



TOGETHER WE HAVE THE POWER TO WIN





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





We Have a Collective Energy And Ambition

Church & Dwight is a place where you can make a real difference, and we owe it all to our employees. 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, our people support the Sustainability priorities reflected in this Report. This is seen in our innovation, bold ambitions in Sustainability and a passionate commitment to making the world a better place.

Culture Focus Raises Engagement

Vanessa Porras Navarro Human Resources Director, Mexico 1.32 Years at Church & Dwight



"Our business in Mexico looked to improve gross profit margin (GPM) and operating profit margin (OPM). We introduced strategic deployments, and enhanced both our rewards and recognition program and the behaviors & culture training to strengthen our culture, which has always been our secret sauce. A high-performance team promoted stronger collaboration, greater client focus and data analytics to improve processes and accelerate decisions. We built a highly diverse team comprised of 52% females at senior positions and of all generations. We built greater understanding of our compensation advantages, conscious inclusion, the benefits of a diverse workforce and our talent management commitment.

The result was a 9% improvement in employee engagement, which drove improvements in GPM and OPM."

We work together to share ideas and contribute to collective goals. We share a passion for hard work, innovation and pushing boundaries. We leverage our size and culture to our advantage. Employees gain unrivaled exposure to senior executives, career growth and opportunity, all with the backing of stable, supportive cross-functional teams. Our culture is one where relationships matter. 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. Currently, we are taking steps to enhance the experience for frontline

workers. This involves improvements in both the physical environment and the digital experience. Just one example of the digital experience is AskHR, a digital service delivery center. Piloted in 2021 and now rolling out, AskHR gives people a one-stop-shop technology platform to get answers to their HR questions. This center provides a robust self-serve (or direct access) knowledgebase, as well as a case management tool with a dedicated subject matter expert team to assist employees with complex or personalized inquires. Thinking of employees as customers lets this HR service center create a better employee experience. And in yet another example, we're enhancing our locations with an advanced global digital sign platform and digital meeting spaces.

The result of the modern workforce effort is a more empowered, better equipped and digitally savvy worker.



Celebrating the Employee Experience

Matthew Campbell
Team Lead, Loblaw/Shoppers Drug Mart
5 Years at Church & Dwight

"I've had the opportunity to learn from smart, creative, hardworking people who have helped me improve not only as a professional, but also as a person. Our culture is all about cross-functional collaboration, and I've enjoyed the opportunity to bring people together to achieve business goals. Our diversity and inclusion work takes this to a whole new level, enabling growth in an environment of inclusivity and cultural variety, ultimately enhancing our workplace and strengthening us as a more unified global organization."



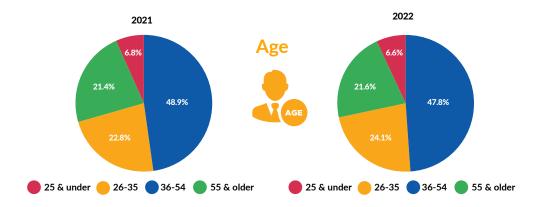
Diversity, Equity & Inclusion

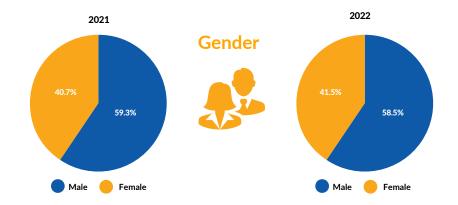
We embrace our employees' diversity and believe a diverse workforce fosters innovation and cultivates an environment filled with unique perspectives. With that in mind, we continuously aspire to achieve a more diverse workforce and strive to cultivate a culture and vision that supports and enhances our ability to recruit, develop and retain diverse talent at every level.

We made progress in our representation as reflected in the following metrics:

- Overall female (+0.8% vs 2021 and +0.9% vs 2020)
- Females in management (+2.2% vs 2021 and +2.1% vs 2020)
- Females in senior management (+6% vs 2021 and +10.7% vs 2020)
- Overall U.S. minority (+1.7% vs 2021 and +3.1% vs 2020)
- U.S. minorities in management (+3.3% vs 2021 and +4.6% vs 2020)
- U.S. minorities in senior management representation (+3.1% vs 2021 and 3.6% vs 2020)

At the same time, we recognize we have more work to do in order to have a diverse workforce reflective of our consumer base.





