and environmental protection, and reflect our commitment to internationally recognized standards and our support and respect for internationally proclaimed human rights. They are significantly aligned with the United Nations Declaration on Human Rights; the International Labor Organization’s 1998 Declaration on Fundamental Principles and Rights at Work; and the Labor Principles of the United Nations Global Compact.

The Principles are also significantly aligned with the Ethical Trading Initiative Base Code, the California Transparency in Supply Chains Act of 2010, the UK Modern Slavery Act of 2015, and the methodology and guidance documents provided by SEDEX, which provide a universally recognizable and common framework.

In 2023, we further educated our employees responsible for relationships with suppliers and contract manufacturers on potential Human Rights challenges in the supply chain and our Responsible Sourcing Program. We continued our relationship with AIM-PROGRESS, a forum of manufacturers and suppliers that promotes responsible sourcing practices, to help benchmark and provide industry guidance in support of our responsible sourcing journey. We worked with our supply base to onboard participating factories in at-risk geographies on the SEDEX platform.

We support the Transparency in Supply Chains Act of 2010 and the UK Modern Slavery Act of 2015. We conducted risk-based supplier audits against ISO Quality Standards and Food Safety Standards. Audits are conducted by our Quality Department and supplemented, as needed, by independent third parties. Suppliers found to be in violation of our Principles are subject to corrective actions, which may include follow-up audits and termination of business.



We have Code of Conduct training that applies to all employees and directors. Any violation of applicable laws, our Code of Conduct, or our Principles by a Church & Dwight employee or supplier may result in disciplinary action, including termination of employment or business relationship.

By the end of 2023, we had met our target and assessed 100% of our at-risk suppliers against safety, labor, environmental, and ethical standards.

## Sedex®

SEDEX is one of the world's leading ethical trade service providers, working to improve working conditions in global supply chains. It provides practical tools, services, and a community network to help companies improve their responsible and sustainable business practices, and source responsibly. Working with SEDEX enables companies to work together to better manage their social and environmental performance and protect people working in the supply chain.

## RESPONSIBLE SOURCING - PALM OIL

While we do not directly buy or use palm oil or palm kernel oil in our products, some of our products – including animal feed, liquid laundry detergents, gummy vitamins, oral care, and feminine care products – incorporate palm oil derivatives. Although our use of palm oil derivatives is relatively low, approximately less than 4% of total direct materials spend, we recognize the palm oil industry has a significant impact on biodiversity, climate change, people, and communities. Accordingly, we strive to responsibly source palm oil derivatives in a manner that does not contribute to deforestation of high conservation value, high carbon stock forest and peatlands, or exploitation of people and local communities.

In 2023, we continued our membership with the Roundtable on Sustainable Palm Oil (RSPO) and completed our fourth Annual Communication of Progress (for 2022 results). We purchased approximately 21,300 tons of palm oil derivative raw material in 2023, a decrease from 31,000 tons purchased in 2022. While we are not RSPO Supply Chain Certified, we purchased virtually all of the palm oil derivative raw material volume we consumed in 2023 from one RSPO member supplier that has represented to us that this material is over 97% traceable to the mill. Our supplier has also represented to us that all such palm oil derivatives have been produced in conformance with its “No Deforestation, No Peat, No Exploitation Policy.” More than 57% of our palm oil derivative raw material

volume was purchased in mass balance material. While an increase of 4% over 2022, we fell short of our internal goal of 66% due to a reduction in business volume relative to our primary product containing palm fatty acid distillate (PFAD), a palm oil derivative. We discontinued our manufacture of that product in 2024, which will further decrease our need to procure PFAD in the future.

Due to the complexity of the palm oil derivative supply chain, the process of achieving traceability involves a number of companies at many tiers. Because our greatest opportunity to influence the supply chain is through our partnerships with our suppliers, our objective of surpassing 97% traceability to the mills is subject to change based on the progress of our suppliers. In addition to full traceability to mills, we support and encourage suppliers to achieve as much traceability to the plantations as possible and to comply with RSPO standards as they evolve.



**Beyond traceability, our more comprehensive Palm Oil Sustainable Sourcing Commitment expands the scope of our responsibility to help address the following specific sourcing practices:**

- Ending our contributions to deforestation by conserving and protecting primary and secondary forests, High Carbon Stock<sup>1</sup> and High Conservation Value<sup>2</sup> forests across all supplier landholdings
- Ending new development on peatlands, regardless of depth
- Leveraging best management practices<sup>3</sup> for existing palm oil plantations on peat soils
- Prohibiting the use of fire for preparation or clearing of land areas
- Reducing greenhouse gas emissions from deforestation and existing operations
- Complying with existing RSPO Principles and Criteria or other equivalent standards
- Ending any exploitation of the rights of Indigenous peoples and local communities

To accomplish these goals, we require our primary supplier to meet or exceed the standards set forth in its “No Deforestation, No Peat, No Exploitation Policy”, provide quarterly reports regarding its supply chain mapping, provide progress reports against the commitments set forth in its policy and meet or exceed RSPO standards for RSPO certification. From time to time, we may also further investigate various other approaches and tools that may be available to help us assess our supply chain.

