

2022 Sustainability Report

Building a Healthy Tomorrow



Our purpose is to make a positive difference in the spaces where we live, work, learn, heal and play.

In our second report, we provide an update on the progress we are making toward our 2030 targets and three pillars: Healthy and Circular Products, Healthy Planet and Thriving People and Communities.



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Welcome to our second Sustainability Report. In this report, you will read how we are **building a healthy tomorrow** by deepening our sustainability commitment and progressing toward our 2030 sustainability goals. This is important work for us, because we believe sustainability is a commitment that fulfills our corporate purpose **to make a positive difference in the spaces where we live, work, learn, heal and play**. Further, it is a critical enabler for our strategy to achieve **long-term profitable growth**.

The past few years have been marked with great uncertainty. In addition to the significant public health impact of the COVID-19 pandemic, we have seen many other subsequent challenges, including record levels of inflation, volatile energy and input prices and supply chain disruptions. At the same time, extreme weather events and societal shifts have accelerated and put further demands on existing physical and social infrastructure. Together, these historic trends have begun to fundamentally reshape people's decisions on how and where they live and work.

These are significant issues that no company, organization or government body can individually address and solve. However, we believe we can contribute to solutions to some of these challenges. Ceilings and walls may seem like an unlikely ally in the pursuit of these solutions, but they are essential elements of the structures in which we spend 90% of our time, and we believe we have a responsibility to create building materials that contribute to healthy spaces for all.

Despite these demanding circumstances, I am proud of all that the Armstrong team has collectively achieved this year in driving our sustainability progress.



A Message from Our President and CEO

Within our **Product pillar**, we continue to innovate and seek partnerships that can elevate our efforts to create Healthy Spaces solutions and reduce the environmental impact of our productions. Highlights include:

- Establishing a partnership with 9 Foundations, Inc., an independent scientific advisory firm founded by Dr. Joseph G. Allen, associate professor at the Harvard T.H. Chan School of Public Health and director of Harvard’s Healthy Buildings Program, to advance our thinking on healthy building science and design within our ceiling and wall solutions.
- Initiating a partnership with Irving Consumer Products to take its residual tissue fiber waste and use it in the production of our mineral fiber ceiling tiles, which we expect will divert more than 3,500 tons of fiber waste annually from landfill.
- Improving our transparency regarding chemicals of concern and their phaseout in our products. As of the end of 2021, 80% of our mineral fiber and fiberglass products meet our Sustain classification.
- Further building on our goal to recycle, reuse or repurpose 50% of our products by the end of 2030 and, as of May 2022, have diverted a total of 212 million square feet of ceiling tile materials from landfill through our Ceilings Recycling Program.

We continue to pursue ambitious **Planet pillar** goals within our operations by improving our data collection across key measures and seeking opportunities to enhance efficiencies. Other important accomplishments include:

- Receiving validation of our 2030 greenhouse gas (GHG) reduction targets as science-based from the Science Based Targets initiative (SBTi), thus marking an important milestone.
- Investing in renewable energy through Renewable Energy Credits (RECs) and investigating Power Purchase Agreements (PPAs) in 2022.
- Reducing our Scope 1 and Scope 2 emissions by 5% from our 2019 baseline, as we continue to increase efficiencies within our operations.

We also advanced our **People pillar** as we have expanded many engagement efforts internally and in our communities. Highlights include:

- Increasing learning and development opportunities across our salaried and manufacturing employees.
- Introducing a new Wellness Committee to support our employees’ physical, financial and mental health.
- Enhancing our medical coverage by offering TelaDoc virtual health system, enabling employees to easily access therapy with trained professionals.
- Initiating a fair wage analysis across the facilities and markets where we operate that we expect to complete in 2023.
- Increasing our investments in our local communities by 53% from 2020 levels and relaunched our employee donation matching program.

We recognize that we still have much work to do on our journey to meeting our 2030 goals, but we believe our sustainability foundation is strong and improving, uniquely positioning us in our industry to contribute to a healthy tomorrow for all.



Vic Grizzle
President and CEO

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We fulfill our purpose by contributing to healthier, safer spaces where we live, work, learn, heal, and play.

Three pillars guide our sustainability strategy, each with specific goals and metrics:

- Healthy and Comfortable Products
- Healthy Planet
- Healthy People

Our Company

At Armstrong, we have built our business on trust and integrity for over 160 years. In this section, we provide further details about the core elements of our business and how they lay the groundwork for a healthy tomorrow.

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Armstrong at a Glance

Armstrong World Industries, Inc. (“Armstrong,” “AWI” or the “Company”) is a growing, innovative manufacturing company founded in Pennsylvania in 1860.

We are a leading producer of ceiling systems for use in the construction and renovation of commercial buildings. We design, manufacture and sell ceiling and wall systems—primarily made of mineral fiber, fiberglass wool, metal, wood, wood fiber, glass-reinforced-gypsum and felt—throughout the Americas.

As an Americas-based ceilings and specialty walls company, we are focused on driving profitable topline growth by expanding our core mineral fiber business and expanding into new, adjacent business categories and sectors. We are increasing our capabilities to sell more products into more spaces through a variety of initiatives. These include expanding architectural specialties offerings, bolstered by recent acquisitions; our continuously evolving, innovative, core ceilings portfolio, including our:

Healthy Spaces products, Total Acoustics® solutions and SUSTAIN® family of products; and our development of digitally enabled systems and tools.

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BUSINESS SEGMENTS 2021	PRODUCTS AND BRANDS	GENERAL																														
 <p>MINERAL FIBER accounts for 74% of sales</p> <hr/>  <p>ARCHITECTURAL SPECIALTIES accounts for 26% of sales</p> <hr/> <p>DESIGN SERVICES In addition, we offer pre-construction and design services through our ProjectWorks® service.</p>	<p>OUR PRODUCT AND SERVICE OFFERINGS</p> <p>Healthy Spaces Kanopi™ ProjectWorks® SUSTAIN® Total Acoustics®</p> <hr/> <p>SOME OF OUR WELL-KNOWN BRANDS</p> <table border="0"> <tr> <td>Armstrong®</td> <td>Dune™</td> <td>Optima®</td> </tr> <tr> <td>24/7 Defend™</td> <td>FeltWorks®</td> <td>Plasterform™</td> </tr> <tr> <td>ACOUSTIBuilt™</td> <td>Humiguard®</td> <td>Soundscapes®</td> </tr> <tr> <td>AirAssure®</td> <td>Infusions®</td> <td>Sustain®</td> </tr> <tr> <td>Airtite®</td> <td>InvisAcoustics™</td> <td>TECTUM®</td> </tr> <tr> <td>Arktura®</td> <td>Kanopi™</td> <td>Total Acoustics®</td> </tr> <tr> <td>Calla®</td> <td>Lyra®</td> <td>TURF®</td> </tr> <tr> <td>Cirrus®</td> <td>MetalWorks™</td> <td>Ultima®</td> </tr> <tr> <td>Cortega®</td> <td>Moz™</td> <td>WoodWorks®</td> </tr> <tr> <td>DESIGNFlex®</td> <td></td> <td></td> </tr> </table>	Armstrong®	Dune™	Optima®	24/7 Defend™	FeltWorks®	Plasterform™	ACOUSTIBuilt™	Humiguard®	Soundscapes®	AirAssure®	Infusions®	Sustain®	Airtite®	InvisAcoustics™	TECTUM®	Arktura®	Kanopi™	Total Acoustics®	Calla®	Lyra®	TURF®	Cirrus®	MetalWorks™	Ultima®	Cortega®	Moz™	WoodWorks®	DESIGNFlex®			<p>FACILITIES <small>As of December 31, 2021</small></p> <p>1 corporate campus</p> <hr/> <p>15 manufacturing facilities operated across North America</p> <hr/> <p>6 manufacturing facilities in WAVE joint venture with Worthington Industries</p> <hr/> <p>EMPLOYEES</p> <p>~3,000 full-time and part-time employees <small>As of December 31, 2021</small></p> <hr/> <p>REVENUE</p> <p>\$1.1B in fiscal 2021</p>
Armstrong®	Dune™	Optima®																														
24/7 Defend™	FeltWorks®	Plasterform™																														
ACOUSTIBuilt™	Humiguard®	Soundscapes®																														
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Cirrus®	MetalWorks™	Ultima®																														
Cortega®	Moz™	WoodWorks®																														
DESIGNFlex®																																
<p>VERTICALS WE SERVE</p> <p>Education Health care Hospitality Retail Office Transportation</p>																																

Our Formula for Success

Armstrong is an Americas-focused ceiling and specialty walls company with a relentless focus on driving sustainable, profitable growth. Our sustainability strategy complements and strengthens our growth potential.

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Strong and trusted brands built over more than 160 years

Broad and innovative product portfolio generated through internal R&D capabilities and competencies as well as partnerships

Specification leadership through deep and **long-standing relationships with architects and designers**

Large **manufacturing scale** with many **strong distribution partners**

Operational excellence supporting best-in-class **service quality, delivery and cost**

Culture that attracts **the best talent** and fosters empowerment, innovation, teamwork and execution across functional areas

Sustainability Highlights

Since its inception in 1860, Armstrong has a had a long-standing commitment to sustainable practices.

We are proud to achieve the following:

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Since 1999, we have **taken back 212 million square feet of mineral fiber ceilings through the Armstrong Ceilings Recycling Program.** This saved the equivalent of 1.2 million tons of virgin raw material and 201 million gallons of water.



30%

Scope 1 & 2 emissions reduction goal validated by the Science Based Targets initiative (SBTi).



100%

of salaried employees receive regular performance reviews.



8%

of our electricity comes from renewable energy, with a goal to get to 100% by 2030.



11

out of 15 locations are actively engaged in community outreach.



Initiated a program with Irving Consumer Products to purchase 3,500 tons of post-industrial fiber annually, supporting circularity and waste diversion and increasing local sourcing.



The **majority of our locations** have training and development programs for all employees.

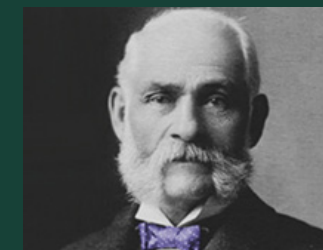


In 2021, we **increased our giving by over 50%** to local community causes compared with 2020.



60%

of our product portfolio meets SUSTAIN criteria, representing verified transparency and elimination of chemicals of concern, with a goal to get to 100% by 2030.



TIMELINE OF OUR HISTORY



To learn more about our history of embedding sustainability into our products and culture, check out our timeline on our website.

Awards and Recognition

We are proud to be recognized for our commitment to our employees and delivering products that meet society’s needs. We received the following awards and recognition in 2021 and 2022.