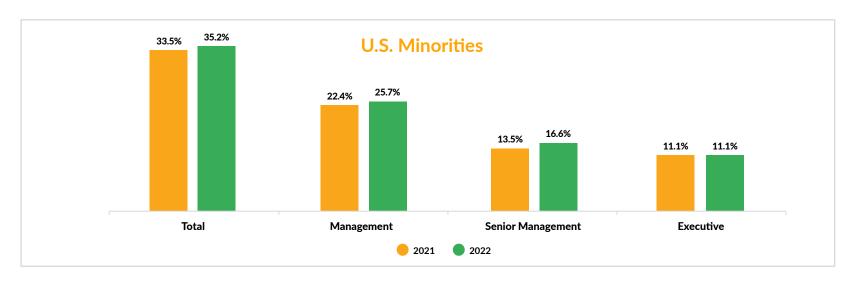


Due in part to challenges related to the outsourcing of our recruitment processes, we fell short of our goal that every candidate slate and interview panel for corporate location roles include at least one candidate who is female and at least one candidate who is from an underrepresented racial and ethnic group, with only 69% of our candidate slates and 68% of our interview panels meeting those criteria. We addressed this shortfall by improving our recruitment processes, technology and controls, and we achieved 100% in December 2022. 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 2022 is not available as of the publication of this Report, but the consolidated Employment Data forming a part of our EEO-1 Report for 2021 is included at the end of this Report.



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.





In 2022, our DEI initiatives continued to progress in supporting an inclusive environment at our facilities while exploring our diversity representation and talent policies to create goals and opportunities at our sites around the world.

Our DEI strategy includes four focus areas:

- Talent Acquisition: Attract and select a diverse workforce that is representative of the communities we serve, live and work.
- Conscious Inclusion: Create an environment where everyone feels free to bring their authentic self to work every day.
- Community Outreach: Advance DEI in the communities we serve by engaging with our community partnerships and philanthropy.
- How We Run the Business: Foster a diverse and inclusive mindset in our business practices and partnerships with customers, vendors and suppliers.

In addition to these strategic areas, we seek advice from and engage our hourly employees through our Inclusion Contributors pillar of the D&I Council.

We continue to work to achieve representation in our company that reflects available talent across all underrepresented groups, especially in leadership and technical positions. To that end, we made powerful commitments for 2022 and adopted new, inclusive hiring practices and programs to support historically underrepresented team members in their advancement at all levels of our company.

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 D&I student groups and clubs at undergraduate and MBA schools. We are striving to increase our company brand awareness with a wider demographic of students, and to educate them on the variety of opportunities available at both the undergraduate and MBA-levels at Church & Dwight.

Our Board of Directors also recognizes that tone is set 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.

In 2022, the Board renewed its commitment to having a diverse board and is dedicated to using refreshment opportunities to strengthen its diversity. The Governance, Nominating & Corporate Responsibility Committee will continue to require that the search firms we engage include a robust selection of women and racially/ethnically diverse candidates for serious consideration in all prospective director candidate pools.

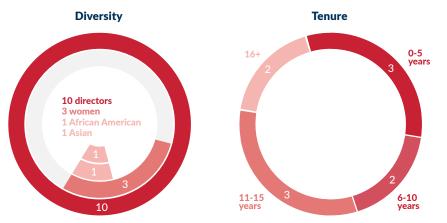
In addition, the Governance, Nominating & Corporate Responsibility Committee is committed to considering the candidacy of women and racially/ethnically diverse candidates for all future vacancies on the Board. The Board also has modified its age and tenure restrictions to increase opportunities to add new and diverse Board members. The new guidelines require existing Board members to retire on the earlier of reaching age 72, or twenty years on the Board and new Board members retire on the earlier of reaching age 72 or fifteen years on the Board. The Board also believes that tenure diversity should be considered to achieve an appropriate balance between the detailed company knowledge and wisdom that comes with many years of service and the fresh perspective of newer Board members.

We believe our current Board has an appropriate balance of experienced and newer directors, with tenure of the current directors averaging 10 years. The Governance, Nominating & Corporate Responsibility Committee balances all the above considerations when assessing the Board's composition.