1. High Carbon Stock (HCS) forests as defined at by the HCS Steering Group.

2. High Conservation Value (HCV) as defined by the HCV network: <https://www.hcvnetwork.org/hcv-approach>

3. Best management practices covered by the “RSPO Manual on Best Management Practices (BMPs) for existing oil palm cultivation on peat.”





## CONFLICT MINERALS

We are committed to ensuring that our products do not contain conflict minerals that have funded armed groups in the Democratic Republic of the Congo or an adjoining country. Any supplier found to be in violation of our policies is subject to corrective action, which may include termination of business.

## SUPPLIER DIVERSITY

Established in 2019, our U.S.-based Supplier Diversity Program is intended to identify and competitively source certified diverse suppliers with the goal of expanding our supplier base to increase competition and strengthen our supply chains. We joined two of the leading Supplier Diversity Certification organizations, The Women's Business Enterprise National Council and The

National Minority Supplier Development Council, to help inform and develop our program's foundation. We require that diverse suppliers are certified by one of these organizations to be part of our Supplier Diversity Program. Our Supplier Diversity Program 2019 baseline spend was \$18.6MM. In 2023, we built upon our foundation by educating and collaborating with stakeholders throughout the organization on our Supplier Diversity Program. We enhanced the resources available to our team by enriching our data to understand our true impact on the diverse supplier community and how we can include these suppliers in future sourcing opportunities. Through increased stakeholder engagement, we increased our consolidated Direct and Indirect spend with certified diverse suppliers to \$75.9 million.



## ABOUT THIS REPORT

**This Report continues our commitment to transparently communicate our Sustainability efforts.**

This Report reflects our performance for the year ended December 31, 2023, along with prior data and information on changes to our operations, plants, and data collection process, where relevant. This Report also references 2024 initiatives planned at the time of publishing the Report. To lead the collection of information and the report preparation process, we assembled a team representing Environmental, Health & Safety, Finance, Human Resources, Law, Marketing, Operations, Procurement and R&D. Our executive leadership team has reviewed this Report and approved the material issues and other disclosures contained herein. For our 2023 energy and greenhouse gas (GHG) data, we have contracted with an independent third party, ERM CVS, to evaluate and assure that our energy data collection process and emissions calculations are rigorous, inclusive and accurate. The resulting verification statement will be included with our annual CDP Climate Change Response.

The Report includes disclosures recommended by the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD) and the Global Reporting Initiative (GRI).

Employment and Environmental, Health and Safety indicators include all our operated manufacturing and distribution facilities, our R&D Corporate Technical Center and our corporate headquarters, with select smaller scale operations excluded. For more information on our company, joint ventures and subsidiaries worldwide, please see our Annual Report on Form 10-K for the fiscal year ended December 31, 2023 on our corporate website (link below).

We welcome input from all stakeholders, including customers, consumers, shareholders, investors, nonprofit organizations, non-governmental organizations, neighbors and employees, who seek to help us improve our business and Sustainability performance. Please send questions or comments about this Report to [sustainability@churchdwright.com](mailto:sustainability@churchdwright.com).

For all other inquiries, please visit [www.churchdwright.com](http://www.churchdwright.com).