	ARCHITECT'S NEWSPAPER	ARCHITECTURAL PRODUCTS	ARCHITECTURAL RECORD	ASSOCIATION OF THE WALL AND CEILING INDUSTRY	CEILING AND INTERIOR SYSTEMS CONSTRUCTION ASSOCIATION (CISCA):	GRAINGER
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Strategy	BEST OF PRODUCTS AWARD 2021 Honorable Mention for TECTUM® Create!™	PRODUCT INNOVATION AWARD 2021 Ceiling Systems for TECTUM® Create!™	TOP PRODUCTS 2021 BEST IN CATEGORY & EDITOR'S CHOICE VIDASHIELD UV24™ Air Purification System	2022 EXCELLENCE IN CONSTRUCTION INNOVATION AWARD for the Armstrong SIMPLESOFFIT® Drywall Framing System	2022 CONSTRUCTION EXCELLENCE AWARDS FOR MANUFACTURER (CIVIC) Above 50,000 sq. ft.—EAST— Ceilings at LaGuardia Airport Terminal B and Neustar Inc.	SUPPLIER OF THE YEAR AWARD 2021
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Products		MANUFACTURER VISIONARY AWARD Ceiling Systems 2021— AIRASSURE® Ceiling Tiles	BUILDING SYSTEMS HVAC/SAFETY 2021 VIDASHIELD UV24™ Air Purification System		2022 CONSTRUCTION EXCELLENCE AWARDS FOR MANUFACTURER (HEALTHCARE) Above 50,000 sq. ft.—West— Ceilings at IntelliCentrics	
Planet						
People		PRODUCT INNOVATION AWARD 2021 Acoustics for TECTUM® Create!™	TOP ACOUSTICS SURFACES OF THE YEAR 2021 TECTUM® Create!™		2021 EXCELLENCE AWARD Submission for Norwegian Cruise Lines Terminal—Winner	
Appendix						
	METROPOLIS	NEWSWEEK	RIPPLEMATCH	SPACES4LEARNING		
	PLANET POSITIVE AWARD CEILING SOLUTION WINNER 2021 AIRASSURE® Ceiling Tiles	ONE OF AMERICA'S MOST TRUSTED COMPANIES IN AMERICA IN 2022	2022 CAMPUS FORWARD AWARD for Small Early Career Recruitment Teams	2021 NEW PRODUCT AWARD PLATINUM WINNER BUILDING INTERIORS—Ceiling, PLATINUM WINNER K-12 and HIGHER EDUCATION— VIDASHIELD UV24™ Air Purification System		
	PLANET POSITIVE AWARD WALL SOLUTION WINNER 2021 TECTUM® Create!™					

Health Impacts of Ceilings and Walls

Beyond the aesthetic finishing of interior ceilings and walls, the materials and performance of ceilings and walls in our built environment contribute significantly to indoor environmental quality and well-being.

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Lighting



As it is estimated that people receive about 85% of their information through their sense of sight, indoor lighting has an effect on health, safety and mental well-being. Poor lighting can lead to eye fatigue, headaches and workplace accidents. Armstrong sells tiles that contribute to light reflectivity. Find out more about our lighting products [here](#).

Indoor Air Quality



Proper air circulation and filtration has received renewed importance in the age of COVID-19. Off gassing from chemicals present in construction materials can also have long-term health consequences. Armstrong ceilings and walls offer active and passive approaches to address indoor air quality. Find out more about our indoor air quality products [here](#).

Acoustics



If you have ever tried to have a conversation in a loud room, you will understand the importance of acoustics. Acoustics in ceilings and walls are particularly important in settings such as schools, where students need to concentrate. Find out more about our acoustics products [here](#).

Our Value Chain

We produce ceiling and wall products from raw and recycled materials, which are manufactured, shipped to distributors, contractors, retail outlets, and other customers. The diagram below depicts the value chain for our mineral fiber products and details the alignment to our 2030 Pillar Targets.

Our Architectural Specialties segment follows a similar value chain process, with some variations in manufacturing processes dependent on the type of product. We are still in the process of determining end-of-life programs for our Architectural Specialties product lines.

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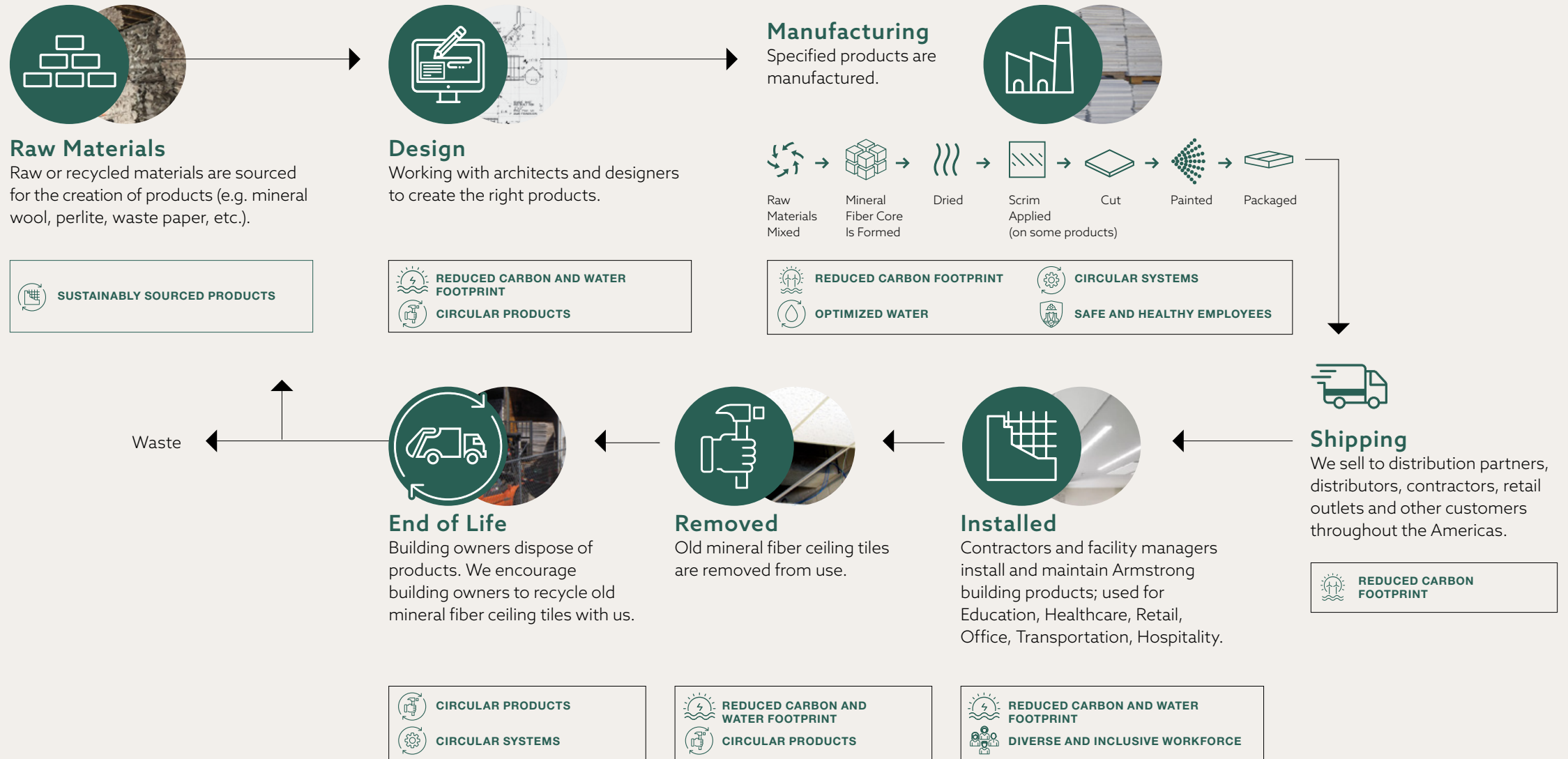
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Mineral Fiber Ceiling Overview

Mineral fiber ceilings are our signature products and this segment makes up 74% of our sales. We have provided some more facts about our mineral fiber ceiling impacts and contents, below.

SIGNATURE:

74% of our sales

80% of mineral fiber products are in our SUSTAIN® portfolio

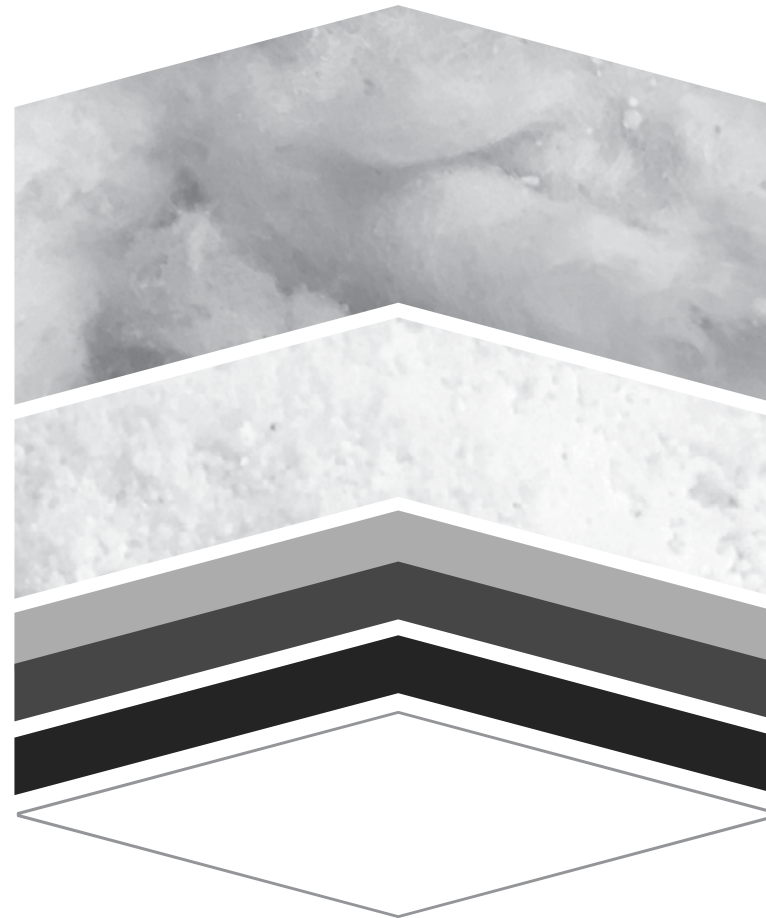
SCALE OF IMPACT:

FY 2021: manufacturing mineral fiber ceiling tiles represents approximately

93% of our annual energy use

92% of our Scope 1 and 2 carbon emissions*

99.5% of our annual water use



MATERIAL COMPOSITION:

Our mineral fiber ceiling tiles are made up of

FIBERS **40% – 50%**
for acoustics
Mineral wool, in particular, is a byproduct of steel making.

PERLITE **20% – 30%**
for filler

STARCH **1% – 10%**
as binder

RECYCLED CEILING PANELS **5% – 10%**
for filler

RECYCLED PAPER **1% – 10%**
for filler
This is from post-consumer recycled paper.

COATING, SCRIM AND ADHESIVE are the remaining components.

*Emissions % differs slightly from Energy % due to market-based Scope 2 Emissions factors.



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Sustainability Strategy

Our sustainability strategy is built around three core pillars, each with 2030 goals and targets to measure and track our impact.

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Sustainability Strategy and Pillars

As a leader in the building products industry, we aim to transform the design and building of spaces, so that occupants, owners, operators and communities can thrive, today and into the future. As part of our strategic plan, sustainability is embedded in our growth strategy and it is at the heart of our purpose, to make a positive difference in the spaces where we live, work, learn, heal and play.

OUR SUSTAINABILITY PILLARS

The United Nations Sustainable Development Goals (UN SDGs) are a collection of 17 interlinked global goals to be achieved by 2030 "designed to be a shared blueprint for peace and prosperity for people and the planet, now and into the future." We at Armstrong are uniquely positioned to address 11 of the 17 goals through our three pillars.

Thriving People and Communities

Our workforce will be safe, diverse, inclusive and fulfilled, and we will actively contribute to our local communities.

Healthy Planet

All our electricity sources will be renewable, and we will dramatically reduce carbon, waste and water impacts of our products and solutions.

Healthy and Circular Products

We are committed to responsible sourcing and to providing transparency in our products. In addition, we will design our products to minimize waste and pollution; support recycling, repurposing or reuse; and contribute to the regeneration of natural systems.



5. Gender Equality
10. Reduced Inequalities



6. Clean Water and Sanitation
7. Affordable and Clean Energy



3. Good Health and Well-Being



12. Responsible Consumption and Production
13. Climate Action
15. Life on Land



9. Industry, Innovation and Infrastructure
11. Sustainable Cities and Communities
16. Peace, Justice and Strong Institutions

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Our Sustainability Goals

We have established nine goals under our three sustainability pillars. They reflect our evolving materiality analysis and align with the UN SDGs and other reporting frameworks. See our materiality analysis for more context.

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Healthy and Circular Products



SUSTAINABLY SOURCED PRODUCTS

We aim to create products and solutions from healthy, sustainably sourced materials, by eliminating chemicals of concern through sustainable supply chains.



