





TOGETHER WE HAVE THE POWER TO WIN

INTRODUCTION

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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.

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. We were one of the first corporate sponsors of the inaugural Earth Day in 1970.

Church & Dwighters are goal-oriented people. To create a compass for our Sustainability program, we have established aggressive goals for ourselves. Our environmental, social and governance (ESG) efforts are directed towards 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.

Today, 100% of our direct operations' global electricity needs are offset with renewable sources. We are reducing our environmental footprint by increasing renewable energy usage at our facilities, reducing water usage and greenhouse gas (GHG) emissions, reducing solid waste to landfills, developing

environmentally-responsible packaging and improving our suppliers' environmental practices.

In 2022, our application to the Science Based
Targets Initiative was approved. These new
science-based targets take into account
the level of carbon reduction needed
to meet the goals set forth in the Paris
Agreement. In 2022, 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) decreased approximately 5% versus 2021. As we prioritize actions in support of our science-based targets, we continue our progress towards our primary near-term, climate-related goal to achieve carbon neutrality for the global operations we own and control by us by the end of 2025. We have already offset more than 90% of our targeted GHG emissions. To achieve carbon neutrality, we partnered with the Arbor Day Foundation in 2016, and over the years, have grown to be its largest forestry carbon partner. Through this partnership, we've supported the planting and growing of millions of trees in the Mississippi River Valley and the protection of existing forests in Canada and Peru. These trees will remove carbon dioxide from the atmosphere and emit life-sustaining oxygen.

We are continuing to pursue our strategy to ensure that our plastic packaging has minimal impact on the environment by eliminating or reducing plastic from our packaging wherever it is practical, including 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. In 2022, we launched our new concentrated liquid laundry detergent formulas, which means that less liquid detergent (and therefore less plastic packaging) is required to deliver the same number of washloads. This change alone reduced the amount of High-Density Polyethylene plastic in our bottle portfolio by approximately 4 million pounds. Our goal is to increase PCR plastic to a minimum average of 25% across all global plastic packaging by the end of 2025. Currently, over 17% of our plastic packaging is PCR. Building on our progress, we have adopted a new goal to reduce the level of virgin (petroleum-based) plastic packaging used globally.

With more than 5,200 employees at over 50 locations around the world, the safety and wellness of our employees have been and continue to be our top priorities. Recognizing that the mental health of our employees is as important as their physical well-being, we expanded the benefits of our Employee Assistance Program (EAP) to provide free professional support to individuals who may be dealing with relationship and emotional issues, substance abuse, etc. Additionally, we took steps to help our employees as their families grow by launching an enhanced parental leave and family care benefits program.



We embrace the diversity of our employees and believe that a diverse and inclusive workforce fosters innovation and cultivates an environment filled with unique perspectives, talents and experiences. Diversity is a strength and makes us better. We are dedicated to maintaining a culture of belonging at Church & Dwight.

We take great pride in fostering an enduring culture of "doing well by doing good." By focusing on making meaningful contributions to society, each of us can create a stronger, more resilient company while contributing to a better world. In 2022, 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. That year, the EGF contributed \$1.2 million to 209 deserving organizations in a variety of areas, and it has contributed over \$16 million to charitable organizations in the U.S. to date. Given the scale of the humanitarian crisis in and around Ukraine, Turkey, and Syria, the EGF expanded its reach and donated to the International Red Cross, with Church & Dwight matching employee contributions. In addition, seven organizations in the diversity, equity and inclusion (DEI) and Environmental Sustainability space were chosen by the Church & Dwight Philanthropic Foundation (the "Foundation") in 2022 to receive grants totaling \$915,000 in the aggregate. Established in 2020, the Foundation is administered by Church & Dwight employees and focused on helping to create equitable and inclusive opportunities and advancing environmental preservation.

For our efforts in 2022, we were recognized as one of Forbes America's Best Midsize Employers, Newsweek's Most Sustainable Companies, Newsweek's America's Most Responsible Companies, the EPA's Green Power Partnership Top 100 and were listed in the FTSE4Good Index Series.

While we have made significant progress, we missed some of our goals. In 2022, we achieved a 3% reduction in global process water and/or wastewater normalized to production against our overall annual goal of 10%. Likewise, we fell short on our 10% reduction targets for GHG and energy (largely driven by lower volumes of product shipped in 2022 vs 2021). We made great progress at assessing 92% of our at-risk suppliers but fell slightly short of our 100% goal.

We made positive steps in 2022 with regard to DEI with an increase of women and People of Color at the management and senior management levels, but we still are not satisfied with our representation numbers. One area we are focused on improving is having diverse candidate slates and interview panels at our corporate locations. In 2022, only 70% of the time did we hit our requirement. While the shortfall was in part due to the tight labor market and a new outsourced recruiting partner, we own it and are committed to improving.

We have a clear roadmap to meet our Sustainability goals and address our shortcomings, and I am confident that we will become an even stronger and more sustainable company in the years ahead.

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

Matthew T. Farrell

President and Chief Executive Officer

Matthew J. Farrell



2022 AT A GLANCE



OUR BRANDS

Achieved carbon neutrality for our ARM & HAMMER Baking Soda 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. Our ARM & HAMMER Baking Soda CarbonNeutral® product certification and corresponding offsets cover 2022 emissions from raw material production to retail customer delivery in the U.S. and excludes use and disposal

ARM & HAMMER Baking Soda brand team sponsored ODYSSEY OF THE MIND, a STEM competition for students from kindergarten to college that encourages inventive problem-solving

ARM & HAMMER Laundry Detergent brand team was the presenting sponsor of the Dress for Success Virtual Power Walk, which supported the mission of **empowering women to achieve economic independence**





BATISTE brand team partnered with non-profit Active Minds to invest in resources and programs that will **enhance the lives of students experiencing mental health issues on college campuses**

VITAFUSION brand team has planted over 225,000 trees in underserved communities over its six-year partnership with The Fruit Tree Planting Foundation





PRODUCTS

Launched concentrated liquid laundry detergents, which reduced plastic usage by approximately 4 million pounds, corrugate usage by approximately 3 million pounds, and water usage by approximately 68,000 tons.

The smaller, lighter product has also resulted in an estimated reduction of CO2 emissions by 2,800 metric tonnes. The formulas were designed to work in cold water, helping to reduce the carbon footprint of the ARM & HAMMER and XTRA portfolio¹

Received the U.S. Environmental
Protection Agency's 2022 Safer Choice
Partner of the Year Award



PACKAGING

Improved overall recyclability across our

broad portfolio of products
(excluding newly-acquired brands)
from 71% to 87% with a further increase of 3%
during 2022 (equating to an additional 11.5 million+
lbs. packaging accepted into the recycling stream)



Adopted a new goal to reduce the level of virgin (petroleum-based) plastic packaging used globally by more than 30% by 2025 vs our 2017 baseline year



EMPLOYEES & COMMUNITIES

Contributed approximately **\$2.1 million** to our communities

through donations and grants from our employee-led giving program and employee-administered foundation



Launched an enhanced parental leave

and family care benefits program



Progressed with efforts for

diverse representation at the leadership level with a 6% increase in senior female leaders, 2.2% increase female managers, 3.1% increase in People of Color (PoC) senior leaders and 3.3% increase in PoC managers



ENVIRONMENT & CLIMATE CHANGE



Reduced total water intake by 33 million gallons

Recycled more than 16,000 tons of material; a 5% increase over 2021



Received validation of sciencebased targets



Achieved zero waste to landfill at 13% of our facilities

Revitalized a bracket pricing program to incentivize customers to order fewer, larger orders, resulting in an estimated reduction of approximately 3,000 truckload trips per year



Reduced targeted GHG emissions by 5% vs 2021

Offset 91% of target GHG emissions by renewable energy credits and carbon credits





RESPONSIBLE SOURCING

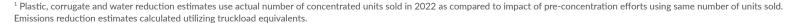
Assessed 92% of at-risk suppliers



Sourced 53% of RSPO Certified Mass Balance palm oil ingredients

Increased our support of certified diverse suppliers by 36% (by spend) and joined the National Veteran-Owned Business Association







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
- Over 50 locations around the world
- 2022 Net Sales of \$5,375.6MM
- Publicly traded on New York Stock Exchange (CHD)

OUR THREE DIVISIONS Consumer Domestic Consumer International Specialty Products

 Household and personal care products for the U.S. market Primarily personal care products for international markets

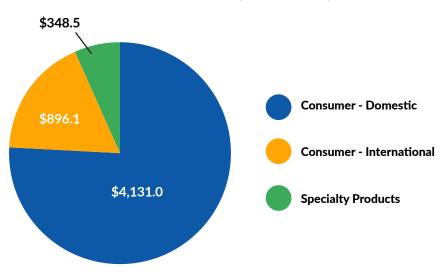
- Animal and food production products
 - Bulk sodium bicarbonate
 - Specialty cleaning products

Our consumer products are sold within the U.S. under a variety of brands 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 e-commerce channels.

A variety of our personal care, household and over-the-counter products (including some of our "power brands") are sold in international (non-U.S.) markets, including Australia, Canada, France, Germany, Mexico and the United Kingdom, as well as in more than 130 global export markets around the world, including China, Japan and India. We manage over 60 brands in international markets.

Our specialty products are sold to industrial customers, livestock producers and through distributors.







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; 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.

On October 2022, we acquired all of the issued and outstanding shares of capital stock of Hero Cosmetics, Inc., the developer of the HERO brand, which includes the MIGHTY PATCH® acne treatment products. Read more about the acquisition in our Annual Report on Form 10-K for the fiscal year ended December 31, 2022 (the "Annual Report").

POWER BRANDS



















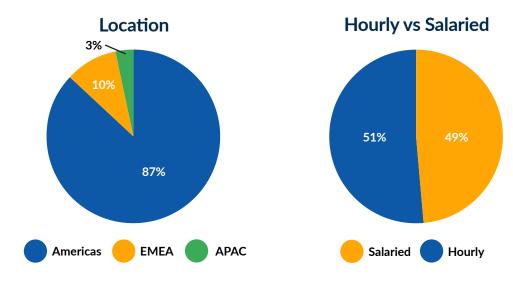


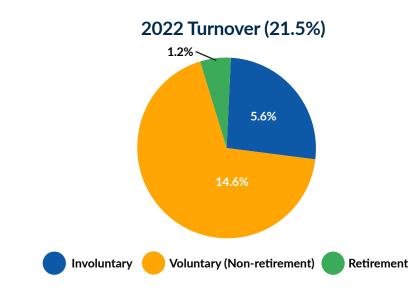




Our People

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.





5,271 Employees (globally) in over 50 locations

\$1.02MM Revenue Per Employee

For more information on our employee metrics, see "Employees and Communities"" starting on Page 57.

Our Sustainability Strategy & ESG Pillars

Sustainability is how we refer to our Environmental, Social and Governance (ESG) efforts to deliver growth and profitability while making a meaningful and positive impact. 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 top priorities include providing effective products that are safe for our consumers, the animals they care for and the environment, utilizing consumer-friendly and environmentally-responsible packaging, reducing greenhouse gas (GHG) emissions, reducing water usage, recycling solid waste and improving our suppliers' environmental practices.

We have a goal to achieve carbon neutral status for our owned and controlled global operations by 2025, and we have already offset more than 90% of our targeted carbon dioxide emissions. We established new science-based targets that were approved by the Science-Based Targets Initiative in 2022. These new targets take into account the level of carbon reduction needed to meet the goals set forth in the Paris Agreement. In addition, we improved overall recyclability across our broad portfolio of products, with global recyclability increasing from 71% to 87% since 2018. Almost all (99.8%) of our paper and board packaging is sourced from recycled material and/or sustainably managed forests. We have a goal to increase Post-Consumer Recycled plastic to a minimum of 25% average across all global plastic packaging by the end of 2025, and by the end of 2022, we had achieved over 17% against that goal.



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. The audits, conducted by independent firms with expertise in environmental and 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 ESG - Environmental efforts.



Social

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

Employee safety and wellness remain two of our highest priorities. We developed and administered company-wide policies designed to ensure the safety of each team member and compliance with OSHA and local standards. Recognizing that the mental health of our employees is as important as their physical well-being, we expanded our Employee Assistance Program (EAP) to provide free professional support to our employees who may be dealing with a variety of issues, including relationship and emotional issues, substance abuse and others. In 2022, we took steps to help our employees as their families grow by launching an enhanced parental leave and family care benefits program. We also improved approved the addition of a mental health day to our U.S. benefits offerings for 2023.

We embrace the diversity of our employees and believe that a diverse and inclusive workforce fosters innovation and promotes an environment filled with unique perspectives, talents and experiences. We strive to cultivate a culture and processes that support and enhance our ability to recruit, develop and retain diverse talent at every level. As part of our enhanced diversity and inclusion initiatives, as well as our commitments to transparency and accountability, we are publishing workplace demographics of our employees in this Report.

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 full, fair, accurate, timely and understandable disclosures in periodic reports we are required to file, promote compliance with applicable governmental laws, rules and regulations and promote a harassment-free work environment. The Code of Conduct requires the prompt internal reporting of violations of its contents and contains provisions regarding accountability for adherence to the to it. Alongside our Code of Conduct, we outline additional expectations for our Board members in our Corporate Governance Guidelines to inform of actions taken to avoid conflicts of interest at the Board level.

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 and 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 Board. For more information, please see copies of our Code of Conduct and Principles available on our website (www.churchdwight.com).

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

Governance

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

Our Corporate Issues Council (the "Council"), comprised of senior executives representing all our key functional areas, 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 ESG 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 ESG 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 aspects of ESG 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, including diversity, equity and inclusion. Our Audit Committee oversees our compliance and ethics program. Our Independent Lead Director is 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.

At each regularly scheduled quarterly Board meeting, the Chairs of our Governance, Nominating & Corporate Responsibility Committee, Compensation & Human Capital Committee and Audit Committee each review with our Board of Directors the status of the elements of our Sustainability and ESG programs over which they have oversight. These reviews are supplemented by the Chairs or members of management as requested by our Board of Directors or as appropriate.

In addition, our Executive Vice President and General Counsel, who is a member of the Council, meets regularly with the Governance, Nominating & Corporate Responsibility Committee, along with subject matter experts from the Council, to review the health of our Sustainability program, opportunities for improvement and the status of execution against agreed program priorities. Our Board also reviews the results of our periodic employee engagement surveys and has oversight over our planned response strategy.





PACKAGING

Utilize consumer friendly & environmentally-responsible packaging.



Our global Sustainability strategy is derived from our heritage and organizational values.



EMPLOYEES & COMMUNITIES

Embrace the principles of diversity, equity and inclusion (DEI), good corporate citizenship and social responsibility within the communities we can impact.



PRODUCTS

Provide safe and effective products for consumers and the environment.



ENVIRONMENT & CLIMATE CHANGE

Minimize environmental impact of our global operations with a focus on increased renewable energy usage, reduced water consumption, greenhouse gas emissions and solid waste to landfills.



OUR BRANDS

Delight consumers with our brands and contribute towards a more sustainable world.

These 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.



Improve our suppliers' environmental, labor, health & safety and ethical practices.



How We Assess Material Issues

We use the standards and guidelines of the Global Reporting Initiative, Sustainability Accounting Standards Board industry-specific standards and the Task Force on Climate-related Financial Disclosures to inform our Sustainability disclosures. These disclosures are included in our Annual Report, our Proxy Statement for our Annual Meeting of Stockholders and this Sustainability Report (the "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 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, are listed in the table to the right.

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.

Touris	Where do the impacts occur?			
Topic	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, gender equality and employee health; community-enhancing philanthropy and outreach		~	~	
Responsible Sourcing Suppliers' environmental, labor, health & safety and ethical practices; palm oil derivatives	✓			
Environment Energy and GHGs; water & waste	✓	✓	✓	

^{*}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.

