

TOGETHER WE HAVE
THE POWER TO WIN



2024

SUSTAINABILITY
REPORT

ENTER





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A message from our CEO

We began in 1846 as a baking soda business. Today, we are a top-tier Consumer Products Company with a large portfolio of brands that consumers love, especially the ARM & HAMMER® brand. Since 2022, we have invested approximately \$450 million in U.S. capital expenditures, primarily to increase manufacturing capacity. Major projects, including new production lines, advanced automation systems, and expanded warehouse capacities, have significantly enhanced operational efficiency and created new jobs. These strategic investments highlight our commitment to the sustainable expansion of U.S. based manufacturing operations.

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

Church & Dwigthers are goal-oriented people. To create a compass for our Sustainability Program, we

have established aggressive goals. Our efforts are directed toward improving the sustainability profile of our operations and products, positively impacting our employees and the communities in which we operate, and minimizing the environmental impact of our expanding global operations.

We are actively working toward increasing renewable energy usage at our facilities; reducing water consumption, greenhouse gas emissions, and solid waste to landfills; using environmentally responsible packaging; and improving our suppliers' sustainability practices. In 2024, we continued to procure 100% of our operations' global electricity from renewable sources, inclusive of renewable energy credits.

For the third year in a row, we achieved carbon neutrality for our ARM & HAMMER Baking Soda by measuring its carbon footprint and reducing it to zero through verified carbon offsets and internal emission reductions in line with The CarbonNeutral Protocol.

Our application to the Science Based Targets Initiative was approved in 2022. In 2024, our absolute direct emissions from our operated facilities (Scope 1), indirect emissions from our operated facilities, e.g., electricity and steam purchases (Scope 2), and emissions associated with transport of our finished products to our first point of customer contact (in the U.S. and Canada) and corporate business travel (targeted Scope 3) was essentially flat compared to 2023.

We are committed to providing global consumers with high-quality products and ingredients in compliance with all safety and regulatory requirements. We have developed a master list of Chemicals of Concern derived from global regulations, scientific reviews by authoritative bodies, and retailer restricted substance lists, and we continuously review ingredients in our product formulations against that list.

We are continuing to pursue our strategy to minimize our environmental impact by reducing plastic from our

packaging wherever practical by incorporating non-plastic alternatives, reducing plastic weight, improving recyclability, and enhancing circularity by increasing the amount of post-consumer recycled plastic in our packaging. Our goal is to increase post-consumer recycled plastic over time. Over 22.9% of our plastic packaging is post-consumer recycled content (up from 17% in 2022).

With more than 5,700 employees across more than 50 locations around the world, the safety and wellness of our employees is a top priority. We are also dedicated to maintaining a culture of belonging at Church & Dwight. We support several Employee Resource Groups (ERGs), which are open to all employees, and contribute to building and maintaining a safe and inclusive environment where all our employees feel connected, valued and inspired. We embrace our employees' diversity across all dimensions and believe an inclusive workforce fosters innovation and cultivates an environment filled with unique perspectives, talents, and experiences. We are an equal employment opportunity employer.

We take great pride in fostering an enduring culture of doing well by doing good. By focusing on making meaningful contributions, each of us can create a stronger, more resilient company while making a positive impact. We matched, dollar for dollar, donations our employees made to the Church & Dwight Employee Giving Fund (EGF), an employee-run giving program that primarily supports charitable organizations where our employees work and live. In 2024, the EGF supported our communities by providing approximately \$1.3 million to 237 deserving community organizations through annual grants, disaster relief, and other monetary support. Additionally, the Church & Dwight Philanthropic Foundation (the "Foundation") granted eight organizations \$1.3 million in the aggregate. Established in 2020, the Foundation is administered by our employees and focused on helping to create

educational and employment opportunities and advancing environmental preservation.

We earned public recognition for our sustainability efforts in 2024, including being listed in Time Magazine's Ranking of the World's Most Sustainable Companies, Newsweek Magazine's Ranking of America's Most Responsible Companies, USA Today's Ranking of America's Climate Leaders, EPA's Safer Choice Partner of the Year, FTSE4Good Index Series, amongst others.

While we have made significant progress, we missed some of our goals. In 2024, we achieved a 4% reduction in water intake normalized per million units of product shipped against our annual goal of 10%. Our total waste generation increased by 10% compared to 2023, missing our 10% annual reduction goal. We will continue to make incremental progress as we look forward. As we look ahead, our roadmap will enable the company to become stronger and more sustainable.

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

Rick Dierker
President and Chief Executive Officer



2024 AT A GLANCE



OUR BRANDS

- For the third year in a row, achieved carbon neutrality for our ARM & HAMMER Baking Soda by reducing its carbon footprint to zero through verified carbon offsets and internal reductions in line with The CarbonNeutral Protocol.*
- Supported ODYSSEY OF THE MIND, a science, technology, engineering, art, and math (STEAM) competition for students from kindergarten to college, which encourages inventive problem-solving using baking soda.
- Sponsored the Dress for Success® Virtual Power Walk, which supported the mission of empowering women to achieve economic independence.



PRODUCTS

- Launched ARM & HAMMER Power Sheets Laundry Detergent Sheets in retail, which reduced plastic usage, saved water, and decreased greenhouse gas emissions compared to traditional detergent bottles and caps.
- Completed our multi-year formula liquid laundry concentration efforts that reduced water and plastic usage per wash load and resulted in a reduction of carbon dioxide emissions in transportation.
- Received the U.S. Environmental Protection Agency's 2024 Safer Choice Partner of the Year Award.



PACKAGING

- Increased use of post-consumer recycled plastic to an average of over 22.9% across all global plastic packaging.
- Achieved a 29% reduction of virgin plastic across our global packaging portfolio compared to our original baseline level.



EMPLOYEES & COMMUNITIES

- Contributed approximately \$2.6 million to our communities through donations and grants from our employee led giving program and employee administered foundation.
- Conducted 2,860 LEAN activities, engaging over 5,000 employees and yielding \$16.5 million in efficiency savings.



ENVIRONMENT & CLIMATE CHANGE

- Offset through carbon credits or reduced through renewable energy credits 100% of our targeted greenhouse gas emissions.
- Achieved less than 20% solid waste-to-landfill, advancing towards our goal of less than 5% by 2030.
- Progressed against our Scope 1 + Scope 2 (market based) emissions science-based targets goal.
- Achieved a 4% reduction in water intake normalized per million units of product shipped.



RESPONSIBLE SOURCING

- Assessed 100% of at-risk suppliers against safety, labor, environmental, and ethical standards.
- Sourced 96% RSPO Certified Mass Balance palm oil ingredients.

* Our ARM & HAMMER Baking Soda CarbonNeutral® product certification and corresponding offsets cover 2024 emissions from raw material production to retail customer delivery in the U.S. and excludes use and disposal



CHURCH & DWIGHT AT A GLANCE

Our Company

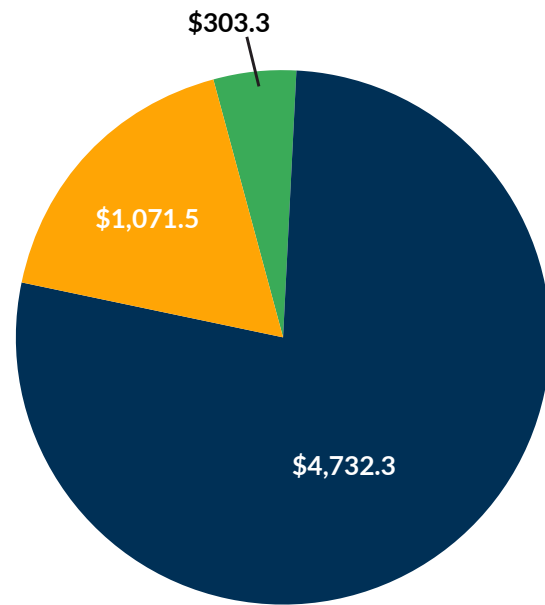
At Church & Dwight, we are focused on creating an inclusive, stronger, more resilient company while contributing to a better, more sustainable world.

- Delaware corporation Founded in 1846
- Headquartered in Ewing, NJ
- More than 50 locations around the world 2024
- Net Sales of \$6,107.1 millions
- Publicly traded on New York Stock Exchange (CHD)





2024 Net Sales (\$6,107.1 million)



OUR THREE DIVISIONS

Consumer Domestic

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

Our Consumer Domestic segment products are marketed primarily through a broad distribution platform that includes supermarkets, mass merchandisers, wholesale clubs, drugstores, convenience stores, home stores, dollar and other discount stores, pet and other specialty stores, and websites and other ecommerce channels, all of which sell our products to consumers. The Consumer Domestic segment employs a sales force based regionally throughout the U.S. together with the services of independent brokers, who represent our products in the food, mass, pet, dollar, club, and numerous other classes of trade.

Consumer International

Primarily personal care products for international markets

Our Consumer International segment markets a variety of personal care, household and over-the-counter products in international subsidiary markets, including Australia, Canada, France, Germany, Japan, Mexico, China and the United Kingdom. We also export to over 130 markets around the world, including China and Korea, through our global markets group using a broad network of third-party distributors.

Specialty Products

Animal nutrition, specialty chemical, and commercial and professional products

Our SPD segment markets sodium bicarbonate and other chemicals to industrial and agricultural customers primarily throughout the U.S. and Canada. Distribution is accomplished through a dedicated sales force supplemented by manufacturers' representatives and independent distributors.

Read more about our three principal segments in our Annual Report on Form 10-K for the fiscal year ended December 31, 2024.



OUR BRANDS

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

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

POWER BRANDS



vitafusion



waterpik

TheraBreath

Hero.



OUR PEOPLE

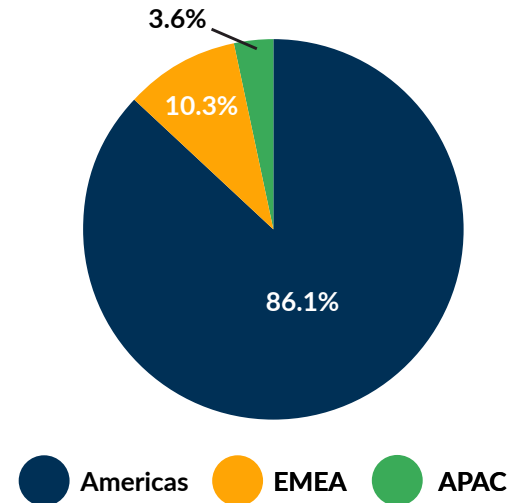
In their everyday work, our employees embody our commitments to integrity, quality, and innovation, and, in doing so, they directly contribute to our long-standing character and reputation.

→ 5,754 Employees (globally) in over 50 locations

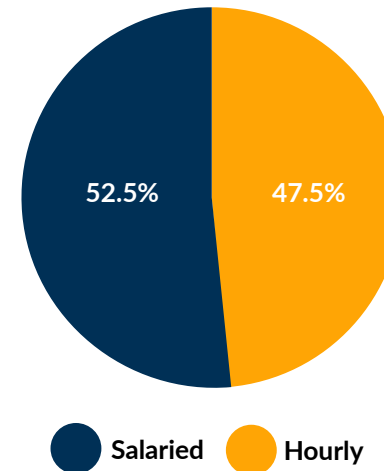
→ \$1.061 MM Revenue Per Employee



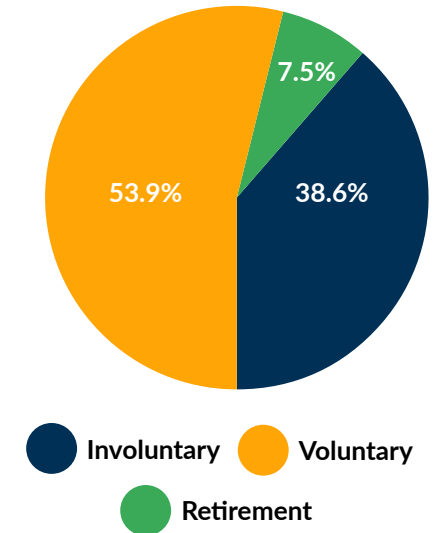
Location



Hourly vs. Salaried



2024 Turnover (15.15% Total)



For more information on our employee metrics, see **Employees & Communities** starting on page 44.



OUR SUSTAINABILITY STRATEGY

We believe that sustainability is critical to the health of the communities in which we operate, contributes to a better world, and benefits our business both financially and operationally.

Environmental

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

We have a goal to achieve carbon neutral status for our owned and controlled global operations by 2025 through GHG reduction programs, green electricity renewable energy credits (RECs), and purchased carbon credits. In 2024, 100% of our targeted GHG emissions (Scope 1, Scope 2, and targeted Scope 3 transportation emissions) were either offset through carbon credits or reduced through renewable energy credits. We established science-based targets, which were approved by the Science Based Targets Initiative (SBTi) in 2022. We continue to explore impactful projects to support our science-based target commitment. In addition, we improved overall recyclability across our broad portfolio of products, with global recyclability increasing from 71% to 88.5% since 2018. Almost all (98.6%) of our paper and board packaging is sourced from recycled material and/or sustainably managed forests. By the end of 2024, we raised our post-consumer recycled plastic usage to an average of 22.9% across our plastic packaging.

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

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



Social

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

Employee safety and wellness remain two of our highest priorities. We administer company-wide policies designed to protect the safety of each employee and maintain compliance with OSHA and local safety standards. We embrace our employees' diversity across all dimensions and believe an inclusive workforce fosters innovation and promotes an environment filled with unique perspectives, talents, and experiences. Diversity comes in many forms, including diversity of thought and experience. We strive to cultivate a culture and processes that support and enhance our ability to recruit, hire, develop and retain talent at every level based on merit. We do not discriminate in recruiting, hiring, or promotion on the basis of protected class characteristics or conditions.

We encourage our employees to become involved in their communities through our Employee Giving Fund (EGF) and The Church & Dwight Philanthropic Foundation, which are described elsewhere in this Report. We place a high priority on operating in a responsible, respectful, and ethical manner. The Church & Dwight Code of Conduct (the "Code of Conduct") provides guidance on a broad array of business ethics and legal compliance topics. Among other things, the Code of Conduct is designed to deter wrongdoing and to promote honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest between personal and professional relationships; promote compliance with applicable laws, regulations and policies; and promote a harassment-free work environment. The Code of Conduct requires the prompt internal reporting and investigation of any potential or actual violations of the Code of Conduct and contains provisions regarding accountability for adherence to the Code of Conduct. Additional expectations for our Board members are set forth in our Corporate Governance Guidelines.

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

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

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



Governance

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

Our Corporate Issues Council (the “Council”), comprised of senior executives representing all our key functional areas, guides the integration of sustainability within all parts of our business and drives continuous improvement in our Sustainability Program. The Council takes the lead in defining and implementing our sustainability strategy across six pillars. Its duties include allocating resources to appropriately address sustainability issues; reporting on our progress to drive continuous improvement in our sustainability approach and performance; and monitoring, prioritizing and addressing evolving standards and stakeholder requirements.

Our Board of Directors, acting principally through its Governance, Nominating & Corporate Responsibility Committee, oversees our Sustainability Program and efforts, including our climate change policies and programs. The Governance, Nominating & Corporate Responsibility Committee focuses on governance, brands, products, packaging, responsible sourcing, environmental, and all other areas of our Sustainability Program not otherwise overseen by the Compensation & Human Capital Committee and the Audit Committee. Our Compensation & Human Capital Committee focuses on issues related to our people. Our Audit Committee oversees our compliance and ethics program. Our General Counsel and Independent Lead Director are responsible for ensuring that stockholder requests, recommendations and proposals are evaluated by the Governance, Nominating & Corporate Responsibility Committee, additional committees within the Board as appropriate, and then by the Board of Directors, if needed. Our Board also reviews the results of our periodic employee engagement surveys and has oversight over our planned response strategy.

As described in this Report, our continued progress in key areas of sustainability has earned recognition from various third parties.



6 Core Pillars of Sustainability

Our global sustainability strategy is derived from our heritage and organizational values. The following six pillars are the core focus of our Environmental and Social efforts. Each is supported through our Governance practices, which are intended to maintain a system of rules and practices that determine how we operate and align the interests of our stakeholders in support of ethical business practices and financial success.

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



HOW WE ASSESS MATERIAL ISSUES

We use the standards and guidelines of the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB) industry specific standards, and the Task Force on Climate-related Financial Disclosures (TCFD) to inform our sustainability disclosures. These disclosures are included in our Annual Report on Form 10-K for the fiscal year ended December 31, 2024 (the “Annual Report”), our Proxy Statement for our Annual Meeting of Stockholders, and this Sustainability Report (this “Report”). The “materiality” thresholds in those standards and guidelines may differ from the concept of “materiality” for purposes of the federal securities laws and disclosures required by the Securities and Exchange Commission’s (the “Commission”) rules in our Annual Report.

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

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

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

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

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

HOW WE ENGAGE STAKEHOLDERS

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

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

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



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

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



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

POLITICAL ADVOCACY

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

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

CYBERSECURITY, DATA PRIVACY AND SECURITY

Increased information technology security threats and more sophisticated computer crime, including ransomware, denial-of-service and phishing attacks, and advanced persistent threats, pose a potential risk to the security of our information technology systems, networks, and services, and those of our customers and other business partners. These threats may impact the confidentiality, availability, and integrity of our data, and the data of our customers and other business partners. Accordingly, we prioritize cybersecurity, data privacy, and information security as critical components of our risk management and governance frameworks.



CYBERSECURITY

Information Security Program

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

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

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

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

Program Governance

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

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

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



DATA PRIVACY AND SECURITY

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

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

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





OUR BRANDS

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

In 2024, our brand teams expanded the positive impact we have on our communities and the planet by supporting meaningful social and environmental causes.

Delight Consumers with Our Brands & Contribute Toward a More Sustainable World

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

The Arm & Hammer Brand Team Sponsored Odyssey Of The Mind™

In 2024, we continued our partnership with Odyssey of the Mind™, an international science, technology, engineering, art, and math (STEAM) competition where students in kindergarten through college work together to solve creative problems at the regional, state and global level.

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

In 2024, our ARM& HAMMER brand team's continued support of Odyssey of the Mind and STEAM education included:

- Sponsoring a problem where teams will use ARM & HAMMER baking soda as a key element in their solution and performance.
- Providing \$100,000 in sponsorship to support STEAM education.
- Sharing virtual content at Odyssey of the Mind™ World Finals in May 2024 to provide edutainment to the thousands of teams and families in attendance. This partnership will help us to advance our mission of championing innovative thinking, and we are excited to see the creative solutions these powerful young minds come up with as we continue our support in 2025!

The Arm & Hammer Baking Soda Brand Team Proudly Launched The 1st Annual Arm & Hammer Baking Soda Rocket Day.

In October, we celebrated the first ARM & HAMMER Baking Soda Rocket Day, and it was a phenomenal success! Over 180,000 students across more than 270 schools participated in this historic day nationwide, launching more than 5,000 Baking Soda rockets. It was an unforgettable day filled with smiles and inspiration. The kids and teachers had an absolute blast! Seeing their faces light up with curiosity and excitement was truly priceless.

ARM & HAMMER Baking Soda Rocket Day was more than just fun; it was about inspiring curiosity and imagination in young minds, and sparking a lifelong passion for STEAM. Thank you to everyone who participated and made this day so special. Your enthusiasm and engagement were the fuel that made this event soar! Stay tuned for Baking Soda Rocket Day 2025!





ARM & HAMMER Baking Soda is Certified Carbon Neutral.

ARM & HAMMER Baking Soda achieved carbon neutrality by measuring the product's carbon footprint and reducing it to zero through verified carbon offsets and internal reductions in line with The CarbonNeutral Protocol.



ARM & HAMMER Baking Soda CarbonNeutral® product certification and corresponding offsets cover 2024 emissions from raw material production to retail customer delivery in the U.S. and excludes use and disposal.

- **MEASURE** - Through lifecycle analysis, we calculated the amount of carbon dioxide released into the atmosphere through the raw material sourcing, production, and distribution to retailers of domestic baking soda. This analysis was conducted by an independent third party, according to the requirements of the International Standard ISO 14044 (ISO, 2006), and was critically reviewed.
- **REDUCE** - We are pursuing energy reduction projects at our production facilities and working toward longer-term emissions reduction targets in accordance with our science-based targets.
- **OFFSET** - We purchased carbon offsets equal to our estimated annual emissions. These offsets are generated, verified, and tracked in accordance with applicable standards. We've purchased offsets in connection with three project areas globally: solar power in India, improved cookstoves in Bangladesh, and a rooftop solar program in India.

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

ARM & HAMMER Baking Soda team is proud to support Baking Soda Swaps.

Just a helping of ARM & HAMMER™ Baking Soda Helps Reduce The Number Of Products In Your Cabinet & The Number Of Products You Send To The Landfill.

Our ARM & HAMMER™ Baking Soda Swaps campaign focuses on simple, eco-friendly swaps using ARM & HAMMER Baking Soda. Our aim is to empower everyone to reduce waste and feel good about reducing their impact on the planet. The campaign generated over 373 million impressions in 2024 and will continue in 2025.



ARM & HAMMER Laundry Team Proudly Supports Dress for Success® For A Fourth Consecutive Year



Our ARM & HAMMER Laundry team continued its support for Dress for Success by donating \$100,000 in total in 2024. The Laundry Team sponsored the “Your Hour, Her Power” campaign in March 2024 to empower women and lighten their load.