CIRCULAR PRODUCTS

We aim to design our products to be recycled, reused or repurposed and drive circularity in our operations, with customers, and throughout our value chain.



REDUCED CARBON AND WATER FOOTPRINT

We aim to make a positive contribution to spaces and the environment by decreasing our products' carbon and water footprint, and by creating solutions that actively contribute to health and wellness.

Healthy Planet



REDUCED CARBON FOOTPRINT

We aim to reduce our greenhouse gas emissions and increase our reliance on renewable energy using climate-science based targets.



CIRCULAR SYSTEMS

We aim to eliminate waste through innovative manufacturing processes and by creating circular systems from order to delivery.



OPTIMIZED WATER

We aim to optimize our use of water and contribute to water management and restoration efforts by reducing our reliance and impact on local water systems.

Thriving People and Communities



COMMUNITY ENGAGEMENT

We aim to engage in communities where we operate to make them vibrant places to live and work by strengthening and supporting local programs and fostering impactful relationships.



DIVERSE AND INCLUSIVE WORKFORCE

We aim to develop an inclusive culture and a diverse workforce at all locations.



SAFE AND HEALTHY EMPLOYEES

We aim to cultivate a culture that leads to safe, healthy, fulfilled employees.

Our Sustainability Targets

Armstrong continues to work towards our 2030 targets.

GOAL	TARGET	TARGET DATE	PAGE REFERENCE
Healthy and Circular Products	SUSTAINABLY SOURCED PRODUCTS	100% of our products free of chemicals of concern.	2030 30
		100% of our products have verified transparency.	2030 30
		100% of our material sourcing activities evaluated for social, ethical and environmental performance.	2030 30
	CIRCULAR PRODUCTS	50% of our products recycled, reused or repurposed at end of use.	2030 35
	REDUCED CARBON AND WATER FOOTPRINT	50% reduction achieved in the carbon footprint of our products, compared to a 2019 baseline.	2030 38
		20% reduction in the water intensity of our products, compared to a 2019 baseline.	2030 38
Healthy Planet	REDUCED CARBON FOOTPRINT	30% reduction in absolute Scope 1 and 2 greenhouse gas (GHG) emissions from a 2019 baseline, in accordance with the Science Based Targets initiative (SBTi), allowing us to meet a well below 2°C scenario.	2030 42
		100% of our electricity needs sourced directly or indirectly from renewable energy.	2030 42
	CIRCULAR SYSTEMS	50% reduction in absolute waste from our operations, from a 2019 baseline.	2030 44
	OPTIMIZED WATER	100% of our water management practices include measures designed to minimize usage and environmental discharge.	2030 45
Thriving People and Communities	COMMUNITY ENGAGEMENT	Locations formally engaged in local community outreach.	ongoing 61
		Employees offered opportunities to actively engage in their communities on an ongoing basis.	ongoing 61
		Increased community engagement scores year over year.	ongoing 61
	DIVERSE & INCLUSIVE WORKFORCE	Employees receive training or engagement on diversity and inclusion topics on a regular basis.	ongoing 53
		Locations have a representative diverse workforce.	ongoing 53
		Employees have a meaningful and safe opportunity to share their views on topics that matter to them.	ongoing 53
	SAFE & HEALTHY EMPLOYEES	Employees offered tools and resources to improve their financial, physical and mental health and well-being.	ongoing 51
		Employees offered learning and development opportunities annually.	ongoing 51
		Improved workplace safety scores year over year, while we strive to have zero workplace injuries.	ongoing 56
		Employees offered at least a fair wage, to be defined as competitive total rewards based on position and location.	ongoing 59

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Material Issues in Context

In 2022, we conducted an updated materiality analysis. As part of this process, we considered recent events and emerging global trends. Several themes stood out, including the consequences of the pandemic and war in Ukraine, the interconnected effects of climate change, fundamental shifts in how we live and work, and a maturation of environmental, social and governance (ESG) transparency.

The following is an overview of these thematic findings.

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THE CONSEQUENCES OF THE PANDEMIC AND CONFLICT IN UKRAINE

After the ongoing disruption of the pandemic led to sustained supply chain disruptions, the conflict in Ukraine added further complication to global markets, including a shock to energy and food prices. Our products, which depend on the availability of discretionary spending for renovations and new construction, have also been affected by an inflationary environment, rising input costs and a shortage of labor in the construction sector. While Armstrong has been able to weather these challenges to date, we recognize that many of our suppliers and customers are facing growing constraints, which are likely to have an effect on our business. This might include material shortages, commercial construction project delays, and generally rising costs of doing business.

THE INTERCONNECTED EFFECTS OF CLIMATE CHANGE

Society is waking up to the accelerated impacts of **climate change**. Climate change is interconnected with many social and environmental issues, from **biodiversity** and water scarcity, to human health and safety, food security, energy

security, and human rights. As a company that is in the business of creating products and services for the built environment, we have important relationships not only with the managers of and occupants within those buildings, but also the environment outside those four walls. We aim to create **healthy and sustainable products**, use **responsibly sourced materials** efficiently, and **respect human rights** along the supply chain.

Climate change will affect the availability and quality of natural resources, and as a heavy user of **water** and **energy**, it is essential we use them efficiently. We continue to use and investigate **circular models** to reduce material use and waste. We see this as an ongoing goal in the face of resource constraints. In addition, it is important that we continue to minimize **effluents and air emissions**.

Expectations are also changing, as a result of these climate-related shifts. We see governments in our key markets starting to set rules and legislation to prepare us for a carbon-constrained future. In addition, leading customers, including those in government and the tech sector, are increasingly asking their suppliers to help them meet their own sustainability goals, and to **provide transparency** through third party certifications on issues such as **chemicals of**

concern, water, emissions, carbon footprints and **responsible materials**. These efforts align with our own sustainability strategy, and we have a critical role to play in meeting our customers' needs.

FUNDAMENTAL SHIFTS IN HOW WE LIVE AND WORK

In addition, many people have begun to explore different choices in the ways they **live and work**. During the pandemic, a larger than expected number of older workers retired, and a larger number of women workers left the workplace than previous years. Remote working also became the norm in many workplaces, and the move to return to work has increasingly become more flexible. The Great Resignation has increased the competition for talent, which has led companies to use new techniques for **attracting and retaining employees**, including emphasizing corporate purpose, offering flexible work arrangements, providing **training** and a focus on **well-being**. Additionally, there has been an increased focus on **employee relations** and **health and safety**. Lastly, as society becomes more diverse, the issue of **diversity, equity and inclusion** continues to be an important area to reflect stakeholders' expectations and serve society more broadly.

Community engagement has become a way for many organizations to support social and environmental causes, and the people and places where employees live and work. They are also a way to build employee engagement, skills development and belonging.

A MATURATION OF ESG TRANSPARENCY

While reporting on **financial performance** and **corporate governance** are relatively established practices, recent efforts to prevent greenwashing, and to regulate and standardize ESG reporting in the U.S. and globally, has meant greater scrutiny on **engagement and transparency** efforts. In particular, tying material topics to governance, strategy, risk management and metrics and targets is now the focal point for many frameworks going forward. We have also seen more focus on **ethical behavior** through an expansion of disclosure from the UN Global Compact Early Adopter Programme.

Our Materiality Analysis

For this year’s materiality analysis, we evolved our approach to begin building in the concept of ‘dual materiality’—that is, assessing sustainability issues from a stakeholder perspective and also including a more focused look at financial materiality.

In both years we looked at issues from an external stakeholder and internal perspective, through interviews, rater and ranker analyses, ESG reporting frameworks, industry thought pieces, and competitive benchmarking. We also gathered feedback in an internal materiality workshop with key executives and SMEs both years. To increase the perspective related to financial materiality this year, we used several sources as a proxy, including the SASB Construction Materials Standard and opinions from several key investors and executives.

In this report, we are continuing to communicate our materiality analysis primarily from a stakeholder perspective. However, we found the financial perspective to be influential in our understanding of the wider nonfinancial context. We see themes of financial and nonfinancial materiality as mutually reinforcing across many stakeholders.

Overall, several issues became more prominent—including changes in how **people live and work**, which affects the sales of our products and how we create the workplace that best serves the needs of our employees such as in **talent attraction and retention**. In addition, climate change has only become a higher priority across all our stakeholders. With greater demands for leadership and transparency in governance, we noted an increase in interest in the topics of **corporate governance, ethical behavior, engagement and transparency**. Lastly, **data privacy and information security** have been added as new issues, given our increasingly digital presence and growing regulatory requirements in this space.



MATERIAL ISSUES		SUPPLIERS	EMPLOYEES	CUSTOMERS	COMMUNITY	REGULATORS	INVESTORS
PEOPLE	Employee health, safety and well-being	Low Impact	High Impact	High Impact	High Impact	High Impact	High Impact
	Diversity and inclusion	High Impact	High Impact	High Impact	High Impact	Medium Impact	Medium Impact
	Talent attraction and retention	Medium Impact	High Impact	Medium Impact	Medium Impact	Low Impact	Medium Impact
	Human rights	Medium Impact	High Impact	High Impact	High Impact	High Impact	Medium Impact
	Employee relations	No Impact	Medium Impact	High Impact	High Impact	High Impact	Medium Impact
	Community engagement	No Impact	Medium Impact	Medium Impact	High Impact	Low Impact	No Impact
	Infectious diseases/public health	High Impact	High Impact	High Impact	High Impact	High Impact	High Impact
	Changes in how people live and work	High Impact	High Impact	High Impact	High Impact	High Impact	High Impact
PLANET	Environmental management	No Impact	Medium Impact	Medium Impact	Medium Impact	High Impact	High Impact
	Climate change	High Impact	High Impact	High Impact	High Impact	High Impact	High Impact
	Water and effluents	No Impact	High Impact	High Impact	High Impact	High Impact	Medium Impact
	Air emissions/quality	Low Impact	Medium Impact	High Impact	High Impact	High Impact	High Impact
	Waste management	Low Impact	High Impact	High Impact	High Impact	Medium Impact	High Impact
	Circular economy	High Impact	High Impact	High Impact	Medium Impact	Medium Impact	High Impact
	Responsible materials	High Impact	High Impact	High Impact	Medium Impact	Medium Impact	High Impact
	Biodiversity loss	Medium Impact	Medium Impact	Medium Impact	Medium Impact	Low Impact	Medium Impact
PRODUCT	Healthy and sustainable products	High Impact	High Impact	High Impact	Medium Impact	High Impact	High Impact
	Responsible supply chain	High Impact	Medium Impact	Medium Impact	Low Impact	Medium Impact	High Impact
	Chemicals of concern	High Impact	High Impact	High Impact	High Impact	High Impact	High Impact
	Forest conservation	Medium Impact	Low Impact	High Impact	Low Impact	Low Impact	Medium Impact
	Conflict minerals	Low Impact	Low Impact	No Impact	No Impact	Medium Impact	No Impact
ECONOMIC	Financial performance	High Impact	High Impact	High Impact	Medium Impact	Medium Impact	High Impact
	Indirect economic impacts	Low Impact	Medium Impact	Low Impact	High Impact	High Impact	Medium Impact
	Digital transformation/digitalization	High Impact	High Impact	High Impact	Low Impact	Low Impact	High Impact
GOVERNANCE	Corporate governance	Low Impact	High Impact	Medium Impact	Low Impact	High Impact	High Impact
	Ethical behavior	Low Impact	High Impact	Medium Impact	Medium Impact	High Impact	High Impact
	Engagement and transparency	Low Impact	High Impact	High Impact	High Impact	High Impact	Medium Impact
	Data privacy/information security	Low Impact	High Impact	High Impact	Low Impact	High Impact	Medium Impact

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Our Operating Principles, corporate governance and ongoing stakeholder engagement are the backbone of our sustainability program.