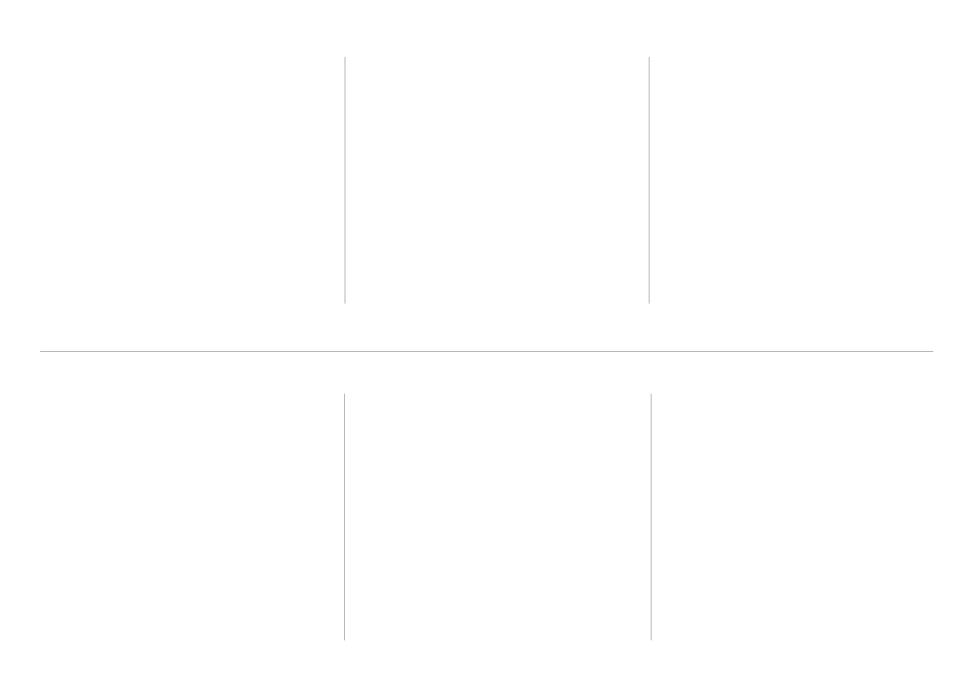
Our customers continue to express interest in our performance with respect to climate impacts and mitigation, palm oil supply chain management, water use and social impacts in the supply chain. We respond to these requests by sharing information through the CDP Climate Change and Water and Forests Responses. 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 and engage with them 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	Employee engagement surveys Corporate Town Hall meetings Quarterly CEO video message Digital signage and plant messages Plant meetings	 Plant management production walk throughs Intranet site Newsletters - SCOOP and Brand Buzz Social media postings Direct mailing 	Brands - Customer Engagement; Integrating Sustainability Products - Safe Ingredients Packaging Employees - DEI; Health & Safety Community Outreach Environment	
Our Consumers	Consumer inquiries Consumer surveys Label claims, eco-logos, ingredient listing	Social media postingsPostings on company website	Brands - Customer Engagement; Integrating Sustainability Products - Safe Ingredients; Disclosure Packaging	
Our Retail Customers and Partners	Trade partner supplier expectations Commercial partner inquiries or surveys	Meetings, conferences, presentations	Brands - Customer Engagement; Integrating Sustainability Products - Disclosure Packaging Responsible Sourcing Environment	
Our Peers and Suppliers	Peer benchmarking Supplier meetings	 Assessments and disclosure requests Trade meetings, conferences, presentations 	Products - Ingredient Disclosure Packaging	
Shareholders and Investor Groups	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 - DEI; Health & Safety Environment - Energy and GHGs	
Government and Regulatory Bodies	Monitoring of regulatory activity Inspections and surveys Face-to-face meetings		Products - Safe Ingredients; Disclosure Employees - Health & Safety Environment - Regulatory Compliance	
Non-Governmental Organi- zations (NGOs)	 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	 Business association newsletters, updates, mailings Working groups Participation in boards, advisory councils 		Products - Disclosure Packaging Environment	
Local Communities and Community Groups	 Direct inquiries and feedback Face-to-face meetings Charitable donations Sharing of best practices 		Brands – Customer Engagement Community Outreach	
Media	Direct inquiries and feedbackCommunications (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 involvement 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. Annually, we evaluate our membership in these associations to ensure their actions are in line with our values and that we are obtaining commensurate business value to further build the business and increase shareholder value. However, as with many associations, there will be diverse points of view, and we will not agree with positions taken by each association on every issue. If we were to identify a misalignment on a policy issue, 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 legislatures, regulators and other policymakers on issues that impact our business. However, we make no payments or contributions to political candidates, parties or committees (including those supporting or opposing ballot initiatives) or to other political entities organized and operating under 26 U.S.C. Sec. 527 of the Internal Revenue Code, such as the Democratic and Republican Governors Associations, or so-called "Super PACs." In addition, we do not make independent political expenditures in direct support of or opposition to political campaigns. A portion of the membership and other fees we pay to certain trade associations and other tax-exempt organizations (e.g.,501(c)(4)s) identified previously in this Report may be aggregated with fees contributed by all other members and used for that association/organization's political purposes. Annually, we evaluate our membership in those associations/organizations to ensure their actions are in line with our values.



Cybersecurity, Data Privacy & 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, as well as the confidentiality, availability and integrity of our data and the data of our customers and other business partners. Accordingly, we take cybersecurity and data privacy and security issues very seriously.

One of the most important ways in which we protect ourselves against these risks is by increasing employee awareness. Every year, all employees are required to take training to better understand the issues and risks relative to data privacy and cybersecurity. Periodically throughout the year, our IT department performs phishing and other exercises to both test our systems and reinforce the training. Further, we have developed an Information Security Program, managed by our global Chief Information Security Officer (CISO) that is designed to protect and preserve the confidentiality, integrity and continued availability of all information owned by us, or in our care. This program also includes a cyber incident response plan that provides controls and procedures for timely and accurate reporting of any material cybersecurity incident, and its maturity is assessed annually by an external third party.



Our Board of Directors oversees our Information Security Program, and several of our Board members have strong information technology/cybersecurity knowledge and experience. Acting principally through the Audit Committee, our Board is actively involved in the oversight of the significant risks affecting our business, including information security 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. Our Board of Directors receives updates on cybersecurity risks from our CISO on a quarterly basis, or more frequently if any material cyber matters arise. The Board of Directors and the Audit Committee receive updates about a third-party independent assessment of our cybersecurity program and our internal response preparedness at least annually. They also receive quarterly updates on the results of exercises and response readiness. The Audit Committee regularly briefs the full Board of Directors on these matters, and the full Board also receives periodic briefings on cyber threats to enhance our directors' literacy on cyber issues.

Data Privacy & Security

We collect, use and store personal data of our employees, customers and other third parties in the ordinary course of business. In addition, we sell certain products directly to consumers online and through websites, mobile apps and connected devices, and we offer promotions, rebates, customer 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 relative 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, particularly including 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.

Cybersecurity

We rely extensively on information technology systems, some of which are managed by third-party service providers, to conduct our business. Our information technology systems and our third-party providers' systems have been, and will likely continue to be, subject to advanced computer viruses or other malicious codes, ransomware, unauthorized access attempts, denial of service attacks, phishing, social engineering hacking and other cyberattacks. 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 cyber attacks impacting our business, we have implemented cyber security controls, perimeter defenses and threat monitoring systems. In addition, we have immediate response capabilities in place to mitigate identified threats. We also maintain a global system for the control and reporting of access to our critical IT systems, which is tested annually. We have instituted policies addressing the use of IT systems and applications by our employees. To protect our systems and information, we also have a set of IT security standards that we closely monitor with a third party security operations managed service provider. Hardware, software and services that run and manage core operating data are fully backed up with separate contingency systems to provide backup operations should they ever be required. In addition, before being given access to our IT systems, vendors and other service providers are subject to a risk assessment. To date, we have not seen any material impact on our business or operations from cyberattacks.





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

- → Integrate Sustainability into our brands and marketing efforts.
- Utilize our brands to drive awareness and engagement around Sustainability.

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 2022, our brand teams expanded the positive impact we have on our communities and the planet by supporting meaningful social and environmental causes.



Arm & Hammer Baking Soda, is Now 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 2022 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 towards 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: electric rail systems and solar water heating in India, the preservation of grasslands in Colorado and forest protection and sustainable development activities in Colombia.

In addition, the ARM & HAMMER brand team partnered with environmental sustainability advocates who help to inform future actions for the brand and drive awareness of the brand's carbon neutral commitment. These advocates communicated our Sustainability efforts so consumers can feel empowered to partake in change alongside the ARM & HAMMER brand team. These efforts drove great results with over 205 million impressions across YouTube and TikTok.

To fortify the brand team's commitment and to encourage consumers to show their support for climate action with the simple click of a button, the ARM & HAMMER brand team donated \$50,000 to Project Drawdown, an organization focused on helping the world reach "drawdown" levels of greenhouse gases to stop global warming.



ARM & HAMMER Laundry Proudly Supports Dress for Success for a Second Consecutive Year.

Building off a successful 2021 partnership, the ARM & HAMMER Laundry team continued its support for Dress for Success by sponsoring the "Your Hour, Her Power" campaign in March 2022 to empower women and lighten their load and the "Virtual Power Walk" in August 2022, which encouraged people around the globe to walk in solidarity to empower women to achieve economic independence. Donating \$100,000 in total in 2022, the support came at a crucial time when women were struggling to re-enter the workforce after the number of employed women declined by 54 million during the first year of the COVID-19 pandemic.

Your Hour, Her Power

To support Women's History Month and International Women's Day, the ARM & HAMMER Laundry team donated \$50,000 to the "Your Hour, Her Power" campaign and encouraged people to participate by donating the equivalent of one hour of pay to help women re-enter the workforce. 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. The ARM & HAMMER Laundry team led public relations efforts to drive awareness and engagement in the campaign, generating over 75 million impressions with coverage in 103 publications and Instagram posts from powerful, diverse women influencers.

Virtual Power Walk

The ARM & HAMMER Laundry team was the presenting sponsor of the 2022 Virtual Power Walk and donated an additional \$50,000 to support Dress for Success's mission to drive real change by providing vital tools and resources to help women enter back into the workforce. Every dollar raised through the Virtual Power Walk was distributed to provide a network of support, professional attire and the necessary development tools to help women thrive in work and in life. The Virtual Power Walk generated over 110 million impressions for ARM & HAMMER Laundry Detergent and Dress for Success across 171 publications and social media.

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

"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®









Our VITAFUSION brand team celebrated the 6th year of its partnership with The Fruit Tree Planting foundation by planting in underserved communities across the U.S. and the globe by supporting our mission of providing delicious nutrition for all.

According to the Centers for Disease Control and Prevention's State Indicator Report on Fruits and Vegetables (2018), only 12.2% of adults meet the recommended daily fruit intake with the driving factors being convenience and affordability. At a time when health and wellness are top of mind, our VITAFUSION brand team continues to strive towards its mission of providing delicious nutrition for all by planting fruit trees in communities across the U.S. who need it most.

In 2022, we planted 25,119 trees and 35 fruiting shrubs in Watts, California, Randall's Island, New York and Uganda. As of 2022, we have planted over 225,000 trees alongside The Fruit Tree Planting Foundation! The orchards created this year will feed their communities both physically, as well as socially and economically, for decades to come by creating 4 million pounds of oxygen and 1.1 million pounds of fruit annually once those trees are mature.

The Fruit Tree Planting Foundation is an international nonprofit dedicated to planting edible fruit trees and plants to benefit the environment and its inhabitants. The VITAFUSION brand team and the Fruit Tree Planting Foundation have helped increase the accessibility of fresh fruit by planting trees at public schools, Native American communities, city parks, community gardens, low-income neighborhoods and hurricane-stricken areas.





Our First Response Brand Team Empowered Women's Maternal Health Journeys with Diverse 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 with education and awareness through reputable cause marketing partnerships.

In 2022, we:

- 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 helping reestablish in-person support groups post-COVID-19 pandemic.
- Continued our commitment to addressing maternal health inequities with ongoing support of:
 - Black Mama's Matter Alliance (BMMA): Raised funds and awareness for Black Maternal Health week, as well as BMMA's first in-person Health Conference in September.
 - Every Mother Counts: In honor of International Day of the Midwife and Mother's Day, the FIRST RESPONSE brand team joined Every Mother Counts (EMC) to raise money to help support equitable maternal health for all. The team also sponsored EMC's Giving Tuesday campaign by matching donations to support women having access to quality, respectful and equitable healthcare.



TROJAN®

Our Trojan Brand 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).



In 2022, we:

- Worked with the 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.
- Hosted a World Aids Day Instagram Live on December 1st with notable leaders and advocates to engage our social community in the fight against HIV, to show support for people living with HIV and to commemorate those who have died from AIDS related illness.
- 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" Initiatives.
- Sponsored a GAIA Global Health event in September. GAIA Global Health's mission is to improve health outcomes in underserved African communities.
- Continued our partnership with youth sex-ed nonprofit, HiTOPS, by sponsoring its annual half-marathon race last November in Princeton, NJ. HiTOPS works to foster strong and healthy young people of all identities by providing inclusive sex education and LGBTQ+ support for young people throughout New Jersey. The TROJAN brand team was the race's "Finish-Line Sponsor," donating and helping to raise thousands of dollars for the organization. The TROJAN brand team and other employees from across Church & Dwight volunteered to help on race day and hand out product from the TROJAN, ARM & HAMMER, OXICLEAN, VITAFUSION and BATISTE brands and more to participants and supporters.
- Donated vibrators to health organizations across the country to further our mission of sexual health education.





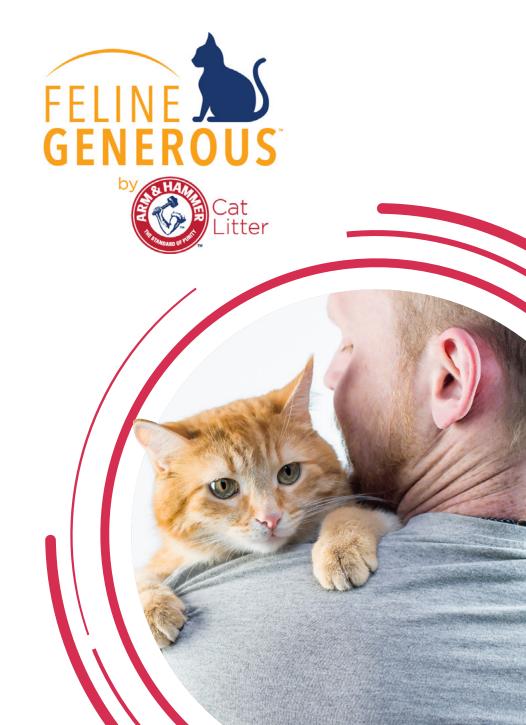
The Oxiclean Brand Team Launched a Campaign Focused on The Sustainable Behavior Of Preserving the Clothes You Love.

To drive awareness of the thrifting trend, the OXICLEAN brand team partnered with celebrity stylist Maeve Reilly and Swap Society, an online clothing swap for women and kids that makes it easy and affordable to trade-in the clothes you've fallen out of love with for new-to-you, gently used items. Swap Society's goal is to make sustainable fashion accessible to all and make refreshing your wardrobe easier than ever.

Thrifting is a growing trend - according to the Global Data Consumer Survey, 33 million consumers bought secondhand apparel for the first time during the COVID-19 pandemic, a channel growing 21x faster than the retail apparel market. It is estimated 70% of clothing and shoes end up in a landfill, making thrifting a simple way for young consumers to be sustainable and minimize their environmental impact. OXICLEAN products make it easy and cost-effective to preserve and maintain our consumers' wardrobe longer, helping their clothes look like new, whether reviving existing staples in their closet or refreshing second-hand purchases or hand-me-downs.

The ARM & HAMMER Pet Care brand team is passionate about pet adoption. In 2022, 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" and giving back to organizations that help them get adopted by donating \$50,000 annually to animal shelters through our ARM & HAMMER Feline Generous program.
- Our 2nd annual partnership with the ASPCA in June in honor of National Adopt A Shelter Cat Month to highlight cat fostering, through our "Fabulous Fosters Giveaway." After receiving over 4,000 votes, all four contestants won an ARM & HAMMER New Cat Starter Kit and our grand prize winner also won a year's supply of ARM & HAMMER litter upon adoption!
- Our 4th annual partnership with Morris Animal Refuge, one of America's first institutions that cared for and rehomed abandoned and suffering animals.
 The ARM & HAMMER Feline Generous program sponsored their annual Fur Ball event and Giving Tuesday campaign, helping to encourage donation matching for their shelter through the ARM & HAMMER brand team's donation of \$17,500.
- In honor of National Cat Day on October 29th, the brand team launched its "Happily Furever After" Sweepstakes to give cat parents an opportunity to give back to the shelter where they adopted their purrfectly impurrfect cat. After receiving over 5,500 entries, five winning shelters were awarded a total of \$50,000, and each entrant won a year supply of ARM & HAMMER litter. The winners included cat parents of Elvis, who has Cerebellar Hypoplasia (CH), a development condition that affects balance and motor skills.
- Continuing our tradition of donating litter to shelters around the country through our plant network, providing over 1,000,000 pounds in 2022.