Your Hour, Her Power

To enhance brand affinity and support Women’s History Month and International Women’s Day, the ARM & HAMMER™ Laundry team donated \$100,000 to the “Your Hour, Her Power” empowerment campaign that spotlights female leadership and encourages individuals around the world to donate to help women access resources that will help them achieve economic advancement. The money raised helped Dress for Success provide women access to programs that focus on job search support, financial literacy education, health and wellness, and entry to a professional network and safe community.

As part of the 2024 YHHP campaign, the ARM & HAMMER Laundry team partnered with Dress for Success to champion five SHero Honorees, to share their stories of determination and preservation, including Dress for Success member and ambassador, Starella ‘Star’ Arbouin. Losing her at-home daycare business in 2012 during Hurricane Sandy, Star was displaced for four years until finding support and hope through Dress for Success. The organization equipped her with the resources necessary to rebuild her spirit and pursue her dream of owning a spa. In 2024, Arm & Hammer Laundry disseminated their own press release titled, “ARM & HAMMER™ Laundry Supports Women Empowerment and Proudly Partners with Non-Profit Organization, Dress for Success® Worldwide, for Fourth Consecutive Year” which syndicated in Boston Herald and Pittsburgh Post-Gazette, and was featured in Dress for Success’ release, “Dress for Success® Worldwide Launches its Largest Campaign, Your Hour, Her Power®, Celebrating 31 Honorees from Global Network.”

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



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

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



ARM & HAMMER and XTRA Laundry Detergents Further Sustainability Efforts for Liquid Detergents

In 2024, the ARM & HAMMER and XTRA Laundry teams closed out their multi-year formula concentration efforts that have helped power sustainability efforts by reducing water and plastic usage per wash load. Thanks to these efforts the brands have in total reduced plastic usage by approximately 9.1 million pounds, corrugate usage by approximately 9.4 million pounds, water usage by approximately 170,000 tons, and transportation CO2 emissions by an estimated 11,200 metric tonnes from the years 2022-2024.

Building on this work, in 2024 the ARM & HAMMER and XTRA teams continued to address plastic usage, increasing their use of post-consumer recycled plastic on average by 4.2% per bottle for an average of 34.2% in liquid laundry detergent bottles, and achieving a year end run rate at 38% PCR*. Overall, the ARM & HAMMER and XTRA teams reduced reliance on virgin plastic by 870 US tons (1.74 million lbs)*.

**Plastic, corrugate, water and carbon reduction estimates for full concentration efforts use actual number of units sold in 2022 as compared to impact of pre-concentration efforts using same number of units sold and actual number of units sold in 2023 as compared to impact of 2022 first round concentration using same number of units sold and actual number of units sold in Q1 2024 as compared to impact of Q1 2023 first round concentration using same number of units sold. Emission reduction estimates are based on full truckload equivalents calculated using average carbon emissions per truckload and average miles traveled.*

ARM & HAMMER Laundry Team Celebrates Fourth Year as a SkinSAFE™ Trusted Choice Leader: Leading the Way in Providing Effective Laundry Solutions for People with Sensitive Skin.

The ARM & HAMMER Laundry team continues to pioneer the laundry category as a SkinSAFE Trusted Choice brand, marking the product's fourth year of certification in 2024. SkinSAFE, in partnership with the Mayo Clinic, uses over 25 years of clinical skin testing data to help consumers with sensitive skin make the right product decisions. Receiving the SkinSAFE Trusted Choice Seal requires the brand's formulas to pass rigorous data review processes, including skin patch testing, clinical and home use testing on sensitive skin, limited or total absence of common fragrance allergens, and ingredient assessments.

The ARM & HAMMER and OxiClean Laundry teams proudly features the SkinSAFE seal on our Sensitive Free & Clear and Sensitive Plus Scent liquid laundry and Unit Dose packaging and Free and Baby Stain Powder Stain Removers, underscoring its commitment to rigorous standards to deliver products that consumers with sensitive skin can trust and use with confidence.

Additionally, ARM & HAMMER Sensitive Skin Free & Clear Liquid Laundry Detergent has been awarded the SkinSAFE Shoppers' Choice as the highest ranked product within the detergent category. This recognition highlights its popularity and trust among consumers who prioritize safe, sensitive-skin solutions. Dermatologist-tested and free from dyes, preservatives, and common allergens, this detergent is ideal for even the most reactive skin types.





Arm & Hammer Laundry Team Launches New Laundry Detergent Sheets

In 2024, the ARM & HAMMER Laundry team launched ARM & HAMMER Power Sheets Laundry Detergent Sheets in retail, becoming the first name brand to launch into this form. This exciting, innovative product is improving our company’s environmental footprint. By switching from traditional detergent bottles and caps to our detergent sheets, we have reduced plastic usage by 238 tons (476,500 lbs), saved 720,000 gallons of water, and decreased greenhouse gas emissions by 902 metric tons of CO2 equivalent. This product also comes in fully recyclable packaging for consumers and boasts a “99% less water*” claim on pack.

**per medium load versus leading value detergent*

Church & Dwight Honored by the U.S. Environmental Protection Agency’s 2024 Safer Choice Partner of the Year Award

The Safer Choice program assesses every ingredient in a product for safety in addition to reviewing pH, performance, and packaging. The ARM & HAMMER brand was recognized for utilizing safer ingredients without sacrificing quality or performance, while furthering the EPA’s commitment to making Safer Choice products more affordable and accessible to all. To drive awareness of EPA Safer Choice options, certain ARM & HAMMER laundry products prominently feature the Safer Choice logo on their packaging and the brand spends millions of dollars on advertising behind Safer Choice-certified products. For more information, see **Products** beginning on page 33.





The OxiClean Save-the-Sneaker campaign is an initiative that champions clothing preservation by demonstrating practical methods to extend the life of your favorite footwear.

By showcasing the powerful cleaning power of OxiClean, the campaign educated consumers on how to effectively remove tough stains and refresh their sneakers, ensuring they look new for longer. This not only reduces the need for frequent replacements, thereby minimizing waste, but also promotes a more sustainable approach to fashion. Waste is prevalent in every part of the fashion industry because of overproduction, overconsumption, and problematic end-of-life solutions, such as landfills and incineration. Shockingly, every second, the equivalent of one garbage truck of textiles is landfilled or burned globally. Moreover, 50% of fast fashion produced is disposed of in under a year, and 30% of clothes produced are never sold.

vitafusion™

Since 2017, the VITAFUSION brand team has partnered with the Fruit Tree Planting Foundation (FTPF) to help create healthy and vibrant communities in the US and abroad through fruit trees. This collaboration has resulted in the planting of over a quarter of a million fruit trees across the United States, Africa, and Latin America. These trees provide fresh fruit, perennial income, environmental benefits, and edible landscapes to schools, community spaces, and families.

In 2024, significant milestones include the planting of the 270, 210th tree at 4Roots farm in Orlando, which created a food forest along a walking path with a variety of fruit trees. Additionally, in Uganda, the VITAFUSION brand team contributed to the establishment of orchards in schools and households. In total, the 10,000 trees planted through the partnership in 2024 will serve 56 communities with over 440,000 pounds of harvest annually. The partnership between the VITAFUSION brand team and FTPF continues to support the vision of accessible, nutritious food and a healthier environment, bringing lasting benefits to communities worldwide.

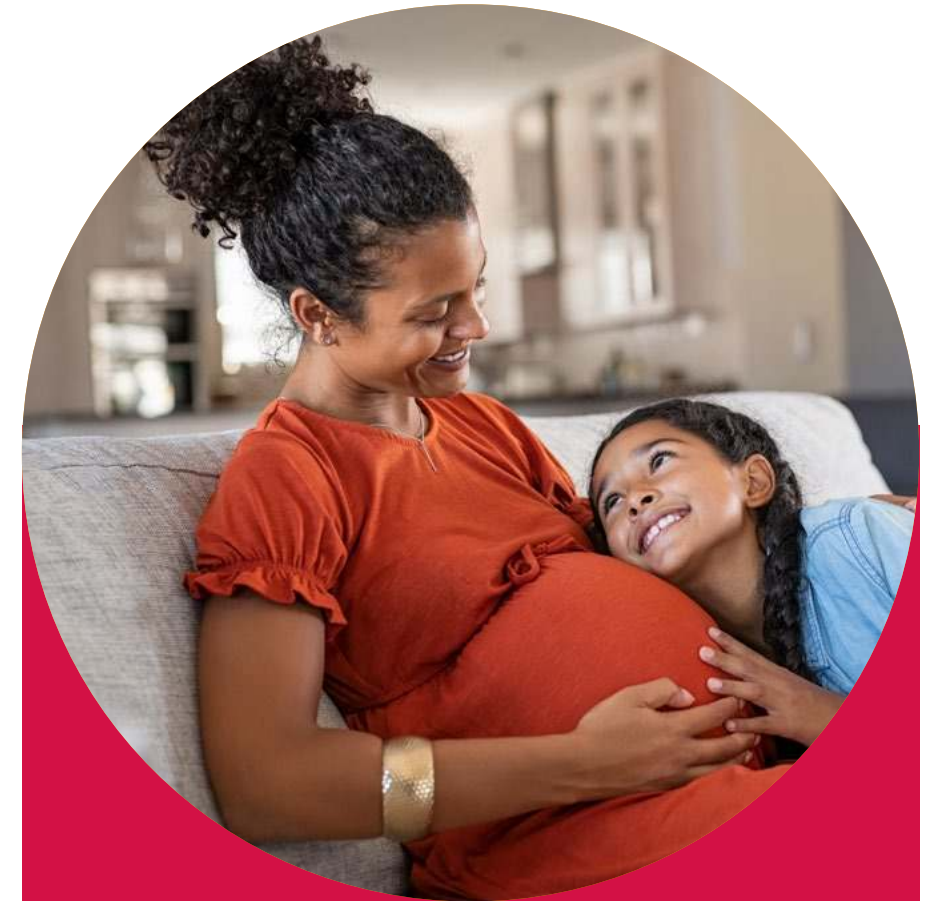


Our First Response Brand Team Empowered Women's Maternal Health Journeys with Story-Telling and Cause Awareness Campaigns.

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

In 2024, we enhanced brand affinity through reputable cause marketing partnerships, such as:

- **Supported National Infertility Awareness Week (NIAW) with RESOLVE:** The FIRST RESPONSE brand team continued a decades long partnership with The National Infertility Association, with the goal of creating awareness of National Infertility Awareness Week in partnership with the BETCHES Oversharing Baby Steps Podcast.
- **Continued our commitment to addressing maternal health with ongoing support of Black Mama's Matter Alliance (BMMA):** The FIRST RESPONSE Brand Team Sponsored BMMA's Maternal Health Conference and Training Institute in September. This conference brought professionals in the child birthing space (Public Health Professionals, Midwives, Nurses, Physicians, etc.) together to learn and discuss how do combat maternal health inequities.



EVERY
MOTHER
COUNTS



BMMA
BLACK MAMAS MATTER ALLIANCE

TROJAN[®]

CONDOMS



Our Trojan Brand Team Protected Communities With Sexual Health Programs, Education, And Donations.

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

In 2024, we:

- **Partnered with Advocates for Youth's Condom Collective** – a youth-led grassroots movement to make the U.S. a sexually healthy nation – to donate more than one million condoms to student-run safe sites in a peer-to-peer program on college campuses.
- **Continued a tradition of donating more than one million condoms to health departments across the U.S. annually as a part of a long-standing partnership with the National Coalition of STD Directors.** Together, we refocus attention, resources, and consumer education on condoms as a highly effective form of STD and unintended pregnancy prevention. Through this partnership, which is referenced on our condom boxes, we also continue to support the “Condom Connect” Initiative, an NCSD partnership with the TROJAN Brand Team to connect NCSD’s members with condoms!
- **Sponsored a booth experience at Cincinnati Magazine’s annual Pride Party, a high-energy, fun event held the Friday of Pride weekend with live music, giveaways, and even a cake decorating competition.** Our booth was very welcoming, with multiple photo booths, a mosaic photo wall and giveaways, including free samples of Bareskin Raw™ condoms to prepare attendees for a weekend of safe fun.
- **Supported Callen-Lorde, a NYC-based global non-profit leader in LGBTQ+ healthcare, through a generous donation and attendance at the 2024 Community Health Awards ceremony, as an extension of our Bushwig sponsorship and in honor of Bushwig co-founder Simone.** Bushwig is an annual community-created and run festival in Bushwick, NYC that celebrates LGBTQ+ music, art, and culture. The TROJAN brand team had the honor of being Bushwig’s only corporate partner and encouraging festivalgoers to embrace their bold.



The Arm & Hammer Pet Care brand team is passionate about pet adoption.

In 2024, the brand team continued its mission in supporting overlooked shelter cats through its partnership with the ASPCA and animal shelters across the nation, to raise awareness for pets needing loving homes. This included:

- **Remaining dedicated** to shining a light on “purrfectly impurrfect cats” by developing an AI-powered tool that highlights cats’ unique personalities to help get them adopted and donating \$143,500 to animal shelters through our Arm & Hammer Feline Generous program.
- **In June, we celebrated our 4th annual partnership with the ASPCA and National Adopt A Shelter Cat Month** by partnering with the ASPCA to sponsor virtual adoption events and helping to raise \$200,000 for the ASPCA through a matching donation campaign to help cats in need get adopted.
- **Our 6th annual partnership with Morris Animal Refuge, one of America’s first institutions that cared for and rehomed abandoned and suffering animals.** Arm & Hammer Feline Generous sponsored their annual Fur Ball, helping to encourage donation matching for their shelter through Arm & Hammer’s donation of \$13,500.
- **In the spirit of giving, ARM & HAMMER launched a “Personality Pics” social media contest in November, aimed at helping shelter cats find loving homes.** This campaign spotlighted shelter cats often overlooked for adoption due to age, appearance, or misunderstood personalities by giving them an AI-generated portrait to better showcase their unique traits. Cat lovers were invited to follow @armandhammercat on social and nominate a shelter for a chance to win. Three winning shelters received \$10,000 each, an AI-generated portrait for up to 10 cats, and the nominating cat lover won a year’s supply of ARM & HAMMER™ Cat Litter.





Church & Dwight Brand Teams Partner With Conscious Beauty At Ulta Beauty™

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

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

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

*sku specific

Expanded Partnership with TERRACYCLE®

In 2024, we continued our partnership with TerraCycle® to recycle plastic pouches, recycling 229,737 ARM & HAMMER and OXICLEAN pouches since 2018. We also expanded the program in 2021 to include toothpaste tubes, diverting 31,798 tubes from landfill and incineration through our TerraCycle® recycling program. Our goal was to provide trusted products in a convenient reusable option accessible to all.

WATERPIK Brand Team Continues Partnership With “Dr. Q” Toney To Promote Oral Health and Enhance Brand Affinity

The WATERPIK brand team is dedicated to making dental care more accessible and empowering underserved communities with the tools and knowledge necessary to maintain healthy smiles. As part of this mission, the brand team continued their partnership with Dr. Quodarrus “Dr. Q” Toney with the HBCU Campus Crusade - a tour dedicated to promoting oral health, entrepreneurship, and educational opportunities among Historically Black Colleges and Universities (HBCUs) while empowering students with need-based scholarship funding to support their college careers.

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

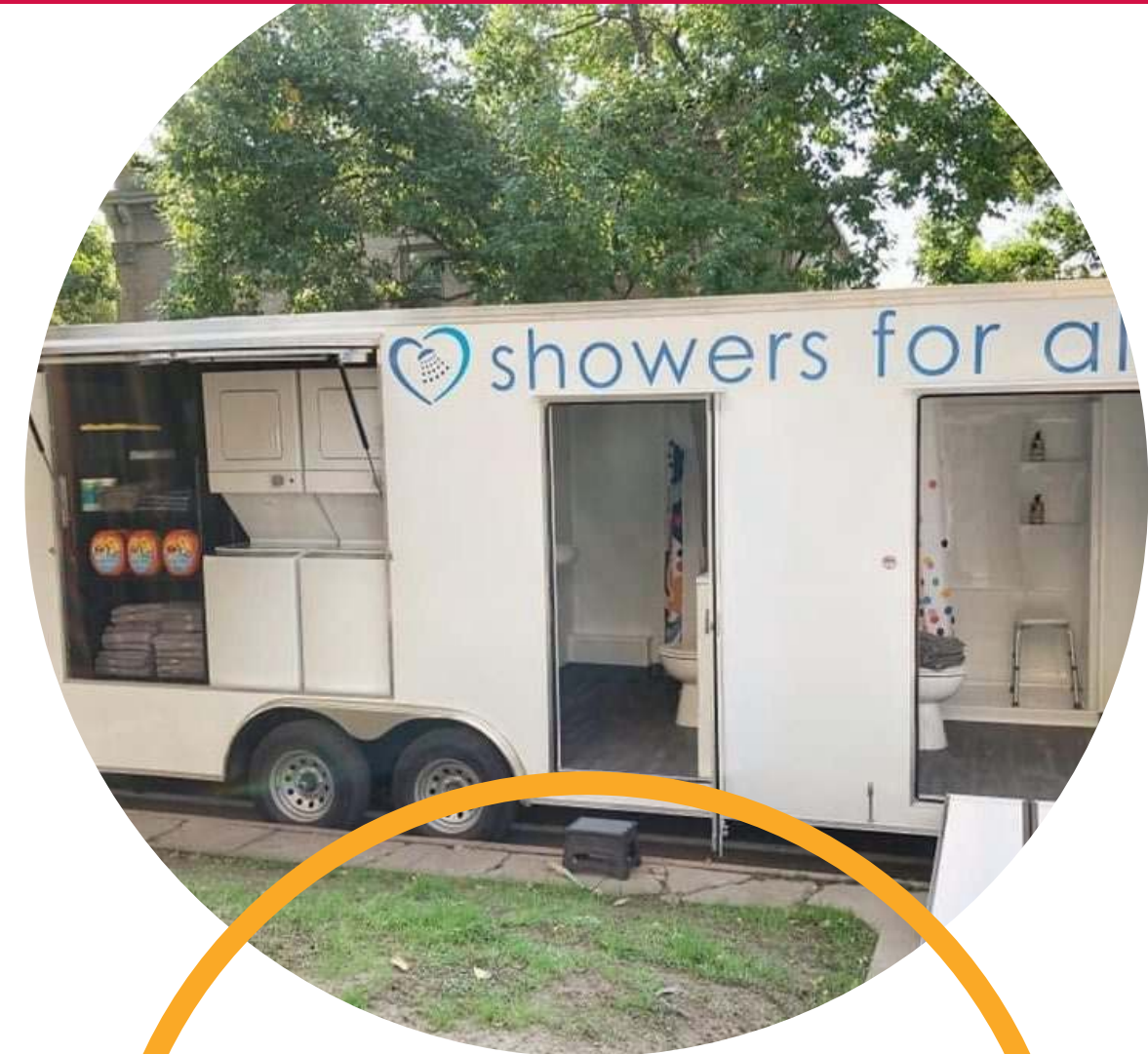
“Oral hygiene is an essential part of overall health, yet college students often overlook it due to time constraints and limited access to care,”

says Dr. Q. “As an HBCU graduate myself, I’m well aware of the challenges that these students face and want to equip them with the tools and education they deserve to make informed decisions about their oral health. Through this partnership with the WATERPIK brand, my team and I can significantly impact these campuses.”

In addition to the giveaways and demonstrations, a panel discussion was held at each campus featuring experts on oral health, entrepreneurship for minorities, and pre-dental career pathways. These panels aim to empower students with information on navigating healthcare challenges, starting businesses, and preparing for dental careers.

WATERPIK Brand Team Provides Showers And Personal Care Support Through Showers For All Partnership

Local Denver organization, Showers For All, provides mobile showers and laundry services to individuals experiencing homelessness. In 2024, the WATERPIK brand team continued its partnership with this organization to help bring dignity and a sense of value through good personal hygiene by providing a \$10,000 donation directly to the organization.



waterpik®

Hero.



In 2024, the HERO brand team focused on three key areas to advance our sustainability efforts: packaging and recyclability, strategic certifications, and corporate social responsibility (CSR) initiatives.

- All products were submitted for How2Recycle® labels by end of 2024, we've maintained Forest Stewardship Council (FSC) certification for all cartons, and we are actively developing strategies to further enhance overall packaging recyclability.
- The following key sustainability certifications were maintained in 2024 reinforcing our commitment to environmental stewardship: Carbon-Free certified and FSC certified for all cartons. We are continuing to develop a path forward for additional certifications.
- The Team supported its CSR initiatives and enhanced brand affinity by launching the following seven cultural moment campaigns: Black History Month, Women's History Month, Asian American Pacific Islander Heritage Month, Pride, Juneteenth, Hispanic Latinx Heritage Month, and Giving Tuesday.