## SUSTAINABILITY PERFORMANCE DATA

| INDICATOR   | UNIT   | 2023      | 2022      | 2021      | 2020      | 2019      | GRI   |
|---|--|-----------|-----------|-----------|-----------|-----------|-------|
| ENVIRONMENTAL   |  |           |           |           |           |           |       |
| Total Energy Use  | Thousand GJ                                    | 1,543     | 1,529     | 1,527     | 1,571     | 1,649     | 302-1 |
| Electricity   | Thousand KWH                                   | 151,246   | 149,118   | 152,743   | 154,506   | 158,968   | 302-1 |
| Natural Gas   | DecaTherms (US)                                | 775,490   | 797,745   | 794,320   | 823,036   | 825,249   | 302-1 |
| Propane   | Pounds   | 434,289   | 404,469   | 362,919   | 349,826   | 381,565   | 302-1 |
| Gasoline  | Gallons  | 4,064     | 3,327     | 2,975     | 3,861     | 3,842     | 302-1 |
| Diesel  | Gallons  | 129,945   | 126,729   | 86,262    | 101,784   | 90,592    | 302-1 |
| Purchased Steam   | Short Tons                                     | 58,505    | 47,924    | 46,917    | 48,102    | 72,365    | 302-1 |
| Energy Intensity  | GJ/MM LBS SHP                                  | 269       | 265       | 254       | 257       | 292       | 302-3 |
| Direct (Scope 1) GHG Emissions  | Metric Tons CO <sub>2</sub> e                  | 89,940    | 90,172    | 90,747    | 91,587    | 87,583    | 305-1 |
| Energy indirect (Scope 2) [location based] GHG Emissions  | Metric Tons CO <sub>2</sub> e                  | 58,552    | 56,285    | 57,567    | 58,183    | 68,707    | 305-2 |
| Energy indirect (Scope 2) [market based] GHG Emissions  | Metric Tons CO <sub>2</sub> e                  | 9,370     | 7,672     | 7,516     | 7,815     | 11,649    | 305-2 |
| Total (Scope 1 and Location based Scope 2) GHG Emissions  | Metric Tons CO <sub>2</sub> e                  | 148,492   | 146,457   | 148,314   | 149,771   | 156,289   |       |
| Other indirect (Scope 3) Targeted GHG Emissions-<br>North America transport and air travel only | Metric Tons CO <sub>2</sub> e                  | 179,926   | 196,439   | 211,662   | 225,956   | 213,892   | 305-3 |
| Other indirect (Scope 3)  | Metric Tons CO <sub>2</sub> e                  | 2,364,676 | 2,365,058 | 2,391,210 | 2,233,202 | 2,170,286 | 305-3 |
| Total Target GHG Emissions<br>(Scope 1+ 2 + 3 transportation)                                   | Metric Tons CO <sub>2</sub> e                  | 328,418   | 342,897   | 359,975   | 375,726   | 370,182   |       |
| Total GHG Emissions (Scope 1+ 2 + 3)  | Metric Tons CO <sub>2</sub> e                  | 2,513,169 | 2,511,515 | 2,539,524 | 2,382,973 | 2,326,575 |       |
| Scope 1 + 2 GHG Emissions Intensity /product shipped  | Metric Tons CO <sub>2</sub> e<br>/MM LBS SHP   | 25.9      | 25.5      | 24.7      | 24.6      | 27.7      | 305-4 |
| Scope 1 + 2 Total GHG Emissions<br>Intensity /product shipped                                   | Metric Tons CO <sub>2</sub> e<br>/MM UNITS SHP | 95.8      | 90.0      | 94.2      |           |           | 305-4 |
| Total Targeted GHG Emissions<br>Intensity (Scope 1 + 2 + 3)/product shipped                     | Metric Tons CO <sub>2</sub> e<br>/MM LBS SHP   | 57.4      | 59.8      | 59.9      | 61.7      | 65.6      | 305-4 |

## SUSTAINABILITY PERFORMANCE DATA (continued)

| INDICATOR  | UNIT   | 2023    | 2022    | 2021    | 2020    | 2019    | GRI   |
|--|--|---------|---------|---------|---------|---------|-------|
| <b>ENVIRONMENTAL</b>   |  |         |         |         |         |         |       |
| Total Targeted GHG Emissions Intensity (Scope 1 + 2 + 3)/product shipped | Metric Tons CO <sub>2</sub> e /MM UNITS SHP  | 112     | 111     | 125     |         |         | 305-4 |
| Total Targeted GHG Emissions Intensity (Scope 1 + 2 + 3)/sales           | Metric Tons CO <sub>2</sub> e /MM US\$ Sales | 56.0    | 63.8    | 69.5    | 76.7    | 84.9    | 305-4 |
| Net Water Consumption  | Thousand Gallons                             | 259,882 | 264,173 | 267,962 | 298,350 | 288,533 | 303-5 |
| Water Intake (Withdrawal)  | Thousand Gallons                             | 423,923 | 441,231 | 470,304 | 495,187 | 509,769 | 303-3 |
| Water Effluent (Discharge)   | Thousand Gallons                             | 164,401 | 173,058 | 202,342 | 196,837 | 221,235 | 303-4 |
| Water Intake Intensity/product shipped                                   | Thousand Gallons /MM LBS SHP                 | 73.9    | 76.8    | 78.1    | 81.1    | 90.0    | 303-3 |
| Water Intake Intensity/product shipped                                   | Thousand Gallons /MM UNITS SHP               | 273.4   | 271.2   | 298.7   |         |         | 303-3 |
| Water Intake Intensity/sales   | Thousand Gallons /MM USD sales               | 72.2    | 82.1    | 90.6    | 101     | 117     | 303-3 |
| Total Waste Produced   | Tons   | 62,940  | 59,687  | 62,422  | 59,888  | 57,758  | 306-2 |
| Hazardous Waste Produced   | Tons   | 1,821   | 1,171   | 453     | 411     | 1,130   | 306-2 |
| Non-hazardous Solid Waste Produced                                       | Tons   | 18,438  | 19,022  | 19,663  | 17,763  | 19,211  | 306-2 |
| Wastewater Trucked for Off-site Disposal                                 | Tons   | 28,549  | 22,895  | 26,351  | 25,322  | 23,745  | 306-1 |
| Recycled Non-hazardous Waste Produced                                    | Tons   | 14,123  | 16,559  | 15,956  | 16,392  | 13,673  | 306-2 |
| Waste Produced Intensity/product shipped                                 | Tons/MM LBS SHP                              | 11      | 10.3    | 10.4    | 9.8     | 10.2    |       |
| Waste Produced Intensity/product shipped                                 | Tons/MM UNITS SHP                            | 36.8    | 33.3    | 36.0    |         |         |       |
| Waste Produced Intensity/sales   | Tons/MM USD sales                            | 9.73    | 10.1    | 10.9    | 12.2    | 13.3    |       |
| Environmental Penalties  | US \$  | \$750   | \$0     | \$1,000 | \$3,375 | \$6,500 | 2-27  |
| Total Reported Releases  | Total  | 0       | 2       | 1       | 1       | 4       |       |
| Accidental Releases  | Total  | 0       | 1       | 0       | 0       | 3       |       |
| Continuous Releases  | Total  | 0       | 1       | 1       | 1       | 1       |       |



