



EMPLOYEES & COMMUNITIES

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

- ✓ Embrace a mindset of inclusivity for all, good corporate citizenship and social responsibility within our communities.
- ✓ Maintain our Corporate Social Responsibility program around inclusivity and health and well-being. Church & Dwight remains committed to creating an environment of inclusion for all and is an equal opportunity employer.
- ✓ Endeavor to identify qualified candidates from all communities for open positions.
- ✓ 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, high-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 to share ideas and contribute to collective goals. We share a passion for hard work, innovation, and pushing boundaries of what is possible. We leverage our relatively small size and legacy culture to our advantage. With this culture, employees gain unrivaled exposure to senior executives, career growth, and opportunities to make an impact on the business, 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 our 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 with all employees, in all locations. 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. In 2025, we will continue extending AskHR to other geographies as we next make this digital tool available to employees in Mexico.

We also continue to adapt 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 offer a flexible, modern and digitally enabled work experience, and are using AI-powered tools to accelerate work, analyze data, and support creative brainstorming.



We invest in our people with:

Personal Time Off (PTO) or vacation time: In the U.S., people start with ten PTO days and five floating holidays.

Paid time for sick leave: At our U.S. plants, employees get 40 hours of paid sick leave. In non-plant office settings, there is no limit, though short-term disability starts after seven consecutive days.

Paid Parental Leave (PPL): PPL is offered to both the primary and secondary caregivers, demonstrating parity in parental leave. For both births or adoptions, new parents have the opportunity to have dedicated time to welcome new children to their family. Full-time U.S. employees with at least one year of employment with the Company and who have worked at least 1,250 hours are eligible for Paid Parental Leave and have the opportunity to take up to six weeks of paid leave.

Employee Engagement Surveys: We invest time and resources in listening to our employees so we can continually assess their engagement, understand our strengths, and look for opportunities to improve. Our annual You Matter survey is conducted each spring and includes all employees. In 2024, we had an 84% participation rate and employees submitted nearly 24,000 written comments we analyzed.

Anti-Harassment Training: Employees receive training on anti-harassment, among other topics, to promote a harassment-free work environment and reinforce our policies.

Development: We continue to develop people at all levels of the organization, creating opportunities for them to advance. In 2024, our internal hiring rate was 21.4% of open roles, compared to 20.2% in 2023.

More Than A Number

Jake Crooks
Sr. Instrumentation & Controls Engineer
York, PA

“You’re not just a number when you work here; your management team actually cares about who you are and what you give to the company.”

WORKPLACE INCLUSIVITY

Our vision is to foster an environment of belonging where we can each do our best work. A workplace filled with many unique perspectives drives profitable and sustainable success. We continuously aspire to operate in a culture that supports and enhances our ability to attract, develop and retain the most talented and effective people in our industry.

Our Diversity & Inclusion Council (the “D&I Council”) provides input and feedback on our strategy and initiatives. Led by our Chief Executive Officer and our Director, Talent Management & Diversity & Inclusion, the Council includes employees from many levels and functions around the world. Our Board of Directors, acting principally through its Compensation & Human Capital Committee, oversees these efforts.

In 2024, our employees successfully operated the first year of Employee Resource Groups (ERGs). These three company-supported, employee-run groups, which all employees are welcome to join, contribute to our goal of building and maintaining a diverse and inclusive workplace. Membership in the ERGs is open to all employees, and they are intended to help create safe, inclusive environments where all global employees feel connected, valued, and inspired to build customer value and contribute to our company’s success.

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

We win when we respect every employee for who they are – regardless of their characteristics & conditions. We believe our employees contributions are richer collectively because of their diversity. We aim to be a diverse and inclusive company and are determined to build a culture where people have the power to win together.