Therabreath Brand Team Launched Fresh Possibilities Campaign to Support Underserved Communities and Promote Healthy Smiles

In November 2024, the THERABREATH brand team launched the Fresh Possibilities sweepstakes to donate oral care products to those in underserved communities where oral care is often overlooked. The team believes that no one should be left behind when it comes to their oral health, and with the launch of its Fresh Possibilities campaign sweepstakes, the team aims to make a meaningful impact for those that may lack access to dental services. The THERABREATH brand team believes that everyone deserves a healthy smile and this campaign was a simple but effective way for people to directly impact their neighbors and help spread the word about the importance of oral health. Via the use of social media, participating individuals not only entered for a chance to win, but spotlighted the local food pantries and areas that could use attention, volunteers, and donations. Both the individual who nominated their community and the community food pantry will receive a donation of THERABREATH oral care products.

Our THERABREATH products cater to a personalized approach to oral hygiene with each product offering specific benefits for a consumer's individual needs. Our Oral Care Rinses are certified gluten free, vegan, kosher, and halal to meet the needs of our diverse consumers. We are committed to inclusivity, ensuring that our products are accessible and beneficial to everyone, regardless of their background or dietary restrictions.

We are proud of our achievements in 2024 and look forward to continuing our efforts in the years to come.



PRODUCTS

Provide Safe & Effective Products for Consumers & the Environment

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





SAFE & EFFECTIVE PRODUCTS

Our global R&D Organization

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

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

Our 4-Step Evaluation Process Is Well Above And Beyond Regulatory Compliance And Includes:

Step 1. Safe and Sustainable Ingredient Selection.

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

- Continuously review ingredients in our product formulations against our “Chemicals of Concern” master list.
 - Our master list, developed by our Chemicals of Concern Committee, is derived from global regulations and scientific reviews by authoritative bodies such as California’s Proposition 65, the International Agency for Research on Cancer (IARC), the U.S. National Toxicology Program, the U.S. Food and Drug Administration, the European Union list of Endocrine Disrupting Chemicals, and the International Fragrance Association Code of Practice. It also address hundreds of chemicals on Retailer Restricted Substance Lists (RSLs) among others. Our Chemicals of Concern Committee regularly reviews current and emerging issues to determine whether additional chemical(s) should be added to our master list, should be removed from that master list, or should be included on our Watch List for continued monitoring or early action.

- Review extensive data sources for all traditional endpoints of toxicity -- acute and chronic human, animal, and environmental hazards.
- Strive to select safer chemicals that perform the same function.
- Develop a comprehensive exposure assessment to the ingredient in the product to establish a range of concentration that can be safely used in the product.
- Conduct a risk assessment to determine if we should use the ingredient. If safety cannot be confirmed, the ingredient is not allowed in the product and we explore alternative ingredients.

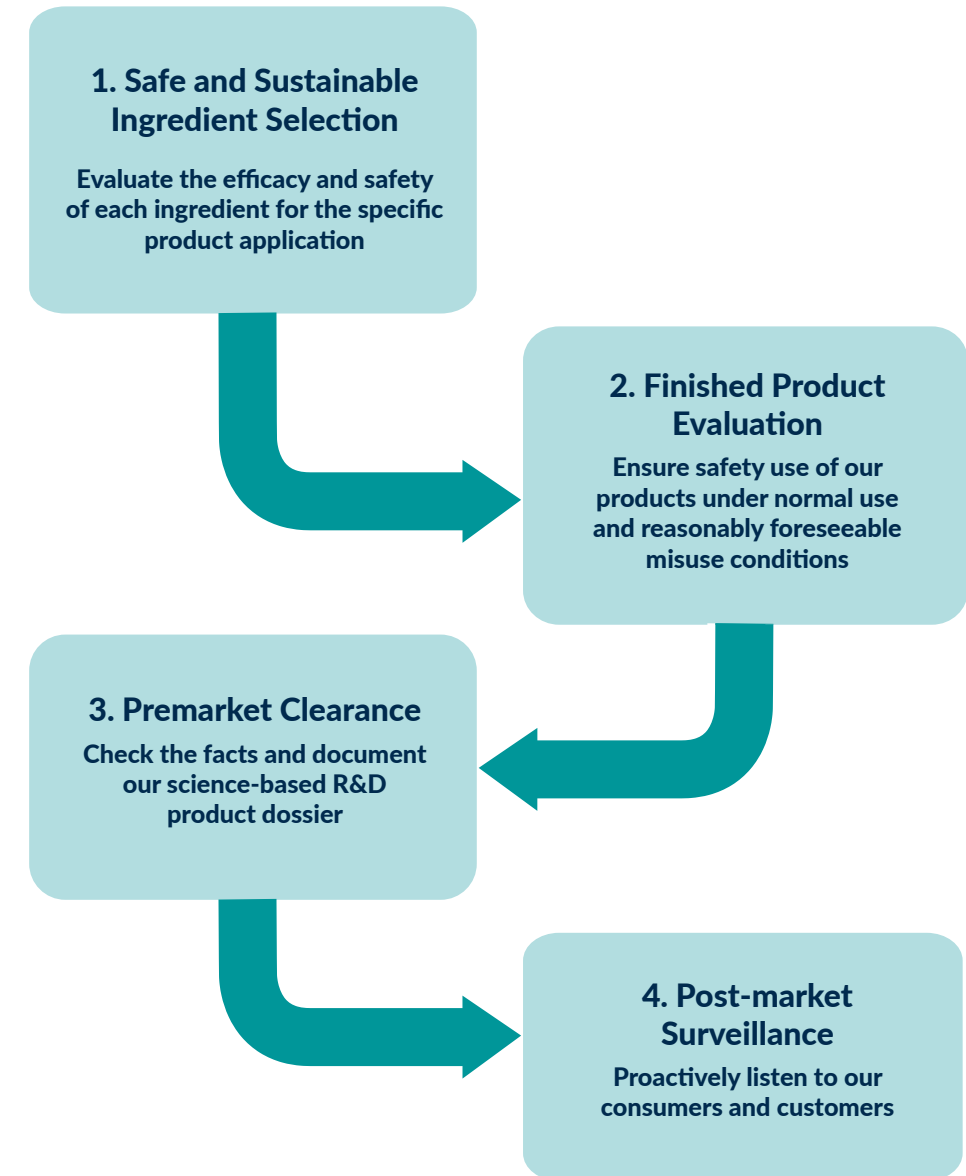
Step 2. Finished Product Evaluation.

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

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

Step 3. Pre-market Clearance.

- Prior to manufacture and shipment release of every product, R&D develops a pre-market dossier.
- Using our quality management systems (QMS), our Quality Department reviews the pre-market dossier to confirm the ingredients and products meet our corporate and industry standards for safety, performance and stability, regulatory requirements, and sustainability. Our QMS is designed to meet the highest standards in the industry reflecting global regulatory requirements and International Harmonized Standards.



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

We monitor any insights from our consumers and customers on products within the market, reflected by significant investments in this area during 2024:

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

Our Commitment To Animal- Alternative Research

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

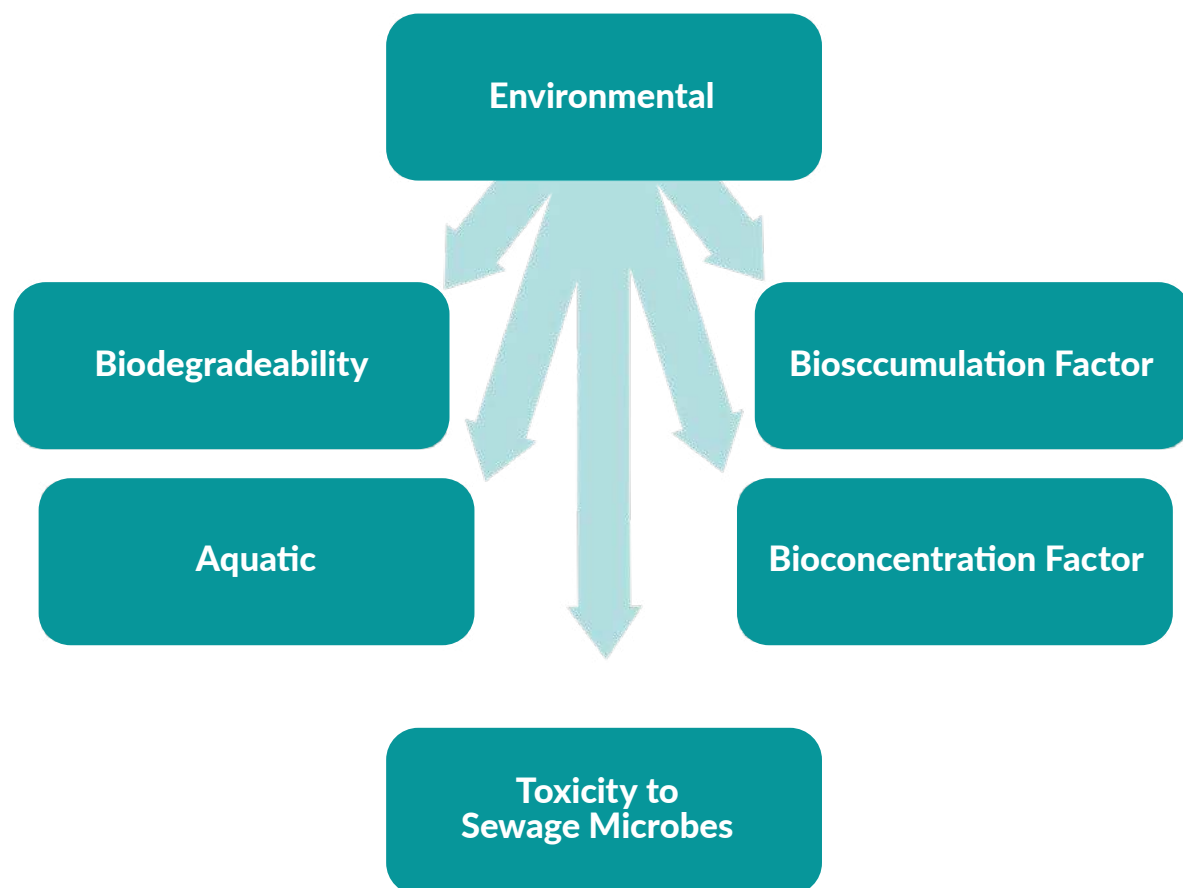
Our animal-alternative methods of safety and efficacy evaluation include publicly available toxicology and clinical safety data, computer (in silico) and human simulated modeling, and in vitro and clinical testing.

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



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

Church & Dwight's Environmental Safety Assurance Process



Environmental Safety Assurance Process

Environmental safety has been one of our high priority considerations in ingredient selection and product development. In 2023, we initiated a Corporate Environmental Safety Assessment Framework with a more robust approach to further enhance our environmental safety assessments for ingredients and products consistent with our respective sustainability goals. Within this framework each chemical in a specific formulation is evaluated against five endpoints in environmental toxicity. We have successfully completed environmental safety assessments for fabric care and certain personal care products and will apply this robust environmental safety assurance process to all our product categories.

Sustainability & Innovation

Sustainability is now a fundamental aspect of our innovation teams' ethos, guiding our new product development. We're actively pursuing innovations that reduce water and energy use, both in manufacturing and end-user phases, and are working on reducing transportation impacts and enhancing packaging recyclability. We understand that sustainability is a key component of the consumer experience. To create products that resonate with consumers, we're heavily focused on understanding their needs and preferences, which helps us craft sustainable solutions with the consumer at heart.

Our approach includes integrating tools derived from leading Design for Sustainability practices. These are embedded in our Integrated Design Thinking (IDT) methodologies and factored into our new product Stage Gate assessments. We also continue to create and refine curated sustainability tools and adaptable processes, empowering our scientists, designers, and developers to embed sustainability throughout every phase of innovation and development.

INGREDIENT DISCLOSURE

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



HIGHLIGHTS OF 2024 PRODUCT INNOVATION ACCOMPLISHMENTS

● **EPA's Safer Choice Partner Award Winner.** We were recognized by the Environmental Protection Agency (EPA) for our efforts in promoting safer chemistry and we received a Safer Choice 2024 Formulator-Product Manufacturer Partner of the Year Award. This is the fourth year in a row of receiving this important award. Certain of our ARM & HAMMER and OXICLEAN laundry products are EPA Safer Choice-certified. ARM & HAMMER Safer Choice certified products are produced in manufacturing facilities that use 100% renewable energy. These Safer Choice-certified laundry detergents are more accessible to lower income shoppers because they are made available at affordable prices and are available at retailers that serve low-income communities.

● **Laundry Detergent Sheets.** We launched a laundry detergent sheet product in retail, significantly improving our environmental footprint. By switching from traditional detergent bottles and caps to ARM & HAMMER Power Sheets, we have reduced plastic usage by 238 tons (476,500 lbs), saved 720,000 gallons of water, and decreased greenhouse gas emissions by 902 metric tons of CO₂ equivalent. This product also comes in fully recyclable packaging for consumers and boasts a "99% less water*" claim on pack.

**per medium load versus leading value detergent*

● **WATERPIK.** In 2023, we continued the expansion of our high efficiency, EPA WaterSense certified WATERPIK brand showerhead product portfolio. These showerheads are engineered to maximize performance while reducing flow rates by up to 28%. In 2024, 98% of WATERPIK showerheads sold in the U.S. were WaterSense certified.





PACKAGING

We are dedicated to creating and manufacturing packaging that is both consumer-friendly and environmentally sustainable for all our global brands.

Utilize Consumer-Friendly and Environmentally Responsible Packaging.

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



Packaging Circularity And Plastic Reduction

In line with our overarching sustainability goals, and acknowledging the global challenges associated with plastic packaging, we are actively advancing our Plastic Packaging Strategy to minimize the environmental impact of our plastic packaging, and we are focusing on three key areas to achieve this:

- 1. Plastic should be reduced or eliminated from our packaging wherever it is practical.**
This means seeking non-plastic alternatives from across our supplier base. Plastic should also be reduced in weight where it is not deemed necessary for product protection and containment.
- 2. To enhance plastic recyclability, we aim to simplify plastic components and educate consumers.** During the development phase, our goal is to create plastic packaging free from contaminants that hinder the recycling process. This involves transitioning from multi-material plastics, which are difficult to separate, to single-material structures and removing metal elements from plastic packaging.
- 3. To enhance sustainability, we also must improve circularity.** We are steadily increasing our use of post-consumer recycled (PCR) plastic in packaging and utilizing materials that are more compatible with recovery and the inclusion of recycled content.

Packaging Recyclability

We have enhanced overall recyclability across our extensive portfolio of products, with global recyclability rising from 71% to 88.5% since 2018. In 2024, we utilized approximately 397 million pounds of packaging material worldwide. As a result of advancements in recyclability achieved through our packaging sustainability project workstream, 350 million pounds of that packaging was recyclable and designed for material recovery within a circular economy.

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



Consumer Education On Package Recycling

During 2024, we continued using How2Recycle® labels through our partnership with the Sustainable Packaging Coalition. We increased adoption by including How2Recycle® tile with our THERABREATH, WATERPIK, and HERO brands, applying more than 3,200 How2Recycle® labels on our North American packages since joining. The implementation of How2Recycle® labeling will remain a priority for all future acquisitions. In 2024, we also maintained the use of the “On Pack Recycle Label” program for all products sold in the UK, driving consumer awareness and enhancing contributions to material recovery. These programs promote greater material recovery, helping to advance the circular economy.

Increased Use Of PCR

Our goal is to reduce plastic pollution and improve our carbon footprint by increasing our use of post-consumer recycled (PCR) plastic to a minimum average of 25% across all global plastic packaging by the end of 2025. This goal aims to reduce plastic pollution and improve our packaging’s carbon footprint by creating value in a second life for packaging materials after they have served their original purpose. In 2024, we enhanced our contributions to PCR plastic content across many of our brands, raising PCR usage to an average of over 22.9% across our plastic packaging. These initiatives added another 8.8 million pounds of recycled plastic content annually to our packaging and drove us toward our 2025 goal.

Highlights Of 2024 Accomplishments

- In 2024, we continued to increase the level of PCR in our ARM & HAMMER and XTRA liquid laundry products, raising levels on average by 4.2%. This added 4.7 million pounds of PCR and resulted in a year-end run rate of 38% PCR.
- Our OXICLEAN plastic tubs now contain 15% PCR, and we are continuing efforts to source more injection molding PCR resin grades to enable higher levels in the future.
- All PET trigger bottles for our laundry care and household cleaner products now contain at least 50% PCR plastic, which increased our usage of PCR by 1.1 million pounds. Furthermore, bottle weights have been optimized, resulting in a 10% reduction in material across the portfolio. This change equates to an annual reduction of 257,000 pounds of plastic.
- We incorporated 30% PCR plastic content into our THERABREATH rinse bottles manufactured in North America in 2024. This amounted to approximately 2.9 million pounds of food-grade PCR across all bottle sizes.
- In 2024, we added an average of 16% PCR plastic content to our VITAFUSION and LIL’ CRITTERS product packaging portfolio, with our Washington facilities leading the way with a 30% PCR plastic content inclusion of food-grade recycled polyethylene terephthalate (rPET). This increased our PCR usage by 499 tons (998,000 lbs).





REDUCTION IN VIRGIN PLASTIC

Our goal is to reduce the use of virgin petroleum-based plastic packaging in our global product portfolios by over 30% by the end of 2025, using our 2017 baseline data as a reference. We achieved a reduction of more than 29% by the end of 2024 compared to our original baseline level. This was accomplished through a combination of increased recycled content, weight optimization, and packaging redesign.

Highlights Of 2024 Accomplishments

- **In 2024, we concluded our multi-year formula concentration efforts involving our ARM & HAMMER and XTRA liquid laundry product portfolio**, which powered sustainability initiatives by reducing, per wash load, the level of water used in our products and the level of plastic used in our packaging. Thanks to these efforts, we have cut, with respect to these products, our plastic usage by approximately 9.1 million pounds, corrugate usage by about 9.4 million pounds, water usage by roughly 148,000 tons, and CO2 emissions by an estimated 11,200 metric tons equivalent from 2022 to 2024. Building on this work, the we reduced our overall reliance on virgin plastic by 870 US tons (1.74 million lbs).
- **We established a new program to create a pathway for additional material savings utilizing the AccuStrength® technology**, which is designed for sustainability by optimizing bottle weight through controlling plastic thickness where it is necessary for strength. Initially introduced on our 105 oz bottles in 2024, this program achieved an overall material weight saving of 10%. We are expanding this initiative to more bottle sizes throughout 2025.
- **We launched our new laundry detergent sheet in 2024, which will significantly improve our environmental footprint.** By switching from traditional detergent bottles and caps to our detergent sheets, we have reduced plastic usage by 238 tons (476,500 lbs), saved 721,000 gallons of water, and decreased greenhouse gas emissions by 902 metric tons of CO2 equivalent compared to liquid detergent in bottles.
- **We have achieved lightweighting reductions by designing our THERABREATH rinse bottles sold in North America for sustainability**, saving 576,000 lbs in bottle weight and 66,000 lbs on caps.
- **Operational supply chain material reductions have resulted in significant savings on palletization stretch wrap through the optimization and continuous monitoring of material application technology for “smart” wrapping in distribution.** We have reduced our in-house manufacturing plants’ use of stretch wrap by 29.5%, equating to 123,500 lbs (62 tons) of plastic, and a further 4,500 lbs on paper cores for the delivery of stretch wrap. This effort has saved 39 million gallons of water in the material manufacturing of the incoming film and decreased our carbon impact by 167 metric tons CO2e.
- **Our redesign of the OXICLEAN gel stick for stain removal, using lighter components, has achieved a 51g reduction in plastic per container**, resulting in a saving of 675,000 lbs of virgin plastic annually. This redesign is more user-friendly and maintains the same product performance as before. It has also enabled us to transition from a non-recyclable mixed material pack to a widely recyclable solution.

ELIMINATION OF PVC

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

Highlights Of 2024 Accomplishments

- We eliminated the use of PVC from the production of THERABREATH, Graval™ and Ovol™ brand products at our Montreal facility by transitioning our shrink bank specifications for caps to cPET.
- We transitioned the packaging for our THERABREATH Chewing Gum products from PVC to an all- high density polyethylene (HDPE) blister system. This change reflects our commitment to using a more recyclable materials and eliminating a problematic plastic resin without compromising the consumer experience or product performance.

Paperboard Sourcing

Our goal is to source all paper and board packaging from certified sustainably managed forests and/or 100% recycled content materials, including all future product acquisitions.

In 2024, we achieved a certified sustainable board of 98.6%. This number was slightly down from the previous year due to supply sourcing from China for our WATERPIK operation, but measures are in place to find supply chain partners to meet this goal. We direct all new supplier partners to comply with our certified paperboard goals.

Highlights Of 2024 Accomplishments

- Work is in progress across our Flawless and Hero brands to convert to Sustainable Forestry Initiative Inc. ® (SFI®) and Forest Stewardship Council (FSC) sourced materials. Our Hero cartons have already been converted to FSC, with shippers and displays to follow.





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.”