## SUSTAINABILITY PERFORMANCE DATA (continued)

| INDICATOR  | UNIT                             | 2023      | 2022      | 2021      | 2020      | 2019      | GRI   |
|--|----------------------------------|-----------|-----------|-----------|-----------|-----------|-------|
| <b>SOCIAL</b>  |                                  |           |           |           |           |           |       |
| Total Employees  | Total                            | 5,564     | 5,271     | 5,138     | 5,108     | 4,831     | 2-7   |
| Employees – Domestic (Within U.S.)                         | Total                            | 4,373     | 4,185     | 4,101     | 4,098     | 3,833     | 2-7   |
| Employees – International (Outside of U.S.)                | Total                            | 1,191     | 1,086     | 1,037     | 1,010     | 998       | 2-7   |
| Total Female Employees                                     | Percent                          | 42        | 41        | 41        | 41        | 40        | 405-1 |
| Total Male Employees                                       | Percent                          | 58        | 59        | 59        | 59        | 60        | 405-1 |
| Days Away, Restricted, or Transferred (DART) Rate (Global) | Recordable Incidents/<br>100 FTE | 0.7       | 0.9       | 0.7       | 1.0       | 0.5       | 403-9 |
| <b>ECONOMIC</b>  |                                  |           |           |           |           |           |       |
| Net Sales  | Billions                         | \$5.87    | \$5.38    | \$5.19    | \$4.90    | \$4.36    | 2-6   |
| Consumer Domestic Sales                                    | Millions                         | \$4,571.2 | \$4,131.0 | \$3,941.9 | \$3,767.6 | \$3,302.6 | 2-6   |
| Consumer International Sales                               | Millions                         | \$975.7   | \$896.1   | \$912.2   | \$828.2   | \$756.3   | 2-6   |
| Specialty Products Sales                                   | Millions                         | \$321.0   | \$348.5   | \$336.0   | \$300     | \$298.8   | 2-6   |
| Employee Giving Fund Distributions                         | Millions                         | \$1.3     | \$1.2     | \$1.2     | \$1.1     | \$1.2     |       |
| Philanthropic Foundation Distributions                     | Millions                         | \$0.875   | \$0.915   | \$1.0     |           |           |       |

# GRI INDEX

We align our Sustainability reporting with the Global Reporting Initiative (GRI) Standards, an internationally recognized guidance for transparency in Sustainability performance. The Index below lists the GRI indicators addressed in this Report, and either includes the information directly or provides a reference to the relevant section(s) within this Report. We affirm through our “statement of use” that we have reported the information cited in this GRI content index for the period of January 1, 2023, through December 31, 2023, with reference to the GRI Standards. We used GRI 1: Foundation 2021, with no sector guidelines currently applying to the organization.