Our senior leaders engaged in robust training on leading inclusion. The training addressed inclusive leadership concepts and approaches we can 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 ELT roundtable talks touched on personal experiences with inclusion. Each demonstrated empathy, transparency and authenticity across our organization. These LIVE conversations sparked continued conversations across the company in smaller groups.

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





In 2019, we established our U.S.-based Supplier Diversity Program to drive spend growth with certified diverse suppliers by ensuring their inclusion in our Procurement-led sourcing process. Diverse supplier expenditure increased in 2022, and we continue to expand our supplier diversity with the Women's Business Enterprise and National Council, National Minority Supplier Development Council, National Veteran-Owned Business Association and National LGBT Chamber of Commerce. Refer to Responsible Sourcing beginning on page 113 of this Report for additional information on our Supplier Diversity Program.

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. This includes comprehensive health insurance, retirement and profit-sharing plans and paid time off. In addition, for our employees not involved in collective bargaining agreements, we determine our employee benefits and compensation programs based on market trends, peer programs and international or national employee rights frameworks. We also understand diversity and inclusion are vital to fostering innovation and growth, and we are committed to promoting diversity and inclusion in all aspects of our business, including our compensation and benefits programs. In 2022, we approved the addition of paid parental leave, backup childcare and a mental health day to our U.S. benefits offerings for 2023 in support of our diverse workforce. To further our commitment to the environment and diversity and inclusion, we added a strategic initiatives metric to our 2023 Annual Incentive Plan that will measure our progress towards our 2025 goals in these areas.



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 focus on the team member experience, removing barriers to engagement, further modernizing the human relations process, focusing on hourly team member retention, and continually improving equity and effectiveness of all talent practices, including a fair equitable identification and selection hiring process. We invest resources in professional development and growth as a means of

improving employee performance and improving retention. In 2022, we launched our High Potential development program (IMPACT). The IMPACT program was launched with a cohort of 15 employees in our succession pipeline. For 6 months, these cross-functional leaders brought together the power of diversity to solve business challenges, while developing leadership capabilities through formal learning. We continue to be 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.



Celebrating the Employee Experience

Scott Harmon
Director, Sales
12 Years at Church & Dwight

"As an innovator, I have balanced the needs of consumers with our technical capabilities and financial goals. As a salesperson, I have stood in front of customers, listening to their goals and found ways for both of us to win.

For me, when you distill our culture down to its essence, we are a lean organization comprised of highly competent, self-motivated people. Everyone has to contribute, and we have to work efficiently as a team to stay lean. I am motivated to take on new challenges, to take risks and learn and grow. I was in the military. I love building a team first attitude. Broadening my understanding of different parts of the company helps accomplish that. And yes, I think I have become more competent as a result of the diverse assignments I have been fortunate enough to experience."





Celebrating the Employee Experience

Sonila Troka
Director, UK Marketing
3 Years at Church & Dwight

"I have felt at home since the first day I joined Church & Dwight in our London office. Everyone is empowered to take ownership of their development. The company supports one's ambition to grow through on-the-job learning opportunities, as well as industry renown trainings. For example, to help myself prepare for my next career move, I took a leadership program offered by the Center for Creative Leadership. Together with a group of peers from different functions, we were challenged in a way I was never challenged before. I was also supported by a personal coach who helped me develop my leadership skills even further. As a result, I was well prepared and ready to take on my new role with confidence."

Campus Recruiting

We have long-established early career opportunities, including undergraduate and MBA internships and co-ops. Students in our programs gain real-world experience, test their abilities with projects and key deliverables for their hosts and gain exposure to senior leaders. We provide many learning events focused on building students' business acumen and communication skills, as well as social and team-building activities to build a sense of community and camaraderie. Our diversity and inclusion commitment is a strong component of our early-career recruiting. We strive to attract and engage candidates from around the country and work to ensure a pipeline of under-represented minority students through outreach to student groups, on-campus events, and partnerships with HBCUs.





Workplace Flexibility (WPF)

Part of our employee experience comes from our flexible workplace options. WPF has increased employee engagement and improved business results, in turn giving us a competitive advantage. WPF takes many forms and is not one size fits all, so leaders evaluate the various roles in their departments, and, in the spirit of what's possible, figure out how to best support flexibility in their areas. This approach has led to the use of both fully remote employees and hybrid experiences. First, leaders identified roles that can be managed by working from home as their primary work location. Second, in 2021, we piloted hybrid work and formalized flexible work arrangements for office-based employees in 2022. This hybrid approach is now in a post-pilot phase, giving employees a flexible work experience.