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Sustainability Governance

We have further enhanced and embedded how we manage environmental, social and governance issues within Armstrong. The Nominating, Governance and Social Responsibility Committee of our Board of Directors is responsible for the oversight of our sustainability program, including climate-related issues. Various other Board committees assist the Governance Committee in fulfilling this responsibility by overseeing related risks in their areas of responsibility. The Compensation Committee oversees initiatives related to inclusion, diversity, and other social responsibility matters and the Audit Committee oversees reporting, internal control and disclosure procedures.

Our Senior Vice President, General Counsel and Chief Compliance Officer holds direct responsibility for sustainability, while functional leadership falls under our dedicated sustainability team, led by the Vice President of Sustainability. A Sustainability Council, with People, Product and Planet pillar leaders, embeds and implements our sustainability initiatives throughout the organization, with the help of cross-functional pillar teams. In 2021, we started a Wellness Committee to support some of the work of the People leads.

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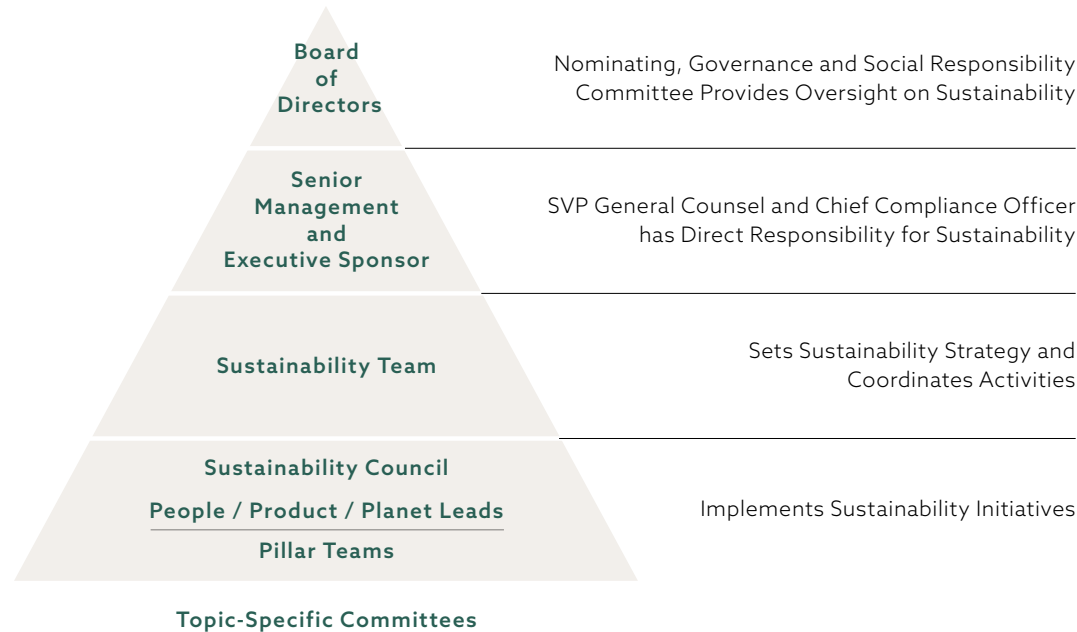
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Expanding our Knowledge on Sustainability

We know sustainable product solutions are important for our customers and for the owners and occupants of the buildings where our ceiling and specialty wall products are used. Internal and external education are both essential.

In 2022, we helped our teams build their sustainability knowledge. We held an Earth Day webinar and presented updates from each of our pillar leads. We also trained our sales force and human resources group on our sustainability commitments, goals and targets.

We were especially pleased with a hands-on training exercise conducted with our sales team that involved reviewing the sustainability needs of three customers and determining potential Armstrong solutions. This has led the sustainability team to directly collaborate with the National Accounts Team and jointly conduct presentations to customers on sustainability to demonstrate how we support our customers' desires to provide lower-carbon and circularity solutions.



"We have been seeing increased interest from our national accounts on sustainability with many beginning to set their own sustainability targets. As a national accounts team, we have begun to collaborate with our internal sustainability team, and we've been able to improve relationships with our key accounts and find opportunities to better serve our customers together. Our efforts are leading to increased business."

Louis John
Senior Manager, National Strategic Accounts

Corporate Governance

Acting with fairness in the interest of our stakeholders has been a key tenet of Armstrong's philosophy since its inception in 1860. Our strong corporate governance structure reflects this philosophy and supports effective decision-making by ensuring the right processes, practices and policies are in place to achieve the performance we seek.

Our Board undertakes periodic director education programming focused on enhancing director competency and understanding of significant climate and sustainability-related matters and other environmental, social and governance (ESG) issues relevant to our business and industry.

The Board and the Nominating, Governance and Social Responsibility Committee receive periodic reports and updates from members of our sustainability team regarding climate and sustainability matters significant to our business and operations. In addition, members of our Board also bring sustainability and ESG-related experience from their service on other public company boards and from their experience as executive officers of, or advisors to, other public companies.

Each year, board members go through a self-evaluation process and, based on their performance, stand for election every year for their membership to the Board.

Enterprise Risk Management

We employ a comprehensive process to manage enterprise risk. This includes oversight and review from the Board and Audit committee and functional leadership by the internal audit team. We also have an internal risk council that includes executive leadership from several business segments, finance, operations, legal, sustainability and human resources.

The internal risk council identifies risks and supports the development of mitigation and oversight measures. The risks they have identified appear in the Risk Factors section of our [annual reports](#) on Form 10-K.

Beginning in 2023, we expect to complete a comprehensive climate change scenario risk analysis within the TCFD framework and expect to provide a more nuanced discussion of how we work to mitigate climate risk and adapt to climate opportunities throughout our direct operations, supply chain and customer base.

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2022 BOARD COMPOSITION

<p>88% of Board is independent Separate Chair and CEO Roles</p>	<p>22% of Board is female</p>
<p>64 years average age of Directors</p>	<p>33% of Board are ethnic minorities</p>
<p>5 years average tenure on Board</p>	

BOARD OF DIRECTORS
Details including biographies and areas of expertise



Armstrong World Industries Board members from left to right: Roy W. Templin, Cherryl T. Thomas, William H. Osborne, Victor D. Grizzle, Larry S. McWilliams, Barbara L. Loughran, James C. Melville, Richard D. Holder, Wayne R. Shurts.



Ethical Behavior

At Armstrong World Industries, we are committed to operating responsibly and with integrity. We have built a strong compliance culture with policies and procedures that help ensure that AWI employees follow the laws, regulations, standards and ethical business practices established for our company.

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POLICIES

Ethical behavior is codified in our Operating Principles and our [Code of Business Conduct](#) and we are a signatory to the UN Global Compact. We also have specific policies and procedures governing ethical behavior, including an Anti-Corruption and Gift Policy, Conflicts of Interest Policy, Reporting Concerns or Compliance Issues Policy, Anti-Trust Policy and International Trade Law Policy. The Code of Conduct and these policies lay out how employees should conduct business. We also employ a compliance mindset throughout the organization that ensures we maintain high ethical standards in all business dealings and inspires a culture where employees feel respected and comfortable to speak openly without concern for repercussions. We encourage employees to speak directly with their supervisor, human resources, company legal counsel, internal audit, or the Office of Compliance about compliance or ethics questions. Our [Armstrong Ethics Line](#), available 24/7/365 and managed by a third-party partner, provides employees with another confidential and anonymous channel to alert the company of compliance issues.

GOVERNANCE

The Office of Compliance oversees and monitors compliance with our Code and policies. Any allegations of noncompliance are investigated and tracked by our Office of Compliance.

We also have a Compliance Committee that regularly reviews policies to ensure they reflect the latest developments and laws. In 2021, we expanded the Council to ensure that it reflects all business segments and represents senior leaders in finance, human resources, legal and all the operating segments.

In addition, all concerns and complaints received by Armstrong's compliance team are reviewed by our internal and external auditors and are reported to the Audit Committee on a regular basis.

TRAINING AND STAKEHOLDER ENGAGEMENT

Training is an essential part of maintaining an ongoing compliance mindset. Upon joining, all Armstrong employees receive training on our Code of Conduct on workplace behavior, including anti-harassment training. Most employees have a refresher Code of Conduct training course every three years, and certain employees have an annual Code of Conduct recertification. Targeted employees in particularly sensitive areas, including procurement, logistics and sales, receive additional anti-corruption and/or anti-trust training.

Our compliance team also regularly updates its knowledge through training, webinars and industry benchmarking.

ACQUISITIONS

As we evaluate companies for potential acquisition, we employ a rigorous due diligence process, which includes potential conflicts of interest, anti-trust and corruption risks. After the acquisition is completed, the staff of the acquired company is integrated into Armstrong's regular training cycle on ethical behavior.

POLITICAL ENGAGEMENT

Armstrong complies with all applicable laws when undertaking any lobbying activities and any Armstrong funds, time and resources for any political candidate or political party are first approved by the Legal Department. Armstrong is also involved in a number of industry associations—please see the [Stakeholder Engagement](#) and [Memberships and Collaborations](#) section for more details.



CODE OF BUSINESS CONDUCT

Data Privacy and Cybersecurity



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DATA PRIVACY

Armstrong takes privacy seriously. We comply with the privacy laws in the countries where we operate, and our [Privacy Policy](#) and Information Sensitivity Policy outline how we collect, process, transfer, handle and access personal data for our employees, customers and other stakeholders.

In general, we collect personal information in order to deliver orders successfully on our ECommerce platform. We use opted-in data for marketing purposes, in accordance with privacy laws. We only allow access to personal data for employees who need it, and the information that is collected through customer-facing systems, website and third-party systems is encrypted. Staff members who handle data are trained regularly on new developments, including changes in privacy law. We also conduct an annual survey for third-party cloud providers to verify how they treat data and breaches, and perform risk assessments for third-party cloud providers at contract renewal.

CYBERSECURITY

Cybersecurity is a rapidly evolving and increasingly complex area of risk, and as a company that uses many information technology systems, any failures could significantly interrupt our business operations. We rely on many internal and third-party information systems across the value chain, including for procurement, management, finance and fulfillment. Therefore, security and reliability are paramount.

We have several policies and education tools that help our employees navigate cybersecurity, including an Information Systems Policy, a Cloud Service Policy, a Password Policy, an IT Asset Disposal Policy and an Acceptable Use of Information Resources Policy. Our cybersecurity program is built on the National Institute for Standards and Technology (NIST) Cybersecurity Framework, and we report to our board against it on a bi-annual basis. We also educate our board annually on cybersecurity threats. We conduct internal audits of our cybersecurity programs once a year as part of our vulnerability management process, and every other year, an external party conducts an audit of our cybersecurity against NIST standards.

We have a cybersecurity governance steering committee, consisting of our Chief Financial Officer, Chief Information Officer, General Counsel (or appointee), our controller and other representatives from compliance, internal audit and IT. They are responsible for guiding the cybersecurity agenda and ensuring the cyber budget is aligned with enterprise risk.

We have an Incident Response Team which, on a quarterly basis, conducts tabletop exercises to build readiness for cybersecurity events. They also create Incident Management Plans, as part of the company's wider enterprise risk management approach, that includes decision trees on required actions when incidents occur. In addition, each month, we conduct phishing tests with employees and contractors, and we report results up to the board.

In October 2021, we held a Cybersecurity Awareness Month series to educate employees on understanding and recognizing cyberthreats, explain the potential impact a cyberattack could have on our company and ensure that employees know the steps to reduce risk and prevent cybercrime from infiltrating our company. Cybersecurity Awareness Month included intranet articles, emails, contests and our annual mandatory training to increase our employees' knowledge and skills. We reinforce this education with regular reminders throughout the year.

Stakeholder Engagement

We regularly engage with many stakeholders on many topics. The following table offers further details on our stakeholders, how we engage with them, examples and outcomes from 2021 and key topics of interest.

2022 PROXY STATEMENT

For further information regarding stakeholder engagement with our Board of Directors.



