

# Church & Dwight Co., Inc.



The Davies Facility, York, PA

## 2011 Sustainability Report

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# Remarks From James R. Craigie, Chairman and CEO

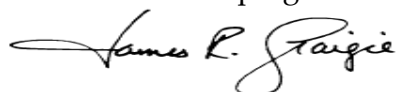
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I am pleased to present the Church & Dwight sustainability report for 2011. Church & Dwight leaders have long recognized that doing right for the environment was also good for business. That philosophy has become embedded in our company and presents significant opportunities for sustaining our business in today's unsteady economic conditions. It is clear that if you make caring for the environment an inherent part of your business strategy, then the environment, society and the business all stand to benefit.

We have been monitoring the annual energy use, water use, wastes and greenhouse gas emissions of our operations so we can implement control and reduction strategies and address any increases resulting from the continued success and growth of our company. We have been able to reduce utility costs by controlling or reducing energy and water use. In addition, our manufacturing sites are focused on waste management and have implemented a number of waste reduction programs. Essential to these efforts are a number of Lean Six Sigma and cost savings programs, which have been instrumental in helping achieve process efficiencies, reduce energy consumption and drive out waste.

As a result of our efforts, we were able to reduce our total energy use by 9% in 2011 compared to 2010, and 24% overall since 2008. This is a remarkable accomplishment given the growth of our businesses and the increases in our manufacturing operations over this same period. With regard to water use, some of our products and operations are water intensive, yet water use had been decreasing 5% per year on average since 2008 due to product concentration efforts, water reuse and process improvements. However, we did experience an increase of 4% in water use last year based on previous years' product concentration effects having been fully realized combined with 2011 increased sales. Overall for the period 2008 through 2011, water use is down over 11% and new water management and reduction strategies are underway so we can maintain the downward trend in 2012 and beyond. Finally, with the exception of 2010 as discussed in last year's report, we have been able to manage our waste successfully to minimize the amount going to landfill. In fact in 2011, our LEED-Silver facility in York, PA became a zero landfill operation with all process waste being treated, recycled or used for energy recovery. These efforts combined have resulted in an overall 11.4% reduction in greenhouse gas emissions since 2008, or an average 3.8% reduction per year. This takes into consideration an approximate 4% increase in 2009 due to extraordinary product volume in our value brands as a result of the economic recession and our ability to meet consumer needs with quality products that saved money.

We recognize the environmental impacts associated with our operations and products, and we are making a conscious effort to reduce those impacts. There will always be room for improvement given the challenges we face due to continuing company growth, but we are committed to keeping the trend lines moving in a downward direction.



Chairman, Board of Directors and Chief Executive Officer

# Company Profile

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Church & Dwight Co., Inc., founded in 1846, is the leading U.S. producer of sodium bicarbonate, popularly known as baking soda. The Company's ARM & HAMMER brand is highly recognized in the U.S. and carries a reputation for quality, value and safety. It is one of the nation's most trusted trademarks for a broad range of consumer and specialty products developed from the use of bicarbonate and related technologies.

The Company's consumer products business is organized under Domestic Consumer, which includes both household and personal care products, and International Consumer, which primarily consists of personal care products. The Company has eight key brands, referred to as "power brands", which represent approximately 80% of its consumer sales. These include ARM & HAMMER, SPINBRUSH, OXICLEAN, XTRA, TROJAN, FIRST RESPONSE, NAIR AND ORAJEL. In 2011, domestic household products represented approximately 47% of the Company's total sales, domestic personal care products 25% and consumer international products 19%. In 2011 the Company acquired the BATISTE dry shampoo brand from Vivalis Limited to add to its Consumer International line of personal care products.

The Company's Specialty Products Division (SPD), which represented approximately 9% of the Company's total sales in 2011, is a leader in specialty inorganic chemicals, animal nutrition and specialty cleaners. The SPD business primarily involves the manufacture and sale of various grades and granulations of sodium bicarbonate for use in baked goods, cosmetics, pharmaceuticals, kidney dialysis, fire extinguishers and swimming pool products, among others. The Company's Brazilian subsidiary, Quimica Geral do Nordeste (QGN), is South America's leading provider of Sodium Bicarbonate. The SPD sells to businesses primarily in the U.S. and Canada and includes several joint ventures:

- Armand Products Company, a joint venture with Occidental Petroleum Corporation to market potassium carbonate and potassium bicarbonate to the glass and dairy industries, among others.
- The ArmaKleen Company, a joint venture with Safety-Kleen Corporation to market a line of cleaners based on the Company's aqueous-based technology, in addition to abrasive cleaning products under the ARMEX name.
- Natronx Technologies LLC, a joint venture formed in 2011 with FMC Corporation and TATA Chemicals to manufacture and market sodium-based dry sorbents for air pollution control for use by coal-fired utilities to remove harmful acidic pollutants from flue-gases.

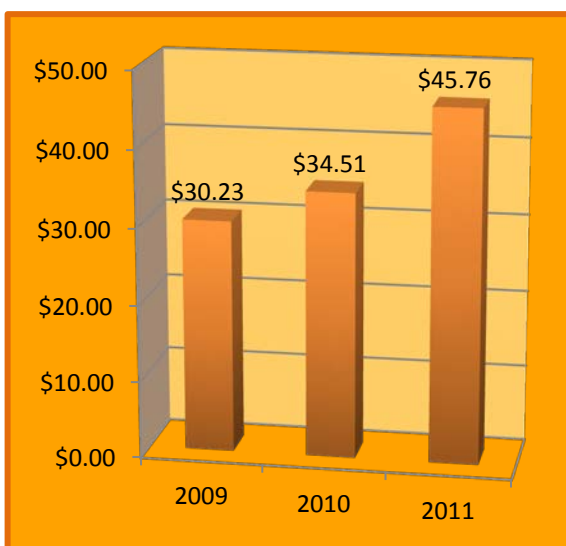
For additional information on the Company's business segments, products, operations, financial statements and other matters, please see the Company's quarterly and annual reports filed with the Securities and Exchange Commission, including information in the Company's annual report on Form 10-K and quarterly reports on Form 10-Q.

# Our Performance

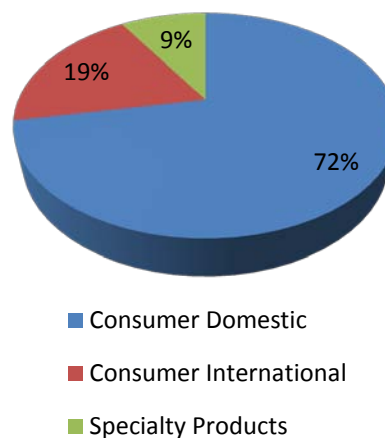
In 2011, Church & Dwight achieved a Total Shareholder Return of 35% with an average annual return of 17.6% over the past five years. Net sales have grown from \$2.2 billion to over \$2.7 billion over that time period, which translates to an average annual sales increase of 5.4%. A financial overview of Church & Dwight for the past three years is provided in the following table.

Church & Dwight Co., Inc. and Subsidiaries (in millions of dollars)			
	2009	2010	2011
Net Sales	\$2,520.9	\$2,589.2	\$2,749.3
Marketing Expense	\$353.6	\$338.0	\$354.1
Research & Development Expense	\$55.1	\$53.7	\$55.1
Income from Operations	\$412.9	\$445.0	\$492.6
Operating Margin	16.4%	17.2%	17.9%
Net Income	\$243.5	\$270.7	\$309.6

Church & Dwight Co., Inc. and Subsidiaries  
Closing Share Price\*



2011 Net Sales by Segment



\*Indicator of company performance and Total Shareholder Return

\*Stock Price has been adjusted for the Q2 2011 2-1 stock split

# Company Governance

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The Company is managed by the Board of Directors, which in 2011 consisted of ten Directors and one Emeritus Director. The Board of Directors is responsible for the Company's corporate governance and is ultimately accountable for its activities, strategy and performance. Their executive leadership guides the implementation of a sustainability strategy informed by Church and Dwight's multiple stakeholders.

To assure the quality of the Board's oversight and to minimize the possibility of conflicts of interest, the Board has a majority of independent directors (8 of 10 in 2011) as defined by the New York Stock Exchange.