The ARM & HAMMER Brand Team Sponsored Stem Competition Odyssey of the Mind™.

In 2022, we continued our partnership with Odyssey of the Mind[™], an international STEM competition where students in kindergarten through college work together to solve creative problems at the regional, state and world level.

For over 170 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 the ARM & HAMMER baking soda.

In 2022, our ARM & HAMMER brand team's continued support of Odyssey of the Mind and STEM 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 STEM education.
- Sharing virtual content at Odyssey of the Mind™ World Finals in May 2022 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 2023!





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.

The Specialty Hair Care 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

Batiste Brand Team Joined Leading Nonprofit, Active Minds, to Uplift Young Adults on College Campuses

In 2022, the BATISTE brand team kicked off an ongoing partnership with Active Minds, the nation's leading nonprofit organization providing mental health awareness and education for young adults. The brand team has innovated to make great hair easy to achieve in minutes — not hours — so consumers have more freedom and time to do what they love. Together with Active Minds, the BATISTE brand team is investing in resources and programs that will enhance the lives of college students experiencing mental health issues across the country, allowing them to spend their energy on what matters most.

There is a unique need at community colleges for additional mental health resources, as compared to larger universities, due to less funding and overall limitations to provide the support students need. The \$20,000 donation from the BATISTE brand team will aide in the following:

- Establish new Active Minds Chapters at community colleges
- Grow Active Minds' student ambassador network on campuses by 50 percent
- Amplify student networks and increase funding for new Chapters
- Provide scholarships and tailored technical assistance for students

This investment is just the beginning of an ongoing partnership between the BATISTE brand team and Active Minds, as future commitments from the team will be announced in 2023. The ongoing partnership will continue to shine a light on the lasting, positive impact that peer-to-peer connection has on mental health and work to cultivate and grow Active Mind's chapter networks on college campuses.





OUR BRANDS 37

ARM & HAMMER and XTRA Laundry Detergents Launch Concentrated Formula Liquid Detergents to Accelerate Sustainability Efforts.

Launched in 2022, ARM & HAMMER and XTRA Laundry's concentrated liquid detergents are formulated with less water and smaller packaging, reducing plastic and water used per load. This reduced plastic usage by approximately 4 million pounds, corrugate usage by approximately 3 million pounds and water usage by approximately 68,000 tons. The smaller, lighter product has also resulted in fewer trucks required to transport product, resulting in a reduction of CO2 emissions by nearly 2,800 metric tons. See **Environment & Climate Change, Products** and **Packaging** for further details.*

Church & Dwight Honored by the U.S. Environmental Protection Agency's 2022 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. See **Products** for further details.





*Estimates use actual number of concentrated units sold in 2022 as compared to impact of pre-concentration efforts using same number of units sold. Emissions reduction estimates calculated utilizing truckload equivalents.



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





Effective & Safe 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. Our R&D budget continues to grow each year and demonstrates our commitment to innovation and quality products. We also 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 ensures we provide the world's consumers with high quality ingredients and products in compliance with all safety and regulatory expectations.

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.

- Review ingredients against our "Chemical of Concern" list to ensure use of the ingredient is not prohibited or restricted.
- 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 ingredient(s).

Step 2. Finished Product Evaluation.

Our global mission is to ensure safety of our products worldwide under 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 ensure that the finished product meet all specifications such as formulation verification, stability, shelf life and preservative efficacy.

1. Safe and Sustainable **Ingredient Selection Evaluate the efficacy and safety** of each ingredient for the specific product application 2. Finished Product **Evaluation Ensure safety of our products** under normal use and reasonably foreseeable misuse conditions 3. Pre-market Clearance Check the facts and document our science-based R&D product dossier 4. Post-market Surveillance Proactively listen to our consumers and customers

Step 3. Pre-market Clearance.

- Prior to manufacture and shipment release of every product, R&D develops a pre-market dossier.
- The Quality Department reviews the pre-market dossier to ensure the ingredients and products meet our corporate and industry standards for safety, performance and stability, regulatory requirements and Sustainability.

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

Church & Dwight continues to place high value on insights from our consumers and customers on products within the market.

- Our dedicated internal team is now focused on assigned product categories, reporting to our internal stakeholders on emerging trends or issues arising from market feedback.
- Thanks to partnerships established with industry experts, we are able to more quickly and at a more granular level than before, identify emerging or new feedback related to adverse experiences. This has significantly helped to meet the requirements of a more rigorous regulatory environment, especially in the category of medical devices.
- Through the establishment of thresholds and defined "triggers for action," our complaint handling processes are linked more closely with the Church & Dwight Quality Management System (QMS) ensuring significant complaints are reviewed, escalated and investigated quicker than before.





Church & Dwight's Quality Management Systems (QMS)

Our QMS mirrors the highest standards in the industry reflecting global regulatory requirements and International Standards. Our quality-obsessed mentality ensures that all new products or enhancements meet rigorous standards prior to being sold to consumers. The standards include, but are not limited to, safety and performance testing, package evaluation and manufacturing qualifications. Our products are produced only after all ingredient and manufacturing suppliers are approved by the Quality Team. Finally, through ongoing performance evaluations against our product specifications, we deliver consistently high-quality products to our consumers.

Continued Monitoring of Our Formulated Products for Chemicals of Concern

Our R&D Chemicals of Concern Committee has developed a master list of Chemicals of Concern for humans, pets and the environment. This list is derived from chemicals referenced in global regulations, scientific literature and customer/retailer guidelines such as California's Proposition 65, the International Agency for Research on Cancer (IARC), US National Toxicology Program, the U.S. Food and Drug Administration, the European Union list of Substances of Very High Concern, the United Nations Environment list of Endocrine Disrupting Chemicals, the International Fragrance Association Code of Practice and Retailer Restricted Substance Lists (RSLs).

Today, none of the chemicals on our master list will be intentionally added to any of our formulations. We also review formulations from our acquired brands to identify whether any Chemicals of Concern should be removed. If any are identified, an action plan is put in place to address it. 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. We continue to build on our commitment to safe products through expanded monitoring, enhanced systems and other improvements.

We design fragrance mixtures to comply with the safety standards set by the International Fragrance Association, and all flavor mixtures to those of the Flavor and Extract Manufacturers Association and our Chemicals of Concern process, in addition to regulatory requirements worldwide. We specially design mild fragrance oils for our scented sensitive skin products. We do not use phthalates in our fragrance oils or our finished products. Lilial has been fully removed from fragrance oils in our European cosmetic products, and we are in the process of removing it from cosmetic products in other geographies. Lyral has been removed from over 90% of our fragrance oils, and we are in the process of removing it from the remaining fragrances globally.



PRODUCTS 4.4



Our Commitment to **Animal-alternative Research**

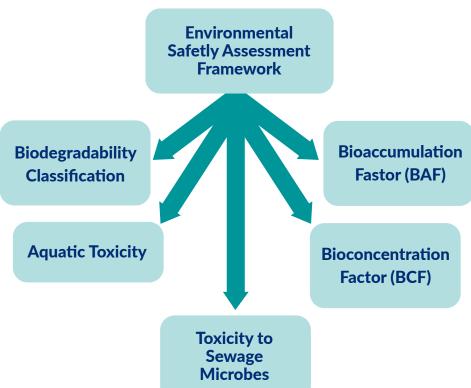
We do not conduct, nor do we request that our raw material suppliers conduct any animal studies unless absolutely required to comply with law or regulations. Our animal-alternative methods of safety and efficacy evaluation include publicly available toxicology and clinical safety data, computer (in silico) 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.

Environmental Safety Assurance Process

Environmental safety has been one of our high priority considerations in ingredient selection and product development. We have 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 2025 Sustainability goal. Within this framework, each chemical in a specific formulation will be evaluated against five endpoints in environmental toxicity. Two successful projects included a down-the-drain product and a rinse-off product. We will apply this robust environmental safety assurance process to all our product categories.





Sustainability & Innovation

Sustainability has become a core value for our innovation teams, ensuring that all our new product innovation paths are involving carefully chosen and impactful Sustainability criteria. We continue to identify innovation opportunities to minimize water or energy requirements in manufacturing or consumer use, minimize transportation impact, increase recyclability of packaging, etc.

- We have incorporated tools originated in best practices of Design for Sustainability. For example, we have included them in our Integrated Design Thinking (IDT) practices and in our new product Stage Gate scorecards. In addition, we continually develop new curated Sustainability tools and flexible processes to further enable and encourage our scientists to incorporate Sustainability at all stages of the innovation and development process.
- We recognize that Sustainability is an integral part of the consumer journey, and it is crucial to incorporate it in delivering winning consumer experiences. As such, we dedicate significant efforts to understanding consumer wants and needs to better design sustainable solutions with the consumer in mind.
- The innovation Sustainability principles are applied to our internal discovery, development and delivery work, but also to inputs and deliverables from our external innovation partners and collaboration ecosystems. Open innovation becomes a tool to indirectly influence Sustainability approaches outside our company.





Ingredient Disclosure

All ingredients included in the formulations for our products are disclosed online or on-pack. 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. We disclose ingredients in all our products in accordance with the relevant federal regulations.

Global Standardization of Our Products While Adapting to Local Product Needs

Our R&D organization has adopted a "One R&D - Think and Act Global" approach while adapting to local needs. We strive to develop a single formula to meet the needs of consumers worldwide, thereby simplifying and improving our agility to changing needs. We also offer variation(s) of a global formula based on the local consumer preferences, socioeconomics, manufacturing and distributions.

Alternatives

Our Animal and Food Production business serves a vitally important purpose—to feed people. With our food safety antimicrobial technologies, we are helping customers supply a wholesome and safe food supply to meet the demands of a growing population. Our natural feed ingredients for livestock and poultry, such as prebiotics and probiotics, provide protein producers alternatives to antibiotics.



Highlights of 2022 Product Innovation Accomplishments

- Laundry Detergents Water Reduction and Energy Efficiency. Our new concentrated ARM & HAMMER and XTRA liquid laundry detergent formulas are formulated with less water used per load. The new concentrated formulas deliver the same great performance that consumers have grown to love and expect from the ARM & HAMMER and XTRA brands while allowing them to use less product per load and wash in cold water.
- Cat Litter Feedstock. In 2022, our ARM & HAMMER brand team launched Hardball, a new lightweight cat litter made from sorghum grain particles that quickly shrinks cat waste and odors into ultracompact clumps for easy, no-mess scooping. This litter is 60% lighter in weight than our clay-based litter, so it will produce less CO2 emissions related to transportation.
- EPA's Safer Choice 2022 Partner Award Winner. Church & Dwight was recognized by the Environmental Protection Agency (EPA) for its efforts in promoting safer chemistry and consumer choice and received a Safer Choice 2022 Formulator-Product Manufacturer Partner of the Year Award. Two ARM & HAMMER laundry products ARM & HAMMER Baby Laundry Detergent and ARM & HAMMER Clean & Simple Laundry Detergent are EPA Safer Choice-certified. From removing phosphates in all detergents to using recycled materials for packaging, Sustainability and the well-being of consumers is at the heart of ARM & HAMMER business and product development. Building on this, we continue to pursue new potential opportunities for partnership with the EPA's Safer Choice program.

• Expansion of ARM & HAMMER Sensitive Skin Detergent Portfolio Certified by SkinSAFE™. In addition to our ARM & HAMMER Free & Clear sensitive skin detergent, ARM & HAMMER Sensitive Skin Plus Scent Liquid Laundry Detergent and ARM & HAMMER Sensitive Scent Unit Dose have been certified by SkinSafe™. Many consumers with sensitive skin are looking for a sensitive product that is scented. The data-driven SkinSafe platform developed in collaboration with the Mayo Clinic uses ingredient data to help people with sensitive skin find products that meet their sensitive skin needs

and avoid products that don't. The ARM & HAMMER Sensitive Skin Plus Scent Liquid Laundry Detergent and Sensitive Scent Unit Dose are free from dyes and preservatives and contain fragrances that were formulated without any of the 26 EU allergens. The fragrances and finished products were evaluated in clinical safety tests among self-assessed sensitive skin population. The products are designed to work in both standard machines and today's energy conscious high efficiency (HE) models.





 Perfecting Waterless Hair Removal Helps Conserve Precious Resource. Our FLAWLESS products are helping women everywhere conserve on water consumption. A single woman can potentially help save 180 thousand gallons of fresh water simply by using FLAWLESS waterless hair removal devices. (See FlawlessBeauty.com for more.)



- WATERPIK. In 2022, the WATERPIK brand continued the expansion of the high efficiency, EPA WaterSense certified showerhead product portfolio. These showerheads are engineered to maximize performance while reducing flow rates by up to 28% versus 2.5 gpm showerheads. Approximately 89% of WATERPIK showerheads shipped in the U.S. in 2022 were WaterSense certified.
- Consumer and Health Care Professionals/Practitioners (HCP) Education on Benefits of Vitamin D. In 2022, we continued to partner with the Council for Responsible Nutrition Foundation to establish "Vitamin D and Me" website. The website is intended to educate consumers and HCPs on fact-based benefits of Vitamin D including its role in immunity and the current robust clinical research on potential benefits of Vitamin D in association with the COVID-19 pandemic.





PACKAGING

Utilize Consumer-Friendly & 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% versus 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.

We are committed to developing and producing consumer-friendly and environmentally-responsible packaging across all our global brands.



Packaging Circularity & Plastic Reduction

Aligned with our overall Sustainability objectives, and in recognition of the global challenges around the use of plastic in packaging, we continue to pursue our Plastic Packaging Strategy. We want to ensure that our plastic packaging has minimal impact on the environment, and we hope to achieve that with three key focus areas:

1. Plastic should be eliminated or reduced 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. Plastic recyclability should be increased through a combination of plastic component simplification and consumer education. During development, we will seek solutions to make plastic packaging free from contaminants that prevent recyclability. This can include moving from multiple plastic materials, which cannot be separated, to a mono material structure or removing metal from plastic packaging.
- 3. Plastic sustainability should be grown through increased circularity. We continue to increase the amount of PCR plastic across our packaging and will increasingly look to source plastic from sources that actively reduce pollution from our Earth's oceans.

Packaging Recyclability

We have improved overall recyclability across our broad portfolio of products with global recyclability increasing from 71% to 87% since 2018.

During 2022, Church & Dwight used approximately 386 million lbs. of packaging material globally. As a result of improvements in recyclability made through our packaging sustainability project workstream, 336 million lbs. of that packaging is now recyclable and designed for material recovery within a circular economy.

As an activator member of both the U.S. and U.K. Plastics Pacts, we collaborate to improve the recyclability of our portfolio and to 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 2022, we continued the use of How2Recycle® labels through our partnership with the Sustainable Packaging Coalition. We increased adoption to more than 2,500 How2Recycle® labels on our North American packages since joining. This program was also added to our FLAWLESS, ZICAM and THERABREATH product portfolio in 2022, as we integrate these businesses into our recycle programs. Implementation of How2Recycle® labeling will remain a priority in all future acquisitions.

In 2021, Church & Dwight adopted the "On Pack Recycle Label" program for all products sold in the UK and continued its use across all products in 2022. This system will be mandated by the UK government as part of EPR legislation by 2026 due to its beneficial contribution to material recovery.

We also were fully compliant with new Triman recycle labeling system in France on all products at the end of 2022.

These programs are highly beneficial to the recycling industry by informing consumers what should and should not be recycled through clean and simple communication, helping to drive the circular economy.





Highlights of 2022 Accomplishments

- Household cleaner bottles All white color pigment within our polyethylene terephthalate (PET) trigger bottle products has been eliminated. This opens the way to further recyclability through the recovery of the clear bottles in the PET recycle stream, which equates to 4.5 million lbs. of additional recyclable material.
- Shrink sleeves Following guidance from the Association of Plastic Recyclers, our work on shrink sleeves and the ability to run crystallized polyethylene terephthalate (cPET) as a viable material created a pathway to replacement of polyethylene terephthalate glycol (PETG) sleeves to further enhance recyclability. We plan to begin introduction of cPET sleeves during 2023 across our packaging portfolio in vitamin supplements, household cleaning products, laundry scent boosters and personal care packaging.
- Powder tub packaging With the active support of the Recycling Partnership, the status of polypropylene as a recyclable material was approved, allowing more than 8 million lbs. of our tub product to be recoverable as a source of recyclable material. This also opens the opportunity to drive the recycle program on other polypropylene formats, including deodorant sticks and other bottles in our personal care portfolio.