STAKEHOLDER GROUP	HOW THEY ARE ENGAGED	EXAMPLES FROM 2021	KEY TOPICS
<p>CEO Message</p> <p>Our Company</p> <p>Strategy</p> <p>Governance</p> <p>Products</p> <p>Planet</p>	<p>EMPLOYEES</p> <ul style="list-style-type: none"> • Town halls • Open forums • Pulse, employee and site surveys • Employee resource group • Training and development • Internal messaging • Intranet • Individual and team meetings • Quarterly salaried all-employee meetings (virtual) 	<ul style="list-style-type: none"> • As part of Armstrong Women Achieving Real Excellence (AWARE), we host a number of meetings to support our employees who identify as women. See the Diversity and Inclusion section for more details. • We hosted four virtual town halls in 2021 discussing a range of topics, including our progress on business strategy, financial results, sustainability and other topics. Each of these included opportunities for employee participation. 	<ul style="list-style-type: none"> • Employee health, safety and well-being • Diversity and inclusion • Talent attraction and retention • Human rights • Infectious diseases • Climate change • Water and effluents • Waste management • Circular economy • Responsible materials • Healthy and sustainable products • Financial performance • Corporate governance • Ethical behavior • Engagement and transparency
<p>People</p> <p>Appendix</p>	<p>DISTRIBUTORS/ SPECIFIERS/ ARCHITECTS/ DESIGNERS/ CONTRACTORS</p> <ul style="list-style-type: none"> • Direct engagement with local Armstrong representative or regional manager • Techline—dedicated team that provides technical services • AWI website • Customer portals (e.g. My Armstrong and other digital communications platforms) • Industry group engagement (e.g. standards development and associations) • Conferences • Continuing education courses • Catalogs • Design and estimating services (e.g. You Inspire™ Solutions Center, ProjectWorks® service, other estimating tools online) • Social media • Trade shows • Surveys • Customer Quality Audits 	<ul style="list-style-type: none"> • The Marketing, Healthy Spaces and ProjectWorks® teams represented Armstrong at the American Institute of Architects (AIA) Conference in Chicago, which was a way for us to connect one-on-one with hundreds of interior designers, architects, contractors and consultants. This allowed them to be able to interact with our people and products and led to new orders and educating those that play the largest part in our products being used in buildings. • We hosted 28 visits to our Living Lab in 2021, so that customers and business partners could get a sense of our products in action. 	<ul style="list-style-type: none"> • Healthy products • Circular products • Embodied carbon/climate change • Product transparency • Employee health and safety • Water and effluents • Air emissions/quality • Waste management • Circular economy • Responsible materials • Chemicals of concern • Forest conservation • Financial performance • Digital transformation/digitalization

Stakeholder Engagement

	STAKEHOLDER GROUP	HOW THEY ARE ENGAGED	EXAMPLES FROM 2021	KEY TOPICS
	BUILDING OCCUPANTS AND OWNERS	<ul style="list-style-type: none"> • Surveys • Market research • Direct engagement 	<ul style="list-style-type: none"> • We hosted in-person quality and service visits with customers in Pensacola over two days to talk about our solutions, services and capabilities. We were able to give customers a tour, review our products and those of our competitors, build relationships and obtain feedback on our strengths and areas for improvement. 	<ul style="list-style-type: none"> • Healthy products • Product transparency • Responsible materials • Embodied carbon/climate change
<p>CEO Message</p> <p>Our Company</p> <p>Strategy</p> <p>Governance</p>	INVESTORS	<ul style="list-style-type: none"> • SEC filings including annual reports and proxy • Individual investor calls • Quarterly earnings reporting • Industry investor conference attendance • Investor Days and site visits • SHOUT program of proactive governance and sustainability outreach 	<ul style="list-style-type: none"> • We offered our top 20 investors a chance to meet 1:1 and ask questions for sustainability. We were able to collect feedback in terms of their priority issues. Their comments have caused us to prioritize our climate risk assessment and to provide further details on the footprint of our materials. 	<ul style="list-style-type: none"> • Corporate governance • Financial performance • ESG performance • Climate change • Employee health, safety and well-being • Waste management • Circular economy • Healthy products • Responsible sourcing
<p>Products</p> <p>Planet</p>	NGOS	<ul style="list-style-type: none"> • Direct engagement • Memberships • Partnerships 	<ul style="list-style-type: none"> • We engaged with the Science Based Targets initiative to validate our carbon targets. 	<ul style="list-style-type: none"> • Climate change • Product transparency • ESG governance • Circular economy
<p>People</p> <p>Appendix</p>	SUPPLIERS	<ul style="list-style-type: none"> • Direct engagement with procurement • Site visits and audits • Purchasing relationships 	<ul style="list-style-type: none"> • See the Irving Consumer Products example on pg. 37 	<ul style="list-style-type: none"> • Healthy and sustainable products • Responsible supply chain • Financial performance • Digital transformation/digitalization
	COMMUNITY	<ul style="list-style-type: none"> • Partnerships • Donations and sponsorships • Employee volunteerism • Individual and organizational memberships • Press releases 	<ul style="list-style-type: none"> • See the Community Engagement section for details on how we contribute to the community. 	<ul style="list-style-type: none"> • Community engagement • Diversity and inclusion • Operational environmental footprint • Chemicals of concern • Engagement and transparency
	GOVERNMENT	<ul style="list-style-type: none"> • Indirect engagement through industry associations (see Memberships and Collaborations on the following page) • Facility tours 	<ul style="list-style-type: none"> • We hosted Congresswoman Carol Miller (R-WV) at our Millwood mineral fiber facility while she was conducting a regional tour of Jackson County, West Virginia, businesses that are investing in the area and providing jobs and other amenities that make it attractive to employers, employees and their families. We believe it provided a better understanding of what Armstrong does. 	<ul style="list-style-type: none"> • Employee health, safety and well-being • Human rights • Indirect economic impacts • Operational environmental footprint • Community engagement

Memberships and Collaborations

Armstrong works in close partnership with the following organizations as a member or sponsor.

We are a signatory to the following initiatives:

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 <p>Several members of our team are Acoustical Society of America members and have chaired the Technical Committee on Architectural Acoustics and Speech Privacy Subcommittee. They routinely present research at ASA meetings.</p>	 <p>Armstrong is a Silver Partner of the American Academy of Healthcare Interior Designers (AAHID).</p>	 <p>AWI is an American Institute of Architects Collaboration partner and retains seats on the Manufacturer's Council. We are also a major exhibitor at the annual AIA Conference on Architecture.</p>	 <p>Several members of our team are ASHRAE members and participate on relevant technical committees of the American Society of Heating, Refrigerating and Air-Conditioning Engineers.</p>	 <p>AWI is a National Industry Partner Association of the American Society of Interior Designers (ASID).</p>	 <p>AWCI is a manufacturer member of the Association of the Wall and Ceiling Industry (AWCI).</p>	 <p>AWI is an Organizational Member and at least 18 AWI employees across our Technology groups are active participants in ASTM standards development.</p>
 <p>AWI is a sponsoring member and several members of our team are active participants in their research initiatives at Center for the Built Environment (CBE).</p>	 <p>AWI is an energy customer member of the Clean Energy Buyers Association (CEBA).</p>	 <p>AWI is a Diamond Sponsor of Ceilings and Interior Systems Construction Association (CISCA) and contribute to education and outreach opportunities.</p>	 <p>Several members of AWI's human resources team are members of the Center for Workplace Compliance.</p>	 <p>AWI is a member of the Design Futures Council.</p>	 <p>AWI is a member of Ellen MacArthur Foundation. We participate in the Circulytics assessment of our operations and products and are also part of the Built Environment Coalition.</p>	 <p>AWI is an International Facility Management Association (IFMA) Corporate Sustaining Partner at the Silver level.</p>
 <p>We hold an industry membership with the International Interior Design Association (IIDA).</p>	 <p>As part of our commitment to transparency, AWI has Declare labels for 43 SUSTAIN® product lines, which provide a "nutrition label" for the ingredients in our products.</p>	 <p>Some members of our team participate in standards development for the International Organization for Standardization (ISO).</p>	 <p>AWI is a Keystone Member of the International WELL™ Building Institute. Several employees have also served on concept advisories.</p>	 <p>AWI is a founding member and regularly partners with the group to promote steps to reduce carbon in the built environment.</p>	 <p>AWI is a corporate member of the National Association of Insulation Manufacturers (NAIM) and members of our team serve on several committees.</p>	 <p>We are a member of the National Association of Manufacturers (NAM) and our President and CEO serves on the Board of Directors of NAM.</p>
 <p>Our SVP of Americas is on the board of the National Building Museum.</p>	 <p>AWI is a Platinum Partner of the National Council of Acoustical Consultants (NCAC).</p>	 <p>Members of our team hold individual memberships with the National Fire Protection Association (NFPA).</p>	 <p>We run a National Voluntary Laboratory Accreditation Program (NVLAP)—accredited acoustical laboratory on AWI campus.</p>	 <p>We are a member of the Corporate Member Network of Sustainable Brands.</p>	 <p>AWI was a founding member for USGBC and is currently a silver level member of USGBC. Several members of our team have participated in the authoring and revision of various LEED standard iterations, and we have several LEED-accredited Professionals within AWI.</p>	



Science Based Targets initiative



United Nations Global Compact



United Nations Sustainable Development Goals

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Healthy and Circular Products

Armstrong recognizes we have a responsibility to limit the environmental impact of our products and make positive contributions to the future of healthy, sustainable spaces. Through our SUSTAIN® line, we offer ceiling and wall solutions that meet the highest environmental and health standards. We also continue to push toward greater ingredient and embodied carbon transparency for all our products, and to reduce our carbon and water footprint while contributing to circular economy models that minimize waste.

- Healthy Products 28
- Sustainably Sourced Products 33
- Circular Products 35
- Reduced Carbon and Water Footprint 38

2030 GOAL SNAPSHOT

SUSTAINABLY SOURCED PRODUCTS 	CIRCULAR PRODUCTS 	REDUCED CARBON AND WATER FOOTPRINT 
<p>We aim to create products and solutions from healthy, sustainably sourced materials, by eliminating chemicals of concern through sustainable supply chains.</p>	<p>We aim to design our products to be recycled, reused or repurposed and drive circularity in our operations, with customers, and throughout our value chain.</p>	<p>We aim to make a positive contribution to spaces and the environment by decreasing our products' carbon and water footprint, and by creating solutions that actively contribute to health and wellness.</p>



Healthy Products



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Creating healthy spaces starts with high-quality, safe building materials. Armstrong works to ensure that our products meet nationally and internationally recognized standards for health and safety. But to get to a healthy tomorrow, we seek to go further even than these standards, and we are expanding our portfolio to include products that work to proactively improve the indoor environment through cleaner air, improved acoustics and other features.

Designing and Testing

From the initial design through installation and end use, Armstrong takes a multifaceted approach to understanding the impacts of our products throughout their life cycle.

Our design and testing processes are focused on the health and safety aspects of our products, as well as optimizing sustainability, starting with the design phase and carried through end of life.

All new products, including those manufactured by authorized third-party vendors, undergo a comprehensive Product Safety Design Review Process. This includes a multiphase screening for safety attributes, including chemical content, seismic and fire performance and compliance with indoor air quality standards.

We screen all raw materials for potentially hazardous chemicals using safety data sheets—standardized Occupational Health and Safety Agency (OSHA) hazard documents on health and safety implications that material manufacturers are required to submit to regulatory bodies—and other confidential information provided by our suppliers.

The majority of our products undergo a multipronged test to analyze their real-world volatile organic compound (VOC) emissions profile. For this process, we use the California Department of Public Health (CDPH) small-chamber testing method to simulate indoor conditions, to test the emissions released by our products and any possible human exposure. All mineral fiber and fiberglass products, along with all products in our SUSTAIN® line, are tested against CDPH standards and meet UL GreenGuard certifications for low emissions.

We test using ASTM methods and are UL Certified for fire and acoustics. We also do rigorous seismic testing at the University at Buffalo's (UB) Structural Engineering and Earthquake Simulation Laboratory.



Build It Better Series with Cliff Snedeker, who shares jobsite case study stories from the contractor's point of view.