While we endeavor to identify qualified candidates from all communities for open positions, we are committed in policy and practice to complying with all federal, state, and local employment laws and regulations, and we base hiring and promotion decisions on merit, skills, and qualifications. We do not hire, promote or in any way discriminate on the basis protected class characteristics or conditions. Our commitment to maintaining an inclusive environment will continue. Together, we have the power to win.



Culture of Acceptance

Robert Smith
Process Technician
Harrisonville, MO

“We want everyone to thrive, and the culture here has always been about making you feel welcome and accepting you for who you are and what you have to offer.”



Our D&I Strategy Includes Four Focus Areas:

1. **Career:** Attract, retain and develop a diverse and highly skilled workforce.
2. **Community:** Engage with the communities we serve through partnerships and philanthropy.
3. **Culture:** Create an environment that centers around inclusivity for all. This includes close alignment and engagement of our hourly employees.
4. **Commerce:** Foster an inclusive mindset in our consumer communications, business practices, and partnerships with customers, vendors, and suppliers.

We want the best and brightest of our communities to know Church & Dwight as a great company, an equal opportunity employer, and a place where people truly matter. Our executive leadership team continues to support and participate in roundtable and panel discussions, including recognizing World Mental Health Day, Veterans Day, Employee Appreciation Day, and International Women's Day, among others.

Opportunities for Growth

Darlene Hinton
Sr. Quality Control Supervisor
Colonial Heights, VA



“There are opportunities for growth. The company invests in the people and they listen to the people. Everyone contributes to the success of the company.”

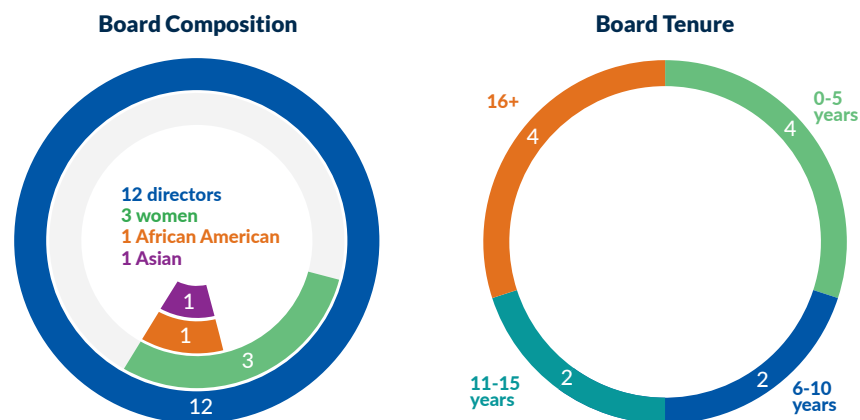
Our Board of Directors values inclusivity and recognizes the importance of having varied, unique and complementary backgrounds and perspectives in the board room.

The Board endeavors to include diverse skills, professional experience, and perspectives that reflect our customer, consumer, and investor base, and to guide our company in a way that reflects the best interests of all our stockholders.

In January 2021, and as set forth in our Corporate Governance Guidelines, the Board approved age and term limits requiring existing Board members to retire on the earlier of reaching age 72 (consistent with the prior requirement), or 20 years on the Board, and requiring new Board members joining the Board after January 2021 to retire on the earlier of reaching age 72 or 15 years on the Board. In January 2024, the Board raised the age limit for Board members from 72 years of age to 75 years of age. The Corporate Governance Guidelines give the Board the express authority to waive these requirements if the circumstances warrant a waiver. 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 our current Board has an appropriate balance of experienced and newer directors, with tenure of the current directors averaging 10.8 years.

The participation of our leadership promotes our most valuable qualities of empathy, transparency, and authenticity across our organization.

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



Collaborative Inspiring Environment

Robert Amariti
Product Quality Specialist
Princeton, NJ

“The culture is one of the biggest reasons that I’ve been here for 10 years. It is a collaborative inspiring and energizing.”