Plastic & PVC Reduction

We continuously evaluate plastic component reduction and elimination from our packaging wherever it is practical. This includes:

- Development of non-plastic alternatives and reduction of plastic weight where possible
- Increasing plastic recyclability and circularity through plastic component simplification and consumer education
- Raising the amount of PCR plastic in our packaging



We have a specific goal to ensure all non-pharma product packaging is free from PVC and we are committed to eliminating it from our newly acquired brands.

Highlights of 2022 Accomplishments

- TROJAN We have removed the plastic film wrap around cartons of our TROJAN products and discontinued the use of bundle wrap film, eliminating unnecessary packaging components from our products by 49,000 lbs. annually.
- NAIR We replaced the non-recyclable plastic pumps on our NAIR depilatory shower products with a disc top cap, saving 10g of plastic from every package sold.
- ARM & HAMMER and EXTRA Launched in 2022, ARM & HAMMER and XTRA Laundry's concentrated liquid detergents are formulated with less water per load, which allowed for a reduction in container sizes and the amount of plastic used in our products by approximately 4 million lbs. annually.
- FLAWLESS In 2022, we eliminated PVC in our FLAWLESS products.

Increased Use of PCR and Reduction in Virgin Plastic

We have a goal to increase PCR plastic to a minimum of 25% average across all global plastic packaging by the end of 2025.

With the introduction on new brands and improved material supply chain availability and sales mix, we were able to achieve over 17% of our goal by the end of 2022. In 2022, we increased our contributions to PCR plastic content, adding a further 3.6 million lbs. of recycled content back into our packaging towards our 2025 goal.

In addition to the improvements to the level of PCR plastic within our packaging, we have also introduced PCR aluminum within our aerosol packaging. The packaging for our BATISTE dry shampoo products in Europe has incorporated a 25% recycled content in all aluminum aerosol cans, reducing carbon emissions by 13%.



Highlights of 2022 Accomplishments

- Liquid Laundry Increased to 30% PCR average across our supply in 2022, with our concentration and reduced material usage, which amounts to over 25 million lbs. of plastic material recycled back into our laundry bottles.
- PCR in household cleaners During 2022, qualification work was completed to increase from 0% to 30% inclusion levels of PCR in our PET trigger bottles. This will incorporate 1.4 million lbs. of additional recycled material back into our products.
- High Density Polyethylene (HDPE) triggers In late 2022, PCR in HDPE triggers was successfully increased from 25% to 30%, now enabling the incorporation of 1 million lbs. of plastic PCR back into our products each year.
- ARM & HAMMER Scentsations We further increased our PCR content in our ARM & HAMMER Scentsations product range, from 25% to 50% inclusion levels, incorporating an additional 1.4 million lbs. of PCR annually.

In 2022, we publicly adopted a new goal to reduce, by the end of 2025, the level of virgin (petroleum-based) plastic packaging used globally with respect to our current product portfolios by more than 30% versus our 2017 baseline data. We plan to achieve this through the combined use of:

- 1. Additional use of PCR,
- 2. Product concentration and compaction (less packaging),
- 3. Packaging redesign and lightweighting,
- 4. Non-plastic packaging substitutions, and
- 5. Refillable packaging solutions

Paperboard Sourcing

Our goal is to source all paper and board packaging from recycled material and/or sustainably managed forests, ensuring compliance for all future product acquisitions. And in 2022, we achieved 99.8% certified sustainable board against that target. Compliance standards are in place with paperboard suppliers to ensure that the corrugated and carton board we use in our packaging is derived from 100% recycled board materials or sustainably sourced forests and is handled through the supply chain in a responsible manner. We will continue to partner with and challenge our paperboard suppliers to meet this lofty goal. All new supplier partners are directed to meet compliance with our certified paperboard goals.

Highlights of 2022 Accomplishments

- Our E-Commerce program to develop frustration-free packaging solutions for the packing of our THERABREATH products resulted in annualized reduction of 1.5 million outer boxes and the removal of 24,000 lbs. of corrugate and associated packaging tape.
- Developments in cat litter box tear strips allowed for the elimination of the plastic wrap required for products sold online, helping to reduce materials and unnecessary packaging through design improvements.



Expanded Recycling Partnership With TerraCycle®

In 2022, we continued our partnership with TerraCycle® to provide innovative recycling solutions for ARM & HAMMER and OXICLEAN brand plastic pouches. Since its launch in 2018, the program has diverted 141 thousand baking soda and laundry pouches from landfills, thanks to 13 thousand recycling locations around the country.

Launch Of New Loop Program Trial To Promote Refillable, Reusable Packaging

We are proud to be participating in a trial of Loop, the global reuse platform, to provide consumers a sustainable option for the products they love. Our ARM & HAMMER scent booster and OXICLEAN stain fighting products are available on a trial basis in a reusable metal containers which, when empty, are collected by Loop, refilled, and then prepared for their next life. By partnering with Loop, we aim to provide an approachable, accessible way for consumers to further eliminate waste while maintaining the convenience that single-use packaging provides.



EMPLOYEES & COMMUNITIES

Embrace the Principles of Diversity, Equity & Inclusion (DEI), Good Corporate Citizenship & Social Responsibility Within the Communities We Can Impact

- → Enhance our Corporate Social Responsibility program to expand goals, programs and commitments around diversity and inclusion, gender equality and health and well-being.
- → Endeavor to have candidate slates and interview panels for campus and experienced hires at corporate locations each consist of at least one candidate who is female and at least one candidate who is from an underrepresented racial and ethnic group.
- → Expand community-enhancing, philanthropic programs and initiatives at our global operating sites.

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





We Have a Collective Energy And Ambition

Church & Dwight is a place where you can make a real difference, and we owe it all to our employees. Together, we've spent more than a century building iconic brands and providing affordable, quality consumer products for everyday life. We are proud of our long, rich legacy, and we continue to build upon that foundation moving forward. Consistent with our environmental heritage, from the earliest design stages of our products to the end of consumer use, our people support the Sustainability priorities reflected in this Report. This is seen in our innovation, bold ambitions in Sustainability and a passionate commitment to making the world a better place.

Culture Focus Raises Engagement

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



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

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

We work together to share ideas and contribute to collective goals. We share a passion for hard work, innovation and pushing boundaries. We leverage our size and culture to our advantage. Employees gain unrivaled exposure to senior executives, career growth and opportunity, all with the backing of stable, supportive cross-functional teams. Our culture is one where relationships matter. We are grounded in a shared sense of purpose that guides major decisions about the business and our people. We believe we all have something to contribute and something to gain from working together. We continually invest to improve our employee experience. Currently, we are taking steps to enhance the experience for frontline

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

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



Celebrating the Employee Experience

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

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



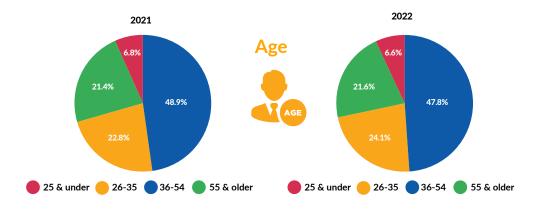
Diversity, Equity & Inclusion

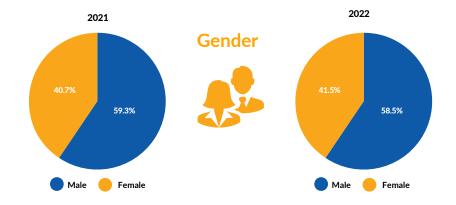
We embrace our employees' diversity and believe a diverse workforce fosters innovation and cultivates an environment filled with unique perspectives. With that in mind, we continuously aspire to achieve a more diverse workforce and strive to cultivate a culture and vision that supports and enhances our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

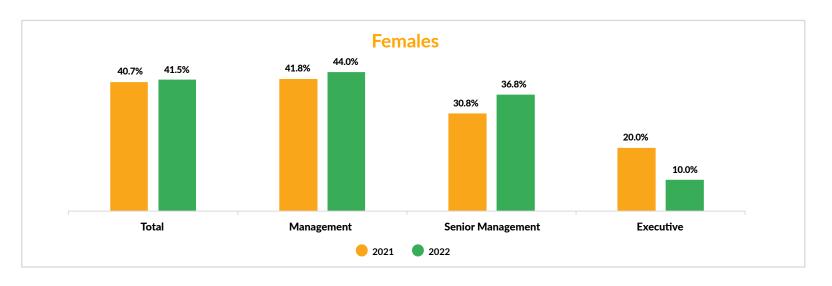
We made progress in our representation as reflected in the following metrics:

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

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





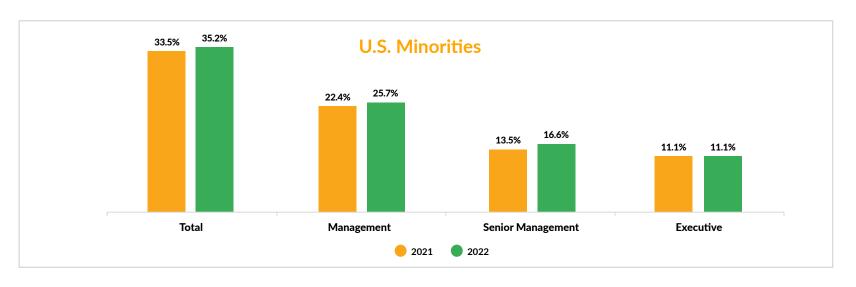


Due in part to challenges related to the outsourcing of our recruitment processes, we fell short of our goal that every candidate slate and interview panel for corporate location roles include at least one candidate who is female and at least one candidate who is from an underrepresented racial and ethnic group, with only 69% of our candidate slates and 68% of our interview panels meeting those criteria. We addressed this shortfall by improving our recruitment processes, technology and controls, and we achieved 100% in December 2022. We remain committed to increased transparency and disclosure and have publicly disclosed consolidated data from our most recent Employer Information Report (EEO-1) submitted to the Equal Employment Opportunity Commission. The EEO-1 Report is a compliance survey mandated by U.S. federal statute and regulations. Please note that these prescribed categories are different from how we organize our workforce and our jobs, how we apply our inclusion and diversity objectives and initiatives and how we organize our workforce to meet the specific needs of our business. Also, our inclusion and diversity initiatives are global, while the EEO-1 is solely U.S.-focused. Our EEO-1 Report for 2022 is not available as of the publication of this Report, but the consolidated Employment Data forming a part of our EEO-1 Report for 2021 is included at the end of this Report.



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

We win when we respect every employee for who they are regardless of gender, age, race, ethnicity, religion, disability, veteran status, sexual orientation or any other differences. We believe our employees' contributions are richer because of their diversity. We aim to be a diverse, inclusive and equitable company and are determined to build a culture where people have the power to win together.





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

Our DEI strategy includes four focus areas:

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

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

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

We encourage a wide array of diverse backgrounds including, but not limited to, diversity of gender, military experience, LGBTQIA+ and people with disabilities. To reach a more diverse candidate pool, we developed partnerships with historically Black colleges and universities (HBCUs). We also have conducted outreach to D&I student groups and clubs at undergraduate and MBA schools. We are striving to increase our company brand awareness with a wider demographic of students, and to educate them on the variety of opportunities available at both the undergraduate and MBA-levels at Church & Dwight.

Our Board of Directors also recognizes that tone is set at the top and the processes applicable to determining the composition of the Board and senior management will have significant impact on attracting and retaining people throughout our operations. The Board seeks to achieve diversity of age, gender and race/ethnicity and recognizes the importance of Board refreshment to ensure that it benefits from fresh ideas and perspectives.

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

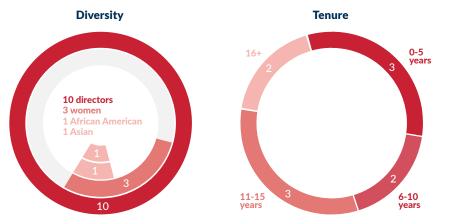
In addition, the Governance, Nominating & Corporate Responsibility Committee is committed to considering the candidacy of women and racially/ethnically diverse candidates for all future vacancies on the Board. The Board also has modified its age and tenure restrictions to increase opportunities to add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

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

Our senior leaders engaged in robust training on leading inclusion. The training addressed inclusive leadership concepts and approaches we can use as we execute against our DEI strategy. Following the training, each senior leader participated in a detailed functional analysis of their diversity metrics and inclusion practices. These leaders put their learning into action by leading a new series of honest conversations about diversity and inclusion.

Our ELT roundtable talks touched on personal experiences with inclusion. Each demonstrated empathy, transparency and authenticity across our organization. These LIVE conversations sparked continued conversations across the company in smaller groups.

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





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

Compensation & Benefits

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



Talent & Development

Our talent strategy focuses on attracting the best talent and recognizing and rewarding performance, while continually developing, engaging and retaining our talented employees. We focus on the team member experience, removing barriers to engagement, further modernizing the human relations process, focusing on hourly team member retention, and continually improving equity and effectiveness of all talent practices, including a fair equitable identification and selection hiring process. We invest resources in professional development and growth as a means of

Celebrating the Employee Experience

Scott Harmon
Director, Sales
12 Years at Church & Dwight

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

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

improving employee performance and improving retention. In 2022, we launched our High Potential development program (IMPACT). The IMPACT program was launched with a cohort of 15 employees in our succession pipeline. For 6 months, these cross-functional leaders brought together the power of diversity to solve business challenges, while developing leadership capabilities through formal learning. We continue to be committed to ensuring that all employees have the opportunities, tools and resources to develop and drive their careers. Our employees gain valuable experience in their roles and have opportunities to learn new skills through broad responsibilities and experiences. Employees also broaden their skills by participating in cross-functional projects and assignments. Managers and employees discuss their development annually through our performance management cycle.





Celebrating the Employee Experience

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

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

Campus Recruiting

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





Workplace Flexibility (WPF)

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

Celebrating the Employee Experience

Wendy Bishop
Director - Marketing
22 Years at Church & Dwight



"I've enjoyed working on so many brands across different categories throughout my tenure here. I've gained valuable skills with each experience and leveraged them to drive further growth for our businesses. One aspect of our culture that I've enjoyed being a part of is our Employee Giving Fund, our non-profit organization that donates millions of dollars to local non-profits. It's been so rewarding working with other employees who volunteer their time and are passionate about helping our local communities. I am truly proud to work at a company that values and celebrates these efforts."

Charitable Giving

It's important to support the communities where we operate and live, and we encourage employees to become involved in their communities through the Church & Dwight Employee Giving Fund (EGF) and The Church & Dwight Philanthropic Foundation (the "Foundation").

Employee Giving Fund

In 2005, we established the EGF, a workplace giving program that supports charitable organizations where our employees work and live. While it began with a focus in New Jersey and Pennsylvania, the efforts of this organization are continuing to expand to include other states in which we have locations, such as Colorado, Minnesota, Wisconsin, Iowa and Arkansas. In addition, similar programs launched in our locations in Mexico and Australia in 2021.

Each year, we invite our employees to dedicate a portion of their paychecks to the EGF. We encourage employee donations by offering employees additional time off depending on their level of giving, and by matching all employee contributions dollar for dollar, with no cap. Over the past 18 years



since its inception, the EGF has become a cherished part of our culture and has awarded nearly 2,700 grants totaling over \$16 million to charitable organizations in the U.S. Through our annual grant process in 2022, the EGF awarded an aggregate of \$1.2 million to 209 deserving organizations in a variety of areas, including animal rescue, disadvantaged youth, domestic violence, education, physical healthcare, homelessness, hunger relief, mental health and awareness, military services, preservation of the environment, services for the elderly, social equality and programs for the arts. Employees are encouraged to sponsor their favorite charities in the application process, and funding preference is given to those organizations.

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

In 2022, the Employee Giving Fund brought back our annual Week of Service, during which employees took time to give back to their communities. Various volunteer activities included garden cleanup, organizing food pantries, cleaning second-hand toys, making lunches for a local soup kitchen and many more. Employees purchased back-to-school supplies to support disadvantaged youth, donated clothes and non-perishable items for clothing and food drives and provided supplies for a summer camp and holiday dinner for families in need at HomeFront NJ, a local nonprofit that provides services for homeless youth and families in Central New Jersey and one of EGF's signature partners. In total, 208 employees donated over 743 hours of volunteer service throughout the year.

Church & Dwight Philanthropic Foundation

The Foundation was established in 2020 with the focus on helping to create equitable and inclusive opportunities and advancing environmental preservation. The Foundation is administered by our employees. In 2022, seven organizations were chosen and received grants totaling \$915,000 in the aggregate. In the DEI space, the following organizations received grants: Junior Achievement, Bowie University and Virginia State University. In the Sustainability space, the following organizations received grants: The Recycling Partnership, the Ocean Conservancy, Northeast Wilderness Trust and The Xerces Society for Invertebrate Conservation.