Healthy Products

Product Stewardship

We work to ensure safe use of our products across the value chain. Builders and contractors using our products must follow mandatory guidance on safe and effective installation in order to maintain product and system warranties. We also conduct an annual audit of our distributors, including a performance assessment on business and quality objectives.

In addition, we actively solicit feedback on our products through mock-ups and test installations from our customers, including annual audits with contractors.

We have intended policies and practices in place to ensure that all raw materials and chemicals used in manufacturing, and our final products, comply with local and global safety regulations. We regularly review the latest regulatory guidance to monitor ongoing compliance regarding chemicals of concern and other safety issues.

We govern product stewardship through a number of councils, committees and departments, explained in the diagram below.

HOW WE GOVERN PRODUCT STEWARDSHIP AT ARMSTRONG



Wells County Public Library

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Healthy Products

Eliminating Chemicals of Concern

The building product industry has made substantial progress over the years to remove and reduce the use of so-called “chemicals of concern”—which researchers believe may pose health risks to human and/or ecological species. We continue to find alternatives to achieve the same functional attributes as original raw materials and chemicals, but more progress is needed.

Based on our 2030 goals to eliminate all chemicals of concern in our products, we have an active strategy that takes a holistic approach to chemicals by knowing and disclosing chemicals in products and supply chains, identifying hazardous chemicals and using safer alternatives.

We consult a variety of sources to define our list of chemicals of concern, including state-level databases in the United States, Restriction of Hazardous Substances (ROHS) Compliance, the European Union’s Directive 2002/95/EC, which directs use restrictions for certain hazardous substances, and the European Chemicals Agency’s current REACH list of restricted substances, as well as the International Living Future Institute’s Living Building Challenge® (LBC) Red List.

As research into common manufacturing chemicals continues to evolve, so do these lists. Armstrong is committed to tracking and monitoring new potential chemicals of concern and continues to work with our suppliers to optimize our products.

Since 2017, our SUSTAIN® product line has been an industry leader in high-performing, sustainable ceiling and wall solutions that meet stringent health and environmental standards. All products in our SUSTAIN® portfolio offer material ingredient transparency, down to the 100 parts per million (ppm) level, and are free of LBC Red List chemicals. In addition, SUSTAIN® products meet green building standards and offer environmental product declarations (EPDs) detailing the products’ carbon footprint.


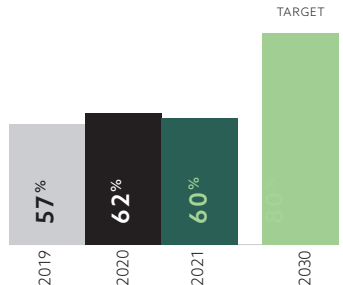
Our Architectural Specialties product lines represent a significant opportunity with improving ingredient transparency. Over the last year, we have strengthened our processes for identifying chemicals of concern in these supply chains.

For example, in 2022, we successfully collaborated with our adhesive suppliers to remove an LBC Red List chemical from the glue in our Natural Reflections veneer products.

With our mineral fiber and Architectural Specialties products incorporating a variety of materials from around the world, our supply chain is large and complex. We work with many small suppliers, who in turn work with smaller suppliers, all with differing approaches to ingredient transparency. This can pose challenges to our efforts to achieve full material transparency and our commitment to eliminate all chemicals of concern in our products. In October of 2021, we established a process for tracking and capturing Architectural Specialties products that represent an opportunity for improved transparency.

80% of mineral fiber sales meet SUSTAIN® criteria

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 <p>OUR GOAL</p> <p>We aim to create products and solutions from healthy, sustainably sourced materials, by eliminating chemicals of concern through sustainable supply chains.</p>	TARGET	<p>100% of products free of chemicals of concern by 2030.</p> <p>100% of our products have verified transparency by 2030.</p>	<p>100% material sourcing activities evaluated for social, ethical and environmental performance.</p>									
	PROGRESS	<p>PRODUCTS FREE OF CHEMICALS OF CONCERN AND VERIFIED TRANSPARENCY</p>  <table border="1"> <caption>PRODUCTS FREE OF CHEMICALS OF CONCERN AND VERIFIED TRANSPARENCY</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>57%</td> </tr> <tr> <td>2020</td> <td>62%</td> </tr> <tr> <td>2021</td> <td>60%</td> </tr> <tr> <td>2030 (TARGET)</td> <td>100%</td> </tr> </tbody> </table>	Year	Percentage	2019	57%	2020	62%	2021	60%	2030 (TARGET)	100%
Year	Percentage											
2019	57%											
2020	62%											
2021	60%											
2030 (TARGET)	100%											



SUSTAIN®
High Performance Sustainable Ceiling Systems

The simplest way to spec for sustainability



SUSTAIN® PRODUCT LINE

Healthy Products



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INNOVATIVE PARTNERSHIPS TO IMPROVE INDOOR ENVIRONMENTAL QUALITY

The air we breathe, whether indoors or outside, can directly impact our health. According to the U.S. Environmental Protection Agency (EPA), indoor air pollution can be twice to 10 times higher than outdoors, while a recent study led by Harvard researchers confirmed indoor pollution and CO₂ levels can impact human cognition. As people today spend the majority of their time indoors, looking beyond just air quality to consider overall indoor environmental quality (IEQ) is increasingly important.

According to healthy building thought leaders, such as the International WELL™ Building Institute and Harvard University’s T.H. Chan School of Public Health, IEQ is influenced by multiple factors, including acoustics, light, air quality and thermal comfort.

At Armstrong, we continue to deepen our commitment to healthy spaces through our own product lines, as well as innovative industry partnerships. In 2022, we expanded our partnership with Price Industries, a leader in air devices and purification systems, to deliver products that improve IEQ. With our combined expertise in building materials and air systems,

our collaboration with Price will allow us to generate industry-leading holistic solutions for IEQ. Our first joint product—StrataClean IQ™, is a simple-to-install air filtration system designed to capture airborne contaminants and particulates, to help create cleaner, healthier indoor air quality.

We have also partnered with industry thought leaders to further improve our products and their contributions to healthy IEQ. In 2021, we began partnering with 9 Foundations, Inc. (9F), an independent scientific advisory firm founded by Dr. Joseph G. Allen, associate professor at the Harvard T.H. Chan School of Public Health and

director of Harvard’s Healthy Buildings Program. 9F will work with Armstrong in its continued focus on manufacturing ceiling and wall solutions based on the most advanced healthy building science and design.



HEALTHY SPACES

Healthy Products

Product Transparency

Transparency around the human health and environmental impacts of our company is an important way we can contribute to building healthier spaces for all.

We participate in product labeling and attribute certification programs that provide specific disclosures on potential health hazards associated with product ingredients, as well as the environmental impacts of material sourcing and manufacturing processes. We also publish our products' ingredients in our Health Product Declarations (HPDs) and Declare® Labels.

For over a decade, we have conducted a lifecycle analysis on our products as part of our Environmental Product Declarations (EPDs), which includes environmental impacts during each stage of use.

TRANSPARENCY DOCUMENTS AND CERTIFICATIONS INCLUDE:

Environmental Product Declarations (EPDs)

Declare® Labels

Health Product Declarations (HPDs)

Forest Stewardship Council (FSC) Certificates

U.S. Department of Agriculture (USDA)

USDA Certified Biobased Products—
USDA Biobased Preferred

UL GreenGuard

Products that are part of the SUSTAIN® product line are certified under an internationally recognized labeling program for manufacturers of low-emitting indoor products and materials.

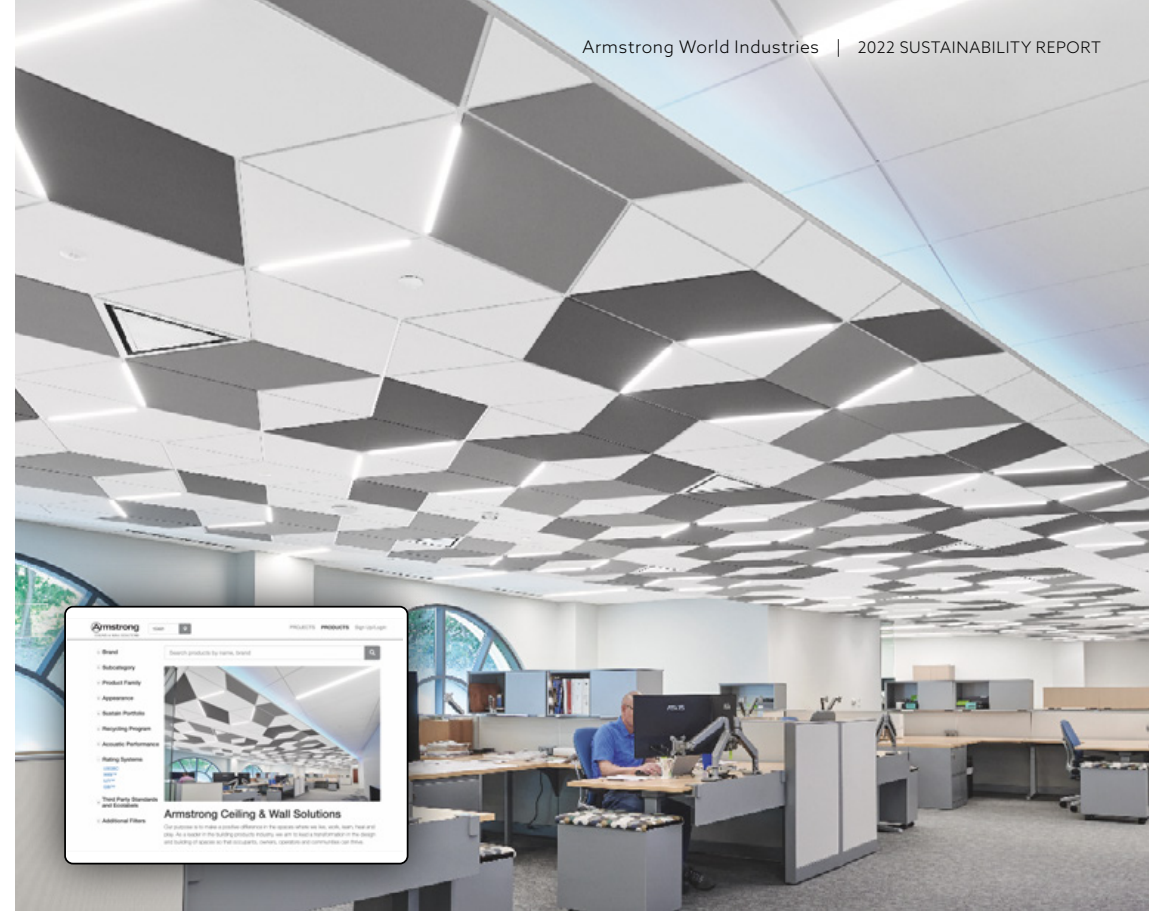
All our efforts around product transparency make it easy for our customers to find solutions that contribute to multiple green building rating systems. Our material disclosure labels, EPDs, and VOC certification contribute to credits in:

U.S. Green Building Council (USGBC) LEED®

WELL Building Standard™

Living Building Challenge®

0 noncompliance fines or penalties related to marketing, labeling or health and safety impacts in 2021



EASY-TO-FIND SOLUTIONS

In order to encourage stronger adoption of sustainable products in the building and construction industry, we strive to make it as easy as possible for our customers to find low-carbon, environmentally friendly materials. Certification documentation for our products, including all green certifications, is centralized on the [Transparency section](#) of our website. We also offer [Green Genie™](#), a sustainable product search tool, powered by Ecomedes, to help users find the right solution, as well as the required submission documentation for the major green building rating systems.



GREEN GENIE™
SUSTAINABLE PRODUCT SEARCH TOOL

Sustainably Sourced Products

From initial design to manufacture, we seek to implement sustainable practices so that we minimize our impact on the planet and its people, and create products that can contribute to the creation of healthy spaces. Part of this objective requires us to fully understand the broad impacts of our supply chain and to collaborate with our suppliers.