Each Company employee, including each of the Company's officers and general managers and each Company director, is responsible for conducting the Company's business in a manner that demonstrates a commitment to the highest standards of integrity. Our Code of Conduct was designed to encourage a culture of honesty, accountability and mutual respect; to provide guidance to help personnel recognize and deal with ethical issues; and to provide a reporting mechanism for company personnel to report unethical conduct.

The Company has established an Ethics Hotline, which is maintained and hosted by an independent third party and may be accessed by telephone, Internet or Intranet. The Hotline allows for anonymous reporting of any concerns regarding accounting, internal financial control, auditing matters and other violations of the Code of Conduct, policies or law. All concerns reported through the Hotline are reviewed and investigated by the Company's Ethics Committee, consisting of the Executive Vice President and General Counsel, Executive Vice President, Human Resources and Internal Audit Director and reported to the Audit Committee of the Board of Directors.

Retaliation in any form against an individual, who reports a concern to the Hotline in good faith, even if mistaken, is a violation of Company policy. Any alleged act of retaliation must be reported immediately to the Compliance Officer or the Law Department. If it is determined to have in fact occurred, any act of retaliation will result in appropriate disciplinary action, which may include termination of employment.

Our Sustainability Department allows us to better integrate the many aspects of sustainability in our day-to-day business. This group also facilitates dialogue with stakeholders, including customers, neighbors, investors and employees, and will help ensure that senior management is aware of significant issues and concerns raised by stakeholders.

# Staffing, Training, Awards and Recognition

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## Staffing

Church & Dwight employed a total of 3454 employees globally in 2011. Statistics on employee numbers from 2009 through 2011 are shown in the following table.

**Church & Dwight Global Employee Statistics 2009-2011**

Employee Count	2009	2010	2011
North America	2568	2376	2333
International	1096	1167	1121
Total	3664	3543	3454

## Training

There are numerous training opportunities and required training that employees are provided to enhance their skills and carry out their roles safely and effectively. Some specific training initiatives at various company locations include but are not limited to:

People, Systems and Policy-Related	Job and Function-Related
First day/new employee orientation	ISO Quality Standards
On-boarding program	Lean Six Sigma
Presentation skills	Fire Marshal safety training
Interview skills	DOT requirements
English as a second language	Responsible Care
Harassment policy and prevention	Environmental Management
Code of Conduct	Occupational Health & Safety
Performance Management	Laboratory Safety
IT training on software and systems	Hazard Communication
First aid and Heart Defibrillator training	Forklift Training
Mgmt/Leadership development training	First line supervisory training
Information Security	GMP's and HACCP

Besides employee training, several company locations provide internships and summer hire programs for employee dependents who are attending college full time.

# Staffing, Training, Awards and Recognition

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We have expanded our training and employee development efforts with the addition of a Supervisory Development program. This program focuses on developing and enhancing the fundamental skills necessary to be an effective supervisor. With that program's success at our Plants, we piloted a similar program at our Corporate headquarters targeting those People Managers who were new to their role and/or those we felt would benefit from this type of training effort.

We also introduced a Leadership program focusing on Sr. Manager/Director level employees geared towards enhancing their leadership competencies. This program included Church & Dwight employees, not only from our Corporate headquarters, but also from our Domestic Plants and International locations. This provided the participants with a unique opportunity to network with each other while learning what it takes to be a leader at Church & Dwight.

Further to our investment in people, as a way to measure employee engagement, we utilize employee surveys. Last year was the fourth time our Princeton/Regional based employees participated in our survey and the second time our domestic plants and international sites participated. We are in the process communicating the results to all employees globally and will determine what areas we need to improve upon as well as the areas where we want to sustain what we are doing well. We have implemented many programs based on past years survey results such as, quarterly Town Hall Meetings, an on-line performance management system, employee activity committees, and an employee giving fund to name a few.

These programs are intended to enhance the experience our employees have at Church & Dwight by providing them the opportunity to share what's on their mind through employee surveys and continue to enhance their skills through our development programs.

## **Operating Facilities: Environmental & Safety Training**

All operating facilities covered by this report have a designated onsite environmental and safety coordinator. Each facility coordinator is responsible for managing and staying abreast of environmental and safety issues affecting their site. Continual improvement and training for onsite coordinators is facilitated in many ways including an annual Church & Dwight Environmental and Safety Conference and opportunities to attend appropriate formal classroom training sessions.



# Staffing, Training, Awards and Recognition

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## Awards and Recognition

### Old Fort, OH

The Old Fort plant received the 2011 Dwight C. Minton Environmental & Safety Excellence Award, which recognizes outstanding commitment to environmental and safety performance.

### Colonial Heights, VA

Received the Chesterfield County Gold Award for “zero” discharge violations during July 2010 to June 2011 discharge monitoring period.

### Madera, CA

The Madera plant was recognized for the sixth year in a row as a State of California Waste Reduction Awards Program (WRAP) winner for recycling and waste reduction efforts in 2011. The plant has exceeded 5 years without an accident resulting in time out of work.

### Oskaloosa, IA

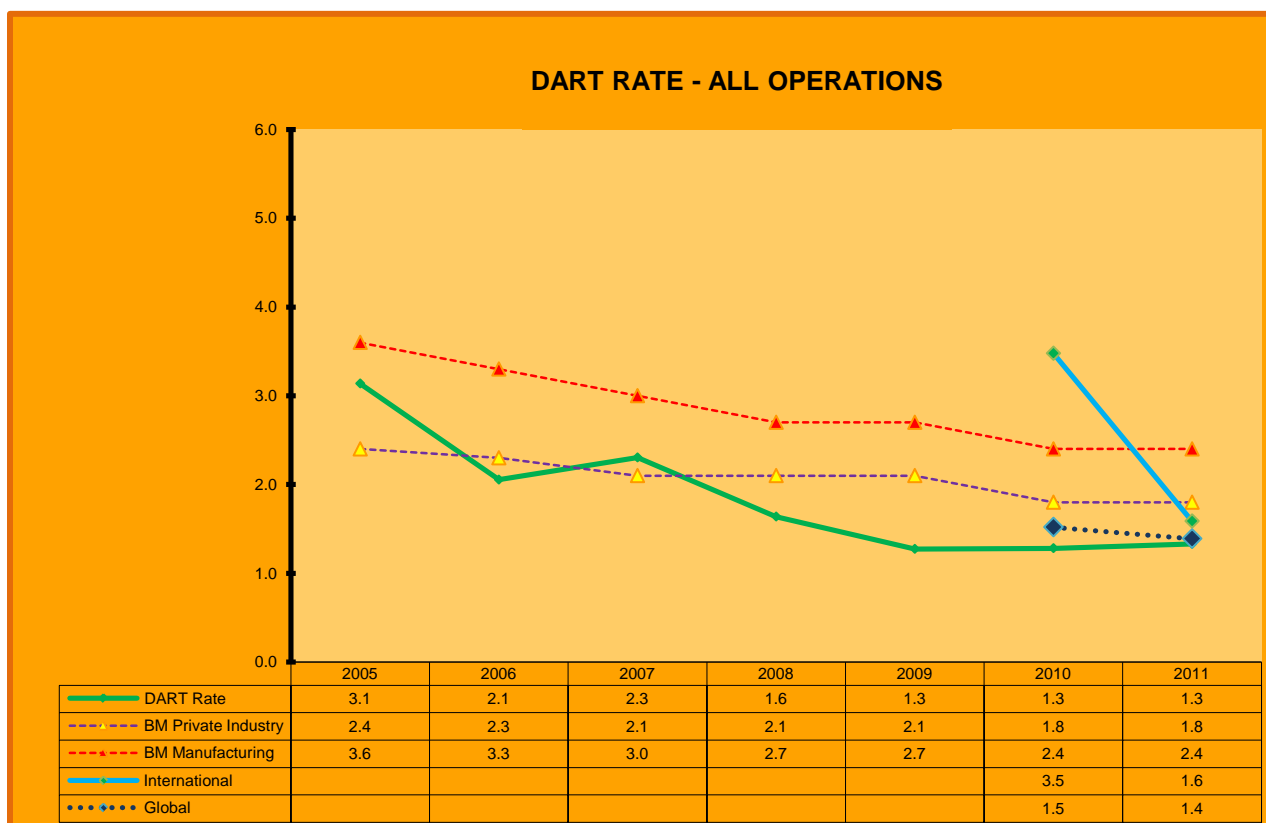
The plant has exceeded 8 years without an accident resulting in time out of work.