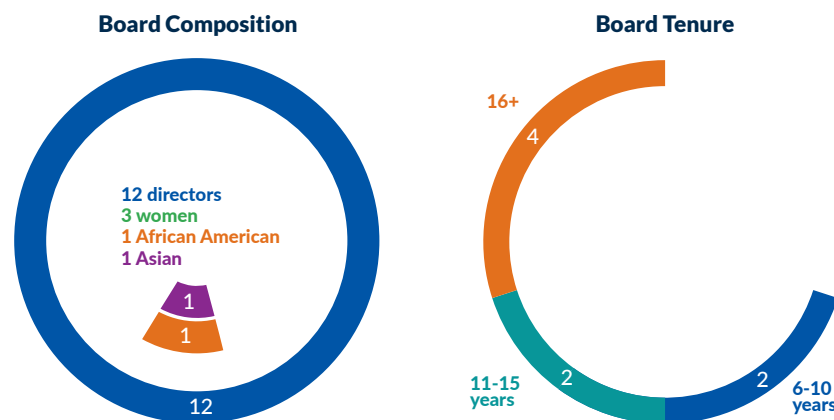
Our Board of Directors values inclusivity and recognizes the importance of having varied, unique and complementary backgrounds and perspectives in the board room.

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.

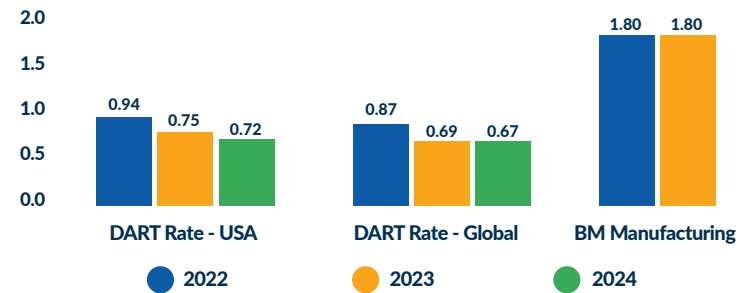
Global Lean Process Journey

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.

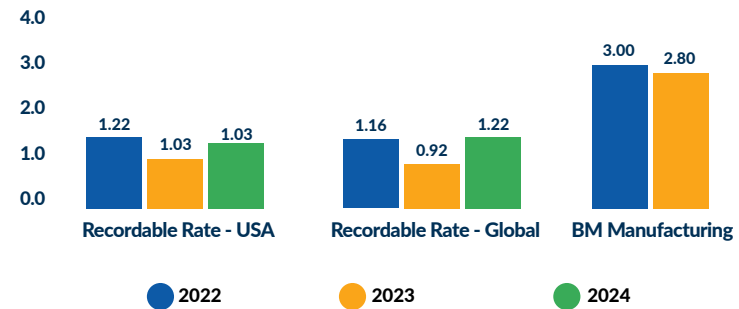
Workplace Safety

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.

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 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.





ENVIRONMENT & CLIMATE CHANGE

Minimize Environmental Impact of Our Global Operations.

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



GHG Emission Reduction Goals

Church & Dwight is committed to our science-based targets (SBTs) to reduce our greenhouse gas (GHG) emissions. We are evaluating engineering projects to eliminate GHG emissions from our operations to achieve our 2031 goal to reduce Scope 1 and Scope 2 (market based) emissions to less than 47,000 metric tons. To maintain 100% renewable electricity for our operations, we utilize solar generation and renewable energy credits (RECs) while continuing to evaluate long-term renewable energy opportunities, including power purchase agreements (PPAs) and additional on-site solar and wind projects. Our 2024 targeted GHG emissions increased by 1% compared to 2023. In 2024, 100% of our targeted greenhouse gas emissions (Scope 1, Scope 2, and targeted Scope 3 transportation emissions) were either offset through carbon credits or reduced through renewable energy credits. For more information about our strategy for achieving these goals, refer to the Climate Change discussion beginning on page 69 of this Report.

Managing For Environmental Sustainability & Safety

We are committed to producing high-quality products in facilities with robust environmental, health, and safety performance. We work toward this high-performance culture by adhering to well-established principles defined in our Environmental and Safety Policies. These policies guide our environmental and safety practices and expectations, and they are implemented across our operations through the following approach:

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





Environmental Performance

We strive to minimize the environmental impact of our expanding global operations and continuously manage our environmental footprint. We rely upon our employees' implementation of our sustainability initiatives, and we leverage lean management approaches to achieve our performance goals. We regularly assess our primary impact metrics, including regulatory compliance, waste generation, water consumption, and energy consumption, and take necessary actions across the company to optimize our operations. We set goals and monitor our progress against them.

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

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

2024 Environmental Citations & Penalties Surcharges

All facilities are subject to periodic, unannounced inspections by federal, state, and local environmental agencies. In 2024, there were 19 environmental regulatory agency inspections conducted at our operations, which resulted in three citations. Six additional citations were issued for self-reported compliance issues that were not associated with any on-site regulatory inspections. None of the citations (summarized below) were material. Corrective actions were identified and immediately implemented. One penalty was assessed for \$2,000.

Media	Deficiency	Resolution	Penalty
Hazardous Materials/Storage	Late tank inspection (conducted after plan schedule date)	Implement inspections per schedule	\$2,000
Emergency Response	Failure to update plan and emergency contacts within designated timeframe	Plan review and emergency contacts updated	\$0
Stormwater	Release from bulk storage area containment	Implement interim controls/upgrade containment	\$0
Wastewater (2)	Exceed Ionic surfactant limit	Evaluate and implement improved control	\$0
Wastewater	Low pH	Re-calibrate pH probe and increase calibration frequency	\$0
Wastewater (2)	Exceed TSS limit	Repair plumbing connection that allowed excess product to drain	\$0
Wastewater	Missed sampling parameter	Retrain responsible employee in sampling procedure and parameter	\$0



Spills/Releases to the Environment

We continuously monitor spills and releases to the environment. In 2023, we implemented a new technology that reduced the level of ammonia released during manufacturing operations at our Colonial Heights, VA facility to below the release notification threshold. We estimate this process change eliminated over 80,000 pounds of ammonia emissions in 2024.

In 2024, we had a small number of minor spills that were contained on-site by existing unloading or storage engineered containment systems. We had one release requiring regulatory reporting where a leak from a bulk storage containment area at one of our plants was discovered that impacted the facility stormwater discharge. The local regulatory agency was notified, immediate response actions were implemented, including remediation of residuals in the adjoining creek, and interim containment measures were put in place. The agency was satisfied with our response actions and no penalty was issued. Final containment engineering upgrades and installation are expected to be completed in 2025.

Remediation

In 2024, there was limited environmental remediation activity company wide, with the most significant activity occurring in connection with the closure and remediation activity at sites in Brazil maintained by our wholly owned subsidiary Química Geral do Nordeste Ltda. (QGN). The closure and remediation activities are summarized below.

QGN, Feira de Santana, Brazil

There are ongoing remediation efforts at the closed facility of QGN in Brazil. The remediation efforts include the control and capture of contaminated groundwater through an interceptor trench drainage system, stabilization of an existing landfill, and the installation of additional monitoring wells for the site characterization. Remediation spending in 2024 was approximately \$1.2 million at FSA.

QGN, Itapura, Brazil

The mining operations that supported the inorganic salt manufacturing operation for QGN are undergoing closure activity. There were no material remediation efforts required, or costs incurred, in 2024.

TRANSPORTATION

To improve fuel efficiency, we ship large portions of our freight via rail instead of trucks. When truck transportation is necessary, we partner with core transportation suppliers that actively implement various strategies and technologies to reduce their carbon footprint.

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

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

In addition, 91% of our U.S. domestic carrier partners ranked by the amounts we paid to them in 2024 were certified members of the U.S. Environmental Protection Agency's SmartWay program, which helps companies advance supply chain sustainability by measuring, benchmarking, and improving freight transportation efficiency. We continue to explore opportunities to optimize transportation operations and encourage carriers to adopt zero and low emission technologies.





WASTE

Our current goal is to reduce total company waste sent to landfills to less than 5% by 2030. In 2024, approximately 19% of total company waste was directed to landfills, down from 24% in 2023.

As part of our environmental management system, we have established procedures to responsibly manage and dispose of waste generated in our manufacturing operations. We partner with licensed contractors to transport and dispose of waste from our facilities. Waste volumes are recorded monthly in our centralized environmental data system. In 2024, we generated and managed approximately 68,000 metric tons of waste as compared to 62,000 in 2023.

We continue to advance our efforts in sustainable packaging by minimizing plastic packaging and increasing package recyclability. See **Packaging** beginning on page 33 of this Report for more information.

In 2024, our total waste generation increased by 10% compared to 2023, primarily driven by increases in our non-hazardous chemical waste, wastewater trucked off-site, and recycle/reuse waste streams.

The total weight of our waste that was either recycled and or reused material in 2024 increased by 4,200 metric tons (24%) driven mainly by diverting gummy/starch waste from our gummy vitamin processing plants to beneficial reuse as an animal feed supplement. We also increased our base recycling material by approximately 980 metric tons (MT) led by an increase in recycled wood/pallets (760 MT), metal/steel (340 MT), and plastics (200 MT). Total corrugate and paper recycling decreased by 280 MT (5%). The decrease in recycled corrugated cardboard was partly due to the continuation and expansion of programs working with some of our key suppliers to provide more efficient packaging for transportation of bottles and similar components that resulted in less packaging volume and multiple uses prior to recycling of the material. For example, when material received on corrugate slip sheets banded to a pallet is offloaded, the slip sheets are recovered and returned with the pallet to the supplier, using less corrugated material than boxes and resulting in multiple uses before recycling.

Our hazardous waste generation increased by 400 tons in 2024 and represented approximately 3% of all waste we generated. Most of our facilities are classified as small-quantity generators of hazardous waste. No hazardous waste is treated on-site. All hazardous waste is transported off-site by licensed vendors to appropriate treatment, storage, or disposal facilities in compliance with applicable regulations. All non-hazardous solid waste is also transported off-site and properly disposed of at licensed facilities, except for our facility in Wyoming, which operates an on-site non-hazardous waste landfill. We have no international shipments of hazardous or nonhazardous waste.

Annual Waste Generation Totals [short tons]

	2022	2023	2024
Total Waste Generation	54,147	62,174	68,171
General Trash	6,520	7,082	5,991
Hazardous Waste	1,062	1,652	2,032
Non-hazardous/Chemical/Process Waste	10,736	9,800	15,897
Wastewater Trucked Off-site	20,770	25,900	29,936
Recycled	15,058	17,741	14,315

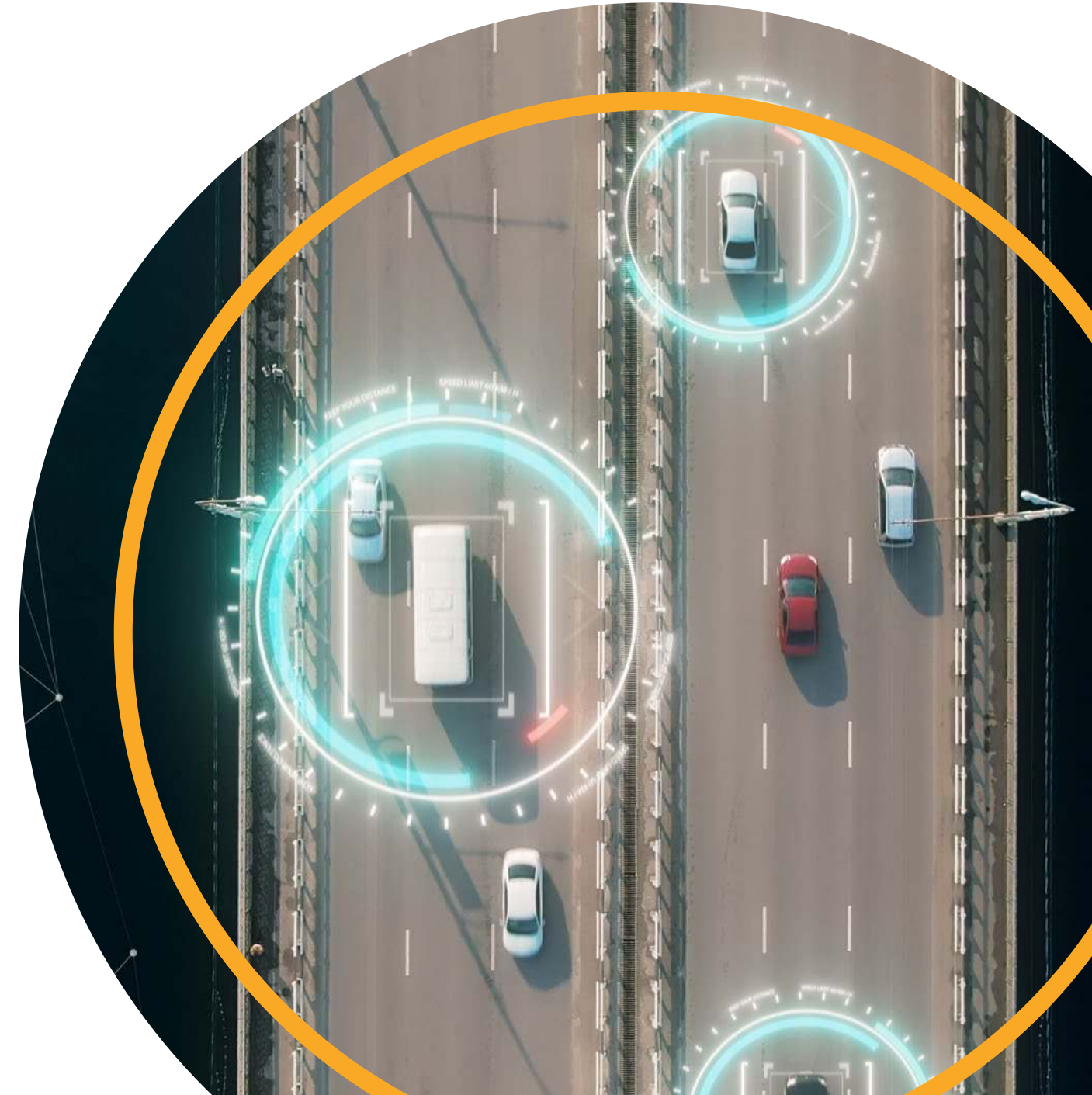
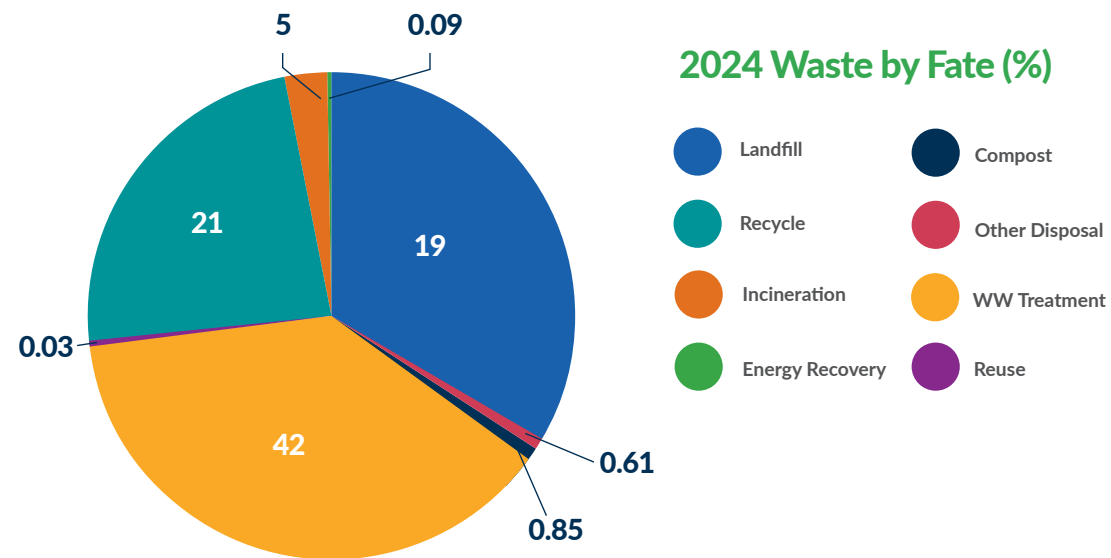
Waste Generated and Managed in 2024 [short tons]

	On-site	Off-site	Total
Hazardous Waste (tons)	0	2,032	2,032
Energy Recovery	0	1,522	1,522
Incineration	0	406	406
Other Disposal	0	101	101
Diverted from Disposal	0	3	3

	On-site	Off-site	Total
Non-Hazardous Waste (tons)	1,515	64,624	66,139
Energy Recovery	0	7	7
Incineration	0	1,630	1,630
Other Disposal	1,515	40,780	42,295
Diverted from Disposal	0	22,207	22,207

Our goal in 2024 was to continue reducing our percentage of waste sent to landfills, moving us closer to achieving our goal of less than 5% waste to landfill by 2030. In 2024, our total waste to landfill was 19% by weight. We actively explore beneficial reuse, recycling, and waste-to-energy opportunities to divert waste from landfill disposal. We successfully re-directed several waste streams associated with our VITAFUSION/L'IL CRITTERS gummy vitamin manufacturing process to beneficial reuse. By partnering with third parties to incorporate suitable waste gummy, starch, and similar materials into animal feed products, we diverted over 8,000 MT of waste from landfills in 2024. Looking ahead to 2025, we plan to expand our focus on diverting general waste from landfill disposal at most of our operating locations. Additionally, we will work to solidify long-term beneficial reuse solutions identified in 2024 for specific waste streams, supporting our commitment to achieving less than 5% waste to landfill by 2030. We continue to assess all our waste streams to attempt to minimize waste generated and find viable, non-landfill disposal alternatives.

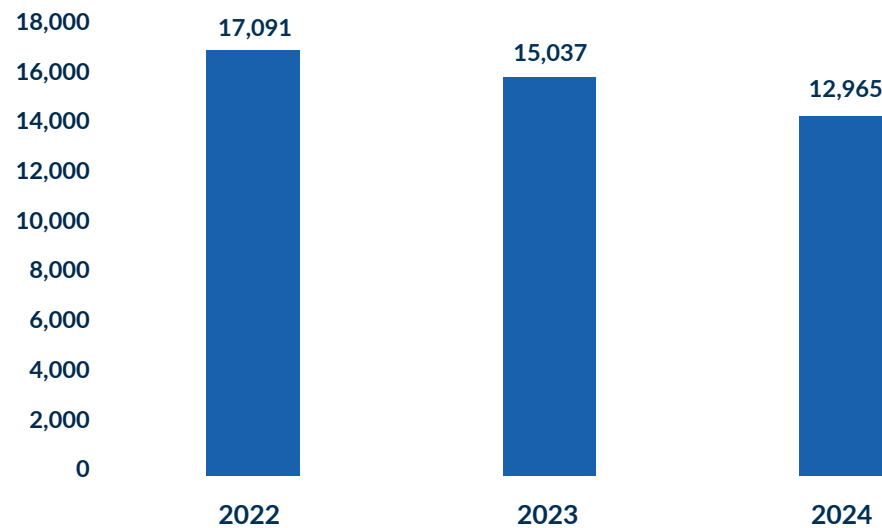
The following charts provide a comparison of the waste disposal methods utilized in 2024 and normalized waste generation quantities for the last three years. Overall, our waste generation normalized to million units of products shipped increased by 3% in 2024 compared to 2023 due in part to manufacturing challenges related to new product formulations. In 2025, we will leverage our LEAN waste management processes to reduce our waste volumes while continuing to strive for reduction in normalized waste per million units of product shipped.



Waste stream per product delivered (tonne/MM units)



Landfill by weight [metric ton]



We continue to explore and implement new opportunities to improve energy efficiency, reduce water consumption, and minimize waste as we scale production. Our operating facilities regularly develop targeted waste minimization initiatives. While these efforts may not achieve their intended outcomes, the overall results are reflected in our 2024 performance metrics detailed in this Report.



Waste Reduction Projects

Eliminate Waste to Landfill

We continue to focus on finding alternatives to landfill disposal. For example, expired and damaged finished products within our distribution network are now directed to waste-to-energy facilities rather than landfills. We also seek beneficial reuse opportunities for various process waste streams. In 2024, these initiatives resulted in the diversion of an additional 3,000 metric tons of waste from landfill disposal compared to 2023.

Reduction in Corrugated Board Recycle

In 2024, we implemented several initiatives with our suppliers to minimize the volume of incoming corrugate, especially for packaging components. Replacing corrugate boxes (or “shippers”) with packaging banded to pallets, using dividers (or “slip sheets”) instead of full boxes, and working with suppliers to use shipping boxes that can be returned and reused or collected and sold for reuse, helped reduce the amount of corrugate waste we managed in 2024. In addition to corrugate, we worked with several other suppliers to shift raw material deliveries to reusable totes or bulk and semi-bulk formats, eliminating single-use packaging such as bags, supersacks, or drums.

Product Reclaim and Waste Recovery

Many of our operations have product reclamation loops as an integral part of the manufacturing process to ensure recovery of usable off-specification product and manufacturing heels. Some waste streams, however, are not as simple to recover and reuse. In 2024, we focused specifically on residuals from our cat litter manufacturing processes and identified technology opportunities to reclaim what had previously been unusable process waste (such as fines and oversize materials). We are in the final stages of selecting and evaluating these opportunities at scale within our manufacturing plants. If successfully implemented, we anticipate we could reduce our cat litter wastes by more than 80%.