Our supply chain can create material impacts in areas where we source product inputs. These include environmental impacts through the mining, collection and transportation of raw materials and other ingredients, as well as impacts on people through the labor and social conditions of those connected to the supply chain and the health of nearby communities.

As a signatory to the UN Global Compact, we are committed to understanding and mitigating any negative impacts associated with our supply chain, including any potential impacts on human rights, labor and corruption and the environment.

Building a Sustainable Supply Chain

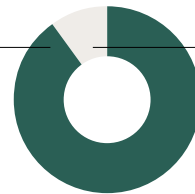
The raw materials we use in our products are primarily sourced from North America, along with a few international suppliers. A sustainable supply chain—one that minimizes our social and environmental impacts and encourages a proactive response to climate change and biodiversity crises—is an issue of material importance to Armstrong.

MINERAL FIBER PRODUCTS

ARCHITECTURAL SPECIALTIES PRODUCTS

90%

of Raw Material Sourcing



10%

of Raw Material Sourcing

Mineral fiber products processed in the United States account for the approximately 90% of our raw material sourcing, and include steel slag—a by product of steel making, post-industrial recycled fiberglass and post-consumer recycled paper. For our Architectural Specialties products, we source wood, steel, aluminum, felt and glass reinforced gypsum.

The vast majority of our suppliers are located in the United States. We source some inputs for our mineral fiber tiles from Europe. We also procure some materials from Asia for our Architectural Specialties products.

As the pressures of climate change and deforestation continue to accelerate around the world, we recognize that companies dealing with raw natural resources have an increased responsibility for sustainable management. At the same time, customer demand for sustainably sourced and verified products is rising. Armstrong procures both raw and finished wood from multiple domestic and international sources. We seek to honor our responsibility to sustainable forestry management through a focus, wherever

possible, on Forest Stewardship Council (FSC) and Sustainable Forestry Initiative (SFI) certification for our wood-based products.

Beginning in early 2021, our Architectural Specialties segment implemented a process to more consistently incorporate material transparency requirements into our product specification documents. This gives us a platform that allows us to prequalify specific sources of raw materials, and hold our fabrication facilities accountable to produce to those standards. As this process expands, we continue to work with smaller suppliers on improving their documentation and verification processes and address the ongoing challenge of verifying material transparency in third-party materials and products. Going forward, we will evaluate the addition of social criteria within our supply base via standardized contract language and new supplier screening metrics.



Recycled fiber for use in our ceiling tiles from Irving Consumer Products.

Throughout 2021, the COVID-19 pandemic continued to complicate our ability to conduct on-site visits with our suppliers. We have long-term relationships with our suppliers and typically visually inspect environmental and sustainability conditions during multiple on-site visits, when possible. Moving forward, we are working to formalize and standardize our on-site supplier audit processes across the company over the next one to two years.

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Sustainably Sourced Products



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**SUPPLIER CODE OF CONDUCT**

We expect all our suppliers to follow the terms of our [Supplier Code of Conduct](#), including compliance with environmental laws and regulations, mitigation of environmental impact and protection of employees' health and safety. The Supplier Code of Conduct also includes expectations around key International Labor Organization conventions on the protection of human rights, avoidance of forced or child labor, and protection against discrimination.

We do not currently work with any suppliers at significant risk of forced or compulsory labor.

CONFLICT MINERALS STATEMENT

Armstrong World Industries does not source or knowingly use gold, tin, tungsten or tantalum in any of its products. We make a good-faith, reasonable country-of-origin inquiry regarding conflict minerals at least annually. Our aim is to avoid knowingly buying conflict minerals from the Democratic Republic of Congo and adjoining countries, or directly from mines, smelters or refineries. We work with our suppliers to obtain accurate information about their purchasing practices and include language around compliance with conflict minerals laws in our supplier contracts.

**CONFLICT MINERALS POLICY**

Circular Products

Every day, we see the increasingly dire impacts of climate change and an ever-growing waste problem around the world. We believe companies have a critical role to play in adapting to more sustainable systems of production, reuse and recycling that help reduce carbon emissions and minimize waste and, in doing so, begin to address the climate challenges before us.

A circular economy model, which can be applied across many industries, is one tool to help address the environmental crises we face today. In this model, waste and pollution are designed out, products are kept in use and natural systems are regenerated.

The centerpiece of our circular economy effort is our Ceilings Recycling Program, which has allowed customers to return their ceiling tiles at the end of life to be recycled into new products since 1999. As of May 2022, we have diverted 212 million square feet of ceiling tile materials from the landfill through this program.

In the last few years, we have been investigating how to further strengthen this program and increase our overall recycling and reuse rate. We are focusing on better understanding our specific challenges around circular models and potential solutions, and recognize the need to rapidly accelerate our recycling efforts in order to reach our 2030 targets.

For more on our circular economy efforts within our manufacturing process, see the [Healthy Planet](#) section of this report.

OUR CEILINGS RECYCLING PROGRAM INITIATIVES INCLUDE:

- Helping national customers consolidate end-of-life ceiling tiles for more efficient transportation
- Improving transportation logistics to return ceiling tiles to the eastern US
- Identifying new products that can integrate recycled materials
- Collaborating with outside groups like the Ellen MacArthur Foundation and its Built Environment Coalition to find new opportunities for recycling and reuse across our product lines; and the ASTM International to standardize recovery rate formulas for end-of-life product measurement

212M square feet of ceiling tile material diverted from the landfill

1.2M tons of virgin raw material saved

210M gallons of water saved

>147 MWh energy saved

>48K metric tons CO₂ equivalent greenhouse gas (GHG) emissions avoided

As of May 2022

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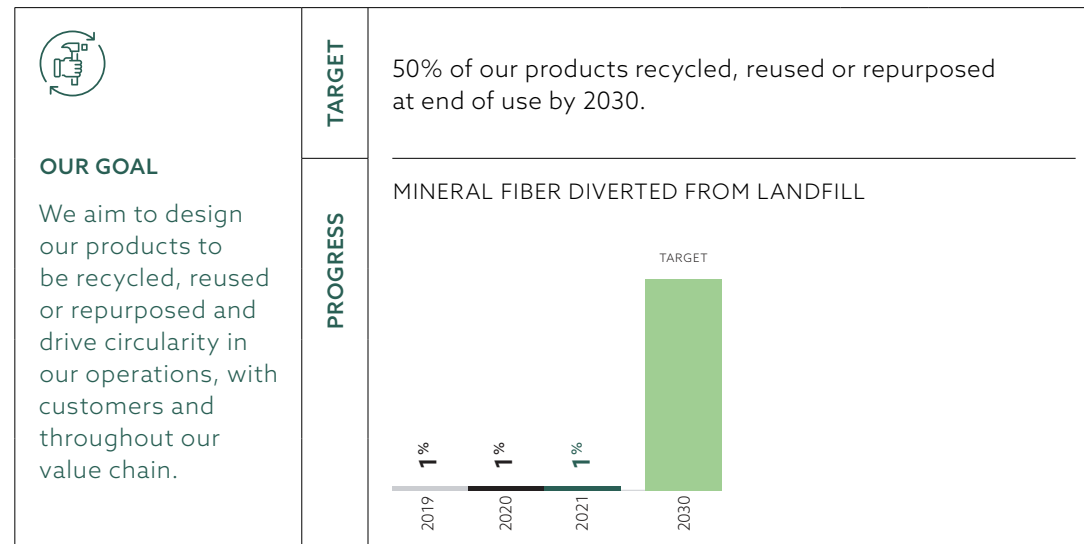
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In 2021, we joined the Ellen MacArthur Foundation to support our ambition to create circular products and services.



Baseline Circulytics score obtained from the Ellen MacArthur Foundation looking at our progress on the journey toward a circular economy.

B- Circulytics score

Circular Products



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50 Tons

of waste diverted from landfill during the Skanska Renovation project

“Skanska collaborated with Armstrong Ceilings on a renovation project in Pennsylvania to remove and recycle over 100,000 square feet of existing ceiling tiles. The project was able to divert over 50 tons from landfill, which supports the LEED construction waste diversion rate goal of 75% and also minimizes the project’s embodied carbon footprint. Recycling the tiles also provided benefits to construction logistics by reducing the number of dumpsters necessary and adding efficiency to the demolition process. Armstrong was extremely professional and reliable to work with and streamlined the entire process. The Armstrong Take Back program adds to the value proposition for clients and their employees, as it demonstrates the company’s dedication to advancing sustainability, and our Skanska team was excited to be able to contribute to this instrumental program that aligns with our own corporate responsibility goals.”

Elsa Mullin

Skanska Sustainability Manager

Paul Guelich

Skanska Project Manager



[CEILING RECYCLING PROGRAM](#)



[IMPACT CALCULATOR](#)



Circular Products

How We Partner

BUILDING SUSTAINABLY WITH THE SHEWARD PARTNERSHIP

When The Sheward Partnership (TSP), a leading architectural firm in the U.S., began designing its new Philadelphia headquarters, sustainability was a top priority. The firm, which has a growing portfolio of over 600 LEED projects, integrates sustainable practices and materials into the heart of every project. TSP also looked to employee feedback, citing acoustics as a major issue in its previous building to inspire new solutions. To achieve its sustainability and building comfort goals at the new headquarters, TSP turned to Armstrong’s SUSTAIN® line for its ceiling solutions.

For nearly a third of the 9,150-square-foot space, TSP installed the Optima® PB standard ceiling panels, which are made with up to 71% recycled content. Optima PB panels are also made with a plant-based binder and can absorb 95% of sound that strikes them. To further improve acoustics in the building, TSP also used AcoustiBuilt® ceilings in enclosed meeting rooms. The headquarters’ multipurpose open space, used for meetings and events, is a focal point for the building and

includes our innovative FeltWorks® Blades Ebbs & Flows ceiling products. The FeltWorks line absorbs 70% of sound and is made of up to 60% post-consumer recycled plastic fibers.

With Armstrong’s products and many other design solutions, the building achieved LEED® Platinum, WELL™ Platinum, and Living Building Challenge® certifications. Overall, TSP’s new headquarters serves as a demonstration project, giving TSP’s Sustainability Team firsthand knowledge of how different products perform.

“We use it as a living lab where we test out products that we would put into our projects,” said Senior Associate and Sustainability Director Michael Pavelsky. “We are looking at materials on so many different projects every day. So, knowing there is this group of products that meet all the criteria for the green building rating systems and that the sustainability information is easily accessible on the website, that’s huge for us.”

PARTNERING WITH IRVING TO RECYCLE AND REDUCE WASTE

As part of our commitment to reduce the environmental impact of our products, we strive to find new and innovative ways to improve our sustainability performance at every stage of manufacturing. In early 2022, we started a local partnership with Irving Consumer Products, another manufacturing company operating in Macon, Georgia to reduce waste and support a more circular manufacturing system.

Irving Consumer Products makes tissue paper products like bathroom tissue, paper towels and diapers, and discards waste fiber as part of its manufacturing process. Rather than going to the landfill, Armstrong has been integrating that fiber byproduct into the production of our mineral fiber ceiling tiles.

Since the 1980s, Armstrong has used recycled paper in our tiles. By integrating Irving’s waste fibers into our production stream, we are able to increase our ability to source sustainable materials over the long term.

Our partnership with Irving began thanks to a former Armstrong employee who, after moving to Irving, identified the potential opportunity for collaboration. After successfully completing a pilot in early 2022, the Macon plant installed a new mixing hopper designed to receive and transfer loose waste fiber directly into the existing mixing process. Armstrong and Irving Consumer Products expect to divert more than 3,500 tons of fiber waste annually from landfill disposal, supporting their circularity and waste diversion sustainability goals.

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The Sheward Headquarters

“This partnership is a win-win, and a great example of companies working together at a local level to help solve a global problem while improving our own processes. We diversify our raw material stream and save in cost and energy related to shipping heavy material like paper. Irving Consumer Products saves on landfill costs, and its fiber byproduct can live another life as Armstrong ceiling tile.”