# Health and Safety

Church & Dwight is committed to providing for a healthy and safe workplace. Accordingly, the Company maintains a Safety and Health Program in which all employees are required to participate and are trained to promote safe workplace behaviors. We track company safety performance using the Days Away, Restricted, or Transferred (DART) rate as a metric. The DART rate has a direct relationship to safety performance.

Following is a summary of the DART rates and trends since 2005. Lower DART rates indicate favorable performance. The DART rate performance for Church & Dwight Domestic plants continues to be well below the average for comparable industry.



BM in the data table refers to "benchmark"

In addition to the company's Safety and Health Program that supports and tracks employee and workplace safety, the company also has Emergency Response, Disaster Recovery/Business Continuity and Security Standards in place that further help us respond to and mitigate workplace safety issues and concerns. These programs are reviewed on a regular basis to assess their effectiveness and to identify opportunities for improvement.

# Policies

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The Church & Dwight Sustainable Development and Product Stewardship, Environmental and Safety policies are key parts of the company's Corporate Social Responsibility efforts. These policies are stated as follows:

## **Sustainable Development and Product Stewardship**

Sustainable development and Product Stewardship go hand-in-hand. They are about creating a balance between the economic, environmental and social aspects of our business. Our aim is to provide principles of management practice, leadership and training by which our company can provide safe and effective products for its household consumers and commercial, institutional and industrial customers. Similarly, we are committed to operating responsibly in the design, development and manufacture of these products and advancing human health, environmental quality, social well-being and economic growth.

## **Environmental Policy**

Church & Dwight products have been a standard of quality and environmental responsibility since 1846. This long-standing commitment has enabled Church & Dwight to become a leading contributor to the improvement of the environment. We will develop and maintain an environmental management system that strives to conform to government requirements and industry best management practices while sustaining the goals of the Company. We will continue to assess the impacts of our operations and products on the environment and promote environmental awareness among our employees.

## **Safety Policy**

Church & Dwight is committed to providing a healthy and safe workplace. We will strive to maintain a Safety and Health Program conforming to government standards and industry best practices integrated with the profitable operation of the company. This program will embody the proper attitudes toward injury, illness, and mishap prevention through the cooperation of management, supervision, and fellow workers.

These policies are periodically reviewed to ensure they meet the objectives and commitments of the company.

# Initiatives

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## Environmental and Safety Management System

Church & Dwight has implemented an environmental and safety management system which supports its policies and provides a framework to maintain regulatory compliance and ultimately operate beyond compliance.

### Management System Structure

- Upper management support
- Established Environmental & Safety policies
- Established Environmental & Safety standard procedures and guidelines
- Reporting structure for information and deficiencies
- Periodic voluntary compliance audits
- Continual employee training and awareness
- Alignment with Corporate Code of Conduct
- Alignment with company Critical Success Drivers

## Management System Supporting Programs

### Responsible Care®

Since 1988, the U.S. chemical industry, through the American Chemistry Council (ACC), has implemented Responsible Care®, a voluntary program to achieve improvements in environmental, health and safety performance beyond levels required by U.S. environmental and safety regulations and standards. The Specialty Products Division (SPD) Specialty Chemicals Group is a member of the ACC and is committed to implementing the principles of Responsible Care®. SPD Specialty Chemicals Group tracks and publicly reports performance based on economic, environmental, health and safety, societal and product related metrics. In 2011 SPD continued implementation of its Princeton Headquarters Responsible Care® Management System (RCMS). C&D facilities implementing Responsible Care® now consist of Princeton, Old Fort, and Green River, and are aligned with the chemical production aspects of the company. ESO provides ongoing RCMS training and guidance materials to assist the plant maintenance of RCMS, provides the required internal system audits, and continues to support the various RCMS programs within the company.



# Initiatives

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## Product Care™

Church & Dwight is a member of Product Care™ under the Consumer Specialty Products Association, a key trade association representing approximately 240 companies that manufacture and sell hundreds of familiar consumer products that help household and institutional customers create cleaner and healthier environments.



Our membership in Product Care™ is an indication of our commitment to product safety and environmental protection. As a member, Church & Dwight has pledged to develop management principles across seven product life cycle areas ranging from product design to anticipated disposal needs.

## Research & Development: 4DRD

Church & Dwight uses its 4DRD framework—Discover, Develop, Deliver and Delight—for the development of product packaging and formulations centered on regulatory compliance at a minimum to support corporate sustainability and product stewardship objectives. Performance properties are determined through consumer insights that guide our efforts for new product development and existing product modifications to assure that products are safe and effective for our consumers, our customers and the environment. We manage project activities from concept to launch to assure the quality, safety and performance of every product we launch, and as a means of addressing and reducing the environmental impact of our product portfolio in an effort to make our products more sustainable.



# Initiatives

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## Sustainability Improvement Efforts

The personnel throughout the organization continue to evaluate and implement new programs to increase product yields, reduce waste, increase recycling efforts, reduce air emissions, reduce water use, and reduce energy usage and related costs. Efforts focused on energy, waste and costs, are reciprocal in the benefits they deliver. That is, projects designed for cost savings generally help save energy and reduce waste, and projects designed to save energy and reduce waste also save money.

## Solid Waste

After a challenging 2010 due to some one-time events, the company was able to reduce its total waste in 2011 by 13% versus 2010. Some successful waste minimization efforts implemented at various facilities in 2011 that contributed to this reduction included:

- Utilization of Lean Six Sigma (LSS) tools and Best Management Practices to reduce product waste generation
- Identified an outlet for recycling waste at one site which eliminated 116 tons from going to landfill.
- Reduced cat litter process waste saving 76 tons of solid waste from going to landfill.
- Implemented a warehouse waste minimization and recycling program resulting in a 41% reduction of waste going to landfill.
- Implemented a product reclaim process that reduced waste by 80 tons per year.
- Achieved “zero landfill” status at one site with all process waste being treated, recycled, or used for energy recovery.
- Achieved significant increases in recycling rates at several locations.
- Achieved a 25% reduction in the total waste volume generated at one site.
- Identified an alternate use of scrap product at one site for use in industrial drilling applications resulting in the near elimination of a waste stream. This site also recycled over 80 million pounds of demolition steel and debris, and identified a market as an outlet for approximately 50 tons of a product that would otherwise have gone for disposal.

# Initiatives

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## Water/Wastewater

Global water intake was up over 4% in 2011 versus 2010, and net water consumption was up over 5% with the effects of past product concentration efforts having been fully realized coupled with increased production and sales. However, when normalized to sales, water use was actually down 4% versus 2010, indicating that the 2011 increase was driven by production volume and managed responsibly to maximize water use. While most US plants recorded increases in water use in 2011, water management and conservation remain a focus of every location. Some water/wastewater improvements in 2011 included:

- Saved one million gallons of water by reducing potable water use by 50% through reclamation of process wastewater.
- Applied water conservation methods in production and cleaning operations that saved an estimated 74,000 gallons of water in 2011.

## Energy Conservation

Energy reduction and conservations efforts continue to be an area of focus based on the environmental and business benefits. Projects identified and implemented by various facilities in 2011 include:

- Switched to all electric warehouse forklifts at one site and reduced 27MM cubic feet of propane usage.
- Initiated projects in 2011 for completion in 2012 involving air compressor efficiencies and process equipment that will lower fuel and energy usage and reduce CO2 emissions.
- Participated in an Energy Curtailment Program and saved 1,161 kWh.
- Upgraded warehouse lighting/motion sensors and saved >1MM kWh.
- One site extended automatic lighting delays in the warehouse, reduced boiler operating temperature, and conducted production campaigns to reduce change-over's, all of which contributed to an estimated 3 kWh savings per ton of product produced in 2011.
- Replaced and upgraded packaging line equipment at one site that will save an estimated 66,444 KWH/yr.