| GRI STANDARD  |  | SECTION (OR DIRECT INFORMATION)  |
|---|--|--|
| <b>GENERAL DISCLOSURES</b>                          |  |  |
| <b>THE ORGANIZATION AND ITS REPORTING PRACTICES</b> |  |  |
| 2-1   | Organizational details   | Church & Dwight At A Glance<br>HQ: Ewing, NJ, US   |
| 2-2   | Entities included in the organization’s sustainability reporting | Our data includes all operations under Church & Dwight control. We have one joint venture (JV), The ARMAKLEEN Company that is included in our reported data. A second JV, Armand Products Company, is not included because we do not have operational control. See pp. 5-6 of Annual Report (available at investor.churchdwight.com) |
| 2-3   | Reporting period, frequency and contact point                    | About This Report<br>Frequency: Annual   |
| 2-4   | Restatements of information                                      | Historical data presented in this report, such as emissions data, has been restated relative to prior Company disclosures to reflect further refinement in data collection and data sources.<br>Climate Change – Metrics and Targets<br>Sustainability Performance Data  |
| 2-5   | External assurance   | About this Report  |
| <b>ACTIVITIES AND WORKERS</b>                       |  |  |
| 2-6   | Activities, value chain and other business relationships         | Church & Dwight At A Glance<br>Responsible Sourcing<br>Annual Report (available at investor.churchdwight.com)  |
| 2-7   | Employees  | Church & Dwight At A Glance<br>Our People<br>Sustainability Performance Data   |
| 2-8   | Workers who are not employees                                    | Our People<br>Sustainability Performance Data  |

# GRI INDEX (continued)

| GRI STANDARD                            |   | SECTION (OR DIRECT INFORMATION)  |
|---|---|--|
| <b>GOVERNANCE</b>                       |   |  |
| 2-9                                     | Governance Structure and composition  | Governance<br>See the Corporate Governance section of our website<br>2023 Proxy Statement, pages 2-30                |
| 2-10                                    | Nomination and selection of the highest governance body                     | See our 2023 Proxy Statement, pages 9-11   |
| 2-11                                    | Chair of the highest governance body  | Governance   |
| 2-12                                    | Role of the highest governance body in overseeing the management of impacts | How we assess material issues  |
| 2-13                                    | Delegation of responsibility for managing impacts                           | Governance   |
| 2-14                                    | Role of the highest governance body in sustainability reporting             | About This Report  |
| 2-15                                    | Conflicts of interest   | Social<br>See the Corporate Governance section of our website<br>See our Corporate Governance Guidelines             |
| 2-16                                    | Communication of critical concerns  | Social   |
| 2-17                                    | Collective knowledge of the highest governance body                         | See our 2023 Proxy Statement, pages 10-11, 21  |
| 2-18                                    | Evaluation of the performance of the highest governance body                | Governance<br>See the Corporate Governance section of our website<br>See our 2023 Proxy Statement, pages 47-88       |
| 2-19                                    | Remuneration policies   | Governance<br>See the Corporate Governance section of our website<br>See our 2023 Proxy Statement, pages 47-88       |
| 2-20                                    | Process to determine remuneration   | Governance<br>See the Corporate Governance section of our website<br>See our 2023 Proxy Statement, pages 47-88       |
| 2-21                                    | Annual total compensation ratio   | Governance<br>See the Corporate Governance section of our website<br>See our 2023 Proxy Statement, page 80           |
| <b>STRATEGY, POLICIES AND PRACTICES</b> |   |  |
| 2-22                                    | Statement on sustainable development strategy                               | CEO Letter   |
| 2-23                                    | Policy commitments  | Social<br>Responsible Sourcing<br>Effective & Safe Products<br>Anti-Human Trafficking & Slavery Disclosure Statement |
| 2-24                                    | Embedding policy commitments  | Governance   |
| 2-26                                    | Mechanisms for seeking advice and raising concerns                          | Social   |
| 2-27                                    | Compliance with laws and regulations  | 2022 Environmental Citations & Penalties Surcharges<br>Sustainability Performance Data                               |
| 2-28                                    | Membership associations   | How we engage stakeholders<br>Industry Trade associations  |

## GRI INDEX (continued)

| GRI STANDARD                      |                                      | SECTION (OR DIRECT INFORMATION)   |
|-----------------------------------|--------------------------------------|---|
| <b>STAKEHOLDER ENGAGEMENT</b>     |                                      |   |
| 2-29                              | Approach to stakeholder engagement   | About This Report<br>How we assess material issues  |
| 2-30                              | Collective bargaining agreements     | How we assess material issues, How We Engage Stakeholders Internationally, we employ union employees in France, Mexico and New Zealand. Employees covered by collective bargaining agreements represent less than 1% of our total workforce. We believe our relations with both our union and non-union employees are satisfactory. |
| <b>MATERIAL TOPICS</b>            |                                      |   |
| 3-1                               | Process to determine material topics | How we assess material issues   |
| 3-2                               | List of material topics              | How we assess material issues<br>There were no significant changes in the topics and boundaries of our reporting for 2022.  |
| <b>TOPIC-SPECIFIC DISCLOSURES</b> |                                      |   |
| <b>MATERIALS</b>                  |                                      |   |
| GRI 3: Material Topics 2021       | 3-3 Management of material topics    | How We Engage Stakeholders<br>Packaging   |
| GRI 301: Materials 2016           | 301-2 Recycled input materials used  | Packaging   |