Celebrating the Employee Experience

Wendy Bishop Director – Marketing 22 Years at Church & Dwight



"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 non-profit organization that donates millions of dollars to local non-profits. 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."

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, Minnesota, Wisconsin, Iowa and Arkansas. In addition, similar programs launched in our locations in Mexico and Australia in 2021.

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 18 years



since its inception, the EGF has become a cherished part of our culture and has awarded nearly 2,700 grants totaling over \$16 million to charitable organizations in the U.S. Through our annual grant process in 2022, the EGF awarded an aggregate of \$1.2 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.

Category	# of Orgs	Funding
Animal Rescue	20	\$110,300
Disadvantaged Youth	47	\$296,800
Domestic Violence	4	\$30,000
Educational Support	20	\$75,500
Elderly Services	9	\$65,411
Homelessness	16	\$113,500
Hunger Relief	24	\$146,000
Mental Health & Awareness	15	\$61,000
Military/First Responders Support	8	\$46,500
Performing & Visual Arts	11	\$59,500
Physical Healthcare	16	\$ 65,982
Preservation of the Environment	12	\$94,000
Social Equality	7	\$36,500

In 2022, the Employee Giving Fund brought back our 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, 208 employees donated over 743 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 2022, seven organizations were chosen and received grants totaling \$915,000 in the aggregate. In the DEI space, the following organizations received grants: Junior Achievement, Bowie University and Virginia State University. In the Sustainability space, the following organizations received grants: The Recycling Partnership, the Ocean Conservancy, Northeast Wilderness Trust and The Xerces Society for Invertebrate Conservation.



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 incorporate hazard identification and mitigation in our daily work and new initiatives. We have made great progress in reducing injuries within our manufacturing 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 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 reapplication of countermeasures across facilities.

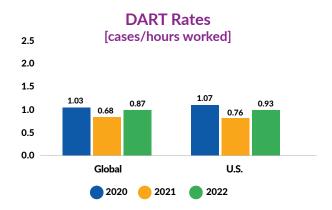
Global Lean Implementation

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 2022, we conducted over 1,610 LEAN activities engaging over 4,601 employees and yielding \$8.3MM in efficiency savings as part of our Good to Great program. This is our 4th year applying LEAN concepts. Through 2022, 10 of our 11 plants have achieved "Lean Bronze Level Certification" and 2 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, we are achieving higher levels of production output, productivity and reduced material losses. Our goal for 2023 is to achieve Silver Level Certification at 4 additional plants.



Workplace Safety

We currently 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. Looking to the future, we are developing leading indicators that represent our safety performance to help 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 global operations. Both metrics are well below the relevant industry benchmark (BM Manufacturing) for 2020 and 2021.¹ Note that the data below does not include cases related to the COVID-19 pandemic.





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. Data for 2022 is not available as of the date of this Report.





Workplace Hazard Recognition

One of our key priorities in our safety program is hazard recognition and elimination. Our hazard recognition encourages all employees to address and report the hazards we encounter at each site. Our employees are empowered to correct unsafe conditions, and when needed, escalate to gain additional help to eliminate the hazard. We consider hazard abatement as a proactive measure to drive injury prevention and control.

Workplace Safety Audits

We contract a third-party consultant to lead our annual safety audits. Auditing our sites and programs against regulations and internal standards is one of our leading indicators in safety performance. We have enhanced our audits to go beyond federal and state regulatory expectations and include best management practices in the industry. Our audit focuses on management systems and involvement, programs, compliance and employee behavior with a focus on leadership values, worksite analysis, prevention of injuries and controls. Action plans resulting from these audits are tracked and reviewed to ensure completion and effectiveness.

Safety-related Regulatory Action

Like all other companies, we are subject to regulatory inspection and review. In 2022, we received five regulatory inquiries (letters, phone calls, planned and unplanned visits) to our global operations sites. As a result of the five regulatory inquiries, there were three recommendations and \$14,502 in penalties issued. Two remain open undergoing investigation and negotiation with the regulatory agency.