# Initiatives

## York, PA Energy Use

The York plant is LEED certified at the Silver level. The LEED energy model provided two pieces of energy data upon which our LEED rating was based, as well as, potential operating cost savings. A 2011 summary is as follows:

### Electricity

- Baseline Model Expected Use - 19.6 MW annually.
- LEED Designed Model Expected Use - 16.8 MW annually (~15% reduction vs. baseline model).
- Actual electricity use for 2011 – 14 MW (~28% reduction vs. baseline model).

### Gas Data

- Baseline Model Expected Use - 1.9 MM Therms annually.
- LEED Designed Model Expected Use - 1MM Therms annually (47% reduction).
- Actual gas use for 2011 - 0.22MM Therms (87% reduction vs. the baseline model).

Based on the data above, as reflected in the table below, the York plant is using less total energy than models predicted.

York 2011 Total Energy Use				
	Expected Electric Use	Natural Gas Use (Converted to MW)	Total Energy Use	Use Reduction from Baseline
Baseline Model	19.6 MW	927.8 MW	947.4 MW	--
LEED Model	16.8 MW	488.3 MW	505.1 MW	47%
York Actual Use	14.0 MW	107.4 MW	121.4 MW	87%

## Lean Six Sigma Program

In 2011, the Church & Dwight Lean Six Sigma (LSS) program resulted in 30 completed projects that will deliver significant annualized savings in addition to achieving significant efficiency gains and waste savings. This was accomplished while maintaining a high level of product quality.



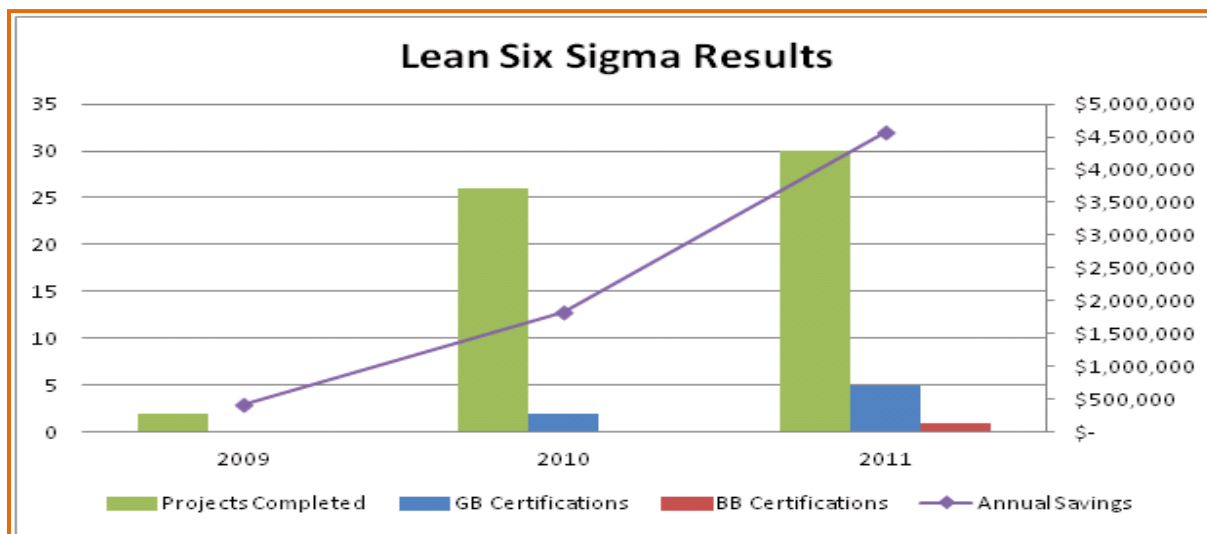


# Initiatives

## LSS 2009-2011 Program Highlights:

- Continued year-on-year growth and results
- 7 Certified Green Belts
- 1 Certified Black Belt
- Total of 58 projects completed
- Total of \$6.8 million dollars in projected savings

# Lean 6σ



## Examples of 2011 LSS efforts include:

- Reduced short lead time transportation modes which can result in higher greenhouse gas emissions vs. other modes (ex: Use of air freight instead of rail).
- Increased product full pallet shipments. Partial pallet quantities require more energy to pick product, waste space inside a trailer and reduce the amount of product per shipment.
- Reduced waste in multiple plants by better control of key input variables in production processes. This is reflected in the reduced volume of product and raw material scrap generated by the plants in 2011.
- Improved product transition process to reduce obsolete materials and finished goods.
- Reduced inventory and eliminated the need for a third party warehouse which eliminates the need to shuttle raw materials to and from the warehouse.

New projects are in process for the 2012 calendar year, mainly in the areas of logistics, manufacturing and research & development. Sustainability benefits are identified with each project.

# Initiatives

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## Victorville, CA



In 2011, the company announced its plans to move a portion of its Green River, WY operations to a new site in Victorville, CA, specifically its cat litter manufacturing operation and the distribution warehouse, both scheduled to be operational in the first half of 2012. Additionally, liquid laundry detergent will be produced there and the site will be expandable beyond that to meet future business needs. Victorville is closer to transportation centers and the company's West coast customers, which will provide transportation efficiencies and savings associated with supply of these larger product forms to those customers.

## New Joint Venture: Natronx Technologies LLC



In 2011 the company, together with FMC and TATA Chemicals, formed the Natronx Technologies LLC joint venture for the manufacturing and marketing of sodium-based dry sorbents for air pollution control in electric utility and industrial boiler operations. Sodium bicarbonate and trona are the primary sorbents used by coal-fired utilities to remove acid gas pollutants from smokestacks to prevent them from entering the atmosphere.

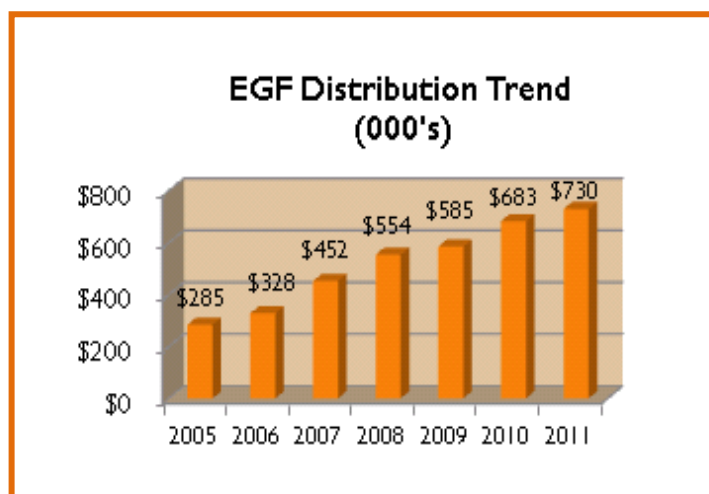
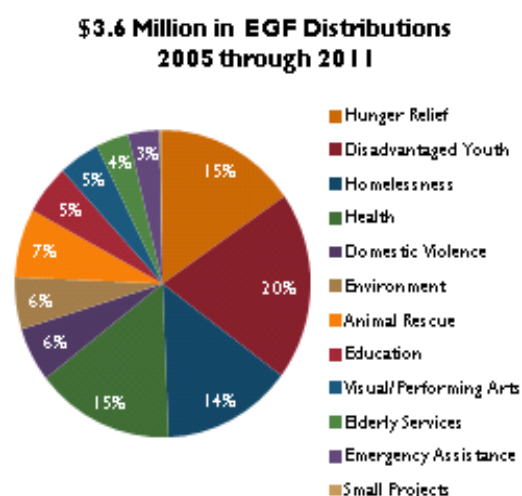
## The Sustainability Consortium

Church & Dwight is a Tier 1 (founding) member of The Sustainability Consortium, an independent organization of diverse global participants working collaboratively to build a scientific foundation to drive innovation and improve consumer product sustainability. The Sustainability Consortium is developing a standardized framework called the Sustainability Measurement & Reporting System (SMRS) for the communication of sustainability-related information across the product life cycle. With the SMRS, companies can improve the quality of decision making about product sustainability, as it enables them to design better products, effectively manage sustainability in the supply chain, and clearly communicate product sustainability to consumers. Visit [www.sustainabilityconsortium.org](http://www.sustainabilityconsortium.org) for more information.

