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Embrace a mindset of inclusivity for all, good corporate citizenship, and social responsibility within our communities.

EMPLOYEES & COMMUNITIES

- Maintain our corporate social responsibility program around inclusivity, and health and well-being.
- Demonstrate our commitment to an environment of inclusion for all.
- Focus on identifying qualified candidates from all communities for open positions.
- Expand community-enhancing, philanthropic programs and initiatives at our global operating sites.

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



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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.

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, opportunities for career growth, and the chance to make an impact on the business, all supported by 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. Since 2023, we have continued to look for ways to further enhance the experience for frontline workers and use digital tools to engage and inform them. For example, in 2025, we began broadcasting the CEO's quarterly town halls globally. Globally, employees can hear directly from the CEO, with real-time translations in 6 languages. We also continue to expand AskHR, a digital service delivery center. Piloted in 2021, the robust self-serve (or direct access) knowledge base is available to employees at all U.S. sites, providing a one-stop technology platform for answering their HR questions. In 2025, we expanded AskHR to Mexico and plan to expand it further, making it available in Canada and the United Kingdom.

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 on-site, in a hybrid arrangement, 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 use AI-powered tools to accelerate work, analyze data, and support creative brainstorming.



WE INVEST IN OUR PEOPLE WITH:

- **Personal Time Off (PTO):** In the U.S., people start with ten PTO days and five floating holidays. PTO increases over time based on certain tenure milestones.
- **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 and 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 Church & Dwight and who have worked at least 1,250 hours are eligible for PPL 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 year and includes all employees. In 2025, we scored above the Peakon benchmark for manufacturing companies with respect to both participation and engagement.
- **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 2025, our internal hiring rate decreased to 15.74% of open roles, compared to 21.4% in 2024.

ACCOUNTABLE TO EACH OTHER

Angelique Muggelberg
Production Planner, Green River

“We’re so willing to help everyone. We hold each other accountable, and we’re here to make the best product possible – doing it as safely as possible.”



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EFFECTIVE WORKPLACE WITH A STRONG SENSE OF BELONGING

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 embrace our employees across all dimensions and our efforts aspire to help us achieve a workforce with a strong sense of belonging that supports equal opportunity based on merit and optimizes our long-term performance. We also strive to cultivate a culture and processes that support and enhance our ability to recruit, develop and retain talent at every level. As a company, we remain committed to fair treatment, access, opportunity, and advancement for all employees based on merit.

Our Diversity & Inclusion Council (the “D&I Council”) members provide feedback on our strategy and initiatives. Led by our Chief Executive Officer and our Director, Talent Management & Diversity & Inclusion, the D&I 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 2023, we launched three Employee Resource Groups (ERGs). These company-supported, employee-run groups, which all employees are welcome to join, contribute to our goal of building and maintaining an inclusive workplace. In addition to the three existing ERGs - VALOR (veterans), BOLD (black employees) and WAVE (female employees) - we launched our fourth ERG (HOPE), which focuses on Hispanic employees, in September 2025. Membership in ERGs is open to all employees, regardless of gender or background, and they 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.

WE HAVE A CLEAR COMMITMENT TO ACHIEVING 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.

We focus on identifying 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 based on protected class characteristics or conditions. Our commitment to maintaining an inclusive environment will continue. Together, we have the power to win.

CULTURE OF CAN DO

Marita Alegre
*Sr. Director, Product Development,
Discovery House*

“We are very open-minded and agile; we have a can-do attitude and help out.”





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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.



CULTURE MEANS CARING

Kim Gooden
HR Business Partner, Victorville

“Culture means caring about our employees, being available to them, and delivering a high-quality product to our consumers.”