Talent & Development

Our talent strategy focuses on attracting the best talent and recognizing and rewarding performance, while continually developing, engaging, and retaining a strong employee base.

We foster an environment of continuous learning centered on skill-building, by leveraging technology and investing resources in professional development and growth to improve employee performance and retention. This includes management training, professional training and development opportunities, targeted leadership development courses, tuition reimbursement, onboarding efforts, job specific programs for our employees, and more.

In 2024, 16 employees participated in our High Potential development program (IMPACT). These cross-functional leaders from two continents collaborated to turn challenges into real business opportunities, while developing leadership capabilities through formal learning. We also offered instructor-guided leadership training for two key management levels and remain committed to providing opportunities, tools, and resources to support employee and career growth. Our employees gain valuable experience in their roles and have opportunities to learn new skills through broad responsibilities and experiences, often from collaborative cross-functional projects. We promote a culture of feedback through our annual performance management cycle where managers and employees discuss goals, track progress and have meaningful development conversations.

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 programs, we review trends and offerings in the local markets where we operate. To reinforce our commitment to sustainability, we added a strategic initiatives metric beginning with our 2023 Annual Incentive Plan.



Supportive and Grateful

Jessica Dowle
Stock & Waste Control Coordinator
Folkestone, UK

“Church & Dwight is very accepting of everyone and willing to help with anything you want to do in the future. I’m very grateful for the opportunities they’ve given me.”

Recognizing Employee Talent

Nilam Patel
Sr. Associate Manager, Sales Operations
Ewing, NJ

“Church & Dwight is a place of opportunity & growth, where talent doesn’t go unrecognized.”



Recruiting Programs

We offer opportunities to empower and nurture new hires. Our program aims to attract, develop, and retain professionals, providing them with valuable learning opportunities and real-world experiences within our organization. By investing in the development of our people, we foster a culture of learning and growth while building a pipeline of leaders who are equipped to drive positive change within our organization and in the wider community.

We seek out talent wherever it can be found, including at top-tier colleges and universities, some of which are Minority Serving Institutions (for example, Historically Black Colleges and Universities, Hispanic Serving Institutions, Asian American and Pacific Islander Serving Institutions, and Tribal Colleges and Universities). Participants engage in seasonal internships and co-ops across our Corporate and Research & Development functions. Through this program, we focus on equipping 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.

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

Established in 2005, the EGF is 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 where we have locations, including 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 20 years since its inception, the EGF has become a cherished part of our culture, and has awarded over 3,100 grants totaling over \$18 million to charitable organizations in the U.S. Through our annual grant process in 2024, the EGF donated, through annual grants, disaster relief, and other monetary support, an aggregate of \$1.3 million to 237 deserving organizations in a variety of areas, including animal rescue, disadvantaged youth, domestic violence support, education, physical healthcare, homelessness, hunger relief, mental health awareness, military services, environmental conservation, senior services, social equality, and programs for the arts. Employees are encouraged to sponsor their favorite charities in the annual grant application process, and funding preference is given to those organizations with an employee sponsor.

In 2024, the EGF continued employee volunteer events, 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 also contributed by purchasing back-to-school supplies to support disadvantaged youth, donating clothes and non-perishable items for clothing and food drives and providing 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, 282 employees donated 870 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 2024, eight organizations were chosen and received grants totaling approximately \$1.3 million in the aggregate. In the D&I space, the following organizations received grants: Junior Achievement, The Trevor Project, and Virginia State University. In the environmental conservation space, the following organizations received grants: The Recycling Partnership, the Ocean Conservancy, Northeast Wilderness Trust, Climate Central, 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.