# Initiatives

## Employee Giving Fund

The EGF represents a key social aspect of sustainability and it is a significant part of Corporate Social Responsibility (CSR). The Church & Dwight program established in 2005 has grown each year through 2011 and has distributed more than \$3.6 million dollars to charitable causes. There were 149 grants awarded in 2011 and there have been over 690 grants awarded since the inception of the fund.



## Additional Giving, Fundraising and Volunteering



Donated \$500,000 to Feeding America and another \$500,000 divided among 9 local food banks in support of their efforts to feed struggling individuals and families in NJ and the U.S.

- Contributed \$20,000 to the American Red Cross to help the people of Japan following the March 11th earthquake and tsunami. The money went to providing direct emergency relief, medical services and emotional counseling to affected communities.
- Collected and donated over 1000 items of food, toys, backpacks and pet supplies benefiting numerous local organizations.
- Employee day camp volunteers for homeless and disadvantaged youths.
- Employee participation in "Relay for Life" to raise money for cancer research.
- Employee participation in the American Heart Association "Heart Walk".
- Provided monetary donations, product donations and volunteer time to local schools, fire departments, children's hospice, sports clubs, United Way, local Special Olympics and other local community charitable organizations.

# Initiatives

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Giving also focuses inward and benefits Church & Dwight employees with programs that supplement standard employee benefits. These include:

- Recreation/Health center reimbursements or supplements
- Free flu shots
- Incentive plans and recognition rewards, such as the Chairman's Award, Quality Award and Green River's "Better Way" as some examples
- Service awards

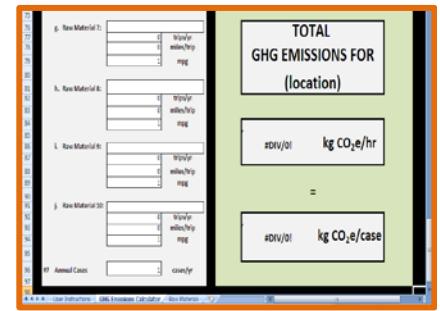
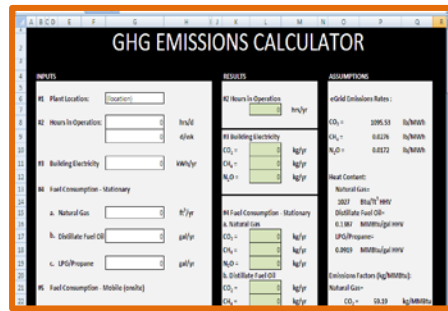
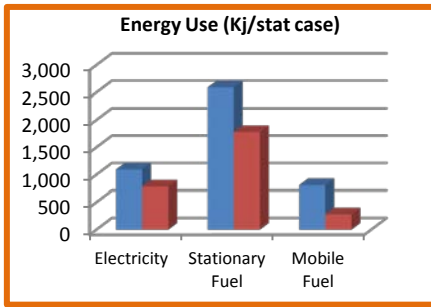
## Future Focus



Our focus as we look to the horizon is on the phenomenon of "green." It involves continued support for environmental, safety, sustainable development and product stewardship programs across our global operations to drive the design and manufacture of products for a healthier and more sustainable living. Our key areas of focus include:

1. Continuing energy, water and waste reduction efforts at our plants.
2. Environmental and safety support for plant start up at Victorville.
3. Maintenance and continual improvement of all sustainability, environmental, safety and training policies and programs.
4. Continued expansion of Lean Six Sigma projects.
5. Continuing our efforts to go beyond regulatory compliance in our efforts to deliver products that meet our customer and consumer needs.
6. Continued focus on product life cycle considerations and carbon footprint improvement in our product development efforts, and enhanced via our participation in The Sustainability Consortium.

# Measurement and Data



## Audits

The operations of Church & Dwight are periodically assessed for adherence to local, state and federal environmental regulations using voluntary compliance audits conducted by an outside third party. Audit findings are evaluated against regulatory standards, internal policies and procedures, and best environmental management practices.

These audits provide facilities with a measure of current performance and serve as a gauge for future improvements. Seven sites were audited in the 2011 audit cycle. Five of these involved repeat audits and two were first time audits of locations outside the U.S.

Audits focus on the following topics:

ENVIRONMENTAL AUDITS	SAFETY AUDITS
Air Pollution Control	Management Systems
Hazardous Materials Management	Process Safety
Solid and Hazardous Waste	Machinery Safety
Spill Preventions and Control	Plant Conditions
Potable Water	Worker Exposure
Wastewater/Stormwater Management	Hazard Communication

Audit findings are presented to facility management for corrective action including proposed actions, responsibilities and timeframes. Progress on corrective action implementation is tracked at least quarterly by the corporate Law Department and Environmental and Safety Operations.

# Measurement and Data

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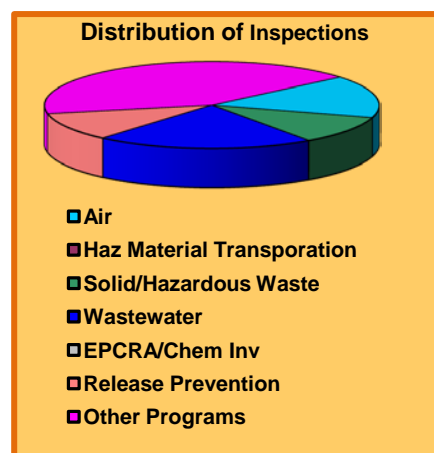
## Regulatory Inspections

### Environmental

The Church & Dwight plants are subject to unannounced environmental inspections from federal, state and local environmental agencies.

In calendar year 2011, there were 19 government agency environmental inspections at our operating sites covering the following:

- ⇒ General operating permits
- ⇒ Air permit compliance
- ⇒ Hazardous material transportation
- ⇒ Solid waste and hazardous waste management
- ⇒ Wastewater and storm water management
- ⇒ Emergency Planning & Community Right to Know
- ⇒ Release prevention programs
- ⇒ Other state or local environmental programs



### Comparative Summary: Number of Inspections

Year	2009	2010	2011
Number of Inspections	30	23	19

### Safety

There were three regulatory inspections involving safety in 2011 with no actions taken or violations issued in two of the three cases. The third, involving an OSHA inspection, resulted in a penalty of \$2,380 for two violations of the electrical code.

# Measurement and Data

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## Releases to the Environment

In 2011, there were five accidental reportable releases and one continuous reportable release at Church & Dwight operating plants.

**Comparative Summary of Reported Releases**

Year	2009	2010	2011
Reported Releases (total)	5	3	6
Accidental Release	4	2	5
Continuous Release	1	1	1

### Accidental Releases

Five accidental releases to the environment occurred at Church & Dwight locations in 2011 that either were reported to or involved environmental regulatory agencies. There was no action required for three of the releases based on no compounds being detected at or above action levels. Immediate remediation was carried out to resolve the other two accidental releases. There were no penalties assessed for any of the incidences.

### Continuous Release

The Colonial Heights, VA manufacturing process releases ammonia to the atmosphere on a fairly consistent basis year to year. As a result, the plant files a required continuous release report to the state and federal agencies in compliance with CERCLA.”

# Measurement and Data

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## Notices of Violation

Upon receiving a notice of violation (NOV) to inform us that a local rule, state law, or permit condition may have been violated, Church & Dwight initiates immediate action to correct the situation and achieve continuing compliance.

## Environmental

In 2011, Church & Dwight incurred two NOV's or formal corrective action requests from regulatory agencies. The first involved a routine inspection under the agency's Discharge Prevention, Containment and Countermeasures program (DPCC), and the second a routine Department of Community Affairs (DCA) inspection. In both cases the required corrective actions were implemented. A fine of \$2400 was assessed by the agency for gaps in a spill prevention inspection program.

The following table summarizes the number of violations and settlement costs paid over the past three years.