WATER

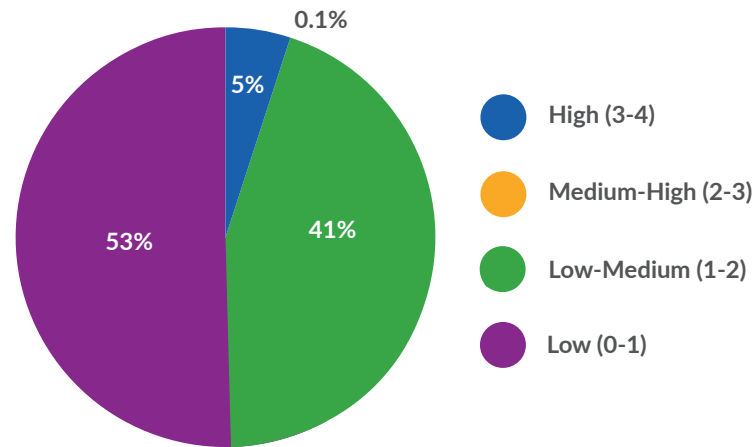
Water is a critical shared resource for the sustainable future of our business, the communities in which we operate, and the environment. At Church & Dwight, we recognize that responsible resource management to promote the availability of adequate water volume and quality is part of our contribution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

Water quality and quantity are critical aspects of our operations as well. Water used for cooling, cleaning, processing, and sanitary purposes is managed according to regulatory requirements before being discharged back into the environment.

In 2024, our total water intake increased by 2%, while our water intake normalized per million units of product shipped decreased by 2%. We did not achieve our annual goal of 10% reduction in water intake per million units of product shipped due primarily to technical challenges that prevented full reuse of water reclaimed in 2024. We remain committed to reducing our water consumption. Additional information regarding our water use strategy and performance is provided below.



Overall Water Risk Ranking (Withdrawal)



Water-Stress Risk

The World Resources Institute (WRI) water risk evaluation identifies areas with higher exposure to water-stress-related risks. It assesses exposure to physical quantity and quality risks, and regulatory and reputational risk at our operational sites. Our 2024 update of the overall baseline water-stress risk associated with our operating locations used the most recent version of the Aqueduct 4.0 Water Risk Atlas, Global Maps Data found on the WRI website (<https://www.wri.org/aqueduct>). This most recent review found that there was no change in the risk classifications for our locations compared to 2023.

None of our facilities are in areas classified with extremely high baseline overall water-stress risk. Two North American locations are classified as high baseline overall water-stress risk as identified by the WRI, and two of our other North American locations are in medium to high water-stress risk areas. The majority of our locations are in low to medium risk or low risk areas as defined by the WRI framework. Approximately 94% of our total water extraction is from locations classified as a low or low to medium overall water-stress risk. However, when considering only WRI physical quantity risk, approximately 47% of our water extraction is from sites located in areas of medium to high, high, or extremely high water risk for physical quantity. These are mainly in developed areas with significant water use and demand on regional water resources.

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

We have established a goal to evaluate facility water uses and are committed to reducing our water footprint in high water-stressed regions where we operate. At our two locations identified to be in high-risk regions in 2024, one is a small facility with mostly office, research, and minimal water consumption (less than 1% of total intake), and the second facility, our laundry detergent plant located in California, represents about 5% of total company intake. Water reduction initiatives at this location include installing new processing technology to reduce washdowns and cleaning water use, as well as exploring wastewater recovery and reuse technologies. In 2024, the plant had a 16% decrease in water withdrawal due to a combination of reduced production associated with new processing start-up and water conservation measures.

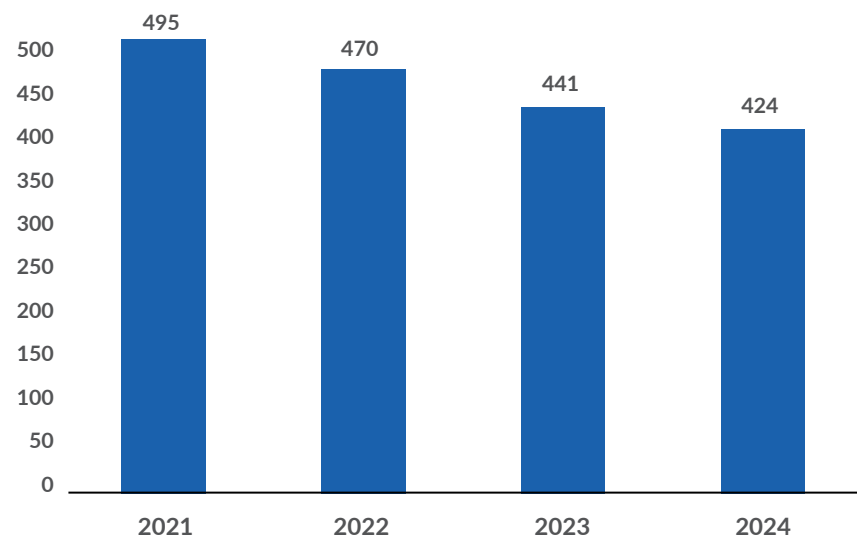
Water Intake & Consumption

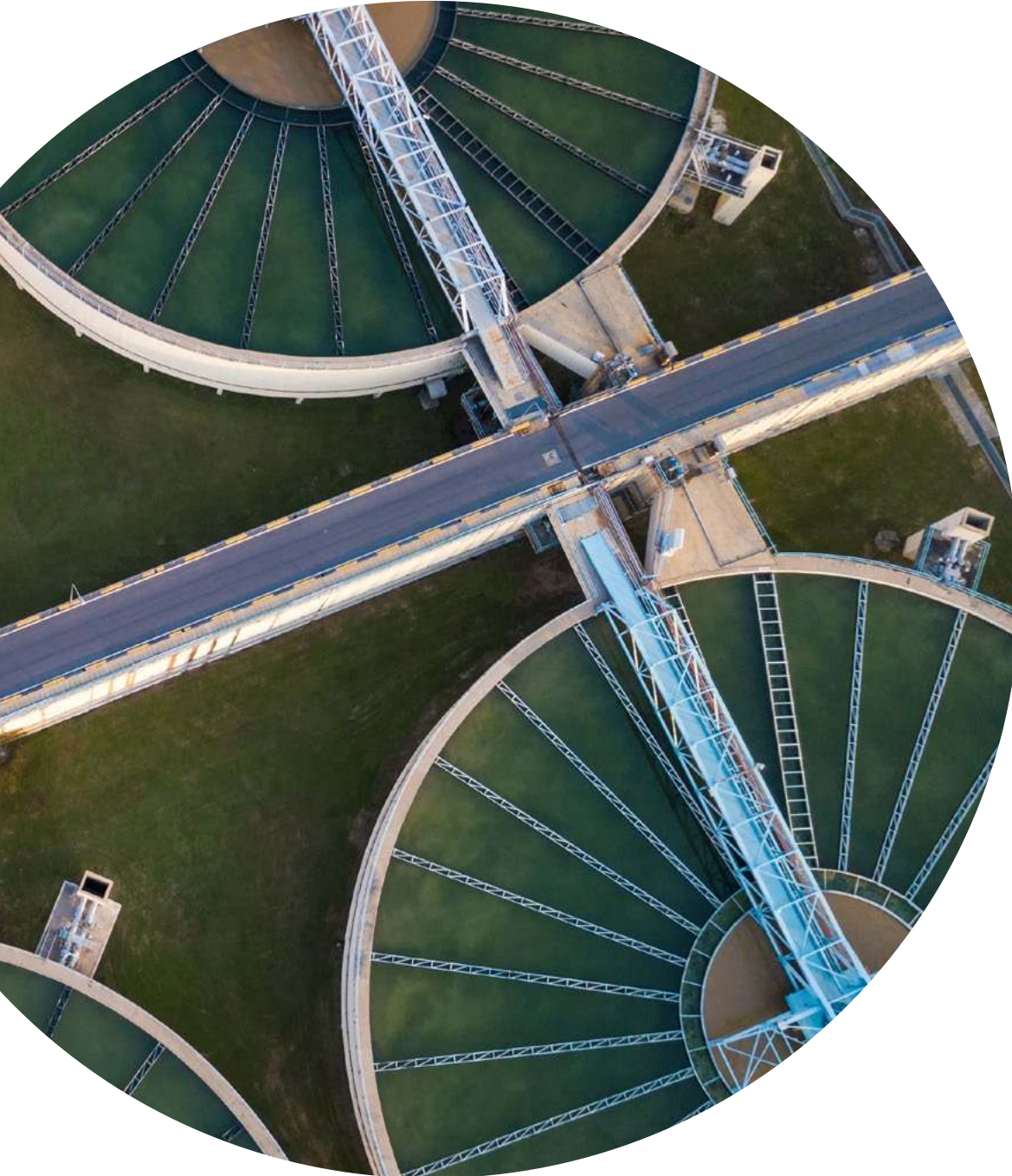
In 2024, approximately 81% of our total water intake was sourced from public water supply systems, while most of the remaining 19% was drawn from on-site groundwater wells, with a small fraction obtained from other sources, including purchased steam. We regularly engage with public water suppliers to evaluate our incoming water quality and quantity to confirm it meets drinking water quality standards and aligns with our operational requirements. For on-site groundwater wells, we conduct routine water quality testing to verify compliance with the company and regulatory quality standards. Most of our facilities apply tertiary water treatment processes to further enhance water quality for production operations, even when incoming water meets drinking water quality standards.

We define net water consumption as: Net consumption (gal) = Total water intake (gal) – Total water discharges/disposals (gal)

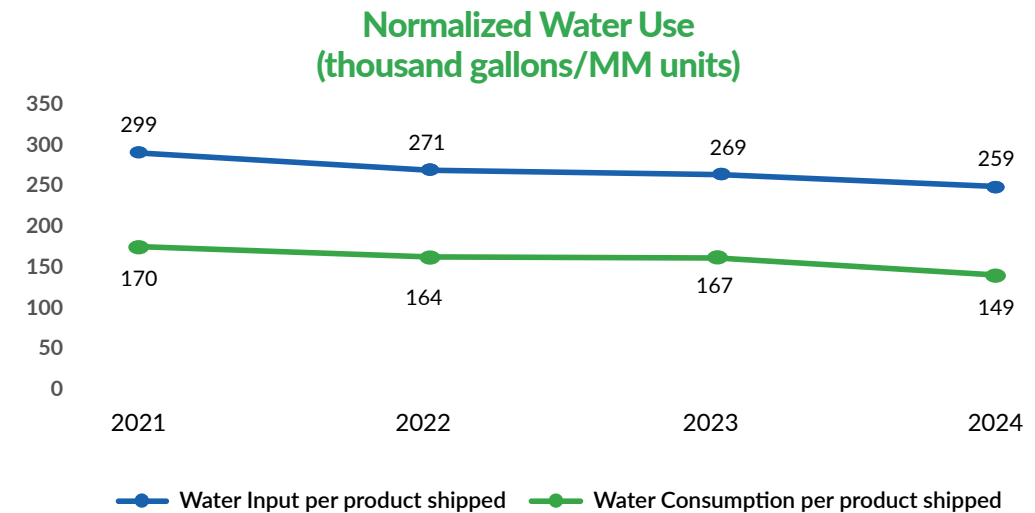
During 2024, our operations required nearly 426 million gallons of freshwater intake, up 9 million gallons (2%) from 2023 due in part to increased production. Total water discharged increased by approximately 23 million gallons (15%) compared to 2023. As a result, total net water consumption decreased by approximately 5% in 2024. Of the water extracted in 2024, we consumed approximately 58% and discharged 42% back to the environment. The consumption estimate includes evaporative losses. A part of the increase in discharge and decrease in consumption is attributable to improved water metering and measurement. Our water use efficiency improved and can be seen in our normalized water metric (thousand gallons water intake/MM units of product shipped), which decreased by 4% from 2023. The charts show the absolute and normalized water intake and water consumption for 2021 through 2024.

Water Intake (Withdrawal) [MM US Gal]





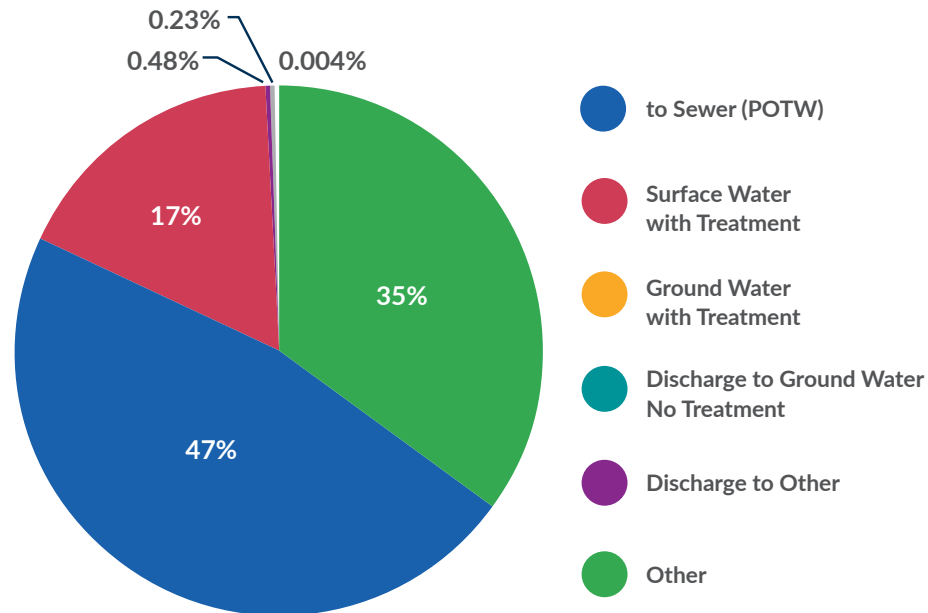
We remain committed to identifying and implementing water conservation projects across our operations. Key initiatives include eliminating single-use water consumption, optimizing water reclamation and recycling systems, and improving efficiency in our water handling and treatment equipment, particularly in high-consumption facilities. In 2024 our water minimization projects were less successful than in previous years partly due to challenges related to use of reclaimed water. One significant reclamation project with a potential 7-million-gallon savings was halted due to product quality concerns with use of reclaimed water. In 2025, we will evaluate further water treatment or alternate uses of reclaimed water to achieve further reduction. We continue to explore projects that will significantly reduce overall water consumption while also implementing smaller site-level improvements that contribute to our ongoing water minimization efforts. Other efforts in 2024 include the implementation of improved operations and maintenance programs to minimize water leaks or valve failures, installation of smart meters to better monitor water consumption, and continued evaluation of other opportunities to reclaim or reuse wasted water. Not every effort has been successful, but they all help drive our culture of responsibility.



Wastewater Discharges

Our operations generate and discharge industrial and sanitary wastewater, which may impact water quality in receiving water bodies. More than 99% of our wastewater is discharged to local municipal wastewater treatment plants, transported off-site for appropriate disposal, or treated on-site before being discharged. The remaining 1% consists of clean water discharge, including fire system water, condensate, or other uncontaminated water.

2024 Wastewater Discharge Distribution



Approximately 92% of our wastewater is treated off-site by third parties by being discharged directly to a public treatment works facility for further treatment, hauled to an off-site facility for further treatment prior to discharge, or discharged to off-site evaporation ponds with no direct discharge.

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

Our Old Fort, OH facility is our only facility with a direct industrial wastewater discharge (i.e., wastewater is discharged directly into a stream or other receiving body). This facility manufactures sodium bicarbonate and other products. Under the USEPA Clean Water Act, Categorical Pre-Treatment regulations, the sodium bicarbonate manufacturing process is considered a “zero discharge” process. All wastewater impacted by sodium bicarbonate is recovered and reused in the sodium bicarbonate process or other production. The Old Fort facility treats and discharges sanitary and general wastewater (e.g., from mechanical systems, non-contact cooling, and other non-sodium bicarbonate processes). Treatment processes include filtration, settling, pH adjustment, and microbial disinfection (for sanitary wastes). The discharges are allowed under a permit issued by the state environmental regulatory authority and include regular monitoring of wastewater parameters for compliance with established limits. Parameters include flow, color, dissolved oxygen, solids, nitrogen, fecal coliform, chlorine residual, chemical and biological oxygen demand, oil and grease, and pH. No permit excursions occurred in 2024.

In 2024, the Old Fort facility discharged 31 million gallons of treated wastewater to the Sandusky River. The lower Sandusky River is classified as an Ohio Scenic River. In anticipation of plant expansion, we received permission in 2021 to expand and upgrade the wastewater treatment capacity allowed by our permit. In 2022, we worked with the regulatory agency and an outside engineer to design the proposed upgrade. The design was approved by the agency in 2023, was installed in 2024, and became operational in early 2025. We continue to collaborate with local regulatory authorities to ensure wastewater is appropriately managed before discharge, minimizing environmental impact to receiving water bodies.

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

Water Conservation Projects

Water System Monitoring, Maintenance, and Repair

A number of water system repairs and upgrades were performed in 2024 to address identified leaks from valves or other water-handling equipment deficiencies identified in our plants during the year. We believe that, before the respective conditions were identified and the repairs implemented, the identified losses partly contributed to our increased water intake in 2024. We estimate that as much as a six-million-gallon savings may be achieved in 2025. As part of our continuous improvement efforts, we are also implementing more detailed water use monitoring and metering to better understand our water uses and more quickly detect deviations due to leaks or other water system malfunctions and minimize these unnecessary losses.

Condensate System Optimization

At two of our operating facilities, we undertook projects to assess and optimize capture and return of condensate within our processes. Eliminating condensate flow to drain and optimizing recovery due to these projects is expected to result in savings of approximately 1.7 million gallons annually.

Wastewater Recovery

We continue to explore opportunities to recover wastewater streams. Many of our existing production processes incorporate water reclamation systems, such as in the manufacture of baking soda and laundry detergent. In 2023, we allocated resources to evaluate new solutions to reclaim other wastewater streams that are currently disposed of or discharged. Key initiatives include diverting “clean” non-contact water flow from wastewater discharge for capture and reuse, and installing a trial treatment system to capture,

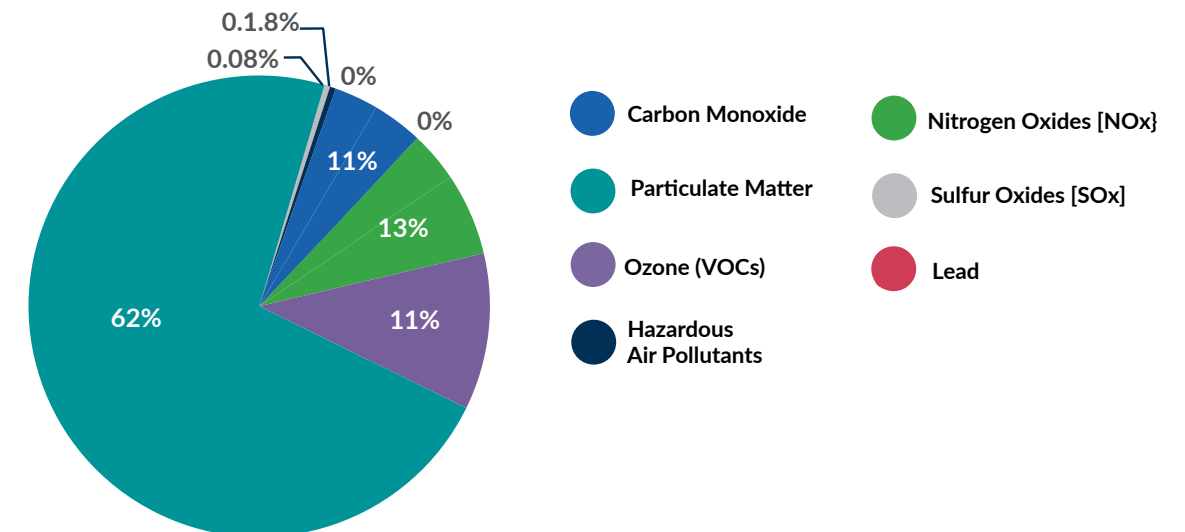
treat, and repurpose select wastewater streams. In 2024, pilot installations proved successful in diverting water for recovery, but we were unable to fully reclaim the recovered water volume due to the potential risk associated with product quality. We are developing engineering solutions to ensure recovered water meets quality standards for use or alternative non-product applications to maximize the reclaim benefits. We estimate these projects could save at least 10 million gallons of water if fully realized and optimized across multiple manufacturing facilities.

Air Emissions

Beyond GHG emissions, which are discussed in the “Climate Change” section, several of our facilities are required to monitor and report on specific air emissions in compliance with facility air permits and regulatory requirements.

The chart below represents the breakdown of Criteria Air Pollutant emissions as defined by the USEPA for those facilities that are required to track or report air emissions. In 2024, our total reported air emissions of criteria pollutants were approximately 305 tons with 62% being particulates.

2024 Criteria Air Pollutant Emissions



CLIMATE CHANGE

It is widely believed that continued GHG emissions drive planetary warming, leading to potentially severe environmental, economic, and social consequences, necessitating that we rethink how improve resource efficiencies. We actively monitor climate-related risks and opportunities, including emerging regulations, extreme weather events, and shifting market dynamics. Additionally, we engage with our stakeholders to understand and align with their sustainability expectations, including those related to climate.

Many of our stakeholders are becoming increasingly attuned to these issues. Our customers and consumers are demanding greater transparency regarding our efforts to mitigate climate change impacts. To support this, we align with the Task Force on Climate-Related Financial Disclosures (TCFD) and report with reference to the Global Reporting Initiative (GRI) Standards. We also respond to CDP Climate Change, Water, and Forests Questionnaires annually and routinely engage our stakeholders to address their sustainability and climate concerns.