Workplace Safety & Health

Our commitment to employee, contractor and visitor safety and health is integral in everything we do within our organization. We ensure compliance with regulatory agencies' requirements and build our standards to meet or exceed them. We incorporate hazard identification and mitigation in our daily work and new initiatives. We have made great progress in reducing injuries within our manufacturing facilities. Driven by employee training, injury case management, near miss recognition and robust standardized programs, we continue our work towards our goal of eliminating injuries. Our injury rates

are consistently lower than the statistics in our manufacturing categories provided by the U.S. Bureau of Labor Statistics. While we are proud of our advances in workplace safety, we acknowledge our work cannot stop to prevent injuries. We use continuous improvement, paired with our LEAN program to grow our safety systems and culture. We have safety committees at our manufacturing sites, comprised of hourly employees and leadership, working together to improve safety. We utilize industrial hygiene monitoring, which enables us to collect data on the effectiveness of our controls. Working with a global Root Cause Analysis program, we eliminate hazards through reapplication of countermeasures across facilities.

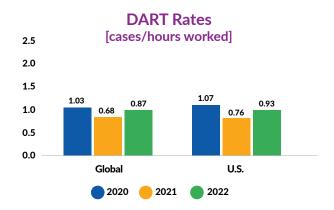
Global Lean Implementation

We have the ambition to be recognized as the LEAN expert in CPG industry by 2025. LEAN is intended to minimize waste, improve overall equipment effectiveness and engage the workforce. During 2022, we conducted over 1,610 LEAN activities engaging over 4,601 employees and yielding \$8.3MM in efficiency savings as part of our Good to Great program. This is our 4th year applying LEAN concepts. Through 2022, 10 of our 11 plants have achieved "Lean Bronze Level Certification" and 2 of those plants further achieved "Lean Silver Level Certification," important Lean milestones that signify that these plants met industry standards in the application of LEAN principles. Through the application of LEAN principles, we are achieving higher levels of production output, productivity and reduced material losses. Our goal for 2023 is to achieve Silver Level Certification at 4 additional plants.



Workplace Safety

We currently use Days Away, Restricted or Transferred (DART) rate and Total Recordable Injury Rate (TRIR) as our historical safety performance indicators, consistent with U.S. Occupational Safety and Health Administration definitions. Looking to the future, we are developing leading indicators that represent our safety performance to help prevent injuries and incidents within our company. The charts below provide our DART and recordable rates for the past three years and associated injuries for our global operations. Both metrics are well below the relevant industry benchmark (BM Manufacturing) for 2020 and 2021.¹ Note that the data below does not include cases related to the COVID-19 pandemic.





¹The U.S. Bureau of Labor Statistics defines Benchmark Manufacturing as: food; beverage and tobacco product; textile mills; textile product mills; apparel; leather and applied product; wood product; paper; printing and related support activities; petroleum and coal products; chemical; plastics and rubber products; nonmetallic mineral product; primary metal; fabricated metal product; machinery; computer and electronic product; electrical equipment, appliance, and component; transportation equipment; furniture and related product; miscellaneous. Data for 2022 is not available as of the date of this Report.





Workplace Hazard Recognition

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

Workplace Safety Audits

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

Safety-related Regulatory Action

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



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.
- Maintain a global operations solid waste recycling rate of 75%.
- Continue progress towards zero solid waste to landfill for 25% of our operations by the end of 2023.



GHG Emission Reduction Goals

Our primary near-term, climate-related goal is for all global operations we own and control to be carbon neutral by 2025, which we intend to achieve by reducing and offsetting our carbon emissions through energy savings projects, renewable energy credits (RECs), purchase power agreements (PPAs), onsite solar projects, tree plantings, and similar carbon credit programs. We already offset greater than 90% of the greenhouse gas (GHG) that we emit today. We also have a new goal to achieve approved science-based targets to reduce our GHG emissions by 2031. For more information about our strategy for achieving these goals, refer to the **Climate Change** discussion beginning on page 91 of this Report.



Managing for Environmental Sustainability & Safety

It is essential for us to make great products in facilities with robust environmental, health and safety performance. We work towards 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 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 location. 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 conducted environmental audit every other year. All facilities are subject to periodic, unannounced inspections by federal, state and local environmental agencies.
- Awareness We offer regular training 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. We have systems to share our key performance indicators at both a site level and corporate level regarding action plan progress and Sustainability performance.
- 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 impact of our expanding global operations and to meet the challenge of managing our environmental footprint. We rely on our employees' strong implementation of our environmental and Sustainability initiatives and on our lean management approaches to achieve our performance goals. We regularly evaluate our primary impact metrics (regulatory compliance, energy use, water use and waste generation) and take necessary actions across the company to optimize our operations. We set goals and track performance against them.

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

- 10% reduction in total energy at our operating facilities/MM lbs. product shipped
- 10% reduction in water intake at our operating facilities/MM lbs. product shipped
- 10% reduction in waste at our operating facilities/MM lbs. product shipped
- 10% reduction in Targeted GHG emissions/MM lbs. product shipped within our targeted GHG scope, includes Scope 1 + Scope 2 + Scope 3 finished goods transportation and business travel in North America

2022 Environmental Citations & Penalties Surcharges

All facilities undergo periodic, unannounced inspections by federal, state and local environmental agencies. In 2022, there were 16 such inspections conducted at our operations, which resulted in 1 citation. One additional citation was received related to administrative issues that were not associated with any onsite regulatory inspections. One citation resulted during inspection due to an air permit recordkeeping deficiency. The second was associated with a missed air emission reporting deadline. Corrective actions were identified and immediately implemented. No penalties were assessed or paid by us for the citations received.



Spills/Releases to the Environment

We monitor and report on spills and releases to the environment. This includes our Colonial Heights, VA, plant, which as a result of the manufacturing process, releases ammonia to the atmosphere on a consistent basis each year and in compliance with all air pollution control regulations. We are actively seeking alternate technology that could eliminate ammonia from this process or reduce process emission to below release threshold amounts.

In 2022, we had one reportable accidental release to the environment. A diesel fueling station at one of our locations had a spill impacting the immediate surrounding soils. The spill as identified, ceased and remediated. Impacted soil near the fueling station was excavated and disposed of. The local regulatory agency was notified and approved the response and remedial action. No penalties were issued. Total costs of approximately \$10,000 for the response and clean up were incurred.

Remediation

In 2022, there was limited activity regarding environmental remediation companywide, with the most significant 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, as well as the installation of additional monitoring wells for the site characterization. Remediation spending in 2022 was approximately \$165,000.

QGN, Itapura, Brazil

The mining operations that supported the inorganic salt manufacturing operation for QGN is undergoing closure activity. The remediation efforts in 2022 are primarily the grading and re-vegetation of the slopes of the surface mine. There was no significant remediation spending in 2022.





Energy

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 operation from all of our company-controlled locations, including administrative offices, R&D operations, manufacturing plants and warehouse/distribution locations. We track energy consumption in terms of specific fuels, total energy (GJ equivalent for all fuel and electricity use) and our normalized energy consumption in GJ per million pounds of product shipped. Additional information about our Energy Metrics and Targets is included in the **Climate Change** discussion beginning on page 91 of this Report.

Transportation

In an effort to be more fuel efficient, we ship large portions of our freight via rail instead of trucks. When we do ship via trucks, we have selected core transportation suppliers that are reviewing and implementing 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
- Implementing next generation tractor and trailer aerodynamic solutions

We continue to explore ways to minimize transportation impacts, including opportunities to optimize our operations and to quantify and incentivize zero and low emission practices by our carriers. The concentration of our liquid detergents in 2022 reduced bottle sizes and resulted in an estimated reduction of nearly 2,800 truck load volume equivalents to move the same pre-concentration product volume. In 2022, we also revitalized an existing bracket pricing program that incentivized customers to order fewer, larger orders. We estimate this program will result in a reduction of approximately 3,000 truckload trips per year.



Waste

We have a goal to maintain a global operations solid waste recycling rate of 75%, and in 2022, we achieved 70% against that goal. In addition, we have a new goal of continued progress towards zero solid waste to landfill for 25% of our operations by the end of 2023, and at the end of 2022, we were at 13% against that goal.

Through our environmental management system, we have procedures in place to responsibly handle and dispose of waste generated in our manufacturing operations. We use properly licensed contractors to transport and dispose of waste from our facilities, and waste volumes are entered monthly into our centralized environmental data system. In 2022, we generated and managed approximately 59,400 tons of waste.

We have worked extensively to minimize packaging, reduce plastic packaging and increase package recyclability. See Packaging beginning on page 50 of this Report for more information.

In 2022, our total waste generation was down by 5% compared to 2021, primarily driven by returning to a more normal production schedule due to specific waste reduction efforts and fewer supply chain disruptions than experienced during the COVID-19 pandemic. This is notable in the reduction of our nonhazardous/chemical waste, as well as trucked wastewater waste streams. Minor increases in our total general trash and hazardous waste generation were offset by these reductions.





Total recycle weight in 2022 was up nearly 847 tons (5%). For our base material recycling programs, plastic recycle was up (+89 tons) and total corrugate/paper recycle was up (+30 tons). These increases were offset by decreases in wood/pallet, metal and other recycled materials.

Annual Waste Generation Totals [short tons]			
	2020	2021	2022
Total Waste Generation	59,888	62,420	59,471
General Trash	6,416	6,590	7,070
Hazardous Waste	411	452	497
Non-hazardous/chemical/process waste	11,348	13,071	12,205
Wastewater trucked off site	25,322	26,351	22,895
Recycling	16,392	15,956	16,803

Waste Generated and Managed in 2021 [short tons]					
	Onsite	Offsite	Total		
Hazardous Waste (tons)	0	497	497		
Energy Recovery	0	191	191		
Incineration	0	109	109		
Other Disposal	0	197	197		
Diverted from disposal	0	0.125	0.125		

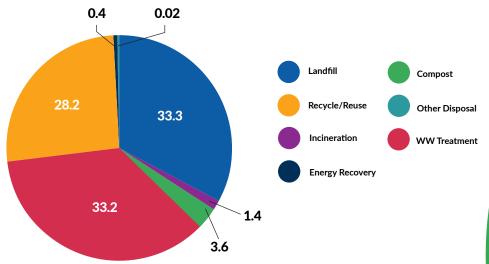
	Onsite	Offsite	Total
Non-Hazardous Waste (tons)	1,678	57,217	58,974
Energy Recovery	0	40	40
Incineration	0	700	700
Other Disposal	1,827	39,753	41,431
Diverted from disposal	0	16,724	16,803

Hazardous waste generation increased by 45 tons in 2022 but still represents less than 1% of all waste generated. Most of our facilities are considered small quantity generators of hazardous waste. No hazardous wastes are treated onsite. All hazardous wastes are transported offsite by properly licensed vendors to appropriate treatment, storage or disposal sites. All solid waste is transported offsite and properly disposed at licensed facilities, with the exception of our facility in Wyoming that maintains an onsite non-hazardous waste landfill. We have no international shipments of hazardous or nonhazardous wastes.

In 2022, our recycle rate was 70%, down from 71% in 2021 just below our target. While our year-on-year recycle volume was up 5%, our general trash volume was also up, resulting in a slight decline in the recycle to general trash metric. We continue to work towards our recycle rate goal of 75% for our combined recycle and general trash waste streams.

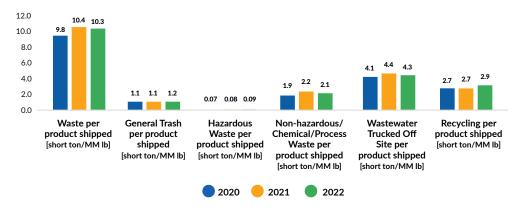
The following charts provide a comparison of the offsite waste disposal methods utilized in 2022 and normalized waste generation quantities for the last three years. Overall, our *normalized waste generation to million pounds of product shipped* was flat in 2022 compared to 2021. This was largely due to decreased mass shipped in 2022. So while our *absolute mass of waste generated* was down, so the mass of product shipped was too, resulting in resulting in minimal change to the *normalized waste to product shipped* value. We did not achieve our 10% reduction in normalized waste (tons/million pounds shipped). In 2023, we will leverage our LEAN processes to help reduce our waste volumes as we continue to strive for our evergreen 10% reduction target for *normalized waste per million pounds of product shipped*.

2022 Waste by Fate (%)





Normalized Waste Trends (tons/MM lb)



We continue to explore ways to save energy, reduce water and minimize waste as we increase production. Our operating plants regularly develop specific, targeted waste minimization projects. While these efforts are not always successful, the net results are reflected in the 2022 metrics described in this Report.



Waste Reduction Projects Eliminate Waste to Landfill

We re-evaluated disposal options for a wastewater stream that required segregation and solidification for landfill disposal. Working with our local sewer authority, we were able to better characterize the waste stream where it is now accepted by the authority, eliminating approximately 1,500 tons of waste previously sent to landfill.

Emphasis on Material Processing/ Handling and Product Reclaim Improvements

Most of our manufacturing plants have processes for reclaim of nonconforming product and/or reclaim/rework of bulk product and wastes built into their operations. These processes include recovery of manufacturing residuals and packaged product rejected due to packaging or label issues. and in some instances, reclamation loops for bulk product. Several of our plants have implemented small to medium-sized projects to improve general material processing, handling and reclamation. Some examples include improved inventory management to minimize raw material losses, movement to bulk raw material receiving to minimize raw material packaging waste, modification of interim product storage practices to limit product degradation and increase yield to packaging, focused maintenance on enclosed transfer equipment to minimize leaks or losses and installation and maintenance of improved product weight measurement and delivery equipment/processes that reduce the amount of container under/over fills and associated wastes. We estimate that approximately 700 tons of line scrap annually has been eliminated due to projects implemented in 2022.

Water

Water is a critical resource for the sustainable future of our business, the communities in which we operate and the planet as a whole. At Church & Dwight, we recognize that responsible management of that resource to ensure the availability of adequate water volume and quality is part of our company 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 strategy, we evaluate adequate water availability. We regularly work with our public water suppliers and regulatory authorities to support them and to understand 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 is a necessary ingredient in many of our products and operations. The majority of our water consumption is as a product ingredient. Water used for cooling, cleaning or other process operations and sanitary use is treated and discharged back to the environment.



In 2022, we achieved a 7% reduction in total water intake and a 3% reduction in water intake normalized per million pounds of product shipped. We did not achieve our annual goal of 10% reduction in water intake per million pounds of product shipped, but we remain committed to reducing our water use. Additional information regarding our water use strategy and performance is provided below.

Water Stress Risk

The World Resources Institute (WRI) water risk evaluation identifies areas with higher exposure to water stress-related risks and is an aggregated measure of selected regional water risk indicators, such as physical quantity, physical quality and regulatory and reputational risk. Our 2023 update of the overall water stress risk associated with our operating locations used the most recent version of the Aqueduct 3.0 Water Risk Atlas, Global Maps Data found on the WRI website (https://www.wri.org/aqueduct). This most recent review found that the overall baseline water-stress risk classification remained at the same risk classifications for all our locations.

None of our facilities are in areas classified with extremely high or high overall water-stress risk as identified by the WRI. Three of our North American locations and our United Kingdom plant 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 WRI. In terms of overall extraction, approximately 95% of our total water extraction is from locations classified as low or low to medium overall water-stress risk. However, when considering only WRI physical quantity risk, approximately 40% of our water extraction is from locations in areas classified as medium to high, high, or in one case, extremely high water risk for physical quantity. These are mainly in developed areas with significant water use and demand on regional water resources.

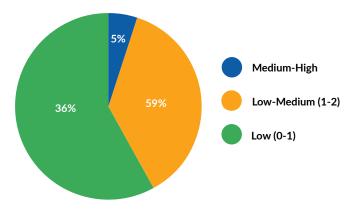




In 2022, we also retained an outside party to perform a water supply and wastewater discharge risk assessment for our highest water extraction sites plus our Madera, CA site (only site in extremely high water quantity risk). The results of the assessment highlighted site-specific risks to water supply and wastewater-related to availability, quality or infrastructure. In 2023, we are examining actions we can take to responsibly mitigate those risks. We continue to periodically assess our water risk through the WRI classification, as well as conducting public water and ground water supply assessments, primarily focused on our high volume or critical water quality locations. Water supply issues are often part of our business interruption risk planning and exercises. As a result of our attention to water issues, 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 new goal to evaluate reductions in our water footprint in high water-stressed regions. At our Madera, CA site, we track water use and have implemented practices over the past several years to recover and reuse wastewater, condensate and scrubber water, and we eliminated landscape irrigation to minimize the amount of water required. The site manufactures animal feed supplements and has minimal water demands compared to our other operations, with a total water intake of 640,000 gallons in 2022 and a net consumption of 608,000 gallons.