## GRI INDEX (continued)

| GRI STANDARD                      |   | SECTION (OR DIRECT INFORMATION)   |
|-----------------------------------|---|---|
| <b>WATER AND EFFLUENTS</b>        |   |   |
| GRI 3: Material Topics 2021       | 3-3 Management of material topics                                 | How We Engage Stakeholders<br>Water                                     |
| GRI 303: Water and Effluents 2018 | 303-1 Interactions with water as a shared resource                | Water   |
|                                   | 303-2 Management of water discharge-related impacts               | Water   |
|                                   | 303-3 Water withdrawal  | Water Sustainability Performance Data<br>Water Intake and Use           |
|                                   | 303-4 Water discharge   | Water Sustainability Performance Data<br>Wastewater Discharges          |
|                                   | 303-5 Water Consumption   | Water Intake and Use<br>Water Stress Risk<br>Sustainability Performance |
| <b>EMISSIONS</b>                  |   |   |
| GRI 3: Material Topics 2021       | 3-3 Management of material topics                                 | How We Engage Stakeholders<br>Climate Change, Environment               |
| GRI 305: Emissions 2016           | 305-1 Direct (Scope 1) greenhouse gas (GHG) emissions             | Climate Change – Metrics and Targets<br>Sustainability Performance Data |
|                                   | 305-2 Indirect (Scope 2) GHG emissions                            | Climate Change – Metrics and Targets<br>Sustainability Performance Data |
|                                   | 305-3 Other indirect (Scope 3) GHG emissions                      | Climate Change – Metrics and Targets<br>Sustainability Performance Data |
|                                   | 305-4 GHG emissions intensity                                     | Climate Change – Metrics and Targets<br>Sustainability Performance Data |
|                                   | 305-5 Initiatives to reduce GHG emissions                         | Climate Change – Metrics and Targets                                    |
|                                   | 305-7 SO <sub>x</sub> , NO <sub>x</sub> , and other air emissions | Air Emissions   |

## GRI INDEX (continued)

| GRI STANDARD                                  |  | SECTION (OR DIRECT INFORMATION)                               |
|---|--|---|
| <b>WASTE</b>                                  |  |   |
| GRI 3: Material Topics 2021                   | 3-3 Management of material topics                            | How We Engage Stakeholders<br>Waste                           |
| GRI 306: Waste 2018                           | 306-1 Waste generation and significant waste-related impacts | Waste   |
|   | 306-2 Management of significant waste-related impacts        | Waste   |
|   | 306-3 Waste generated  | Waste<br>Sustainability Performance Data                      |
|   | 306-4 Waste diverted from disposal                           | Waste   |
|   | 306-5 Waste directed to disposal                             | Waste<br>Sustainability Performance Data                      |
| <b>EMPLOYMENT</b>                             |  |   |
| GRI 3: Material Topics 2021                   | 3-3 Management of material topics                            | How We Engage Stakeholders<br>Employees & Communities         |
| GRI 401: Employment 2016                      | 401-1 New employee hires and employee turnover               | Employees & Communities: Employees                            |
| <b>DIVERSITY AND EQUAL OPPORTUNITY</b>        |  |   |
| GRI 3: Material Topics 2021                   | 3-3 Management of material topics                            | How We Engage Stakeholders<br>Diversity, Equity and Inclusion |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees           | Diversity, Equity and Inclusion                               |
| <b>LOCAL COMMUNITIES</b>                      |  |   |
| GRI 3: Material Topics 2021                   | 3-3 Management of material topics                            | How We Engage Stakeholders<br>Employees and Communities       |
| GRI 413: Local Communities 2016               | 413-1 Community engagement                                   | Our Brands<br>Employees and Communities                       |

**GRI INDEX** (continued)

| GRI STANDARD                             |  | SECTION (OR DIRECT INFORMATION)  |
|--|--|--|
| <b>SOCIAL SUPPLIER ASSESSMENT</b>        |  |  |
| GRI 3: Material Topics 2021              | 3-3 Management of material topics                            | How We Engage Stakeholders<br>Responsible Sourcing   |
| GRI 414: Social Supplier Assessment 2016 | 414-1 New suppliers that were screened using social criteria | Responsible Sourcing   |
|  | 414-2 Negative social impacts in the supply chain            | Responsible Sourcing   |
| <b>MARKET AND LABELING</b>               |  |  |
| GRI 3: Material Topics 2021              | 3-3 Management of material topics                            | How We Engage Stakeholders<br>Product Safety   |
| GRI 417: Market and Labeling 2017        | 417-2 Product and service information and labeling           | Product Safety   |
|  | 417-3 Marketing communications                               | Church & Dwight experienced no incidents of non-compliance with regulations or voluntary codes regarding marketing communications in 2023. |

## SASB Index

We are referencing the Sustainability Accounting Standards Board (SASB) industry-specific Sustainability accounting standards covering financially material issues. The table below summarizes our disclosures related to the SASB indicators for the Household and Personal Care Products category.

