

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.”

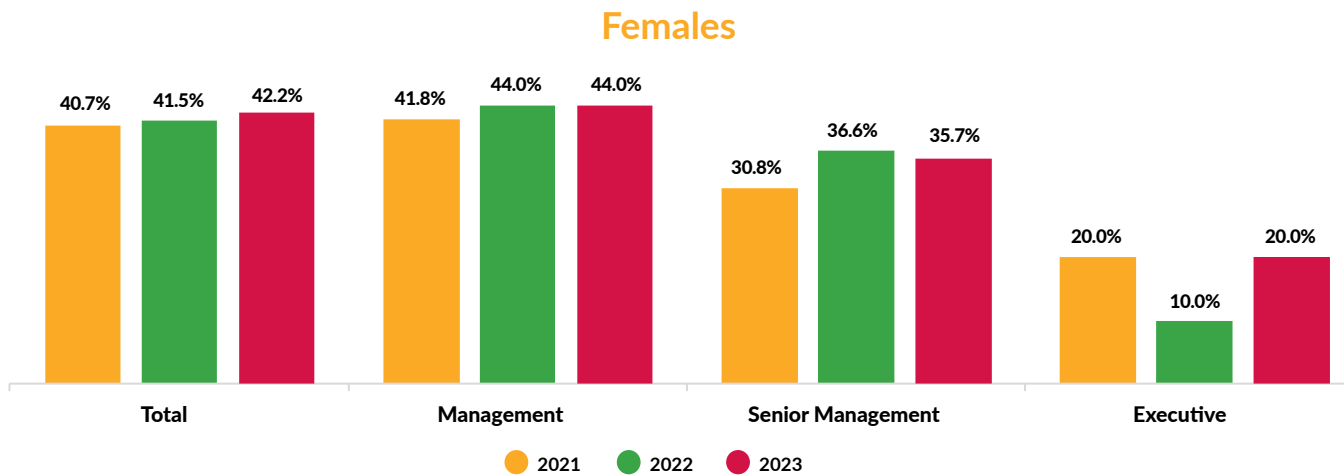
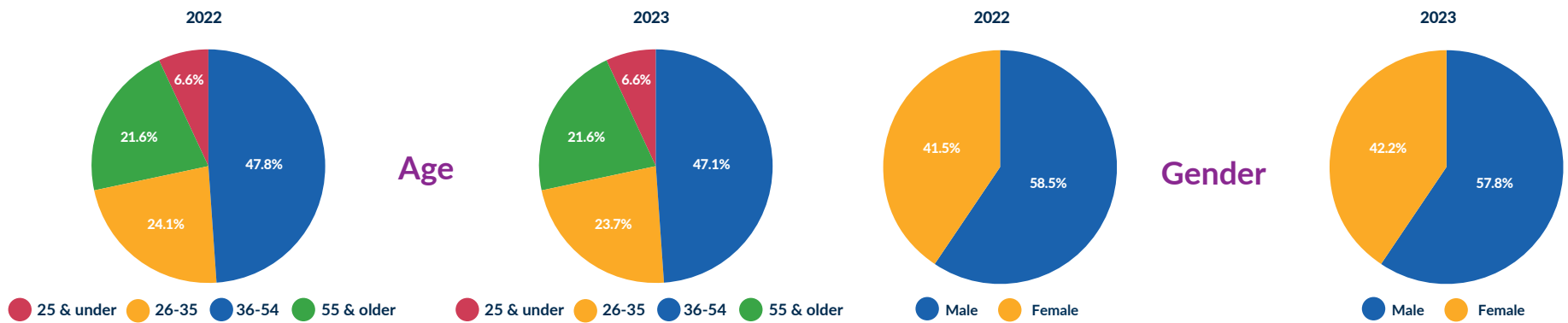
DIVERSITY, EQUITY AND INCLUSION