Percent Total 2022 Water Extraction by WRI Water Risk Category



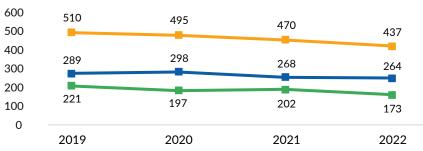
Water Intake & Use

Approximately 82% of our water intake is from public water supply systems. The remaining 18% is from groundwater wells on our facilities. We routinely interact with our public water supply purveyors to evaluate our incoming water quality and quantity to assure it meets drinking water quality standards and that available water capacity can meet company needs. Well water used is regularly tested to verify it also meets our quality standards. Even with incoming water meeting drinking water quality standards, most of our locations engage in tertiary water treatment to provide the highest quality necessary for our production operations.

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

During 2022, our operations required nearly 437million gallons of freshwater intake, down 33 million gallons (-7%) from 2021. Total water discharged decreased by approximately 29 million gallons (-14%) compared to 2021. As a result, total water net consumption was down approximately 1% in 2022. We consumed approximately 60% of the water extracted and discharged 40% back to the environment in 2021. The consumption estimate includes evaporative losses. Our water use efficiency improved as can be seen in our normalized water metric (thousand gallons water intake/mm lbs. product shipped) decreased by -3% from 2021 to 2022. The charts show the absolute and normalized water intake and water consumption for 2019 through 2022.

Total Water (MM gallons)



── Water Net Consumption [MM gal (US)]

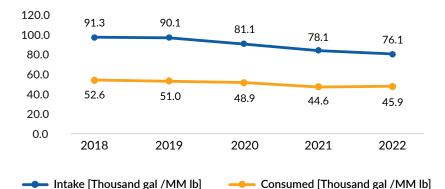
—— Water Input (totals) [MM gal (US)]

■ Water Output (totals) [MM gal (US)]



We continue efforts to identify and implement specific projects related to water conservation. Projects include eliminating single pass uses, optimizing water reclaim/recycling systems and improving efficiency in our water handling and treatment equipment, especially at our most water intensive plants. In 2022, we received the water reduction benefit associated with our liquid laundry concentration efforts, which contributed to a 12% decrease in total water intake at our three main liquid laundry detergent manufacturing plants. We continue to seek projects that will have a substantial impact on reducing our water use. We are also making changes on the site level throughout the organization that contribute to our ongoing water minimization efforts. Sites have installed waterless toilets, implemented improved operations and maintenance programs to minimize water leaks or valve failures, installed smart meters to better monitor water use and evaluated opportunities to reclaim or reuse wasted water. Not every effort has been successful, but they all help drive our culture of responsibility, Sustainability and conservation that resulted in an absolute reduction of 33 million gallons of water intake in 2022 vs 2021.

Normalized Water Use (thousand gallons/MM lb shipped)

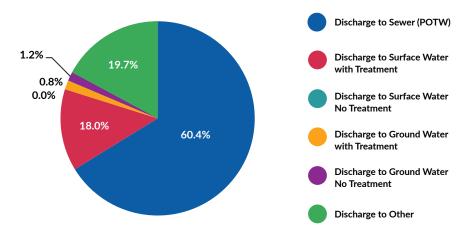




Wastewater Discharges

We generate and discharge industrial and sanitary waste waters from our operations. These discharges have potential to impact water quality of a receiving water body. Approximately 99% of our wastewater is discharged to local municipal wastewater treatment plants, transported offsite for appropriate disposal or treated onsite prior to discharge. The remaining 1% is direct discharge of clean fire system water. Approximately 80% of our wastewater is treated off site by others before being discharged to the environment, which means it is discharged directly to a public treatment works for further treatment, hauled to an offsite facility for further treatment prior to discharge or discharged to off-site evaporation ponds with no direct discharge.

2022 Wastewater Discharge Distribution



Process wastewaters are discharged under 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 wastewater treatment (or pre-treatment) of our wastewaters varies by site, operation and local requirements, but may include pH adjustment, solids removal, metals removal (e.g., zinc) and organics reduction.

Our Old Fort, Ohio plant is the only operation with a direct industrial wastewater discharge. This plant 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 plant treats and discharges sanitary and general wastewater (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 or violations occurred in 2022. In 2022, the plant discharged 32.1 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 is currently under review and is expected to be installed in 2023. We continue to work with local regulatory authorities to ensure our wastewater is properly managed prior to discharge minimizing any impact to the receiving waters.



Water Conservation Projects Reverse Osmosis & Water Purification Process Changes

A number of our operating plants conduct water purification processes, including reverse osmosis, to ensure we use the highest quality water in our products. These processes can waste large volumes of water during regeneration, back washing the system treatment media or start-up flushing (reject) the system until the desired water quality is reached. We continued to examine these processes in 2022. Through adjusting performance parameters or installing reject water capture and feedback loops, we saved an estimated 8 million gallons of water in 2022 that otherwise would have been wasted.

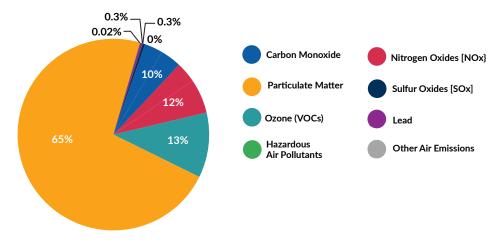
Reformulation

Our R&D product group has focused on a number of projects intended to reduce the amount of water required to produce our products. These include concentration of our liquid laundry products, as well as minimizing certain premix steps and other reduction of water to formula efforts. These changes, along with other water reduction efforts, have contributed to a reduction of approximately 23 million gallons of water intake at the affected plants.

Air Emissions

In addition to greenhouse gas (GHG) emissions discussed on the next page under "Climate Change," several of our facilities report on specific air emissions as required by a facility air permit. 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 2022, our total reported air emissions of criteria pollutants were approximately 420 tons with 65% being particulates. Hazardous air pollutants, lead, sulfur oxides and other air pollutants make up less than 1% of total air emissions from our operations.

2021 Criteria Air Pollutant Emissions





Climate Change

It is widely recognized that continued emission of greenhouse gases (GHGs) will cause further warming of the planet that could lead to damaging planetary, economic and social consequences.

The urgency of climate change requires us to rethink how we plan. It pushes us to develop new business models, partnerships, solutions and products for a more resilient company. On an ongoing basis, we monitor climate-related issues, such as emerging regulations, extreme weather and changing markets forces, and engage with our stakeholders to understand and align with their ESG and Sustainability requirements and concerns, including those related to climate.

As climate change and other ESG and Sustainability concerns become more prevalent, our stakeholders are increasingly sensitive to these issues. Our customers and consumers are demanding more transparency regarding our efforts to mitigate climate change impacts. We continue to align with Task Force on Climate-Related Financial Disclosures (TCFD) and report in reference to the Global Reporting Initiative (GRI) Standard to promote transparency regarding these efforts. Additionally, we respond to CDP Climate Change, Water and Forests questionnaires on an annual basis and routinely engage our stakeholders on their Sustainability and climate concerns.

CDP DRIVING SUSTAINABLE ECONOMIES

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

More detailed information on our climate change program is available in our 2022 CDP Climate Change Response, a copy of which is available on our website. In 2021 and 2022, we received a B score from CDP on our Climate Change Response. We will perform a detailed year-over-year analysis of our identified strengths and weaknesses in order to improve our program and reporting. In addition, we will continue to build out a timely and effective climate strategy that aligns with CDP's climate change priorities and expectations and drives continuous improvement in this area.

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 123 of this Report.





Governance

At Church & Dwight, we recognize the urgent need to reduce our carbon footprint and do our part — by realizing resource efficiencies, increasing renewable energy use and focusing on carbon reductions. 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 ESG efforts, including our climate change strategies and initiatives. This framework for Board oversight is designed to facilitate the integration of Sustainability risks, including climate change, into our overall strategic processes.
- The Governance, Nominating & Corporate Responsibility
 Committee meets at least quarterly and reviews the health 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 ESG pillars.
- Our Environmental & Safety Operations Department monitors climaterelated issues, such as emerging regulations, extreme weather and business continuity, and changing market forces 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 to them.

- Stakeholder issues are included on the agenda for each of the Council's meetings and Sustainability issues raised by investors and other stakeholders are reviewed with the Governance, Nominating & Corporate Responsibility Committee at each of its meetings.
- Our 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 health of our Sustainability program, opportunities for improvement and the status of execution against agreed 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 12 of this Report for further details about our governance practices.

Strategy

Our climate transition strategy is informed through input from our stakeholders. We evaluate our climate impact from a management perspective through applicable climate frameworks, including Task Force on Climate-related Financial Disclosure (TCFD), Global Reporting Initiative (GRI) Standards 300 Series and Science Based Target Initiatives, among others. Within these frameworks we run our business to enable us to assess our carbon impact, evaluate and implement ways to reduce that impact and disclose our progress. 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



In 2022, our proposed science-based climate mitigation targets were validated by the Science-Based Targets Initiative (SBTi). These targets extend to 2030 and consider the level of additional carbon reduction needed to meet the goals set forth in the Paris Agreement. 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, we continue progress towards our primary near-term, climate-related goal that our Scope 1 and 2 emissions related to the global operations we own and control will be carbon neutral by 2025. We monitor our Scope 1, 2 and transportation related Scope 3 emissions intensity (targeted emissions). As we work towards our targeted emissions carbon neutral goal, we also work towards reducing our overall emissions. It is our goal to reduce the intensity of these targeted emissions by 20% by 2025, as compared to our 2016 baseline.

To achieve our climate-related goals, we reduce and offset our carbon emissions through energy savings projects, renewable energy credits, onsite solar/green energy projects and carbon offsets, such as tree planting initiatives and similar verified carbon credit programs. As we seek 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, while at the same time retaining outside decarbonization and engineering expertise to look at larger scale projects that can reduce significant amounts of carbon emissions from our footprint, including reducing carbon process intensity, energy/heat recovery, use of alternate fuels or carbon capture.

To develop a broader understanding of our climate change impacts in our supply chain, we have increased the level of engagement with contract manufacturers and suppliers. We developed a more complete Scope 3 emissions inventory, based on 2019 data, which was included in our CDP Climate Change Response in 2022. That year, we also updated the inventory based on 2021 data. See further discussion of Scope 3 emissions and our science-based targets under "Metrics and Targets" on page 103.



As we evaluate and strengthen our supply chain to minimize disruptions, we are seeking opportunities to shorten our supply chain and increase resiliency. These efforts are intended 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 will engage 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 addition to our science-based targets and carbon neutral goal, we address the potential impacts of climate change on our operations in our business and planning strategy and through product design. Extreme weather, water and other resource restrictions, as well as increased temperature impacts on food production and other natural resource production, can impact our operations. To prepare for these potential climate change impacts, we develop products with improved carbon or water footprints, such as concentrated laundry detergent, established carbon neutral status for consumer baking soda sales, made commitments to renewable energy and carbon credits for immediate term carbon reduction and are exploring decarbonatization engineering efforts for longer term carbon reductions.

We invest in R&D 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 our use of resources and remove consumer waste.

Scope 3 emissions associated with our products are the result of activities from assets not owned or controlled by Church & Dwight, 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. In 2022, we established carbon neutral status for our consumer baking soda products and distribution. We also completed laundry product concentration and compaction efforts to minimize water and packaging size in line with our overall goals to reduce water use and 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

In considering our overall climate resilience strategy, we think of resilience as both the capacity to recover from and adapt to the physical impacts of climate change and ability to respond to the impacts of policy and market shifts in response to climate change. These efforts impact many of the issues identified in this Report, in being active water stewards, reducing packaging waste, encouraging our suppliers to produce our ingredients in more sustainable ways and considering the climate impacts of our operations as we innovate for increased efficiency and better 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.

Climate-related risks and opportunities are incorporated into our operations and business strategy at many levels.

Risks

Certain of our 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, and can adversely impact 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 adverse weather conditions, natural disasters, including climatic events (or any potential effect of climate change), 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. This could disrupt our operations, strain our customer relationships and competitive position.
- Increasing focus and sensitivity by governmental and non-governmental organizations, customers, consumers and investors to ESG issues, including those related to climate change, could result in increased operating or manufacturing costs, which could adversely affect our business. As climate change and other ESG issues become more prominent, so has scrutiny by federal, state and local governments, non-governmental organizations and our customers, consumers and investors. This will likely result in new or increased regulatory requirements, such as the SEC's recent disclosure proposal on climate change and various state-level Extended Producer Responsibility programs and customer and consumer standards. In addition, our stakeholders are increasingly demanding transparency regarding our efforts to mitigate our impacts on climate change. For example, some of our major customers have requested we respond to the CDP Climate Change Questionnaire and use our response and CDP score to evaluate us. Compliance with these requirements, standards and disclosure requests could cause disruptions in the manufacture of our products and/or result in increase in operating costs. For example, we may be unable to obtain certain raw materials, and we have begun, and will continue, to experience increased costs for those materials as a result of these obligations. 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 ESG 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 ESG goals or to effectively respond to new or current legal, regulatory or stakeholder ESG 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 ESG 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 (or states/countries do not allow the sale of our products) because we have not effectively responded to regulatory requirements, complied with their ESG requirements or met their expectations related to our Sustainability efforts, including with respect to climate change. In addition, our failure to achieve our stated ESG goals could result litigation or adverse publicity, which could damage our reputation, reduce consumer demand and devalue our brand equity. Further, ESGconscious 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 ESG-designated funds.



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. Furthermore, this past year ARM & HAMMER™ Baking Soda was Certified Carbon Neutral by measuring the product's carbon footprint and reducing it to zero through verified carbon offsets² and internal reductions in line with The CarbonNeutral Protocol. The ARM & HAMMER Baking Soda CarbonNeutral® product certification and corresponding offsets cover 2022 emissions from raw material production to retail customer delivery in the U.S. and excludes use and disposal.
- 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. 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 2022, 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.



² 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: electric rail systems and solar water heating in India, the preservation of grasslands in Colorado, and forest protection and sustainable development activities in Colombia.

• Resource efficiency – Reducing energy use will reduce the costs associated with procuring and managing energy, materials and water. Our primary near term climate-related goal is for operations owned and controlled by us to be carbon neutral by 2025, by offsetting our carbon emissions through energy savings projects, renewable energy credits, onsite green energy projects and 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 of our plants have implemented a variety of energy efficiency projects. These efforts will be accelerated through our commitment to science-based targets.

Additional climate-related risks and opportunities that are relevant to our business, as well as how we manage them over the short, medium and long term, are also discussed in our CDP report. They are summarized below:

• Current regulations – The evaluation of applicability of current climate change regulations to our existing operations is primarily the responsibility of our Environmental & Safety Operations Department. For example, we track the applicability of greenhouse gas 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. Likewise, most of our international manufacturing operation emissions are below their respective reporting thresholds. Several sites do participate in state or provincial level emission reporting as required by rule. This responsibility also includes evaluating new acquisitions for regulatory applicability. The Law Department Regulatory Affairs evaluate impacts on a product level. Our businesses are not in industries heavily affected by existing or potential GHG regulation (such as power or automotive). 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, as well as 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 the U.S. Securities and Exchange Commission's recent disclosure proposal on climate change, International Sustainability Standards Board (ISSB) and Center for Sustainability Research & Practice (CSRP) protocols.



- **Technology** We have publicly stated GHG emission reduction goals. Relevant technology that supports those goals is evaluated by various departments throughout the organization, for example, 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 could be implemented in our processes. Examples of which 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 into the future.
- 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.
- Market Our customers and the relevant climate change issues that are important to their Sustainability strategies are relevant and important to us. We respond to their inquiries of our operations, implement appropriate product formulation changes, and make adjustments to meet many global initiatives. For instance, major retailers that sell our products are requesting greenhouse gas reduction initiatives from their suppliers, and we are responsive to their requests. We discuss climate-related issues with our customers, directly and through industry association reporting initiatives.
- 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 on a regular basis. In early 2023, we partnered with CDP to enhance our engagement and begin to encourage our key suppliers to set verifiable carbon reduction goals.