More details on our climate change program can be found in our 2024 CDP Response, a copy of which is available on our website. In 2024, we received a B score from CDP for Climate, reflecting a reduction from our A- rating in the previous year. The revised questionnaire and scoring methodology used in 2024 were contributing factors, and we have evaluated opportunities to strengthen our response and strategy as we prepare for the next reporting cycle. We conduct a thorough year-over-year analysis to identify our strengths and areas for improvement to enhance our program and reporting. Moving forward, we will continue refining our climate strategy to drive continuous improvement and align with CDP's climate change priorities and expectations.

The following disclosures regarding governance, strategy, risk management, and metrics and targets are intended to align with TCFD's recommended disclosure framework. For more information on the specific TCFD disclosures, refer to the TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES – INDEX on page 99 of this Report.



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



Governance

Church & Dwight, we recognize the urgent need to reduce our carbon footprint by improving resource efficiency, increasing renewable energy use, and reducing carbon emissions. To meet this need, we incorporate climate change management into our business strategy to drive continuous improvement of our sustainability approach and performance.

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

Through our executive-level management and Board oversight approach to sustainability and performance, our understanding of our full carbon footprint continues to improve as we develop more robust governance processes and build upon our engagement opportunities throughout our operations. Please see Governance on page 11 of this Report for further details about our governance practices.



Strategy

Our climate transition strategy is informed in part through input from our stakeholders. We evaluate the management of our climate-related risks and opportunities through applicable climate frameworks, including the Global Reporting Initiative (GRI) Standards 300 Series, the Task Force on Climate-related Financial Disclosures (TCFD) as transitioned into the International Sustainability Standards Board (ISSB), and Science Based Targets Initiative, among others. We also closely track obligations under developing climate disclosure regulatory requirements such as the U.S. SEC Climate Disclosure Rule, the E.U. Corporate Sustainability Reporting Directive (CSRD), and California's SB 261 Greenhouse Gases: Climate-Related Financial Risk Act and SB 253 Climate Corporate Data Accountability Act. While many of these developing regulations have evolved or been deferred, our strategy is informed and guided by these frameworks to assess the carbon footprint of our business, identify and implement emissions reduction strategies, and transparently report our progress.

We address the potential impacts of climate change on our operations in our business and planning strategy and through product design. Extreme weather events, water and other resource availability, and increased temperature impacts on agricultural and other natural resource production can impact our operations. To prepare for potential climate change impacts, we develop products with improved carbon or water footprints, such as concentrated laundry detergent. We have established carbon neutral status for consumer baking soda sales, have committed to renewable energy and carbon credits for immediate carbon reduction, and are exploring decarbonization engineering efforts for long-term carbon reductions.

Our strategy, directed by the Council, focuses on:

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

Our science-based climate mitigation targets are validated by the SBTi and extend through 2030. In addition, we have committed to working with our supplier base representing 75% of our suppliers' emissions, covering purchased goods and services, capital goods, and upstream transportation and distribution, to develop associated science-based targets by 2026.

As we prioritize actions in support of our science-based targets (SBTs), we continue progress towards our near-term climate-related goal that our Scope 1 and 2 emissions related to the global operations owned and controlled by us will be carbon neutral by 2025. We also monitor our Scope 1, 2, and transportation-related Scope 3 emissions intensity (targeted emissions). It is our goal to reduce our targeted emissions normalized to million pounds shipped by 20% by 2025, as compared to our 2016 baseline. In 2024, our normalized targeted greenhouse gas emissions were 54.1 ton CO₂e/MM pounds shipped, a decrease of 27% compared to our 2016 baseline. This is the second year in a row we have met this 2025 goal early and we will no longer track against it going forward as we focus on other more recent goals.

We aim to continually increase data coverage for our emissions inventory and to reflect our environmental footprint as our business changes. In 2025, we are planning to re-baseline our GHG emissions to enhance accuracy and transparency. Driven by methodology updates, acquisitions, and improvements to data quality, these anticipated adjustments should better align with GHG Protocol guidelines and SBTi requirements, reinforcing our commitment to credible, science-based reductions.



Mitigating Our Operational Emissions

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

As we strive to reduce carbon from our operations, we employ parallel strategies of seeking “bottom up” carbon reduction opportunities and efficiency projects developed and generated at the plant level. At the same time, we retain external decarbonization and engineering expertise to look at larger-scale projects that can reduce significant amounts of carbon emissions, such as carbon process intensity improvements, energy/heat recovery, use of alternate fuels, or carbon capture. We maintain our focus on our larger GHG-emitting operations. In 2024, we invested in further assessment of carbon reduction opportunities. We completed engineering for a process to capture and reuse fugitive process emissions in our baking soda process at our Old Fort facility that will be installed and become operational in 2025. We also assessed carbon capture technologies from fuel combustion for steam generation. However, total cost and technical limitations proved this opportunity impractical for near term implementation. We continue to implement energy minimization projects at a plant level while assessing and developing engineering for additional larger projects to meet our SBTs.

Addressing Emissions In Our Value Chain

In 2020, we developed a more complete Scope 3 emissions inventory based on 2019 data to gain a broader understanding of our supply chain impact. This data was included in our Carbon Disclosure Project (“CDP”) Climate Change Response in 2022. In 2022, we updated the inventory based on 2021 data. In 2024, we continued our cadence of updating our review of the components and quantities that comprise our Scope 3 emissions every other year based on 2023 data. With each review, we refine our source data, verify or expand our scope, and improve our methods to better understand and target these emissions. An inventory of our 2024 Scope 3 emissions is underway and is expected to be included in our CDP reporting for calendar year 2025. Data reported in this report is based on 2023 information. See further discussion of Scope 3 emissions and our science-based targets under “Metrics and Targets.”

As we evaluate and strengthen our supply chain to minimize disruptions, we also seek opportunities to streamline our supply chain and enhance resiliency. These efforts are intended in part to reduce Scope 3 emissions by optimizing and minimizing total miles of material and product transportation. We also

encourage our supply chain partners to develop and implement their own carbon reduction programs and goals. In early 2023, we joined CDP as a Supply Chain Member and engaged our primary suppliers (by spend) to encourage them to implement and disclose their carbon reduction targets and strategies to better track removal of carbon from our supply chain. In 2024, we expanded the number of suppliers and related Scope 3 emissions covered by our CDP Supply Chain request to include nearly \$1 billion dollars in procurement spend and 54% of our SBT Scope 3 emissions target. We received responses to our CDP climate data request from 66% of the contacted suppliers, which represented 40% of our SBT targeted Scope 3 emissions in 2023. Suppliers representing 21% of our Scope 3 target emissions report already having an existing SBT of their own. We are presently reviewing those responses in detail to assess maturity of supplier climate efforts and planning ways to expand this engagement to more suppliers and encourage climate action in accordance with our SBT goal.

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



Our Approach To Climate Resilience

Our overall climate resilience strategy is designed to strengthen both our capacity to recover from and adapt to the physical impacts of climate change and our ability to respond to the impacts of policy and market shifts brought about in response to climate change. These efforts influence many of the topics discussed in this Report, including responsible water stewardship, reducing packaging waste, encouraging suppliers to produce ingredients more sustainably, and addressing the climate impacts of our operations as we innovate for greater efficiency and value creation. To advance our climate resiliency, we plan to develop a transition plan within the next two years to outline risks and opportunities related to scenario analysis findings. Our climate resilience approach emphasizes both climate-related risks and opportunities, which are incorporated into our operations and business strategy at various levels.

Risks

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

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

- **Reduced availability of transportation or disruptions in our transportation network could adversely affect us.** We distribute our products and receive raw materials and packaging components primarily by truck, rail, and ship and through various ports of entry. Reduced availability of trucking, rail or shipping capacity due to labor shortages, adverse weather conditions, natural disasters, including climatic events (including any potential effect of climate change), allocation of assets to other industries or geographies or otherwise, work stoppages, closure of operations due to government restrictions or sick employees or other impacts of pandemics, strikes, or shutdowns of ports of entry or such transportation sources, could lead to inflationary cost pressures, cause us to incur unanticipated expenses, and impair our ability to distribute our products or receive our raw materials or packaging components in a timely manner, which could disrupt our operations and strain our customer relationships and competitive position.
- **Changing focus and sensitivity by governmental, non-governmental organizations, customers, consumers, and investors to sustainability issues, including those related to diversity and inclusion, climate change, plastic usage, and ingredients, could result in increased operating or manufacturing costs and compliance challenges, which could adversely affect our business.** As climate change and other sustainability issues became more prominent in recent years, so has scrutiny by federal, state, and local governments, non-governmental organizations and our customers, consumers, and investors. This has resulted in new regulatory requirements such as various state-level Extended Producer Responsibility programs, California's recently enacted climate reporting legislation, the European Union's ("EU") Corporate Sustainability Reporting Directive ("CSRD"), and customer and consumer standards. In addition, our stakeholders may continue to demand transparency regarding our diversity and inclusion efforts and they may receive scrutiny from U.S. regulators, investors, and policy groups in connection with the new presidential administration's priorities. Our efforts to mitigate our impacts on climate change, and to eliminate chemicals of concern and otherwise reduce or mitigate adverse effects on the environment, may also continue to be scrutinized. For example, some of our major customers have requested we respond to various questionnaires, including the CDP Climate Change, Water, and Forests Questionnaires, and use our responses and CDP scores to evaluate us. Compliance with these requirements, standards, and disclosure requests may be challenging and could cause disruptions in the manufacture of our products and/or result in increases in operating costs, and additional legal, compliance and regulatory risks and costs. We may also be required to contribute funds to support recycling and other waste management infrastructure, and/or incur costs associated with making necessary changes to our operations and controlling, assessing, and reporting on certain sustainability metrics. These disruptions and additional costs could make our products more costly and less competitive than other products, which would adversely affect our business.





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

Additional climate-related risks relevant to our business, as well as our management of these risks over the short, medium, and long term, are also discussed in our CDP report. They are summarized below:

- **Current Regulations** – Our Environmental & Safety Operations Department maintains primary responsibility for evaluating the applicability of current climate change regulations to our existing operations. For example, we track the applicability of GHG emissions reporting requirements at all our locations in the U.S. and elsewhere. All our U.S.-based operations are currently below the EPA 25,000 metric tons per facility GHG reporting threshold. More recently, we are planning for compliance obligations under the recently modified EU Corporate Sustainability Reporting Directive and the Commission’s disclosure on climate change. The Law Department Regulatory Affairs evaluates impacts on a product level. Relevant risks are included on the agenda of the Council.
- **Emerging Regulations** – The evaluation of emerging climate change regulations to existing and new operations is the responsibility of our Law and Environmental & Safety Operations Departments, Regulatory Affairs, and the Council. Additionally, our Chemicals of Concern Committee monitors and tracks emerging data and trends for chemicals that are being reviewed for human and environmental impact. Each department has a responsibility to ensure that proposed relevant legislation and regulations are included on the agenda of the Council. For example, we are monitoring global regulatory trends regarding carbon pricing and tax frameworks or reporting. We may need to allocate additional staff or resources in the future if lower reporting thresholds for greenhouse gas emissions or specific reporting frameworks are enacted. We continue to perform tracking and review of upcoming frameworks, including International Sustainability Standards Board (ISSB) and Center for Sustainability Research & Practice (CSRP) protocols.

- **Legal** – Any sustainability-related legal issues that could have a material impact on us are evaluated and discussed by the Council. To date, we have not identified any climate-related risks associated with actual or potential litigation against us.
- **Acute Physical** – We actively monitor climate change issues that could have an acute effect on our operations, such as increased severity of weather-related events. For example, some of our coastal facilities may be subject to business interruption due to climate-related risk of storm damage or flooding. We have established business continuity plans for our operations designed to be implemented in the event of a natural or man-made event. These plans are customized to address relevant concerns at each location. In addition, our supply chain relies upon the availability of shipping facilities to bring raw materials and intermediate goods into the U.S. In recent years, hurricanes and tropical storms have affected port operations, while severe weather and flooding in the central U.S. have disrupted rail service and chemical production. Such events pose potential business risks in the form of interruption to our raw material availability and ability to transport products.
- **Chronic Physical** – Water availability is a significant factor for some of our manufacturing sites. Some of our products, such as laundry detergent and other cleaning products, contain water as an ingredient or require water for processing. Future water scarcity could result in increased operating costs for manufacturing these products or directly affect our ability to manufacture product through inability to obtain necessary raw materials or having insufficient water available to operate our plants. We have publicly stated goals to reduce the impact of our operations and transportation by reducing our GHG emissions, to support the generation of renewable energy, and to commit to reducing our water consumption by 10% per year on a normalized basis. We have locations close to oceans, including our facilities in Folkestone, UK, and Lakewood, NJ, and we monitor chronic conditions such as sea level rise, temperature increases, and water quality and availability. We have products that are temperature-sensitive that may require reformulation or climate-controlled shipping if ambient shipping temperatures continue to rise.



Opportunities

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

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

Access to New Markets – We recognize that our customers and consumers are increasingly demanding transparency regarding our efforts to mitigate our impacts on climate change. For instance, many major retailers that sell our products request that their suppliers demonstrate GHG reduction initiatives, and we are responsive to their objective of reducing the carbon intensity of their supply chains. We discuss climate-related issues with our customers directly and through industry association reporting initiatives. We continuously strive to respond to customer and consumer concerns or perceptions regarding practices for packaging materials such as plastic packaging and their sustainability performance. In 2024, our continued efforts in key areas of sustainability earned recognition from various third parties, as noted in this Report. Activities that help establish and improve this reputation enable us to maintain existing markets and expand into other markets and consumer segments where these ideals are valued.

Resource Efficiency – Reducing energy use reduces the costs associated with procuring and managing energy, materials, and water. Our near-term climate-related goal is for operations owned and controlled by us to be carbon neutral by 2025 by mitigating our carbon emissions through energy savings projects, renewable energy credits, on-site green energy projects, and purchased carbon offsets. As part of this goal, our collective facility-level objectives are designed to reduce total energy consumption or, at minimum, remain energy neutral on a year-to-year basis. To achieve this, certain plants have implemented a variety of energy efficiency projects. These efforts will be accelerated through our commitment to science-based targets.



Technology – We have publicly stated GHG emission reduction goals. Various departments throughout the organization evaluate relevant technology that supports those goals. This includes lighting efficiency or process equipment improvements that will reduce energy consumption or new energy monitoring technologies that could create energy savings as well as direct decarbonization opportunities. We continue to evaluate new technologies and how they may be implemented in our processes. Examples include combined heat and power (CHP), carbon capture, process modifications, and heat recovery. Risks may be associated with cost-effective technology not being available to continue reducing our energy consumption or carbon reduction in the future. Emerging technologies may improve our ability to achieve our goals.

Supply Chain – To improve our understanding of climate change impacts in our supply chain, we have increased the level of engagement with contract manufacturers and suppliers. We track and update our Scope 3 emissions estimate associated with our supply chain regularly. In early 2023, we partnered with CDP to enhance our engagement and expanded the number of suppliers engaged in 2024. We are presently assessing the responses we received from suppliers and are refining our encouragement strategy with our key suppliers regarding verifiable carbon reduction goals.

Risk Management

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

Through our risk oversight teams, we manage alignment of climate-related risks and opportunities as part of our climate resilience strategy by assessing climate risks and reviewing our material issues. Our Internal Audit department administers an annual detailed Enterprise Risk Management assessment with management to identify and rank the most significant risks that affect us as a company, including consideration of many risks associated with companies in the consumer products industry. Formal alignment of the most significant risks occurs between the Board and executive management every other year and as changes in the risk environment necessitate. As a result of our risk assessment, our Internal Audit department annually prepares an Internal Audit project plan, which reviews activities directed to mitigate business and financial related risks. This plan is subject to Audit Committee approval. Our Internal Audit Director meets quarterly with our executive officers to assess any changes in the magnitude of identified risks and the status of mitigation activities regarding the most significant risks. The Internal Audit Director reports directly to the Audit Committee of the Board of Directors.

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

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



Metrics And Targets

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

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

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

As we prioritize actions in support of our science-based targets, we continue our progress towards our primary near-term climate-related goal that all global operations owned and controlled by us be carbon neutral by 2025, by reducing and offsetting our carbon emissions through energy savings projects, renewable energy credits (RECs), purchase power agreements (PPAs), on-site solar projects, tree plantings, and similar carbon credit programs. Today, 100% of our operations' global electricity is procured from renewable sources, inclusive of RECs, while our Scope 1 and targeted Scope 3 emissions are offset by certified carbon credits obtained through projects from the Arbor Day Foundation®, Pachema, Inc., and Climate Impact Partners, LLC. In addition, we have an operational goal to reduce our normalized carbon emissions (targeted emissions in metric tons CO₂e/product shipped) by 10% each year and have set a target to reduce total normalized energy use (GJ/product shipped) from our operations by 10% each year.



Emissions

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

We continue to expand data coverage and enhance data quality for our emissions inventory to better assess our performance against our 2020 baseline. In 2025, we plan to update our baseline to account for recent acquisitions and improvements in calculation methodology, which will allow us to track and report our performance more accurately.

Since 2020/2021, we have expanded our analysis beyond our targeted Scope 3 emissions to include those resulting from operations in our supply chain not owned or controlled by us, as well as emissions from our products. The table shows the Scope 3 categories included in our updates and if they are considered relevant (>1% of total):

Category	Status
1) Purchased goods and services	Relevant, calculated
2) Capital goods	Not relevant, included in Cat 1 above
3) Fuel and energy-related activities	Relevant, calculated
4) Upstream transportation and distribution	Relevant, calculated
5) Waste generated in operations	Not relevant, calculated
6) Business travel	Not relevant, calculated
7) Employee commuting	Not relevant, calculated
8) Upstream leased assets	Not relevant, not applicable
9) Downstream transportation and distribution	Relevant, calculated
10) Processing of sold products	Relevant, calculated
11) Use of sold products	Relevant, calculated
12) End-of-life treatment of sold products	Relevant, calculated
13) Downstream leased assets	Not relevant, not applicable
14) Franchises	Not relevant, not applicable
15) Investment	Not relevant, calculated
Other (upstream)	Not relevant, not applicable
Other (downstream)	Not relevant, not applicable





We update our Scope 3 emission estimate based on previous year calendar data, and our most recent CDP Climate Change Response with this inventory can be found on our website. To improve our understanding of climate change impacts in our supply chain, we have increased the level of engagement with contract manufacturers, including select direct engagements and joining CDP as a Supply Chain member. In 2024, we engaged suppliers representing 90% of our domestic direct spend through CDP to respond to both the CDP climate questionnaire and the water security questionnaire. We are currently reviewing the responses, evaluating the maturity of the supplier climate efforts, and developing our 2025 strategy to engage and encourage suppliers based on where they are on their corporate climate journey.

The table on this page provides the most recent three years of data for our Scope 1 and 2 GHG emissions, plus the targeted Scope 3 emissions that we have incorporated into our GHG metrics and targets.

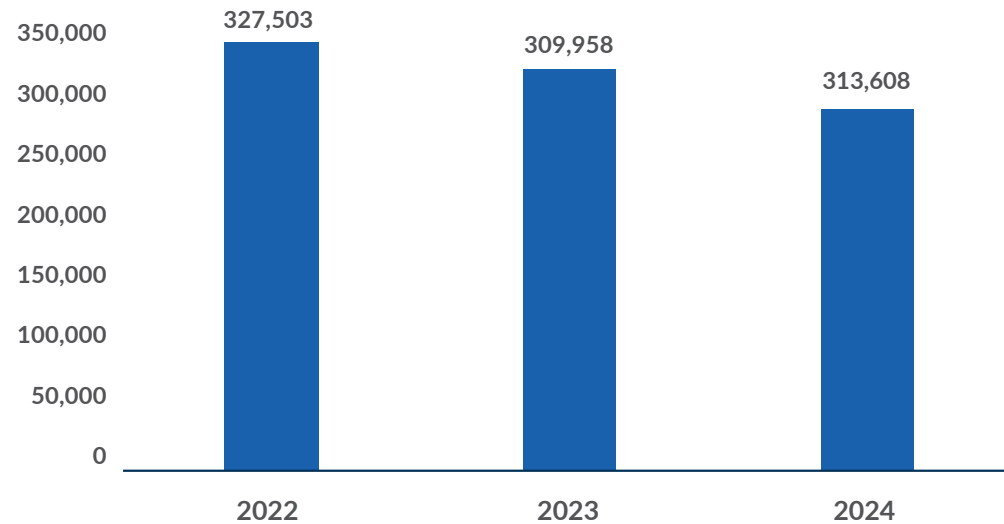
We have also included the total Scope 3 emissions estimate calculated as defined in the GHG Protocol's Corporate Value Chain Accounting Standard. These emissions were calculated in 2024 based on supply chain activity for 2023, the most recent data available. We updated our Scope 3 emissions inventory again in 2025 based on 2024 data. These results will be included in our 2025 CDP response.