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



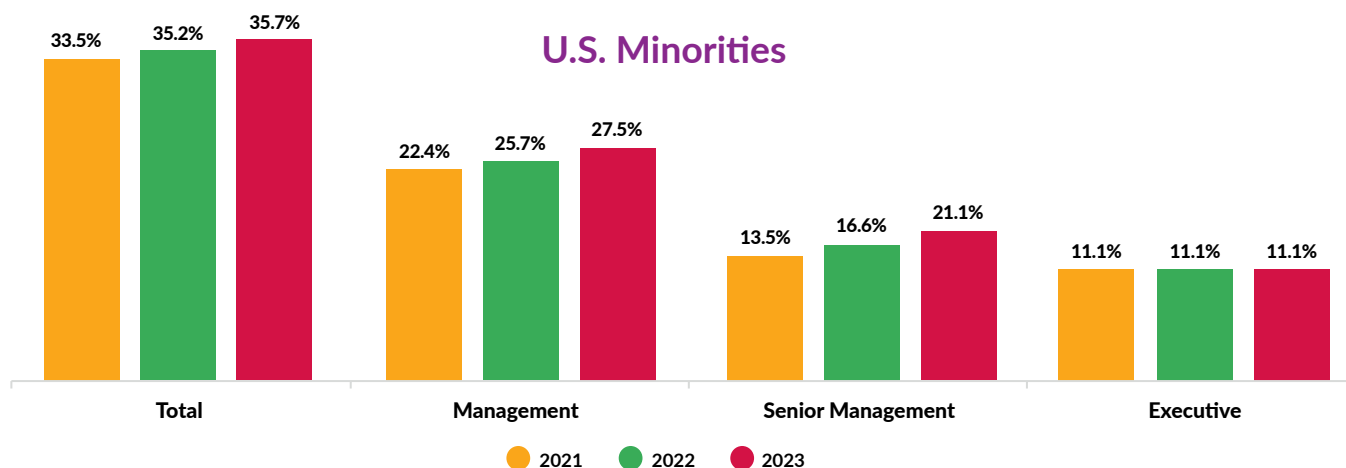
“I walked in here 23 years ago looking for a job and I found a family.”

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.

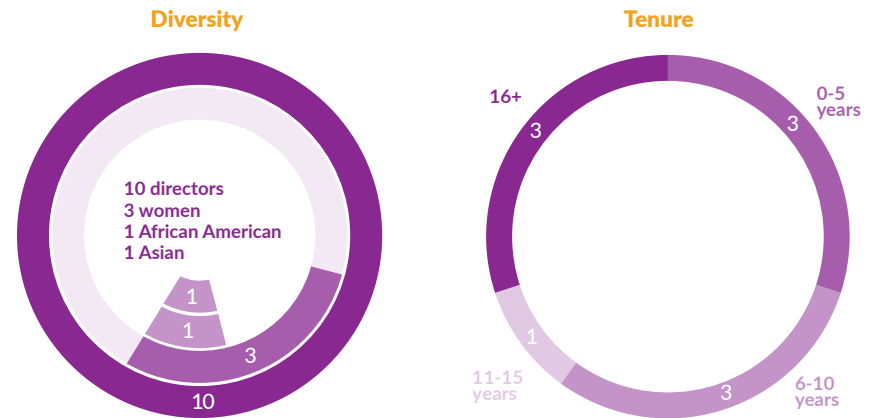
We encourage a wide array of diverse backgrounds including, but not limited to, diversity of gender, military experience, LGBTQIA+ and people with disabilities. To reach a more diverse candidate pool, we developed partnerships with Historically Black Colleges and Universities (HBCUs). We also have conducted 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.

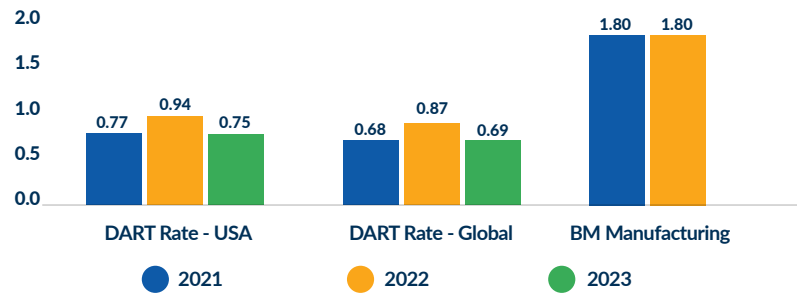


LEAN

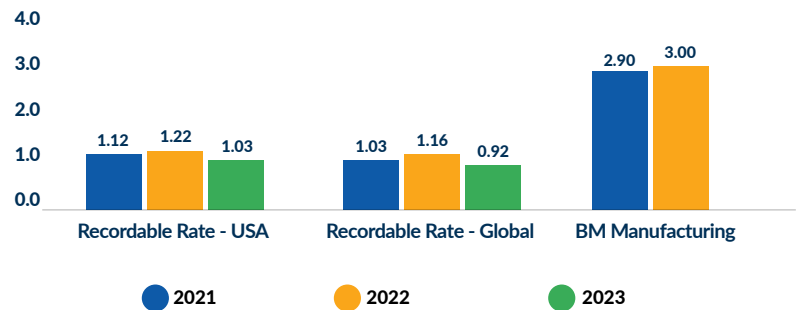


We use Days Away, Restricted, or Transferred (DART) rate and Total Recordable Injury Rate (TRIR) as our historical safety performance indicators, consistent with U.S. Occupational Safety and Health Administration definitions. We also utilize leading indicators that represent our proactive safety measures 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)¹.

DART Rates



Recordable Rates



¹The 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.