- Acute Physical We actively monitor the 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 and severe weather/flooding in the central U.S. has disrupted rail service and chemical production, posing 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. We manufacture products, such as laundry detergent and other cleaning products, which contain water as an ingredient, while some products 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. We have publicly stated goals to reduce the impact of our operations and transportation by reducing our greenhouse gas emissions, support the generation of renewable energy and commit to reducing our water consumption by 10% per year on a normalized basis. We have locations that are near the oceans, including our facilities in Folkestone, UK, and Lakewood, NJ, and we monitor chronic conditions such as sea level rise, temperature increases, water quality and availability. To determine if municipal water and wastewater providers can meet the future water supply and wastewater treatment needs of a number of our U.S. facilities, we performed an evaluation of water supply and wastewater utility services in 2022. The Water Supply Reliability Assessment helped us understand water supplier stresses and vulnerabilities that could hinder their ability to provide these services.

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, each of which is supported by our Internal Audit department. The Council oversees the implementation of the assessment results and management efforts to incorporate risks into our overall business strategy.

Through our risk oversight teams, we actively manage alignment of climate-related risks and opportunities as part of our climate resilience strategy by assessing climate risks and reviewing our material issues on an ongoing basis. 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 a large



number of 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 under which it 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, as well as the status of mitigation activities with regard to 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 and our stakeholders. The Council facilitates the review of our material climate-related issues. The Council identifies stakeholders' ESG 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 each of its meetings.

On an asset level, facility managers are responsible for understanding and addressing site-specific risks such as extreme weather event frequency or supply disruptions, and for ensuring that plans and procedures are in place to mitigate such risks through a documented business continuity 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 supply chain and product use, our value chain from raw materials production, raw material transportation to the point of manufacture, product distribution and product use all have impacts. In order 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 operation. We have set goals to minimize our greenhouse gas emissions at both a corporate and facility level. In 2022, our new science-based targets were validated by the Science Based Targets Initiative (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 commits 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 commits to continuing our pledge to use 100%
 Renewable electricity for operations under our control

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), onsite solar projects and carbon credits. Carbon emissions associated with electricity use are currently 100% offset by RECs, while our Scope 1 and targeted Scope 3 emissions are partially offset by certified forestry credits through the Arbor Day Foundation®. In addition, we have an operational goal to reduce our normalized carbon emissions (targeted emissions in MT CO3e/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.

*Our 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.





Emissions

The first step in this process is to understand our emissions. For the purposes of our current 2025 carbon neutral goal for Scope 1 and Scope 2 emissions, we define our GHG emissions inventory to include 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 in our historical assessment of GHG emissions those 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 elements 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.

In 2020/2021, for purposes of our preparing our CDP Climate Change Response and establishing our science-based targets, we looked beyond our targeted Scope 3 emissions and also analyzed the Scope 3 emissions resulting from operations in our supply chain that are not owned or controlled by us, as well as emissions from the use of our products. Data regarding this Scope 3 emissions inventory was reported in our CDP Climate Change Response in 2022, a copy of which is available on our website. Our Scope 3 emission estimate was updated again in 2022 based on calendar year 2021 data. To improve our understanding of climate change impacts in our supply chain, we have increased the level of engagement with contract manufacturers.

The table to the right 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 for many years. 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 2021-2022 based on supply chain activity for 2021, the most recent data available. We plan to update our Scope 3 emissions inventory periodically.

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.



GREENHOUSE GAS EMISSIONS (GHG)* 2020* 2021* 2022 Scope 1 (MT CO₂e) 90,547 91,587 91,568 Scope 2 (MT CO₃e) Location based 58,138 57,567 56,285 Scope 2 (MT CO₂e) Market based 7.815 7.516 7,672 Scope 1 + Scope 2 (MT CO₂e) 149,770 149,135 146,832 **Target Scope 3 - North America** 225,956 211,662 196,439 Transportation Operations (MT CO₂e) Scope 3 (MT CO₂e) 2,233,202 2,391,210 2,365,058 **Excludes indirect emissions** Total Scope 1 + 2 + Targeted 3 (MT CO2e) 375,726 360,797 343,271 **Location based** Total Scope 1 + 2 + 3 (MT CO2e) Location 2,540,345 2.382.972 2.511.890 based (Excludes indirect emissions) GHG Intensity (Scope 1 + Scope 2) 24.6 24.8 25.6 (MT CO2e /MM pounds of product shipped) **GHG** Intensity (Total targeted emissions 61.7 by product shipped) (MT CO2e /MM 60.1 59.8 pounds of product shipped) **GHG** Intensity (Total targeted emissions by product shipped)(MT CO2e /MM units 138 141 n/a of product shipped)

76.7

69.5

63.8

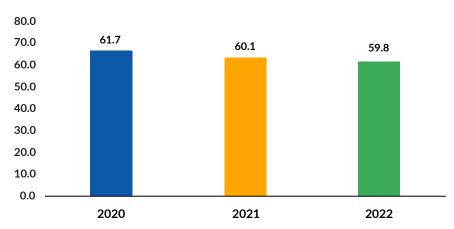
GHG Intensity (Total targeted emissions by

USD Sales) (MT CO2e /MM USD Sales)

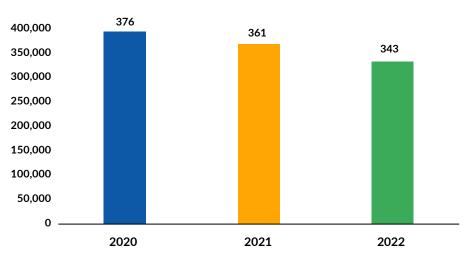
^{*}GHG values have been modified to accommodate a historic error in eGRID selection for one of our locations, corrected data errors, including a significant additional refrigerant correction in 2021, and updated emission factors.



Total Targeted GHG Per Product Shipped [tons CO2e/MM lb shipped]



Targeted GHG Emissions [MT CO2e]



Progress

In 2022, we offset through Renewable Energy Credits (RECs) for electricity and use of carbon credits 92% of our targeted GHG emissions (Scope 1 + Scope 2 + targeted Scope 3). We moved ahead of our 80% target in 2022 because we redeemed all our banked credits held with Arbor Day Foundation. We anticipate, between RECs and carbon credits from both Arbor Day Foundation and Climate Impact Partners, to maintain our 90% offset target for 2023 and to meet our 100% offset target in 2024. In 2022, we continued our commitment to 100% of our electricity use on a MWH basis offset by RECs.

Our operational carbon emission (Scope 1 and Scope 2) in 2022 were down 2% versus 2021, and our absolute targeted GHG emissions in 2022 (Scopes 1 and 2 and targeted Scope 3) decreased approximately 5% versus 2021, exceeding our target to hold these emissions flat. Energy reduction efforts in our plants helped reduce our Scope 1 and Scope 2 emissions. Product concentration and bracket pricing incentives (which incentivized customers to order fewer, larger orders) aided in reducing the number of truckloads and reducing our targeted Scope 3 emissions. However, as shown by our data normalized to product shipped, the number of units and weight shipped in 2022 were both down slightly, which contributed to the decreased absolute emissions, but resulted in flat to increased emissions per normalized unit.

Scope 1 and Scope 2 emissions normalized to million pounds of product shipped was up 3% versus 2021. Normalized to million units shipped, Scope 1 and Scope 2 emissions were up 4%. Targeted GHG emissions normalized to million pounds of product shipped was down 1% and normalized to million units shipped was up 6%. While absolute Scope 1, Scope 2 and Scope 3 emissions were down slightly, decreased mass and units shipped resulted in flat to increasing normalized trends. The data demonstrates that we must continue our efforts to remove carbon from our operations and improve efficiency.

Science Based Targets

Our science-based targets were validated by SBTi in July 2022. Our 2022 progress is summarized below.

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

(Because of our REC electricity offset we are using our Scope 2 market based emissions to track our reduction progress).

Reference Year	Scope 1 Emissions (MT CO2e)	Scope 2 Emissions - market based (MT CO2e)	Total Emissions (MT CO2e)
2020	91,587	7,815	99,402
2022	90,547	7,672	98,219
Delta (%)	-1%	-2%	-1%



In 2022, we completed energy audits across our U.S. locations which initiated a metering project to improve data and our decarbonization engineering assessment. We engaged third party engineering resources to assist in evaluating our energy use through completing energy audits and identifying energy conservation measures at each of our domestic U.S. plants. We launched a utility submetering project to better track and trend our energy use. We also began to formalize our long term decarbonization efforts by identifying projects to remove significant portions of our operational carbon emissions through exploring combined heat and power, process heat recovery, alternative energy and carbon capture opportunities in our operations. We expect to implement a portion of the energy conservation measures identified through the energy audit program, continue implementation of our submetering efforts and complete formal feasibility assessment to select specific, impactful decarbonization opportunities in 2023 and into 2024. 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 149,000 MWH of electricity in our operations in 2022, and purchased in excess of 159,000 MWH of renewable energy credits. In early 2023, we purchased an additional 189 MWH of RECs to ensure that our market based electricity emissions were 100% offset in every region in which we operate. The 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 through influencing certain of our supply chain partners to establish carbon reduction targets of their own by 2026. We plan to target suppliers that represent 75% of our Scope 3 in the purchased goods and services, capital goods and upstream transportation and distribution categories. In 2022, we updated our Scope 3 emissions to better identify the suppliers we should target. We increased our Sustainability engagement with select contract manufacturers through emails and surveys, and evaluated options to manage engagement with our supply chain. In early 2023, Church & Dwight joined CDP as a Supply Chain member and will encourage our targeted suppliers to begin reporting their carbon performance through CDP. This engagement will commence in 2023. We will re-evaluate our engagement strategy based on the 2023 responses and data to focus on those organizations that have not begun their carbon reduction journey.

Energy Use

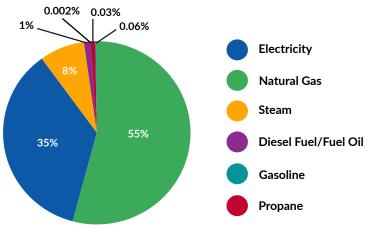
Natural gas is our primary energy source (55%) of total energy use in gigajoules (GJ) followed by electricity (approximately 35%) and purchased steam (approximately 8%). Remaining fuel sources including diesel, gasoline and propane represent <2% combined.

Efforts to reduce energy usage, specifically natural gas, are a key element of our science-based target commitment to reduce GHG emissions.

In 2022, our total energy use was approximately 1.5 million GJ, down <1% compared to 2021. Normalized energy use was 265 GJ per million pounds shipped, which represents a 4% increase over 2021. While the normalized reductions were a positive achievement in 2022, we were unable to achieve our standing 10% reduction goal due to erratic production at many of our manufacturing facilities that were impacted by the COVID-19 pandemic and associated labor and supply chain issues. As a result total mass of product shipped was down in 2022, negatively affecting our ability to meet our normalized reduction goal.

In 2022, electricity use was down 2%, purchased steam was up 2% while natural gas use was flat (<1% difference). Implementation of several energy reduction projects has enabled us to minimize increases in our energy use.

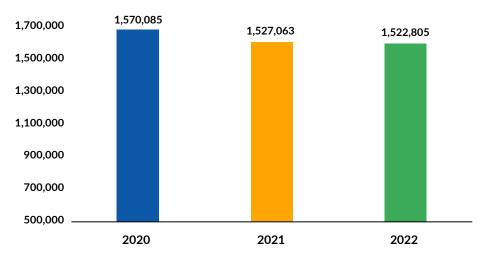
2022 Energy Use by Source



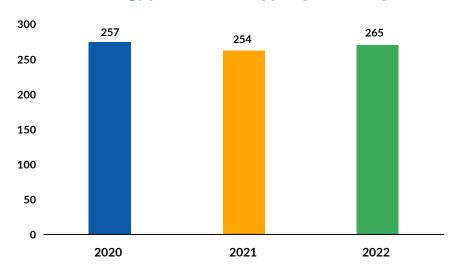




Energy Consumption [GJ]



Energy per Product Shipped [GJ/MM lb]

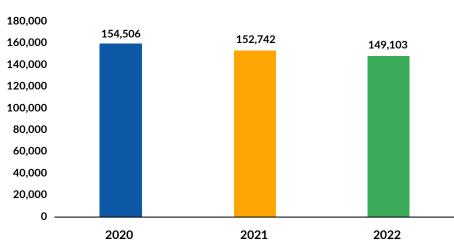




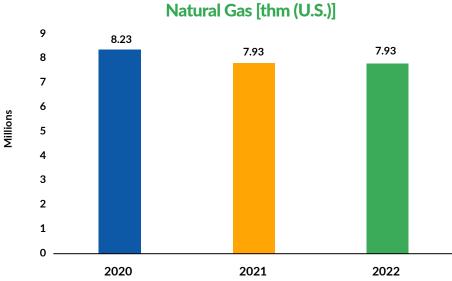
DID? YOU: KNOW

Since 2021, Burns & McDonnell has supported our decarbonization journey to set and meet science-based targets. Over the coming years, we plan to continue our collaboration with Burns & McDonnell to develop a decarbonization roadmap and implement carbon reduction solutions. This work started with energy audits at each of our 11 U.S. plants to identify efficiency measures to reduce energy use. We are actively upgrading metering, conducting audits of process/packaging areas and investigating opportunities for heat recovery, alternative energy strategies and carbon capture across our network of plants.

Electricity [MWh]







Energy Audits

In 2022, Church & Dwight continued energy audits started in 2021 and completed energy audits of our remaining U.S. plants. These audits were conducted by a third-party engineering firm and focused on central energy systems such as natural gas, electricity, steam and compressed air. These audits successfully identified many short-term and longer-term energy conservation measures as well as combustion reduction projects that will support our science-based targets implementation over the next several years. The audit program helps us identify and prioritize energy conservation measures and also helps drive our energy reduction and science-based targets goals further into the organization by directly engaging plant management and workers in examining, understanding, discussing and communicating their energy consumption footprint and savings opportunities, strengthening our overall commitment to our energy reduction goals.

Site Submetering Program

In 2022, and continuing into 2023, we are developing and implementing submetering plans at all of our North American manufacturing locations to provide better insight into energy and water use as well as better monitor impacts of our energy reduction programs. Submetering systems provide immediate visibility into where natural gas, electricity and water use occurs, as well as real time, accurate indications of the impact of water, energy and carbon reduction efforts. By the end of 2023, all plants will have submetering systems metering plans completed or installed.

Continued O&M And Efficiency Improvement on Compressed Air Systems

One opportunity that was identified by our energy audit program was the need to improve the efficiency and maintenance of our compressed air systems across the organization. In 2022, we put specific emphasis on expanding our

operations and maintenance of these systems, replacement or optimization of our compressors and assessment to trim our compressed air needs. These efforts contributed to our net reduction of more than 3.6 million KWH of electricity in 2022 versus 2021. In 2023, we have begun to assess our process operations to identify practical opportunities to eliminate or further reduce our demand for compressed air.

Energy & Greenhouse Gas Data Verification

We have again contracted an independent third party, ERM CVS, to evaluate and assure that our 2022 GHG and 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.





RESPONSIBLE SOURCING

Committed to Improving Our Supply Chain's Environmental, Social & 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.





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.

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, fair labor conditions, health and safety, and environmental protection, 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 2022, we focused our Responsible Sourcing Program on further educating 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.

We have a training program for applicable employees and management that reinforces our Principles. This program supplements our Code of Conduct training that applies to all employees and directors, and requires compliance with applicable laws, including those prohibiting slavery and human trafficking. 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.

By the end of 2022, we had assessed 92% of our at-risk suppliers against our target of 100%. The shortfall was due mainly to supplier unresponsiveness and shutdowns related to the COVID-19 pandemic, which finally eased in mid-December 2022. We assessed the remaining suppliers in Q1 of 2023.



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.







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 4% 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 2022, we continued our membership with the Roundtable on Sustainable Palm Oil (RSPO) and completed our third Annual Communication of Progress (for 2021 results). While we are not RSPO Supply Chain Certified, we purchased virtually all the 31,000 tons of palm oil derivative raw material volume we consumed from one RSPO member supplier that has represented to us that this

material is over 97% traceable to the mill. More than 53% of this volume was purchased in mass balance material. 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."

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.

- 1. High Carbon Stock (HCS) forests as defined at http://highcarbonstock.org 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."