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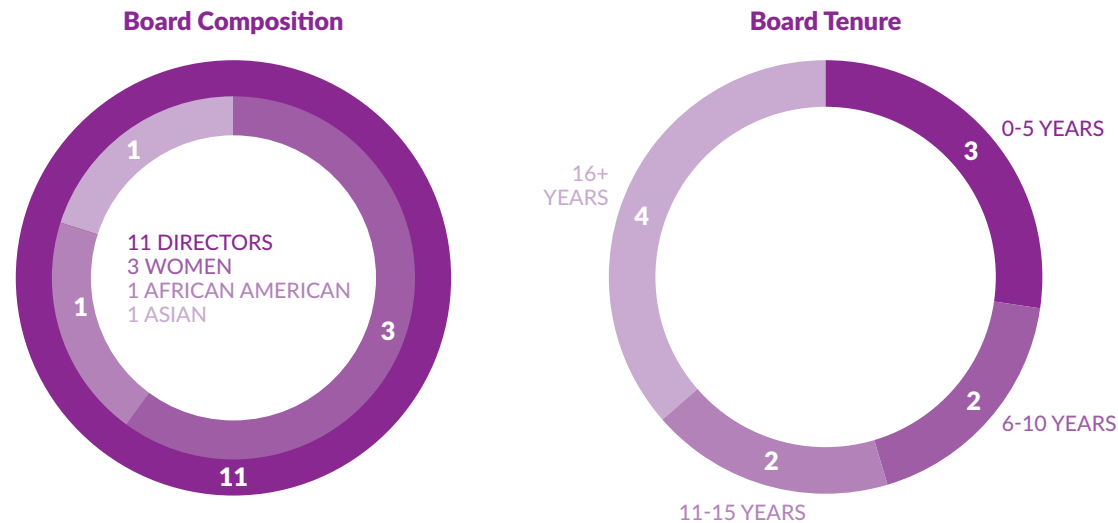
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OUR BOARD OF DIRECTORS VALUES INCLUSIVITY AND RECOGNIZES THE IMPORTANCE OF HAVING UNIQUE AND COMPLEMENTARY BACKGROUNDS AND PERSPECTIVES IN THE BOARDROOM.

The Board endeavors to include diverse skills, professional experience, and perspectives that reflect our consumer and investor base, and to guide us in a way that reflects the best interests of all our stockholders. Our Corporate Governance Guidelines require directors to retire upon reaching age 75. In line with the practices of the majority of its peers and most S&P 500 companies, we believe maintaining continuity and the valuable experience of our independent Board members is best achieved through a case-by-case assessment rather than by imposing a fixed limit on director tenure. Accordingly, on December 4, 2025, the Board approved an amendment to the Corporate Governance Guidelines to eliminate limits on the number of years a director may serve on the Board. The Board also believes that tenure diversity should be considered in order to achieve an appropriate balance among the detailed knowledge of our company, the wisdom that comes with many years of service as a director, and the fresh perspective of newer Board members. We believe that our current Board has an appropriate balance of experienced and newer directors and a consistent practice of regularly adding new Board members.

For more information regarding the Board’s diversity of backgrounds, skills, and experience, as well as Board refreshment, see our Proxy Statement for our Annual Meeting of Stockholders under the caption “Skills and Qualifications of our Board of Directors” and the charts below.



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



PASSION FOR WHAT WE DO

Matt Riggs
Line Technician, Harrisonville

“I love everything about my job, from the people to the product that we make. Any time I go out, I just love to see our product on the shelves.”





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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.

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 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 2025, employees in our succession pipeline participated in our High Potential development program (IMPACT). As part of IMPACT, 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.

IT MATTERS TO OUR PEOPLE

Katelynn Ryan
*Environmental Program Coordinator,
Lakewood*

“Sustainability is an important factor here at Church & Dwight — in Lakewood and across the whole company.”





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RECRUITING

We offer opportunities in our corporate locations to empower and nurture new hires. Our program aims to attract, develop, and retain newly hired 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 future leaders who are equipped to drive positive change within our organization and in the wider community.

We recruit talent through a variety of channels. Participants engage in seasonal internships and co-ops across our corporate and research and 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").



RESPECT AND HUMILITY

Aicha Assad
Montreal, Canada

“When I think about culture, I think about treating people with respect and leading with humility. These are the two most important aspects of a culture to me.”





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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 based on their level of giving, and by matching all employee contributions dollar for dollar, with no cap. Over the past 21 years since its inception, the EGF has become a cherished part of our culture, and has awarded over 3,300 grants totaling over \$19 million to charitable organizations in the U.S. 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 2025, the EGF supported our communities by providing approximately \$1.3 million in employee and corporate contributions to 224 community organizations through annual grants, disaster relief, and other monetary support.