**Comparative Summary of Environmental NOV's and Penalties**

Year	2009	2010	2011
Number of NOV's	5	5	2
Penalty Settlements	\$7,500	\$0	\$2,400

## Safety

There was one notice of violation and penalty related to safety in 2011 based on a regulatory agency inspection as discussed on page 22.



# Measurement and Data

## Waste Management

Church & Dwight is dedicated to the proper management and disposal of all of our waste materials. The quantity and the type of offsite treatment methods for hazardous and non hazardous waste are tracked and records maintained. Waste streams tracked include General Trash, Hazardous Waste, Non-Hazardous Chemical/Special Waste, Wastewater (trucked off site for disposal) and recycling waste stream data.

The table to the right provides a summary of the category totals reported. Total waste volume decreased by 13% versus 2010. Waste volumes decreased in every category except wastewater truck off site, which increased by 26%. Wastewater trucked off site comprises the largest individual segment of wastes managed (38%), followed by recycle (33%), general trash (19%), and non-hazardous chemical/special waste (8%). Hazardous waste represents only 2% of company wastes.

Waste Category	Tons	Percent (by weight)
General Trash	5574	19%
Hazardous Waste	499	2%
Non-haz Chem/Special Waste	2298	8%
Wastewater (trucked off site)	11292	38%
Recycling	9,730	33%
<b>Totals</b>	<b>29,393</b>	<b>100%</b>

Wastewater trucked off site accounted for 38% of the Global Total Waste volume, and it represented 83% of the non hazardous waste category volume in 2011. The volume increased from 8,929 tons in 2010 to 11,292 tons in 2011, becoming the single

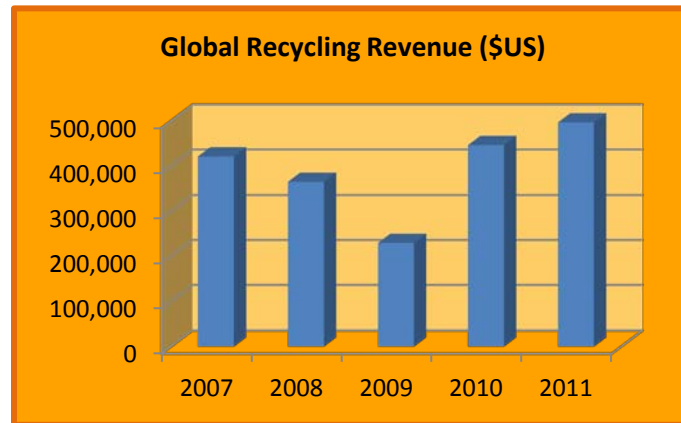
largest waste stream for the company. There are a variety of reasons why certain wastewaters must be segregated, but generally it is either a constituent restriction from the receiving treatment authority or a waste volume/treatment site capacity issue.

In 2011 the total tonnage of recycled waste was 9,730 tons, a decrease of 18% vs. 2010. The largest single category of recycling for Church & Dwight continues to be cardboard/paper, which represents approximately 65% of the recycling tonnage. The decrease in recycled volume for 2011 was primarily due to reduced and more efficient use of cardboard/paper packaging. The summary of tons of material recycled by Church & Dwight for 2009 - 2011 is shown in the following table.

Recyclables	2009	2010	2011
Total Recycle (tons)	10,957	11,906	9,730

## Measurement and Data

Costs associated with recycling efforts continue to vary widely. In some situations, plants incur an expense to manage recyclables, some manage these materials at no direct cost and in others the plant can receive income by selling their recyclable materials. In 2011 recycling resulted in net revenue of approximately \$495,360, up 11% vs. \$445,737 in 2010. The increased income, despite a lesser total recyclable volume, reflects continued strength in the market for recycled materials. C&D plants continue to explore viable recycling options where markets can be identified.



### Global Total Waste

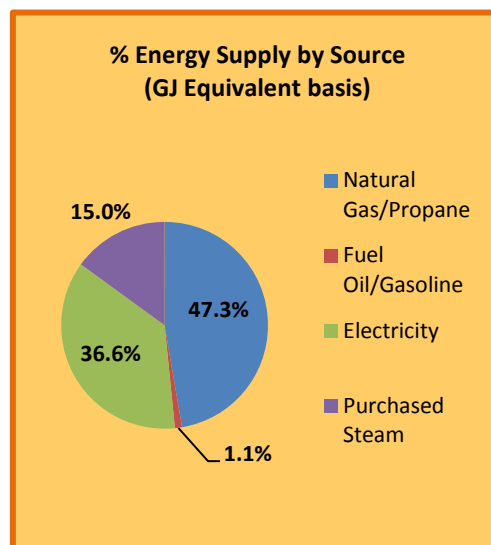
Changes in the QGN organization, including plant decommissioning and demolition, created 959 tons of decommissioning wastes and 40,374 tons of demolition wastes. These wastes are not included in the category and global totals being reported because they represent one-time waste volumes and are sufficiently large to artificially skew the recurring company waste totals resulting from our day-to-day operations. Excluding these wastes, C&D managed 29,393 total tons of waste in 2011 (Global Total Waste). The Global Total Waste volume managed in 2011 was down approximately 13% (or 4,400 tons) from the 2010 total tonnage.



# Measurement and Data

## Energy

On a total energy basis converted to Gigajoules (GJ), Church & Dwight energy consumption was down approximately 9% from 2010. Church & Dwight plants use a variety of energy sources for process, heating, and material transfer. The majority of fuel consumed by Church & Dwight facilities is gas (natural gas and propane) which produces less air pollution than coal or fuel oil. On a total energy basis (in Gigajoules) natural gas/propane accounted for ~47% of the total energy usage for Church & Dwight plants in 2011.



The comparative summary below indicates a net decrease in natural gas/propane and fuel oil/gasoline usage. Use of electricity and purchased steam increased a combined 11% in 2011, while natural gas/propane use was down 20%. A portion of the natural gas decrease was attributed to energy reduction efforts at the plants, but the larger portion was due to the closure of two QGN locations. Our York plant achieved a minor gas savings (17,000 MMCF) in 2011 despite a 38% increase in production. Propane use

Comparative Summary of Energy Use				
	2008	2009	2010	2011
Gas (natural, propane) cubic feet	1,044,376,861	1,047,185,062	762,531,686	611,085,332
Electricity kW-hr	143,788,001	147,072,659	138,057,804	143,154,208
Fuel Oil/Gasoline gallons	105,171	163,767	158,450	97,683
Purchased Steam tons	90,818	111,331	93,274	99,968
<b>Total GJ</b>	<b>1,915,720</b>	<b>1,990,671</b>	<b>1,597,337</b>	<b>1,456,959</b>

was down at both US (30%) and international (23%) locations due for the most part to favorable weather at locations that use propane, in addition to a shift to all-electric forklifts at some locations.

Global electricity use was up approximately 5MM kWh, or 3.7%. A large fraction of the increase was due to increased US

production. Internationally, electricity use was down 6% primarily due to the closure of two QGN locations. When normalized to sales, global electricity use was down 2.2%.

## Measurement and Data

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Fuel oil usage, which is largely weather dependent or is used as alternative energy source to natural gas when necessary, was down 38%. Fuel oil use was down slightly in the US, but down significantly for international locations. Purchased steam was up 7%.