Many of these issues have been included in our CDP Responses and in previous years' Reports. The table below provides company-wide quantitative data where available, as well as references to those Report sections where we address relevant Sustainability topics. We are working to improve our systems to allow greater transparency around products and packaging data in the future.

| SASB CODE  | METRIC/UNIT OF MEASURE   | REPORT SECTION (OR DIRECT INFORMATION) |
|--|--|--|
| <b>WATER MANAGEMENT</b>                                      |  |  |
| CG-HP-140a.1   | Total water withdrawn: Thousand cubic meters (m <sup>3</sup> )   | 1,604                                  |
| CG-HP-140a.1   | Total water consumed: Percentage (%)   | 60%                                    |
| CG-HP-140a.1   | Percentage of each in regions with High or Extremely High Baseline Water Stress                          | Water, page 84                         |
| CG-HP-140a.2   | Description of water management risks and discussion of strategies and practices to mitigate those risks | Water, page 84                         |
| <b>PRODUCT ENVIRONMENTAL, HEALTH, AND SAFETY PERFORMANCE</b> |  |  |
| CG-HP-250a.1   | Revenue from products that contain REACH substances of very high concern (SVHC)                          | Data not currently collected.          |
| CG-HP-250a.2   | Revenue from products that contain substances on the California DTSC Candidate Chemicals List            | Data not currently collected.          |
| CG-HP-250a.3   | Discussion of process to identify and manage emerging materials and chemicals of concern                 | Products, page 40                      |



## SASB Index (continued)

| SASB CODE  | METRIC/UNIT OF MEASURE   | REPORT SECTION (OR DIRECT INFORMATION)   |
|--|--|--|
| <b>PRODUCT ENVIRONMENTAL, HEALTH, AND SAFETY PERFORMANCE</b>       |  |  |
| CG-HP-250a.4   | Revenue from products designed with green chemistry principles   | We embrace many of the principles of green chemistry across our product innovation/development and processing efforts and continue to make progress. Further information and insights on these areas can be found beginning on page 96 of this Report. |
| <b>PACKAGING LIFECYCLE MANAGEMENT</b>                              |  |  |
| CG-HP-430a.1   | Total weight of packaging: Metric tons   | Approximately 165,746 metric tons  |
| CG-HP-430a.1   | Percentage made from recycled and/or renewable materials: Percent (%)  | 23.3%  |
| CG-HP-410a.1   | Percentage that is recyclable, reusable, and/or compostable: Percent (%)   | 88.3%  |
| CG-HP-410a.2   | Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle  | Packaging, page 50   |
| <b>ENVIRONMENTAL &amp; SOCIAL IMPACTS OF PALM OIL SUPPLY CHAIN</b> |  |  |
| CG-HP-430a.1   | Amount of palm oil sourced: Metric tons  | 19,323 metric tons   |
| CG-HP-430a.1   | Percentage certified through the Roundtable on Sustainable Palm Oil (RSPO) supply chains as (a) Identity Preserved, (b) Segregated, (c) Mass Balance, or (d) Book & claim: Percent (%) | See also Palm Oil section, page 115  |
| <b>ACTIVITY METRICS</b>  |  |  |
| CG-HP-000.A  | Total weight of products sold: Metric tons   | Approximately 2,601,520 metric tons  |
| CG-HP-000.B  | Number of manufacturing facilities   | 19   |

## Task Force on Climate-related Financial Disclosures - Index

The Financial Stability Board created the Task Force on Climate-related Financial Disclosures (TCFD) to improve and increase reporting of climate-related financial information. The information below is our first reporting of these metrics in this Report.

| TCFD REPORTING      |  | SECTION REFERENCED                  |                    |
|---------------------|--|-------------------------------------|--------------------|
| Governance          | (a) Describe the board's oversight of climate-related risks and opportunities.   | Climate Change: Governance          | CDP C1.1           |
|                     | (b) Describe management's role in assessing and managing climate-related risks and opportunities.  | Climate Change: Governance          | CDP C1.2           |
| Strategy            | (a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long-term.                              | Climate Change: Strategy            | CDP C2.2, C2.3     |
|                     | (b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.                       | Climate Change: Strategy            | CDP C2.3, 2.4      |
|                     | (c) Describe the resilience of the organization's strategy, taking into consideration different climate scenarios, including a 2-degree C or lower scenario. | Climate Change: Strategy            | CDP C3.2           |
| Risk Management     | (a) Describe the organization's processes for identifying and assessing climate-related risks.   | Climate Change: Risk Management     | CDP C2.2           |
|                     | (b) Describe the organization's processes for managing climate-related risks.  | Climate Change: Risk Management     | CDP C2.2           |
|                     | (c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.    | Climate Change: Risk Management     | CDP C1.1, C2.2     |
| Metrics and Targets | (a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.   | Climate Change: Metrics and Targets | CDP C4.1, C4.2     |
|                     | (b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.  | Climate Change: Metrics and Targets | CDP C6, C2.2, C2.3 |
|                     | (c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.                         | Climate Change: Metrics and Targets | CDP C4.1, C4.2     |