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

GHG Emissions	2022	2023	2024
Scope 1 [MT CO2e]	71,535	67,764	70,486
Scope 2, Location-based [MT CO2e]	59,530	62,269	65,444
Scope 2, Market-based [MT CO2e]	11,038	13,475	16,736
Scope 1 + 2 location based [MT CO2e]	131,065	130,033	135,930
Target Scope 3 North America Transportation Operations [MT CO2e]	196,439	179,926	177,679
Total Targeted Scope 1, Scope 2, and Scope 3 [MT CO2e]	327,504	309,959	313,609
Scope 3 [MT CO2e] (Excludes indirect emissions)	2,365,058	1,952,651	1,950,404
Total Scope 1 + 2 + 3 [MT CO2e] Location based (Excludes indirect emissions)	2,496,123	2,082,684	2,086,334
Target GHG per product [MT CO2e/MM units]	201.3	199.9	190.6
Target GHG per product [MT CO2e/MM lbs shipped]	57.1	54.2	53.7
Target GHG per product [MT CO2e/MM USD]	60.9	52.8	51.4
Scope 1 + 2 per product [Tonne CO2e/MM units]	80.6	83.9	82.6
Scope 1 + 2 GHG per product [tonnes CO2e/MM lbs shipped]	22.8	22.7	23.3
Scope 1 + 2 per product [Tonne CO2e/MM USD]	24.4	22.2	22.3



Targeted GHG Emissions [tonnes CO2e]



Several factors impacted our reported GHG emissions estimate in 2024, including:

- **Increased Emission Factor:** An updated site-specific emission factor was provided by our purchased steam supplier, which increased our prior CO2e emissions estimate by approximately 44% per ton of steam compared to the previous generic emission factor used.
- **Expanded Electricity and Natural Gas Scope:** In 2024, we expanded our reporting to include electricity and natural gas usage data from sales offices and smaller locations that previously did not report monthly electricity or natural gas use into our sustainability platform. This energy use was previously considered insignificant and, therefore, unreported. The current approach estimates usage based on the square footage of each location, and these estimates have been incorporated into our year-end totals. This report includes the estimated electricity and natural gas usage data sets.

- **Calculation Corrections and Adjustments:** Throughout 2024, we identified and corrected three significant historical errors in our GHG emission calculations, which have led to notable revisions in our past Scope 1 and Scope 2 emissions estimates. These corrections are applied to all data presented in this Report, including with respect to:

- **Methane Emissions:** An error in the original calculation spreadsheet led to an overestimation of methane emissions from our on-site landfill. After correcting this, we found that actual methane emissions were approximately 10% of the previously reported figures. Consequently, the contribution to Scope 1 GHG emissions from landfill methane emissions has been significantly reduced in this Report.
- **Purchased Steam Data:** Previously reported purchased steam data was likely underreported due to two factors. In June 2023, our steam supplier identified a meter performance issue and replaced the meter measuring our incoming steam. Post-replacement, the average metered steam usage was 50% higher compared to the 18 months before the replacement. Additionally, our supplier provided a site-specific CO2e emission factor for their steam generation, which is higher than the generic factor we had been using. This site-specific emission factor has now been applied to all current and historical purchased steam data in this Report. Due to the inability to accurately estimate the impact of the metering issue, an increase in usage is reflected in the new meter data. As a result, the contribution to Scope 2 GHG emissions from purchased steam has increased in this Report.
- **Electricity Emission Factor for Montreal:** Historically, we used an IEA-published electricity emission factor for Canada to estimate Scope 2 emissions for electricity use at our Mississauga and Montreal sites. In 2024, we adopted a Montreal-specific emission factor published by Environment and Climate Change Canada, which better reflects the region's reliance on low-carbon hydroelectric power. This lower emission factor has been applied to all electricity use data for our Montreal site, resulting in a reduced contribution to Scope 2 GHG emissions from our Montreal site in this Report.

- **Non-Energy CO2e:** In 2024, two significant events related to “non-energy” GHG emissions affected our overall totals. These are:
 - **Process CO2:** Due to issues with our CO2 pipeline supplier, it was necessary for one of our baking soda facilities to utilize stored liquid CO2. As a result, we experienced an increase in process CO2 loss due to storage tank venting and the presence of a previously undetected leak in one of our transfer lines. These factors, along with slightly higher production levels, led to a 30% increase in process CO2 loss from the plant in 2024. Consequently, the process CO2 contribution to our Scope 1 GHG emissions increased.
 - **Refrigerant:** GHG emissions associated with refrigerant losses were significantly (3,700 metric tons) higher in 2024 compared to 2023.



Progress

In 2024, we continued our commitment to 100% renewable energy through renewable energy credits (RECs), and 100% of our targeted GHG emissions (Scope 1 + Scope 2 + targeted Scope 3) were either offset through carbon credits or reduced through RECs. We anticipate meeting our 100% neutral target again in 2025 utilizing RECs and carbon credits.

Our operational (Scope 1 + Scope 2) carbon emissions in 2024 increased by 5% compared to 2023 driven mostly by increased emissions from purchased steam, refrigerant losses, process CO2 losses, and other factors discussed above. Except for steam, our energy use was flat to down in 2024 (see Energy discussion below). These Scope 1 and Scope 2 increases more than off-set a slight reduction in our targeted Scope 3 transportation emissions such that our absolute targeted GHG emissions in 2024 (Scope 1 + Scope 2 + targeted Scope 3) increased by approximately 1% compared to 2023, failing to hit our target to hold these emissions flat.

Targeted Scope 3 emissions decreased by 1% in 2024 compared to 2023 due in part to our continued load optimization and use of intermodal transportation methods. Targeted GHG emissions normalized to million units of product shipped also was down by 5%. Additionally, Scope 1 + Scope 2 emissions normalized to million units of product shipped decreased by 1% compared to 2023. These decreased normalized metrics are a direct result of increased units shipped in 2024. The data demonstrates that we must continue our efforts to remove carbon from our operations and improve efficiency.

Science-Based Targets

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

Our science-based targets were validated by SBTi in July 2022. Our 2024 progress is summarized below. Based on our 100% renewable electricity through RECs, we use our Scope 2 market-based emissions and Scope 1 emissions to track our SBT reduction progress.

While we reduced our Scope 1 emissions in 2024 by 2% versus our base year, our Scope 2 market-based emissions increased due to the steam metering issue discussed above.

Reference Year	Scope 1 Emissions (MT CO2e)	Scope 2 Emissions - market based (MT CO2e)	Total Emissions (MT CO2e)
2020	71,592	11,079	82,800
2024	70,486	16,736	87,222
Delta (%)	-2%	+51%	5%

In 2024, we continued our decarbonization engineering assessments and feasibility assessments to select specific, impactful decarbonization opportunities. Our long-term decarbonization roadmap to remove significant portions of our operational carbon emissions considered possible Combined Heat and Power (CHP), process heat recovery, alternative energy, and carbon capture opportunities in our operations. We are moving forward with a portion of the plant-level energy conservation measures identified through the energy audit programs. We also completed a formal design on process carbon dioxide recovery at one of our baking soda plants in 2024 which we expect to be operational in 2025. We invested in an assessment and evaluation of flue gas carbon capture technologies with the intention of implementing at one of our largest natural gas-burning locations. However, the project is cost prohibitive due to ancillary upgrades to power and other infrastructure required to execute at the selected location. We are currently re-evaluating our SBT strategy and expect to focus on multiple smaller projects to attain our goal. We maintain dedicated capital budget for local projects for energy and sustainability improvements to enhance our efficiency and reduce the energy intensity of our manufacturing programs.

Maintain 100% Renewable Electricity for Operations under our Control

We used approximately 151,000 megawatt hours (MWh) of electricity in our operations in 2024. We generated approximately 300 MWh through on-site solar and purchased more than 162,000 MWh of RECs. In early 2024, we purchased an additional 1,000 MWh of RECs to mitigate our emissions from energy “non-reporting” locations (such as sales offices) and to ensure that 100% of our electricity came from low-emission sources for every region in which we operate. The remaining market-based emissions included in this Report are primarily emissions associated with purchased steam for our Green River, WY manufacturing plant.

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

As part of our science-based targets, we have committed to minimizing our Scope 3 emissions by influencing certain of our supply chain partners to establish carbon reduction targets of their own by 2026. We identified suppliers that represent 75% of our Scope 3 in the purchased goods and services, capital goods, and upstream transportation and distribution categories. In 2023, we joined CDP as a Supply Chain member and encouraged our targeted suppliers to begin reporting their carbon performance through CDP. We requested suppliers representing 90% of our domestic direct spend to respond to the 2024 CDP climate and water security questionnaires. We received climate responses from 66% of the suppliers contacted representing a little over 40% of our 2023 Scope 3 Category 1 Purchased Goods and Services emission estimate. We are evaluating the responses received to assess the climate program maturity of the suppliers who responded. Based on the 2024 responses, we are updating our engagement strategy to focus on those organizations that have not begun their carbon reduction journey as well as our approach to expand the scope of suppliers we are engaging to boost coverage to attain our 75% emissions engagement target. Preliminary 2024 responses suggest 38% of responding suppliers already have an established science-based target.



Energy Use

Energy used in our operations is a direct contributor to carbon emissions. Energy is required in all phases of our operations from lighting offices, to burning fuels for heat or steam for processing, to charging electric fork trucks in our warehouses. We use both direct (on-site fuel combustion) and indirect (off-site electric or steam generation) energy sources in our business. Energy is also used outside our operations by third parties (not directly under our control) who provide raw materials and/or contract manufactured products. We currently track energy use within our operations from all of our company-controlled locations, including corporate administrative offices, research and development operations, manufacturing plants, and warehouse and distribution locations. We track energy consumption in terms of specific fuels, total energy (gigajoules equivalent for all fuel and electricity use), and our normalized energy consumption in gigajoules per million units of product shipped. Efforts to reduce energy usage, specifically natural gas, are a key element of our science-based target commitment to reduce GHG emissions. In accordance with our SBT commitment, 100% of our electricity is sourced through renewable sources by direct solar or RECs.

Natural gas is our primary energy source (50%) of total energy use in gigajoules followed by electricity (approximately 37%) and purchased steam (approximately 12%). The remaining fuel sources including diesel, gasoline, and propane represent less than 2% combined.

In 2024, our total energy use was approximately 1.5 million gigajoules, which was nearly flat compared to 2023. Normalized energy use was 952 gigajoules per million units shipped, which represents a 6% decrease over 2023. Total energy use in gigajoules was relatively flat in 2024 while the normalized metric of million units of product shipped was higher, resulting in the downward trend, but insufficient to meet our standing 10% normalized reduction goal.

In 2024, electricity use was flat (decreased by <1%), natural gas use decreased by 4%, while purchased steam increased by 24% (based primarily on a corrected metering issue for the full year as compared to 2023 and partly due to production). Implementation of several energy reduction projects has enabled us to minimize increases in our energy use.

Energy and CO2 Reduction Efforts

Process CO2 Recovery and Reuse

Our Old Fort, OH baking soda plant uses carbon dioxide (CO2) as a raw material in the manufacturing process. A portion of the CO2 is lost during processing. In 2023, we implemented a study to confirm the locations and concentrations of CO2 losses in the process. Based on the results, in 2024, we began construction on a system to recover and reuse over 7,000 metric tons of CO2 per year. This system will be operational by Q3 2025.

Renewable Solar Energy

In the second quarter of 2024, our Folkestone, UK, plant began generating solar electricity. We estimate that it will generate more than 470,000 kWh of green electricity annually, representing approximately 8% of the site total demand.

Process Optimization

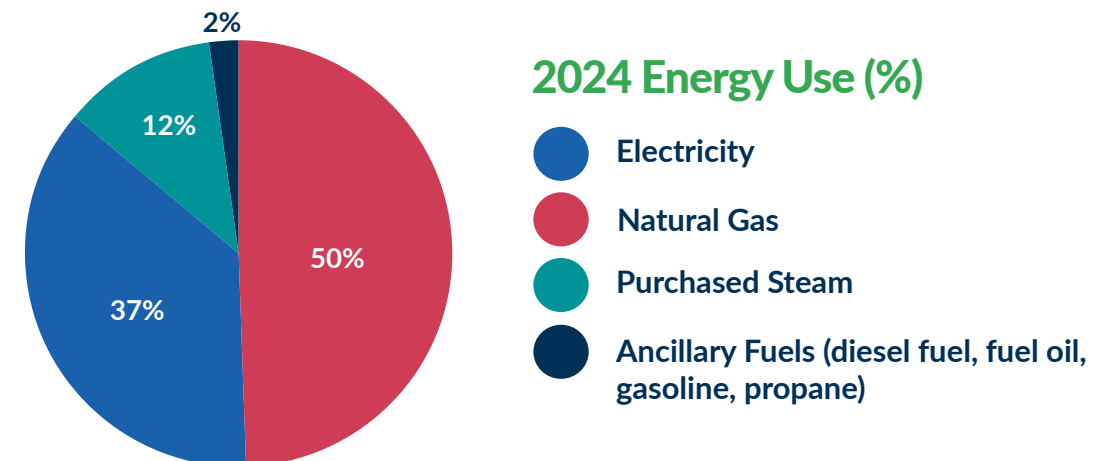
Several plants implemented process efficiency improvements, such as set point changes for air systems, reduced temperature range settings, programs to more efficiently shut on and off idle process equipment, and improved weighing processes to improve hitting production efficiency targets and minimize re-work. In total, we estimate these initiatives saved approximately 1 million kWh of energy use in 2024.

Operations & Maintenance

In 2024, we continued to improve our energy system operations and maintenance, specifically focusing on implementation of operations and maintenance programs around our compressed air and steam distribution systems. We have invested in equipment to survey and detect air or steam leaks in our distribution systems using sound, temperature, and established programs to prioritize work orders to address identified leaks. Based on the increased number of repairs and reduced energy loss, we estimate that we saved approximately 750,000 kWh across the organization in 2024.

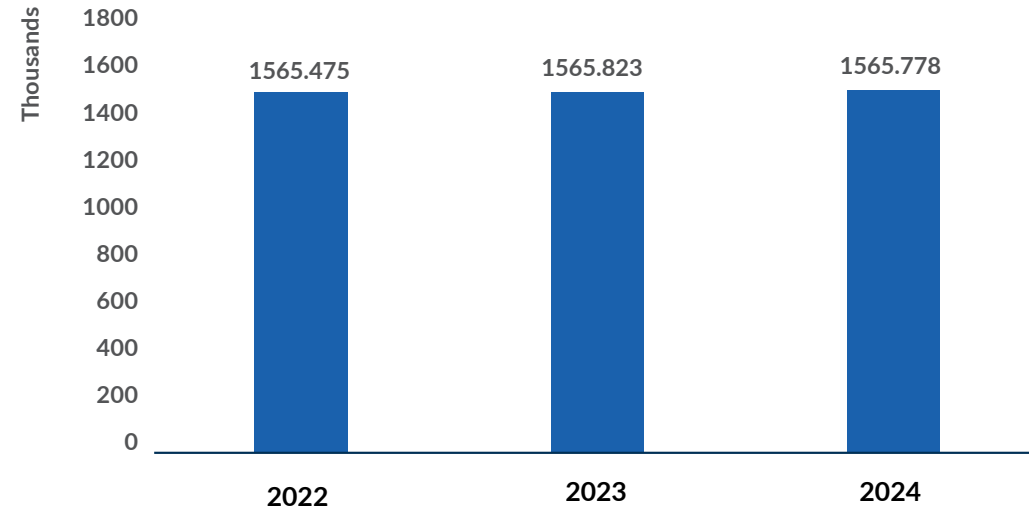
Energy And Greenhouse Gas Data Verification

We have again contracted an independent third party, SGS North America, to evaluate and assure that our 2024 GHG and energy data collection process and emissions calculations are rigorous, inclusive, and accurate. The resulting verification statement will be included within our annual CDP Climate Change Response.

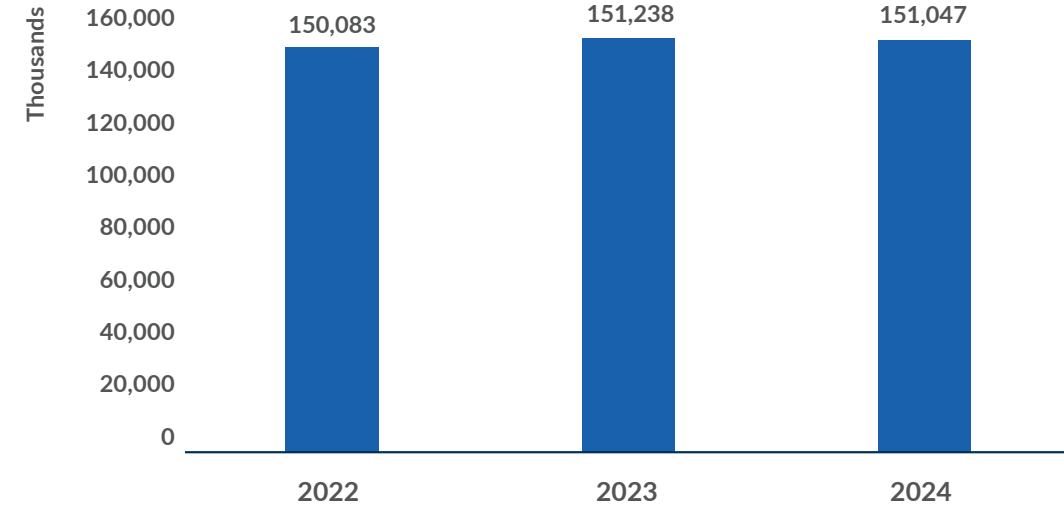




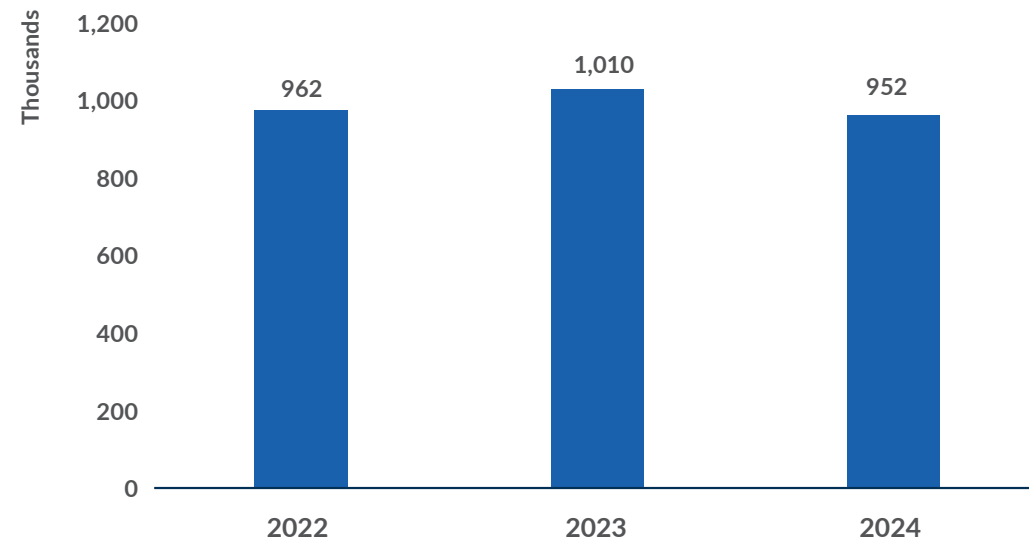
Energy Consumption [GJ]



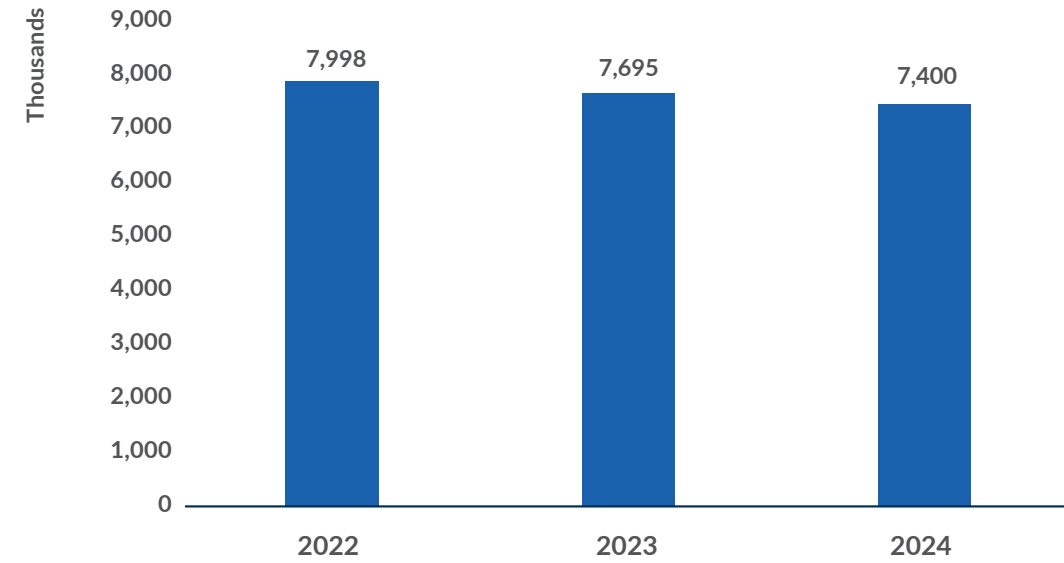
Total Electric [kWh]



Energy per Product Shipped [GJ/MM lb]



Natural Gas [thm (U.S.)]