### Greenhouse Gas Emissions

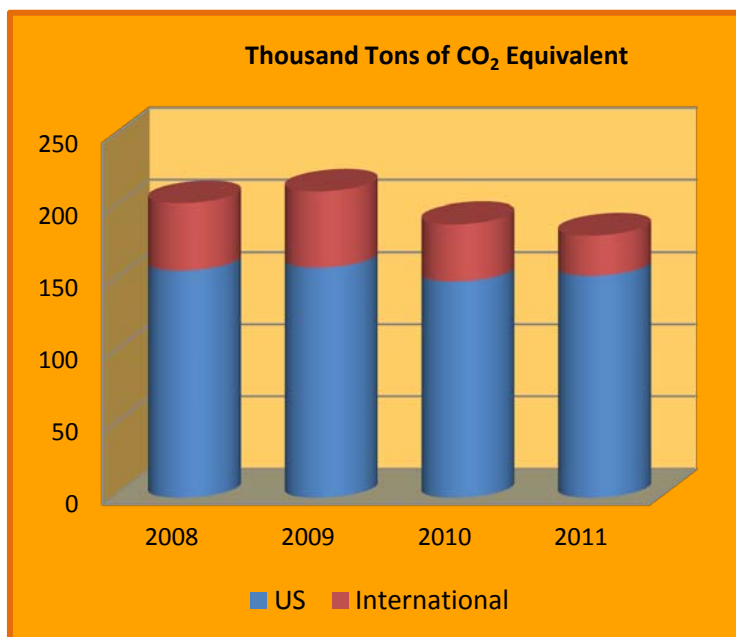
Naturally occurring greenhouse gases include water vapor, carbon dioxide, methane, nitrous oxide, and ozone. Certain industrial activities add to the levels of most of these naturally occurring gases. Carbon dioxide is released to the atmosphere when solid waste, fossil fuels (oil, natural gas, and coal), and wood and wood products are burned.

In 2009, the US Environmental Protection Agency enacted the first US mandatory GHG Reporting Rule. Based on the industry definitions and the reporting thresholds established, Church & Dwight does not have any mandatory reporting obligations under the rule. This is because the “general carbonate processing” industrial category applies only to those processes that calcinate the carbonate (liberate the CO<sub>3</sub> to CO<sub>2</sub> in processing), and the general combustion GHG emission threshold of 25,000 metric tons/year is not exceeded by any individual Church & Dwight US facility through direct on site combustion and emission.

In 2010 the USEPA added “Industrial Landfill” to the industry categories required to report under the GHG Reporting Rule. Our Green River WY plant maintains an industrial landfill on site, and it was determined that 75% of the waste placed in the landfill is considered “inert”. Based on that determination, Church & Dwight calculated that 12,173 metric tons of CO<sub>2</sub> equivalents were emitted from the Green River landfill in 2011, which is below the 25,000 metric ton/year reporting threshold.

Greenhouse Gas Emissions were estimated for 2011 as a part of Church & Dwight’s efforts to track and manage our impact on the environment. Based on the above global quantities of energy purchased including electricity, natural gas, propane, fuel oil, and purchased steam, the greenhouse gas emissions associated with Church & Dwight energy consumption (expressed as CO<sub>2</sub> equivalent or CO<sub>2</sub>e) in 2011 was 153,236 tons. Additional CO<sub>2</sub> in the amount of 16,462 tons was emitted as a result of losses during sodium bicarbonate production, and the CO<sub>2</sub>e for the Green River landfill was 11,069 tons. Taken together, a total CO<sub>2</sub>e emission of 180,767 tons was calculated for 2011.

## Measurement and Data



Total tons of CO<sub>2</sub> equivalents are down 4.6% compared to 2010. The major influences on this decrease include the reduction of fuel usage as a result of shutdowns at QGN, and the energy saving programs implemented by the plants. The decrease in CO<sub>2</sub>e due to reduced energy usage and fewer production losses in 2011 (~9,300 tons) offsets a slight increase in landfill releases for 2011. Domestic US total CO<sub>2</sub>e emissions for 2011 are 153,841 tons, up approximately 3% vs. the 2010 domestic US total. This increase is

directly related to increased energy consumption at US facilities based on higher production volume.

## Water Use

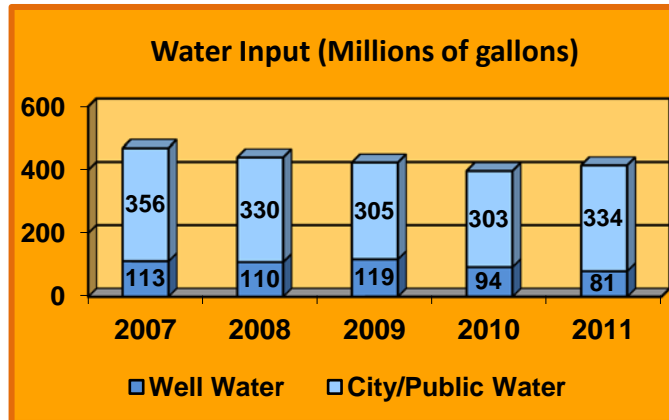
During 2011, Church & Dwight operations required 414,570,566 gallons of water. A significant percentage of the water consumption is attributed to the manufacturing process as a product ingredient. A portion of the water is used for cooling, cleaning, or other process operations and then returned to the environment. A small percentage of the water is attributed to personal consumption and sanitary use. Therefore, in addition to total water use (total water input), we track *Net Water Consumption* where:

Net H<sub>2</sub>O Consumption = Total H<sub>2</sub>O in (all sources) – Total H<sub>2</sub>O discharged as effluent

<b>Comparative Summary of Water Usage (Gallons)</b>			
<b>Year</b>	<b>Global Water Input (Use)</b>	<b>Global Water Effluent (Discharge)</b>	<b>Global Net Water Consumption</b>
2007	468,442,894	215,477,656	252,965,238
2008	440,518,801	207,477,558	233,041,243
2009	423,535,447	214,269,293	209,266,154
2010	396,937,577	188,038,478	208,899,099
2011	414,570,566	194,003,287	220,567,279

## Measurement and Data

The 2011 data indicate a 4.4% increase in incoming water from the previous year. This increase includes an approximate 18MM gallon reduction due to the QGN closures and water use reductions at Green River (less 2MM gal) and Old Fort (less 1MM gal). These



reductions were offset by increased water demands at York (plus 17MM gal), Lakewood (plus 10MM gal), Harrisonville (plus 4MM gal), Colonial Heights (plus 2MM gal) and first time reporting for New Plymouth, NZ (5MM gal). Overall US demand was up 9% (approximately 30MM gallons) while International demand was down 18% (approximately 13MM gal). The

water source distribution is approximately 81% of incoming water from city or other public water sources and 19% supplied by on-site groundwater wells.

Net Water Consumption for 2011 was 220,567,279, up approximately 11.7 million gallons (5.6%). In 2011, net consumption remained at 53% of all incoming water consumed as a product ingredient, consumed in process, or lost to evaporation. The fact that the percent increase in water intake (4.4%) is exceeded by the increase in water consumed (5.4%) suggests that while water demands have increased due primarily to production needs, C&D continues efforts to maximize the use of water received.

Domestic US water use was 354,581,959 gallons or 96% of the global water use. US net consumption was 212,590,727, or 96% of global net consumption. The US operations remain relatively water intensive, primarily due to production of liquid laundry detergent and other water containing products, and therefore drive the overall water use metrics. US water intake was up 9% (approximately 31MM gallons) while US net water consumption was also up 10% (approximately 20MM gallons). Water conservation and management remain a focus of each US plant.

Of the 194,003,287 gallons of effluent or wastewater discharged by Church & Dwight operations in 2011, more than 90% is discharged to public sewer systems or subject to further treatment prior to discharge to the environment. Less than 10% of effluents are discharged directly to surface or groundwater without prior treatment (the majority of that direct discharge is represented by on site sanitary septic systems or permitted non-contact cooling water discharges).