In addition, in 2025, 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, 156 employees donated 555 hours of volunteer service throughout the year.

CHURCH & DWIGHT PHILANTHROPIC FOUNDATION

Established in 2020, the Foundation is administered by our employees with a focus on helping to create inclusive opportunities and advancing environmental preservation. In 2025, 10 organizations that foster these principles were selected and received grants totaling approximately \$1.1 million in aggregate.





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WORKPLACE SAFETY & HEALTH

Our commitment to employee, contractor, and visitor safety and health is integral to 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 use industrial hygiene monitoring to collect data on the effectiveness of our controls. Through our global Root Cause Analysis program, we eliminate hazards by replicating 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 that our work to prevent injuries cannot stop. 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.





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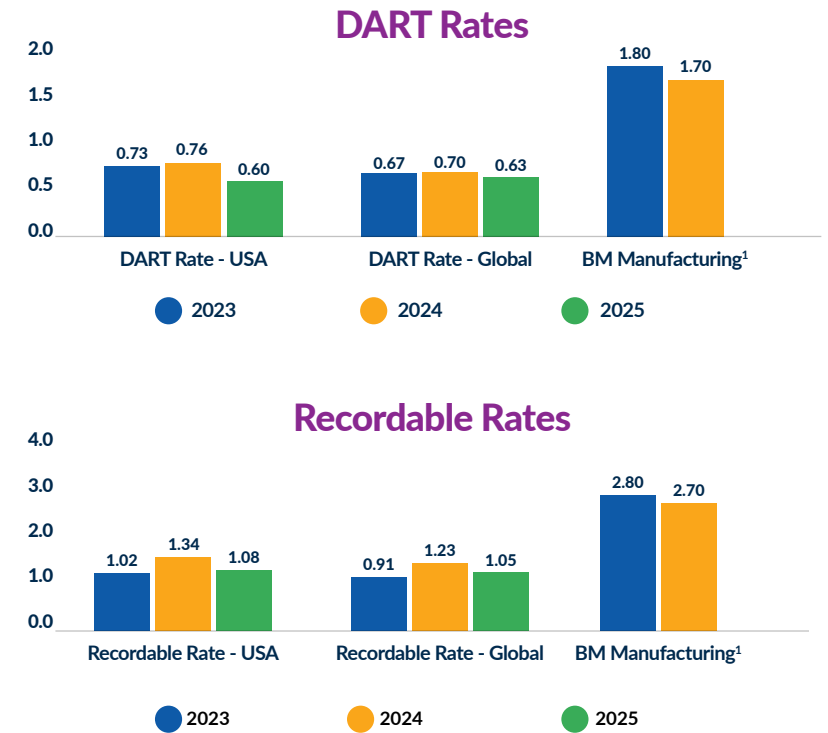
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WORKPLACE SAFETY DATA

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



¹ 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.



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WORKPLACE “NEAR-MISS” IDENTIFICATION AND CORRECTION

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.

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 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 2025, 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 zero penalties issued.

GLOBAL INTEGRATED OPERATIONAL EXCELLENCE

We continue to advance toward our objective of certifying all internal manufacturing sites against our Lean GOLD standard. Sites in Folkstone, UK, and Harrisonville, MO, are leading the way with strong best practices and performance. Overall, our Lean initiatives are reducing waste, improving equipment effectiveness, and strengthening employee engagement. In 2025, teams conducted 2,860 Lean activities involving more than 6,000 employees, delivering \$18.2 million in efficiency savings as part of our Good to Great program. After six years of building the foundation for Lean and TPM—establishing standard practices, strengthening culture, and embedding continuous improvement across our manufacturing network—we launched our integrated Operational Excellence program across the global end-to-end supply chain. We named this program “iOpex” to reflect the integration of Lean and TPM with Servant Leadership behaviors, which guide how we lead within our operations. We have also broadened our focus to identify opportunities throughout the entire supply chain. Though still early in its implementation, the program is already driving accelerated efficiency gains, deeper workforce engagement, and higher productivity.