## 2022 EEO-1 DATA

The following table presents the data submitted to the U.S. Equal Employment Opportunity Commission (EEO-1 survey results) for the fiscal year ended December 31, 2022.

Please note that these prescribed categories are different from how we organize our workforce and our jobs and how we apply our inclusion and diversity objectives and initiatives. We organize our workforce to meet the specific needs of our business. Also, our inclusion and diversity initiatives are global, while the EEO-1 is solely U.S.-focused.

| JOB CATEGORIES             | Hispanic or Latino |            | Non-Hispanic or Latino |                           |                                     |           |                                  |                   |            |                           |                                     |           |                                  |                   | Overall Totals |
|----------------------------|--------------------|------------|------------------------|---------------------------|-------------------------------------|-----------|----------------------------------|-------------------|------------|---------------------------|-------------------------------------|-----------|----------------------------------|-------------------|----------------|
|                            |                    |            | Male                   |                           |                                     |           |                                  |                   | Female     |                           |                                     |           |                                  |                   |                |
|                            | Male               | Female     | White                  | Black or African American | Native Hawaiian or Pacific Islander | Asian     | American Indian or Alaska Native | Two or More Races | White      | Black or African American | Native Hawaiian or Pacific Islander | Asian     | American Indian or Alaska Native | Two or More Races |                |
| Exec/Sr. Officials & Mgrs  | 3                  | 0          | 26                     | 1                         | 4                                   | 0         | 0                                | 0                 | 12         | 0                         | 3                                   | 0         | 0                                | 0                 | 49             |
| First/Mid Officials & Mgrs | 27                 | 14         | 293                    | 20                        | 17                                  | 1         | 0                                | 6                 | 197        | 21                        | 31                                  | 0         | 0                                | 5                 | 632            |
| Professionals              | 31                 | 34         | 279                    | 22                        | 49                                  | 1         | 2                                | 5                 | 300        | 36                        | 58                                  | 0         | 1                                | 8                 | 826            |
| Technicians                | 8                  | 6          | 48                     | 7                         | 4                                   | 0         | 0                                | 2                 | 50         | 20                        | 13                                  | 2         | 2                                | 0                 | 162            |
| Sales Workers              | 1                  | 3          | 31                     | 0                         | 0                                   | 0         | 0                                | 0                 | 3          | 1                         | 1                                   | 0         | 0                                | 0                 | 40             |
| Administrative Support     | 10                 | 26         | 57                     | 5                         | 8                                   | 2         | 0                                | 1                 | 133        | 15                        | 14                                  | 2         | 2                                | 1                 | 276            |
| Craft Workers              | 46                 | 2          | 253                    | 14                        | 7                                   | 2         | 1                                | 7                 | 4          | 3                         | 2                                   | 0         | 0                                | 0                 | 341            |
| Operatives                 | 152                | 113        | 695                    | 130                       | 31                                  | 13        | 7                                | 24                | 227        | 75                        | 21                                  | 6         | 6                                | 10                | 1510           |
| Laborers & Helpers         | 19                 | 53         | 69                     | 3                         | 22                                  | 11        | 2                                | 2                 | 48         | 14                        | 35                                  | 21        | 1                                | 2                 | 302            |
| Service Workers            | 1                  | 1          | 13                     | 3                         | 1                                   | 4         | 0                                | 1                 | 13         | 0                         | 0                                   | 3         | 1                                | 0                 | 41             |
| <b>Total</b>               | <b>298</b>         | <b>252</b> | <b>1764</b>            | <b>205</b>                | <b>143</b>                          | <b>34</b> | <b>12</b>                        | <b>48</b>         | <b>987</b> | <b>185</b>                | <b>178</b>                          | <b>34</b> | <b>13</b>                        | <b>26</b>         | <b>4179</b>    |
| Previous Year Total        | 296                | 236        | 1791                   | 192                       | 135                                 | 27        | 16                               | 47                | 967        | 169                       | 168                                 | 23        | 13                               | 22                | 4102           |



2023

**SUSTAINABILITY  
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