# Metrics Summary

METRIC	UNIT	2008	2009	2010	2011
<b>ENERGY / GHG / WATER / WASTE</b>					
Gas (nat.gas and propane)	Thousand cubic feet	1,044,377	1,047,185	762,531	611,085
Normalized Gas Usage	Thousand cubic feet/\$1MM sales*	412.2	401.4	285	222.3
Electricity	Thousand kWh	143,788	147,073	138,057	143,154
Normalized Electricity Usage	Thousand kWh/\$1MM sales	58.9	58.3	53.3	52.1
Fuel Oil/Gasoline	Gallons	105,171	163,767	158,450	97,683
Normalized Fuel Oil/Gasoline Usage	Gallons/\$1MM sales	43.4	65	61.2	35.5
Purchased Steam	Tons	90,818	111,331	93,274	99,968
Normalized Purchased Steam Usage	Tons/\$1MM sales	37.2	44.2	36.0	36.4
Total Energy	Thousand GJ	1,916	1,991	1,597	1,457
Normalized Energy Used	GJ/\$1MM sales	784	790	617	530
CO2 Equivalent	Tons	204,268	212,041	189,576	180,767
Normalized CO2 Equivalent	Tons CO2/\$1MM sales	83.6	84.1	73.2	65.8
Water Use	Thousand Gallons	440,519	423,535	396,938	414,571
Normalized Water Use	Thousand Gallons/\$1MM sales	180.4	168	157.4	150.8
Total Waste	Tons	24,995	23,451	33,793	29,393
Normalized Waste	Tons/\$1MM sales	10.2	9.3	13.1	10.7
Hazardous Waste Produced	Tons	493	576	643	499
Normalized Haz. Waste Produced	Tons/\$1MM sales	0.20	0.23	0.25	0.18
Non-hazardous Waste Produced	Tons	13,530	11,981	19,836	19,164
Normalized Non-haz. Waste Produced	Tons/\$1MM sales	5.5	4.8	7.7	7.0
Recycled Non-hazardous Waste	Tons	10,972	10,895	13,314	9,730
Normalized Recycled Non-haz. Waste	Tons/\$1MM sales	4.5	4.3	5.14	3.54
<b>NOTICES OF VIOLATION / ACCIDENTAL RELEASES / SAFETY DATA</b>					
Number of Environmental Citations		11	5	5	2
Environmental Penalties		\$4,000	\$7,500	0	\$2,400
Chemical Spills		0	4	2	5
Safety Audit Scores (Domestic)		83%	88%	79%	87%
Regulatory Penalties		0	0	\$33,746 <sup>1</sup>	\$2,380
Domestic DART Rate		1.6	1.3	1.3	1.3

1. Related to OSHA citations at North Brunswick

\*Annual Sales (2011) 2.79B

For additional information on environmental contingencies, please see the Company's quarterly and annual reports filed with the Securities and Exchange Commission, including information in the Company's annual report on Form 10-K and quarterly reports on Form 10-Q.

## A Program Perspective

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Bob Coleman, Senior Manager, Office of Sustainable Development

This is our fifth annual sustainability report, which corresponds to the number of years the Office of Sustainable Development (OSD) has been in existence at Church & Dwight. I thought it would be a good idea to look back at our efforts to drive corporate transformation over the past five years in view of the sustainability paradigm and its continuing evolution. In addition, I'll review some of our accomplishments and the hurdles we faced, plus the future efforts that I believe will help sustain the company's transformation.

The company has steadily grown in size since the 1970's, but even more rapidly since the 1990's, and it has taken on far greater complexity as a result of that growth. The creation of the OSD was the first step taken by the company to address the "modern" sustainability movement and initiate efforts to integrate sustainable practices into the business. With its creation came a realization of the need for formal goals and objectives. When we embarked on our present sustainability journey in 2007 we really didn't know where we should focus, so we engaged a sustainability consultant and held a workshop to help us identify gaps and create goals and objectives. The goals we created focused on five priority areas: Customer Alliances, Product Innovations, Packaging & Distribution Efficiencies, Supply Chain Improvements and Stakeholder Relations. In hindsight, we realize that we selected appropriate areas for establishing sustainability goals, but we did not gain alignment on these goals either up, down or across the organization. As a result, we were not able to drive the necessary actions and develop appropriate metrics for tracking and achieving these goals. We eventually learned that integrating sustainability into our business operations was not an easy task. The increased complexity of our present day company, as well as the complex concept of sustainability in general, required that we first get our feet wet and go after more attainable objectives, a.k.a. "the low hanging fruit". Oddly enough, despite our company's heritage of environmental responsibility, "*sustainability*" represented a new concept, and in fact, a culture change. We came to realize that we first had to educate the organization on the modern day principles of sustainability and its potential benefits. That education has been ongoing via departmental presentations and webinars on sustainability, in addition to support provided by the OSD in the form of impact and benefits assessments for projects and products.

The company has made many advances in the area of sustainability despite the difficulty we have faced. Our major sustainability accomplishments over the past five years include public reporting of the environmental impacts of our operations, concentration of our liquid laundry product lines, building an integrated LEED-Silver



## A Program Perspective

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manufacturing and distribution center, and membership in The Sustainability Consortium for the establishment of scientific data centered on product life cycle impacts. Taken in order, these represent elements of transparency, product environmental footprint improvement, operational environmental footprint improvement and overall continuous improvement. There are many more examples of accomplishments dealing with transportation, Lean Six Sigma, product initiatives, site initiatives and employee programs as provided in this and previous annual sustainability reports. While the impetus for most of these accomplishments may not have been for potential environmental and social reasons, the ultimate benefits in these areas are undeniable. Driving awareness regarding the sustainability benefits that certain projects can deliver, I expect, will support better alignment and integration efforts going forward. In the meantime, the strategy we have developed was designed to assure that we continue our transformation and make sustainability an integral part of our business model. It just will not happen overnight.

In effect, the development of a corporate sustainability strategy helped us clear a high hurdle and was a major step toward reaching consensus on a sustainability approach for the company. Our strategy embodies a proactive approach to continued success based on preparedness and action, and we feel it is a manageable approach to sustainability issues and opportunities based on their relevance to our business objectives, corporate social responsibility, and customer and regulatory requirements. We recognize that waiting until you are forced to react is not conducive to gaining and sustaining market advantage, and it can increase risks to brand and company reputations. Today, the Office of Sustainable Development is actively monitoring sustainability indicators across a number of diverse areas so it can stay up to date with changes that are occurring and best practices that are developing as the sustainability paradigm continues to evolve. The key indicators being tracked involve supply chain, competitive, regulatory, stakeholder and corporate social responsibility activities. My role is to report these indicators and their potential impacts to company management and business teams, and recommend actions the company can or should take in order to keep our sustainability strategy aligned and effective.

We will continue to utilize past and future accomplishments coupled with employee education and activities to raise sustainability awareness in support of our strategy, goals and efforts to fully and effectively integrate sustainability principles and practices into our organization. Going forward, our sustainability focus will remain on what makes sense for responsible business growth, competitive positioning, meeting customer expectations, regulatory compliance and the corporate responsibility obligations that these efforts guide.

## About This Report

We continue to improve our annual reporting by integrating more global data regarding our efforts and performance. This 2011 report includes first time reporting for operations at our New Zealand location.

C&D plants vary in size, products produced, and complexity. This report does not attempt to compare one plant to another but rather evaluates the environmental and safety performance of the Church & Dwight locations as a whole. We have been collecting and evaluating performance data since 2002, however, because of continuing operation changes, plant closures or sale, and data collection process changes, our reports typically will focus on trends over the past three or four calendar years.

We have taken into consideration the Global Reporting Initiative (GRI) indicators defined in the Sustainability Reporting Guidelines Version 3.0 (G3), and have included a GRI Index at the end of this report to identify where in the report we have addressed the various indicators. The scope of this report, as for past reports, was determined by evaluating the relevance of each GRI indicator to our business, and determining which indicators we can presently report on with accuracy and completeness. For more information on the G3 indicators see [www.globalreporting.org](http://www.globalreporting.org).

Financial data include all subsidiaries worldwide, plus Church & Dwight equity share of joint ventures. Employment and EHS data include global operations unless otherwise noted (please see our Annual Report for more information on joint ventures and subsidiaries worldwide).

We believe that the 2011 Sustainability Report reflects our sustainability efforts in response to the issues and challenges facing Church & Dwight, and is an indicator of our continued efforts to integrate sustainable practices into our operations. We feel that this report meets the requirements of application level C of the GRI reporting framework, and we intend to continue with annual updates. Church & Dwight welcomes input from stakeholders — customers, shareholders, non-profit organizations, facility neighbors and employees — who seek to help us improve our business and sustainability performance. Decisions on future reporting scope will take into account feedback we receive on this ongoing effort. We value your feedback.

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# GRI Index

## G3 Indicator: Location within the 2010 Sustainability Report

### Profile

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# GRI Index

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EN4	Energy Use, p. 27; Metrics Summary Table, p. 31
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EN16	GHG Emissions, p. 28; Metrics Summary Table, p. 31
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