RESPONSIBLE SOURCING

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

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

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



Our supply chain is a significant part of our business, and more than half of our employees support its day-to-day operations.

We source from over 500 suppliers and contract manufacturers, the majority of which are located in North America. All of our employees and suppliers are expected to comply with our Global Operations Guiding Principles (the “Principles”), which are incorporated by reference into most of our supplier agreements.

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

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

In 2024, we further educated our employees responsible for relationships with suppliers and contract manufacturers on potential Human Rights challenges in the supply chain and our Responsible Sourcing Program. We continued our relationship with AIM-PROGRESS, a forum of manufacturers and suppliers that promotes responsible sourcing practices, to help benchmark and provide industry guidance in support of our responsible sourcing journey. We worked with our supply base to onboard participating factories in at-risk geographies on the SEDEX platform.

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

We have Code of Conduct training that applies to all employees and directors. Any violation of applicable laws, our Code of Conduct, or our Principles by a Church & Dwight employee or supplier may result in disciplinary action, including termination of employment or business relationship. In 2024, we had met our target and assessed 100% of our at-risk suppliers against safety, labor, environmental, and ethical standards.



Sedex®

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



[Visit website to learn more](#)



Responsible Sourcing - Palm Oil

While we do not directly buy or use palm oil or palm kernel oil in our products, some of our products – including animal feed, liquid laundry detergents, gummy vitamins, oral care, and feminine care products – incorporate palm oil derivatives. Although our use of palm oil derivatives is relatively low, approximately less than 1% of total direct materials spend, we recognize the palm oil industry has a significant impact on biodiversity, climate change, people, and communities. Accordingly, we strive to responsibly source palm oil derivatives in a manner that does not contribute to deforestation of high conservation value, high carbon stock forest and peatlands, or exploitation of people and local communities.

In 2024, we continued our membership with the Roundtable on Sustainable Palm Oil (RSPO) and completed our fifth Annual Communication of Progress (for 2023 results). We purchased approximately 6,900 tons of palm oil derivative raw material in 2024, a decrease from 21,300 tons purchased in 2023. While we are not RSPO Supply Chain Certified, nearly all of the palm oil derivative raw material volume we purchased in 2024 originated from one RSPO member supplier, which reported that this material is over 97% traceable to the mill level. Our supplier has also represented to us that all such palm oil derivatives have been produced in conformance with its “No Deforestation, No Peat, No Exploitation Policy.” More than 95% of our palm oil derivative raw material volume was purchased in mass balance material, compared to 66% in 2023. In addition, we exceeded our internal goal of 84% due to the discontinuation of our primary product containing palm fatty acid distillate (PFAD), a palm oil derivative.

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

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

- Ending our contributions to deforestation by conserving and protecting primary and secondary forests, High Carbon Stock¹ and High Conservation Value² forests across all supplier landholdings
- Ending new development on peatlands, regardless of depth

- Leveraging best management practices³ for existing palm oil plantations on peat soils
- Prohibiting the use of fire for preparation or clearing of land areas
- Reducing greenhouse gas emissions from deforestation and existing operations
- Complying with existing RSPO Principles and Criteria or other equivalent standards
- Ending any exploitation of the rights of Indigenous peoples and local communities

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

Conflict Minerals

We are committed to preventing our products from including conflict minerals that have funded armed groups in the Democratic Republic of the Congo or an adjoining country. Any supplier found to be in violation of our policies is subject to corrective action, which may include termination of business.

Supplier Diversification

Established in 2019, our U.S.-based Supplier Diversity Program is intended to identify and competitively source from a variety of suppliers with the goal of expanding and diversifying our supplier base to increase competition for our business and strengthen our supply chains. Through the program, we engage in an inclusive selection processes that includes, among other things, informing potential suppliers about opportunities to contract with Church & Dwight, providing broader access to suppliers to compete for our business, and hiring small and local businesses when they meet the needs of our business. All selection decisions are based on legitimate, non-discriminatory business justifications, such as total cost, quality, and service levels. . In 2024, we continued to educate and collaborate with stakeholders throughout the organization on our Supplier Diversity Program. Our consolidated Direct and Indirect spend with certified diverse suppliers in 2024 was \$83 million out of \$2.6 billion.

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

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

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



ABOUT THIS REPORT

This Report continues our commitment to transparently communicate our sustainability efforts.

This Report reflects our performance for the year ended December 31, 2024, along with prior data and information on changes to our operations, plants, and data collection process, where relevant. This Report also references 2025 initiatives planned at the time of publishing the Report. To lead the collection of information and the report preparation process, we assembled a team representing Environmental, Health & Safety, Finance, Human Resources, Law, Marketing, Operations, Procurement and R&D. Our executive leadership team has reviewed this Report and approved the material issues and other disclosures contained herein. For our 2024 energy and greenhouse gas (GHG) data, we have contracted with an independent third party, SGS North America, to evaluate and assure that our energy data collection process and emissions calculations are rigorous, inclusive and accurate. The resulting verification statement will be included with our annual CDP Climate Change Response.

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

Employment and Environmental, Health, and Safety indicators include all our operated manufacturing and distribution facilities, our R&D Corporate Technical Center, and our corporate headquarters, with select smaller scale operations excluded. For more information on our company, joint ventures, and subsidiaries worldwide, please see our Annual Report on Form 10-K for the fiscal year ended December 31, 2024 on our corporate website (link below).

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

For all other inquiries, please visit www.churchdwight.com.



SUSTAINABILITY PERFORMANCE DATA

INDICATOR	UNIT	2024	2023	2022	2021	2020	GRI
ENVIRONMENTAL							
Total Energy Use	Thousand GJ	1,566	1,566	1,565	1,527	1,570	302-1
Electricity	Thousand KWH	151,047	151,238	150,083	152,743	154,506	302-1
Natural Gas	DecaTherms (US)	740,004	769,474	799,805	794,320	823,036	302-1
Propane	Pounds	357,777	423,595	404,669	362,919	349,826	302-1
Gasoline	Gallons	2,752	4,291	3,327	2,975	3,861	302-1
Diesel	Gallons	113,250	121,227	126,729	86,262	101,784	302-1
Purchased Steam	Short Tons	72,663	58,505	47,924	46,917	48,102	302-1
Energy Intensity	GJ/MM LBS SHP	268	273	272	254	257	302-3
Direct (Scope 1) GHG Emissions	Metric Tons CO ₂ e	70,486	67,764	71,535	71,816	71,592	305-1
Energy indirect (Scope 2) [location based] GHG Emissions	Metric Tons CO ₂ e	65,444	62,269	59,530	62,556	60,971	305-2
Energy indirect (Scope 2) [market based] GHG Emissions	Metric Tons CO ₂ e	16,736	13,475	11,038	10,810	11,208	305-2
Total (Scope 1 and Location based Scope 2) GHG Emissions	Metric Tons CO ₂ e	135,930	130,033	131,065	134,372	132,563	
Other indirect (Scope 3) Targeted GHG Emissions- North America transport and air travel only	Metric Tons CO ₂ e	177,679	179,926	196,439	211,662	225,956	
Other indirect (Scope 3)* 2024 calculation underway estimate reflects 2023 value adjusted for 2024 "target Scope 3" delta.	Metric Tons CO ₂ e	1,950,404	1,952,651	2,365,058	2,391,210	2,233,202	305-3
Total Target GHG Emissions (Scope 1+ 2 + 3 transportation)	Metric Tons CO ₂ e	313,608	309,959	327,504	346,034	358,518	305-3
Total GHG Emissions (Scope 1+ 2 + 3)	Metric Tons CO ₂ e	2,086,334	2,082,684	2,496,123	2,525,582	2,365,765	
Scope 1 + 2 GHG Emissions Intensity /product shipped	Metric Tons CO ₂ e/ MM LBS SHP	23.3	22.7	22.8	22.4	21.8	
Scope 1 + 2 Total GHG Emissions Intensity /product shipped	Metric Tons CO ₂ e/ MM UNITS SHP	82.6	83.9	80.6	85.3	XX	305-4
Total Targeted GHG Emissions Intensity (Scope 1 + 2 + 3)/product shipped	Metric Tons CO ₂ e/ MM LBS SHP	53.7	54.2	57.1	57.6	58.8	305-4

**SUSTAINABILITY PERFORMANCE DATA** (continued)

INDICATOR	UNIT	2024	2023	2022	2021	2020	GRI
ENVIRONMENTAL							
Total Targeted GHG Emissions Intensity (Scope 1 + 2 + 3)/product shipped	Metric Tons CO ₂ e /MM UNITS SHP	191	200	201	220	XX	305-4
Total Targeted GHG Emissions Intensity (Scope 1 + 2 + 3)/sales	Metric Tons CO ₂ e /MM US\$ Sales	51.4	52.8	60.9	66.7	73.7	305-4
Net Water Consumption	Thousand Gallons	245,006	258,920	266,903	267,962	298,350	303-5
Water Intake (Withdrawal)	Thousand Gallons	425,781	416,799	441,231	470,304	495,187	303-3
Water Effluent (Discharge)	Thousand Gallons	180,775	157,879	174,328	202,342	196,837	303-4
Water Intake Intensity/product shipped	Thousand Gallons /MM LBS SHP	72.8	72.7	76.8	78.1	81.1	303-3
Water Intake Intensity/product shipped	Thousand Gallons /MM UNITS SHP	258.8	268.8	271.2	298.7	XX	303-3
Water Intake Intensity/sales	Thousand Gallons /MM USD sales	69.7	71.0	82.1	90.6	101	303-3
Total Waste Produced	Tons	75,026	68,535	59,687	62,423	59,888	306-2
Hazardous Waste Produced	Tons	2,240	1,821	1,171	453	411	306-2
Non-hazardous Solid Waste Produced	Tons	24,027	18,608	19,022	19,663	17,763	306-2
Wastewater Trucked for Off-site Disposal	Tons	32,979	28,549	22,895	26,351	25,322	306-1
Recycled Non-hazardous Waste Produced	Tons	15,780	19,556	16,599	15,956	16,392	306-2
Waste Produced Intensity/product shipped	Tons/MM LBS SHP	12.8	11.9	10.4	10.4	9.8	
Waste Produced Intensity/product shipped	Tons/MM UNITS SHP	45.6	44.2	36.7	39.6	XX	
Waste Produced Intensity/sales	Tons/MM USD sales	12.3	11.7	11.1	12	12.2	
Environmental Penalties	US \$	\$2,000	\$750	\$0	\$1,000	\$3,375	2-27
Total Reported Releases	Total	0	0	2	1	1	
Accidental Releases	Total	0	0	1	0	0	
Continuous Releases	Total	0	0	1	1	1	

**SUSTAINABILITY PERFORMANCE DATA** (continued)

INDICATOR	UNIT	2024	2023	2022	2021	2020	GRI
SOCIAL							
Total Employees	Total	5,754	5,564	5,271	5,138	5,108	2-7
Employees – Domestic (Within U.S.)	Total	4,416	4,373	4,185	4,101	4,098	2-7
Employees – International (Outside of U.S.)	Total	1,338	1,191	1,086	1,037	1,010	2-7
Days Away, Restricted, or Transferred (DART) Rate (Global)	Recordable Incidents/ 100 FTE	0.7	0.7	0.9	0.7	1.0	403-9
ECONOMIC							
Net Sales	Billions	\$6,107	\$5,87	\$5.38	\$5.19	\$4.90	2-6
Consumer Domestic Sales	Millions	\$4,732.3	\$4,571.2	\$4,131.0	\$3,941.9	\$3,767.6	2-6
Consumer International Sales	Millions	\$1071.5	\$975.7	\$896.1	\$912.2	\$828.2	2-6
Specialty Products Sales	Millions	\$303.3	\$321.0	\$348.5	\$336.0	\$300	2-6
Employee Giving Fund Distributions	Millions	\$1.3	\$1.3	\$1.2	\$1.2	\$1.1	
Philanthropic Foundation Distributions	Millions	\$1.3	\$,875	\$,915	\$1.0		



GRI INDEX

We align our sustainability reporting with the Global Reporting Initiative (GRI) Standards, an internationally recognized guidance for transparency in sustainability performance. The Index to the right the GRI indicators addressed in this Report, and either includes the information directly or provides a reference to the relevant section(s) within this Report. We affirm through our “statement of use” that we have reported the information cited in this GRI content index for the period of January 1, 2024, through December 31, 2024, with reference to the GRI Standards. We used GRI 1: Foundation 2021, with no sector guidelines currently applying to the organization.

GRI STANDARD		SECTION (OR DIRECT INFORMATION)
GENERAL DISCLOSURES		
THE ORGANIZATION AND ITS REPORTING PRACTICES		
2-1	Organizational details	Church & Dwight At A Glance HQ: Ewing, NJ, US
2-2	Entities included in the organization’s sustainability reporting	Our data includes all operations under Church & Dwight control. We have one joint venture (JV), The ARMAKLEEN Company that is included in our reported data. A second JV, Armand Products Company, is not included because we do not have operational control. See pp. 68 of our Annual Report (available at investor.churchdwight.com)
2-3	Reporting period, frequency and contact point	About This Report Frequency: Annual
2-4	Restatements of information	Historical data presented in this report, such as emissions data, has been restated relative to prior Company disclosures to reflect further refinement in data collection and data sources. Climate Change – Metrics and Targets Sustainability Performance Data
2-5	External assurance	About This Report
ACTIVITIES AND WORKERS		
2-6	Activities, value chain and other business relationships	Church & Dwight At A Glance Responsible Sourcing Annual Report (available at investor.churchdwight.com)
2-7	Employees	Church & Dwight At A Glance Employees & Communities Sustainability Performance Data
2-8	Workers who are not employees	Employees & Communities Sustainability Performance Data

**GRI INDEX** (continued)

GRI STANDARD		SECTION (OR DIRECT INFORMATION)
GOVERNANCE		
2-9	Governance Structure and composition	Governance See the Corporate Governance section of our website 2025 Proxy Statement, pages 22-26
2-10	Nomination and selection of the highest governance body	See our 2025 Proxy Statement, pages 30-32
2-11	Chair of the highest governance body	Governance
2-12	Role of the highest governance body in overseeing the management of impacts	How we assess material issues
2-13	Delegation of responsibility for managing impacts	Governance
2-14	Role of the highest governance body in sustainability reporting	About This Report
2-15	Conflicts of interest	Social See the Corporate Governance section of our website See our Corporate Governance Guidelines
2-16	Communication of critical concerns	Social
2-17	Collective knowledge of the highest governance body	See our 2025 Proxy Statement, pages 9-21, 23
2-18	Evaluation of the performance of the highest governance body	Governance See the Corporate Governance section of our website See our 2025 Proxy Statement, pages 9-12
2-19	Remuneration policies	Governance See the Corporate Governance section of our website See our 2025 Proxy Statement, pages 51-74
2-20	Process to determine remuneration	Governance See the Corporate Governance section of our website See our 2025 Proxy Statement, pages 51-74
2-21	Annual total compensation ratio	Governance See the Corporate Governance section of our website See our 2025 Proxy Statement, page 86
STRATEGY, POLICIES AND PRACTICES		
2-22	Statement on sustainable development strategy	A Message from Our CEO
2-23	Policy commitments	Social Responsible Sourcing Safe & Effective See our Anti-Human Trafficking & Slavery Disclosure Statement on our website.
2-24	Embedding policy commitments	Governance
2-26	Mechanisms for seeking advice and raising concerns	Social
2-27	Compliance with laws and regulations	2024 Environmental Citations & Penalties Surcharges Sustainability Performance Data
2-28	Membership associations	How We Engage Stakeholders Trade Associations

**GRI INDEX** (continued)

GRI STANDARD		SECTION (OR DIRECT INFORMATION)
STAKEHOLDER ENGAGEMENT		
2-29	Approach to stakeholder engagement	About This Report How we assess material issues
2-30	Collective bargaining agreements	How We Assess Material Issues How We Engage Stakeholders Internationally, we employ union employees in France, Mexico and New Zealand. Employees covered by collective bargaining agreements represent less than 1% of our total workforce. We believe our relations with both our union and non-union employees are satisfactory.
MATERIAL TOPICS		
3-1	Process to determine material topics	How We Assess Material Issues
3-2	List of material topics	How We Assess Material Issues There were no significant changes in the topics and boundaries of our reporting for 2024.
TOPIC-SPECIFIC DISCLOSURES		
MATERIALS		
GRI 3: Material Topics 2021	3-3 Management of material topics	How We Engage Stakeholders Packaging
GRI 301: Materials 2016	301-2 Recycled input materials used	Packaging

**GRI INDEX** (continued)

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

**GRI INDEX** (continued)

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

**GRI INDEX** (continued)

GRI STANDARD		SECTION (OR DIRECT INFORMATION)
SOCIAL SUPPLIER ASSESSMENT		
GRI 3: Material Topics 2021	3-3 Management of material topics	How We Engage Stakeholders Responsible Sourcing
GRI 414: Social Supplier Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible Sourcing
	414-2 Negative social impacts in the supply chain	Responsible Sourcing
MARKET AND LABELING		
GRI 3: Material Topics 2021	3-3 Management of material topics	How We Engage Stakeholders Product Safety
GRI 417: Market and Labeling 2017	417-2 Product and service information and labeling	Product Safety
	417-3 Marketing communications	Church & Dwight experienced no incidents of non-compliance with regulations or voluntary codes regarding marketing communications in 2024.



SASB INDEX

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

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

SASB CODE	METRIC/UNIT OF MEASURE	REPORT SECTION (OR DIRECT INFORMATION)
WATER MANAGEMENT		
CG-HP-140a.1	Total water withdrawn: Thousand cubic meters (m ³)	1,612
CG-HP-140a.1	Total water consumed: Thousand cubic meters (m ³)	928
CG-HP-140a.1	Percentage of each in regions with High or Extremely High Baseline Water Stress: Percentage	Total withdrawn: 6% Total consumed: 8%
CG-HP-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	Water, Water-Stress Risk
PRODUCT ENVIRONMENTAL, HEALTH, AND SAFETY PERFORMANCE		
CG-HP-250a.1	Revenue from products that contain REACH substances of very high concern (SVHC)	Data not currently collected.
CG-HP-250a.2	Revenue from products that contain substances on the California DTSC Candidate Chemicals List	Data not currently collected.
CG-HP-250a.3	Discussion of process to identify and manage emerging materials and chemicals of concern	Products

**SASB Index** (continued)

SASB CODE	METRIC/UNIT OF MEASURE	REPORT SECTION (OR DIRECT INFORMATION)
PRODUCT ENVIRONMENTAL, HEALTH, AND SAFETY PERFORMANCE		
CG-HP-250a.4	Revenue from products designed with green chemistry principles	We embrace many of the principles of green chemistry across our product innovation/development and processing efforts and continue to make progress. Further information and insights on these areas can be found in the Product section of this Report.
PACKAGING LIFECYCLE MANAGEMENT		
CG-HP-410a.1	Total weight of packaging: Metric tons	Approximately 180,076 metric tons
CG-HP-410a.1	Percentage made from recycled and/or renewable materials: Percent (%)	45%
CG-HP-410a.1	Percentage that is recyclable, reusable, and/or compostable: Percent (%)	88.5%
CG-HP-410a.2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Packaging
ENVIRONMENTAL & SOCIAL IMPACTS OF PALM OIL SUPPLY CHAIN		
CG-HP-430a.1	Amount of palm oil sourced: Metric tons	6,900 metric tons
CG-HP-430a.1	Percentage certified through the Roundtable on Sustainable Palm Oil (RSPO) supply chains as (a) Identity Preserved, (b) Segregated, (c) Mass Balance, or (d) Book & claim: Percent (%)	96% Mass Balance, 4% Book & Claim See also Palm Oil section
ACTIVITY METRICS		
CG-HP-000.A	Total weight of products sold: Metric tons	Approximately 2,653,000 metric tons
CG-HP-000.A	Units of products sold	1,645 million
CG-HP-000.B	Number of manufacturing facilities	19



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES - INDEX

The Financial Stability Board created the Task Force on Climate-related Financial Disclosures (TCFD) to improve and increase reporting of climate-related financial information.

TCFD REPORTING		SECTION REFERENCED	
Governance	(a) Describe the board's oversight of climate-related risks and opportunities.	Climate Change: Governance	CDP 4.1.1
	(b) Describe management's role in assessing and managing climate-related risks and opportunities.	Climate Change: Governance	CDP 4.3
Strategy	(a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long-term.	Climate Change: Strategy	CDP 2.2.2, 3.1
	(b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Climate Change: Strategy	CDP 3.1, 3.6
	(c) Describe the resilience of the organization's strategy, taking into consideration different climate scenarios, including a 2-degree C or lower scenario.	Climate Change: Strategy	CDP 5.1
Risk Management	(a) Describe the organization's processes for identifying and assessing climate-related risks.	Climate Change: Risk Management	CDP 2.2.2
	(b) Describe the organization's processes for managing climate-related risks.	Climate Change: Risk Management	CDP 2.2.2
	(c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Climate Change: Risk Management	CDP4.1.1, 2.2.2
Metrics and Targets	(a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Climate Change: Metrics and Targets	CDP7.53, 7.54
	(b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.	Climate Change: Metrics and Targets	CDP 7.6, 7.7, 7.8 2.2.2, 3.1
	(c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Climate Change: Metrics and Targets	CDP 7.53, 7.54



2024

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