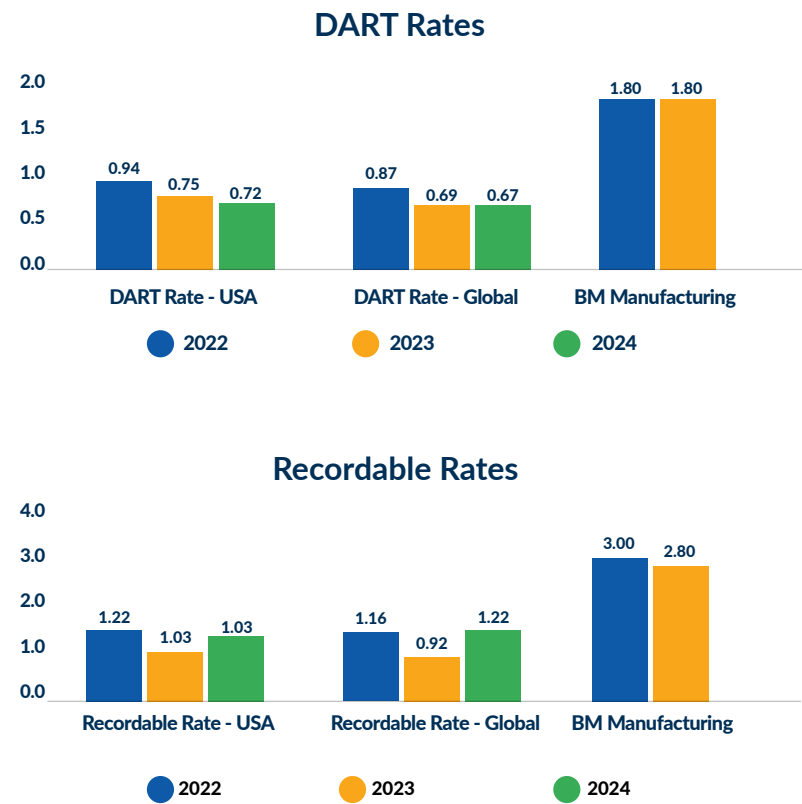
We comply with regulatory agencies' requirements and build our standards to meet or exceed them. We continue to build systems and processes to reduce injuries within our manufacturing facilities. We use continuous improvement, paired with our LEAN program to grow our safety systems and culture. We have 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. Through our 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 toward our goal of eliminating injuries. Our injury rates are consistently lower than the statistics in our manufacturing categories reported 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 continuous feedback. Taking care of ourselves and each other is vital to our success.

Global Lean Process Journey

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 2024, we conducted 2,860 LEAN activities, engaging over 5,000 employees and yielding \$16.5 million in efficiency savings as part of our Good to Great program. This is our 6th year applying LEAN concepts. Through 2024, 11 of our 11 plants have achieved "Lean Bronze Level Certification" and 10 of those plants further achieved "Lean Silver Level Certification", important LEAN milestones that signify that these plants met internal and 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 2025 is to achieve Silver Level Certification at our final site and Gold Level Certification at two of the Silver plants.

Workplace Safety

We track 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.



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 And Correction

One of our focus areas has been to identify potential workplace hazards and correct them before they become a larger hazard or cause injury. We have extensive descriptions for “near-miss” scenarios, 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 systems to capture round-the-clock, real-time 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.

Root Cause Analysis

Root cause analysis (RCA) is a critical process in our injury reduction initiative because it systematically identifies the underlying causes of incidents rather than just addressing their immediate symptoms. This process allows us to implement more effective and long-lasting solutions to prevent recurrence. We conduct RCAs in a team setting to help us uncover conditions and systemic issues that contribute to unsafe environments, such as inadequate training or flawed procedures. Ultimately, RCAs lead us to a more comprehensive understanding of risks, promoting continuous improvement in safety management and significantly reducing the likelihood of injuries in the workplace.

Safety-Related Regulatory Action

Like other companies, we are subject to regulatory inspection and review. In 2024, we received five regulatory inquiries (letters, phone calls, planned and unplanned visits) to our global operations sites, which resulted in three recommendations and \$16,592 in penalties issued.





2024

SUSTAINABILITY
REPORT