RESPONSIBLE

SOURCING



Conflict Minerals

We are committed to ensuring that our products do not contain 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 Diversity

Established in 2019, our U.S.-based Supplier Diversity Program aims at driving spend growth with certified diverse suppliers by ensuring their inclusion in our Procurement led sourcing process. We joined two of the leading Supplier Diversity Certification organizations, The Women's Business Enterprise National Council and The National Minority Supplier Development Council, to help inform and develop our program's foundation. We require that diverse suppliers are certified by one of these organizations to be part of our Supplier Diversity Program. Our Supplier Diversity Program 2019 baseline spend was \$18.6MM.

In 2022, we built upon our foundation by educating and collaborating with stakeholders throughout the organization on our Supplier Diversity Program and goals. Through industry involvement, we were able to benchmark our Supplier Diversity Program, review our strategy and increase diverse spend. We enhanced the resources available to our team by enriching our data to understand our true impact on the diverse supplier community and how we can include these suppliers in future sourcing opportunities. Through increased stakeholder engagement, we increased our consolidated Direct and Indirect spend with certified diverse suppliers to \$68 million in support of our 2025 target of \$125 million. We also further expanded our program in 2022 by joining the National Veterans-Owned Business Association (NaVOBA).

About the Report

This Report continues our commitment to transparently communicate our Sustainability efforts. This Report reflects our performance for the year ended December 31, 2022, along with prior data and information on changes to our operations, plants and data collection process, where relevant. This Report also references 2023 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 2022 energy and greenhouse gas (GHG) data, we have contracted with an independent third party, ERM CVS 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 & 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, 2022 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	2022	2021	2020	2019	2018	GRI
ENVIRONMENTAL							
Total Energy Use	Thousand GJ	1,523	1,527	1,571	1,649	1,713	302-1
Electricity	Thousand KWH	149,103	152,743	154,506	158,968	161,261	302-1
Natural Gas	DecaTherms (US)	793,729	793,068	823,056	825,249	848,502	302-1
Propane	Pounds	389,233	362,919	349,826	381,565	371,134	302-1
Gasoline	Gallons	3,327	2,975	3,861	3,842	4,241	302-1
Diesel	Gallons	119,753	86,262	101,784	90,592	77,831	302-1
Purchased Steam	Short Tons	47,924	46,917	48,102	72,365	84,493	302-1
Energy Intensity	GJ/MM LBS SHP	265	254	257	292	309	302-3
Direct (Scope 1) GHG Emissions	Metric Tons CO ₂ e	90,547	91,568	91,587	87,583	89,402	305-1
Energy indirect (Scope 2) [location based] GHG Emissions	Metric Tons CO ₂ e	56,285	57,567	58,183	68,707	73,102	305-2
Energy indirect (Scope 2) [market based] GHG Emissions	Metric Tons CO ₂ e	7,672	7,516	7,815	11,649	13,596	305-2
Total (Scope 1 and Location based Scope 2) GHG Emissions	Metric Tons CO ₂ e	146,832	149,136	149,771	156,289	162,504	
Other indirect (Scope 3) Targeted GHG Emissions- North America transport and air travel only	Metric Tons CO ₂ e	196,439	211,662	225,956	213,892	224,579	305-3
Other indirect (Scope 3)	Metric Tons CO ₂ e	2,365,058	2,391,210	2,233,202	2,170,286		305-3
Total Target GHG Emissions (Scope 1+ 2 + 3 transportation)	Metric Tons CO ₂ e	343,271	360,797	375,726	370,182	387,083	
Total GHG Emissions (Scope 1+ 2 + 3)	Metric Tons CO ₂ e	2,511,890	2,540,346	2,382,973	2,326,575		
Scope 1 + 2 GHG Emissions Intensity /product shipped	Metric Tons CO ₂ e /MM LBS SHP	25.6	24.8	24.6	27.7	29.3	305-4
Scope 1 + 2 Total GHG Emissions Intensity /product shipped	Metric Tons CO₂e /MM UNITS SHP	60.2	57.0				305-4
Total Targeted GHG Emissions Intensity (Scope 1 + 2 + 3)/product shipped	Metric Tons CO ₂ e /MM LBS SHP	59.8	60.1	61.7	65.6	69.9	305-4

SUSTAINABILITY PERFORMANCE DATA (continued)

INDICATOR	UNIT	2022	2021	2020	2019	2018	GRI
ENVIRONMENTAL							
Total Targeted GHG Emissions Intensity (Scope 1 + 2 + 3)/product shipped	Metric Tons CO ₂ e /MM UNITS SHP	141	138				305-4
Total Targeted GHG Emissions Intensity (Scope 1 + 2 + 3)/sales	Metric Tons CO ₂ e /MM US\$ Sales	63.8	69.5	76.7	84.9	93.4	305-4
Net Water Consumption	Thousand Gallons	264,022	267,962	298,350	288,533	292,033	303-5
Water Intake (Withdrawal)	Thousand Gallons	437,080	470,304	495,187	509,769	506,564	303-3
Water Effluent (Discharge)	Thousand Gallons	173,059	202,342	196,837	221,235	214,531	303-4
Water Intake Intensity/product shipped	Thousand Gallons /MM LBS SHP	76.1	78.1	81.1	90.0	91.3	303-3
Water Intake Intensity/product shipped	Thousand Gallons /MM UNITS SHP	179.5	179.7				303-3
Water Intake Intensity/sales	Thousand Gallons /MM USD sales	81.3	91.1	101	117	122	303-3
Total Waste Produced	Tons	59,471	62,422	59,888	57,758	61,960	306-2
Hazardous Waste Produced	Tons	497	453	411	1,130	910	306-2
Non-hazardous Solid Waste Produced	Tons	19,275	19,663	17,763	19,211	20,041	306-2
Wastewater Trucked for Offsite Disposal	Tons	22,895	26,351	25,322	23,745	29,444	306-1
Recycled Non-hazardous Waste Produced	Tons	16,803	15,956	16,392	13,673	11,565	306-2
Waste Produced Intensity/product shipped	Tons/MM LBS SHP	10.3	10.4	9.8	10.2	11.2	
Waste Produced Intensity/product shipped	Tons/MM UNITS SHP	24.4	23.8				
Waste Produced Intensity/sales	Tons/MM USD sales	11.0	12.0	12.2	13.3	14.9	
Environmental Penalties	US\$	\$0	\$1,000	\$3,375	\$6,500	\$22,500	2-27
Total Reported Releases	Total	2	1	1	4	3	
Accidental Releases	Total	1	0	0	3	2	
Continuous Releases	Total	1	1	1	1	1	

SUSTAINABILITY PERFORMANCE DATA (continued)

INDICATOR	UNIT	2022	2021	2020	2019	2018	GRI	
	SOCIAL							
Total Employees	Total	5,271	5,138	5,108	4,831	4,727	2-7	
Employees - Domestic (Within U.S.)	Total	4,185	4,101	4,098	3,833	3,766	2-7	
Employees – International (Outside of U.S.)	Total	1,086	1,037	1,010	998	961	2-7	
Total Female Employees	Percent	41	41	41	40	41	405-1	
Total Male Employees	Percent	59	59	59	60	59	405-1	
Days Away, Restricted, or Transferred (DART) Rate (Global)	Recordable Incidents/ 100 FTE	0.9	0.7	1.0	0.5	0.8	403-9	
		ECONOMIC						
Net Sales	Billions	\$5.38	\$5.19	\$4.90	\$4.36	\$4.15	2-6	
Consumer Domestic Sales	Millions	\$4,131.0	\$3,941.9	\$3,767.6	\$3,302.6	\$3,129.9	2-6	
Consumer International Sales	Millions	\$896.1	\$912.2	\$828.2	\$756.3	\$709.5	2-6	
Specialty Products Sales	Millions	\$348.5	\$336.0	\$300	\$298.8	\$306.5	2-6	
Employee Giving Fund Distributions	Millions	\$1.2	\$1.2	\$1.1	\$1.2	\$1.2		
Philanthropic Foundation Distributions	Millions	\$.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 below lists 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, 2022, through December 31, 2022, 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 AN	ND 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. 5-6 of 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	S AND WORKERS				
2-6	Activities, value chain and other business relationships	About Church & Dwight Church & Dwight At A Glance Responsible Sourcing Annual Report (available at investor.churchdwight.com)				
2-7	Employees	Church & Dwight At A Glance Our People Sustainability Performance Data				
2-8	Workers who are not employees	Our People Sustainability Performance Data				

	GRI STANDARD	SECTION (OR DIRECT INFORMATION)
	GOV	/ERNANCE
2-9	Governance Structure and composition	Governance See the Corporate Governance section of our website 2022 Proxy Statement
2-10	Nomination and selection of the highest governance body	See our Proxy Statement, pages 9-20
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, pages 5-6
2-16	Communication of critical concerns	Social
2-17	Collective knowledge of the highest governance body	See our Proxy Statement, pages 10-11
2-18	Evaluation of the performance of the highest governance body	Governance See the Corporate Governance section of our website See our Proxy Statement, pages 48-57
2-19	Remuneration policies	Governance See the Corporate Governance section of our website See our Proxy Statement, pages 48-57
2-20	Process to determine remuneration	Governance See the Corporate Governance section of our website See our Proxy Statement, pages 48-57
2-21	Annual total compensation ratio	Governance See the Corporate Governance section of our website See our Proxy Statement, pages 80
	STRATEGY, POL	ICIES AND PRACTICES
2-22	Statement on sustainable development strategy	CEO Letter
2-23	Policy commitments	Social Responsible Sourcing Effective & Safe Products Anti-Human Trafficking & Slavery Disclosure Statement
2-24	Embedding policy commitments	Governance
2-26	Mechanisms for seeking advice and raising concerns	Social
2-27	Compliance with laws and regulations	2022 Environmental Citations & Penalties Surcharges Sustainability Performance Data
2-28	Membership associations	How we engage stakeholders Industry Trade associations

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.				
	MATE	RIAL 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 2022.				
	TOPIC-SPEC	IFIC 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 STANDARD	SECTION (OR DIRECT INFORMATION)
	WATER A	ND EFFLUENTS
GRI 3: Material Topics 2021	3-3 Management of material topics	How We Engage Stakeholders Water
	303-1 Interactions with water as a shared resource	Water
	303-2 Management of water discharge-related impacts	Water
GRI 303: Water and	303-3 Water withdrawal	Water Sustainability Performance Data Water Intake and Use
Effluents 2018	303-4 Water discharge	Water Sustainability Performance Data Wastewater Discharges
	303-5 Water Consumption	Water Intake and Use Water Stress Risk Sustainability Performance
	EN	IISSIONS
GRI 3: Material Topics 2021	3-3 Management of material topics	How We Engage Stakeholders Climate Change, Environment
	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
GRI 305: Emissions	305-3 Other indirect (Scope 3) GHG emissions	Climate Change – Metrics and Targets Sustainability Performance Data
2016	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 SOx, NOx, and other air emissions	Air Emissions

	GRI STANDARD	SECTION (OR DIRECT INFORMATION)			
	,	WASTE			
GRI 3: Material Topics 2021	3-3 Management of material topics	How We Engage Stakeholders Waste			
	306-1 Waste generation and significant waste-related impacts	Waste			
	306-2 Management of significant waste-related impacts	Waste			
GRI 306: Waste 2018	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: Employees			
	DIVERSITY AND	EQUAL OPPORTUNITY			
GRI 3: Material Topics 2021	3-3 Management of material topics	How We Engage Stakeholders Diversity, Equity and Inclusion			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Equity and Inclusion			
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 and Communities			

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:	414-1 New suppliers that were screened using social criteria	Responsible Sourcing				
Social Supplier Assessment 2016	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:	417-2 Product and service information and labeling	Product Safety				
Market and Labeling 2017	417-3 Marketing communications	Church & Dwight experienced no incidents of non-compliance with regulations or voluntary codes regarding marketing communications in 2022.				

SASB Index

We are referencing 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 (m³)	1,655 thousand cubic meters
CG-HP-140a.1	Total water consumed: Percentage (%)	60%
CG-HP-140a.1	Percentage of each in regions with High or Extremely High Baseline Water Stress	Water, pages 83-89
CG-HP-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	Water, pages 83-89
	PRODUCT ENVIRONMENTAL, HEALTH, AND SAF	ETY PERFORMANCE
CG-HP-250a.1	Revenue from products that contain REACH substances of very high concern (SVHC)	We maintain systems and processes in place to ensure human and environmental safety of our products. For detailed information on how we specifically manage the safety of our products and ingredients, see our disclosures beginning on page 44 of this Report.
CG-HP-250a.2	Revenue from products that contain substances on the California DTSC Candidate Chemicals List	We maintain systems and processes in place to ensure human and environmental safety of our products. For detailed information on how we specifically manage the safety of our products and ingredients, see our disclosures beginning on page 44 of this Report.
CG-HP-250a.3	Discussion of process to identify and manage emerging materials and chemicals of concern	Products, page 38

SASB Index (continued)

WATER MANAGEMENT					
	PRODUCT ENVIRONMENTAL, HEALTH, AND SAFET	Y 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 beginning on page 56 of this Report.			
	PACKAGING LIFECYCLE MANAGEME	NT			
CG-HP-430a.1	Total weight of packaging: Metric tons	Approximately 175,540 metric tons			
CG-HP-430a.1	Percentage made from recycled and/or renewable materials: Percent (%)	Packaging, pages 50-56			
CG-HP-410a.1	Percentage that is recyclable, reusable, and/or compostable: Percent (%)	87%			
CG-HP-410a.2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Packaging, pages 50-56			
	ENVIRONMENTAL & SOCIAL IMPACTS OF PALM O	IL SUPPLY CHAIN			
CG-HP-430a.1	Amount of palm oil sourced: Metric tons	31,000 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 (%)	See also Palm Oil section, pages 116-117			
ACTIVITY METRICS					
CG-HP-000.A	Total weight of products sold: Metric tons	Approximately 2,607,400 metric tons			
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. The information below is our first reporting of these metrics in this Report.

TCFD REPORTING		SECTION REFERENCED	
	(a) Describe the board's oversight of climate-related risks and opportunities.	Climate Change: Governance	CDP C1.1
Governance	(b) Describe management's role in assessing and managing climate-related risks and opportunities.	Climate Change: Governance	CDP C1.2
	(a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Climate Change: Strategy	CDP C2.2, C2.3
Strategy	(b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Climate Change: Strategy	CDP C2.3, 2.4
	(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 C3.1
	(a) Describe the organization's processes for identifying and assessing climate-related risks.	Climate Change: Risk Management	CDP C2.2
Risk Management	(b) Describe the organization's processes for managing climate-related risks.	Climate Change: Risk Management	CDP C2.2
	(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	CDP C1.1, C2.2
	(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	CDP C4.1, C4.2
Metrics and Targets	(b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.	Climate Change: Metrics and Targets	CDP C6, C2.2, C2.3
	(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 C4.1, C4.2

2021 EEO-1 DATA

The following table presents the consolidated data submitted to the U.S. Equal Employment Opportunity Commission (EEO-1 survey results) for the fiscal year ended December 31, 2021, which is the most recent annual data currently available.

Please note that these prescribed categories are different from how we organize our workforce and our jobs and how we apply our inclusion and diversity objectives and initiatives. We organize our workforce to meet the specific needs of our business. Also, our inclusion and diversity initiatives are global, while the EEO-1 is solely U.S.-focused.

JOB CATEGORIES	Hispanic or Latino		Non-Hispanic or Latino												
			Male						Female						Overal
	Male	Female	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	Totals
Exec/Sr. Officials & Mgrs	3	0	26	1	0	1	0	0	10	0	0	1	0	0	42
First/Mid Officials & Mgrs	27	11	277	13	1	14	0	6	167	17	0	20	0	2	555
Professionals	24	32	303	21	1	52	3	5	287	33	0	56	2	5	824
Technicians	7	6	47	7	0	4	1	2	56	25	1	13	2	0	171
Sales Workers	1	3	25	0	0	0	0	0	4	1	0	0	0	0	34
Administrative Support	11	28	55	6	1	8	0	2	149	10	2	14	2	1	289
Craft Workers	46	1	269	10	1	7	3	7	7	2	0	1	0	0	354
Operatives	153	102	654	121	14	26	7	20	219	67	6	21	6	13	1429
Laborers & Helpers	21	52	121	11	6	22	2	4	56	14	12	42	1	1	365
Service Workers	3	1	14	2	3	1	0	1	12	0	2	0	0	0	39
Total	296	236	1791	192	27	135	16	47	967	169	23	168	13	22	4102
Previous Year Total	287	230	1738	184	24	126	11	43	954	169	13	160	9	26	4019