William Woolard
Macon Plant Manager



Reduced Carbon and Water Footprint

The building industry—including the manufacturing of construction materials and the construction process, as well as the operation of finished buildings—is a major source of carbon emissions around the world, estimated to account for almost 40% of the global total. Additionally, the carbon associated with the extraction of raw materials and production of associated construction products, known as “embodied carbon,” is expected to account for nearly half of total new construction emissions by 2050.

We are excited about our opportunity to make a positive contribution to the decarbonization of the built environment by reducing the carbon emissions associated with our products. We are working toward our 2030 goals to reduce the carbon footprint and water intensity of our


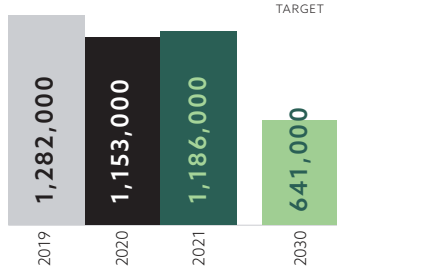
products, primarily by improving the efficiency and environmental impact of our plant operations. You can read more about our efforts in the [Healthy Planet](#) section of this report.

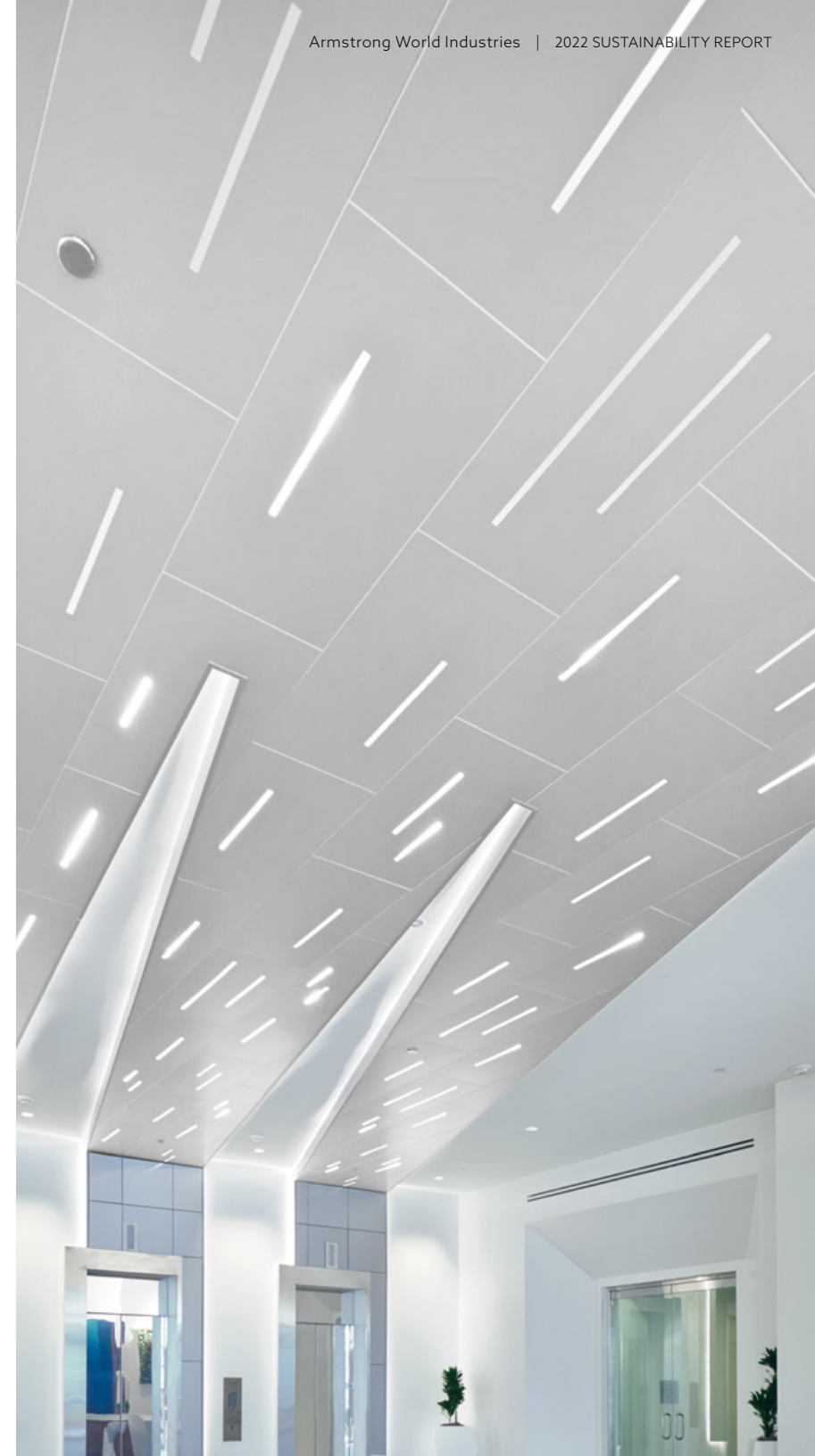
As many of our customers pursue their own sustainability goals, we seek to be responsive to increased market demand for low-carbon products. We continue to make strides in demonstrating reduced carbon emissions for many of our products in our Environmental Product Declarations (EPDs), which show the full life cycle environmental impacts of our products.

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 <p>OUR GOAL</p> <p>We aim to make a positive contribution to spaces and the environment by decreasing our products’ carbon and water footprint, and by creating solutions that actively contribute to health and wellness.</p>	TARGET	<p>50% reduction achieved in the carbon footprint of our products, compared to a 2019 baseline by 2030.</p>	<p>20% reduction in the water intensity of our products compared to a 2019 baseline by 2030.</p>									
	PROGRESS	<p>PRODUCT CARBON FOOTPRINT MT CO₂e</p> <p>8% reduction since 2019</p>  <table border="1"> <caption>Product Carbon Footprint (MT CO₂e)</caption> <thead> <tr> <th>Year</th> <th>Carbon Footprint (MT CO₂e)</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>1,282,000</td> </tr> <tr> <td>2020</td> <td>1,153,000</td> </tr> <tr> <td>2021</td> <td>1,186,000</td> </tr> <tr> <td>2030 Target</td> <td>641,000</td> </tr> </tbody> </table> <p>• 2020 figures exclude data from TURF, Moz and Arktura. 2021 figures excludes data from TURF for the first six months of 2021. • CO₂e refers to carbon dioxide equivalents.</p>	Year	Carbon Footprint (MT CO ₂ e)	2019	1,282,000	2020	1,153,000	2021	1,186,000	2030 Target	641,000
Year	Carbon Footprint (MT CO ₂ e)											
2019	1,282,000											
2020	1,153,000											
2021	1,186,000											
2030 Target	641,000											



Reduced Carbon and Water Footprint

**LEADING THE WAY
ON EMBODIED CARBON
DISCLOSURES:**

A Viewpoint From Helen Sahi, VP Sustainability

To avoid average global temperatures rising by 1.5° or even 2° C, the world must reduce carbon emissions by 65% by 2030, according to the UN. This requires unprecedented shifts in all industries. One often overlooked source of emissions is the carbon associated with construction of the buildings all around us. The so-called embodied carbon—the carbon associated with the manufacturing and transportation of materials through the use and end-of-life stages—of buildings accounts for 11% of global GHG emissions today.

In our new climate reality, it is important to connect the dots between the outside and the inside. We know that climate change affects our outdoor environment, but those same issues—air quality, extreme temperatures, coastal flooding—also increasingly require us to protect our indoor environments. However, in doing so, we must not worsen carbon emissions but instead focus on new ways to build responsibly.

We believe that the building industry and the world at large must take a holistic approach to the so-called embodied carbon of building materials. To do so, we must assess the specific impact of building materials, starting with a life cycle assessment (LCA) of materials, from manufacturing through end of life. Understanding this impact allows manufacturers to mitigate the

impact of embodied carbon by improving raw material sourcing, energy and water use, and recycling streams.

With this LCA, manufacturers can create an EPD to allow architects, consumers and other stakeholders to compare the environmental impacts of different materials. This transparent communication enables procurement and purchasing functions to make the most sustainable decision for a project. Armstrong has been a leader in offering EPDs for our products.

Meanwhile, industry groups are offering more tools that can help materials manufacturers, builders and designers understand how to best assess the impacts of embodied carbon. For example, the Carbon Leadership Forum (CLF) has

developed the Embodied Carbon Calculator for Construction (EC3), the first third-party verified database of EPDs. All our mineral fiber products are available on the EC3, a free tool that allows building professionals and policymakers to make data-driven decisions around the carbon impact of building materials and construction.

We must shift our thinking and take a more all-inclusive approach to assessing the climate impact of the built environment. Doing so will lead to more sustainable buildings, the downstream effects of which will create entire cities and communities that are more sustainable and healthier places to live.

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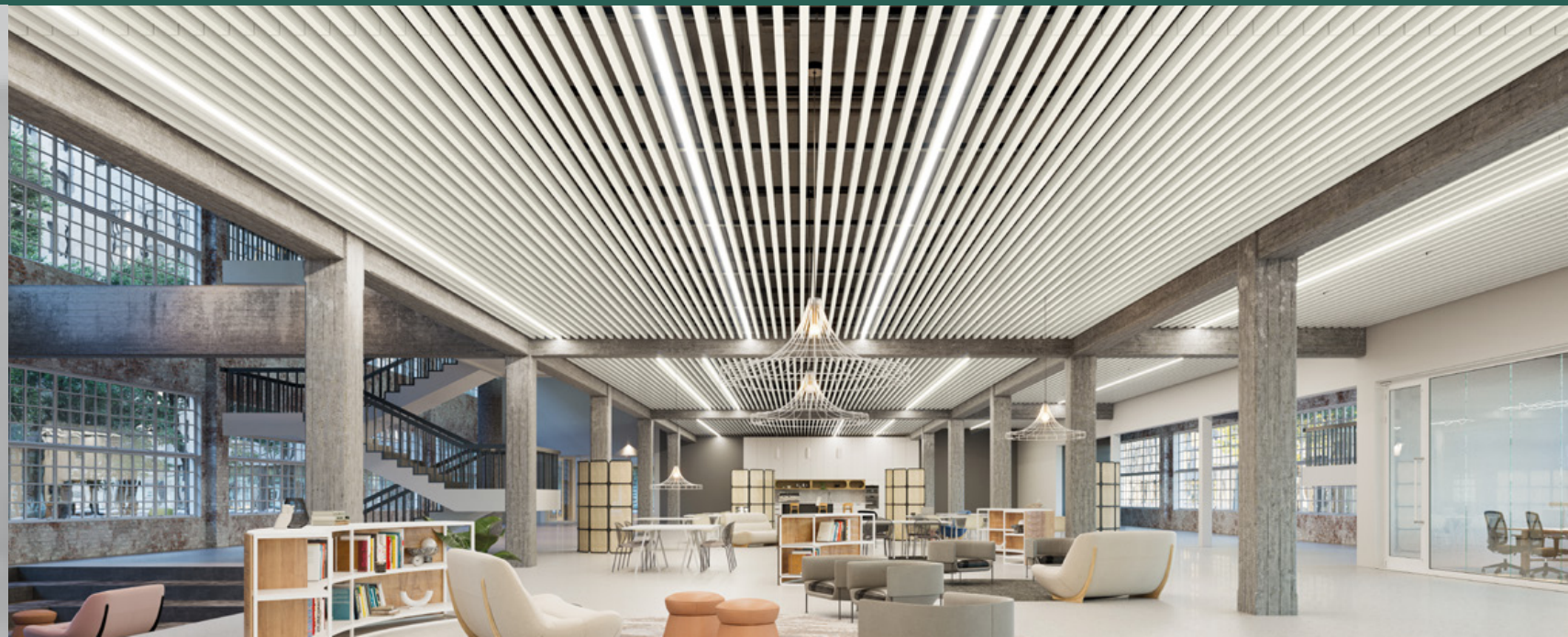
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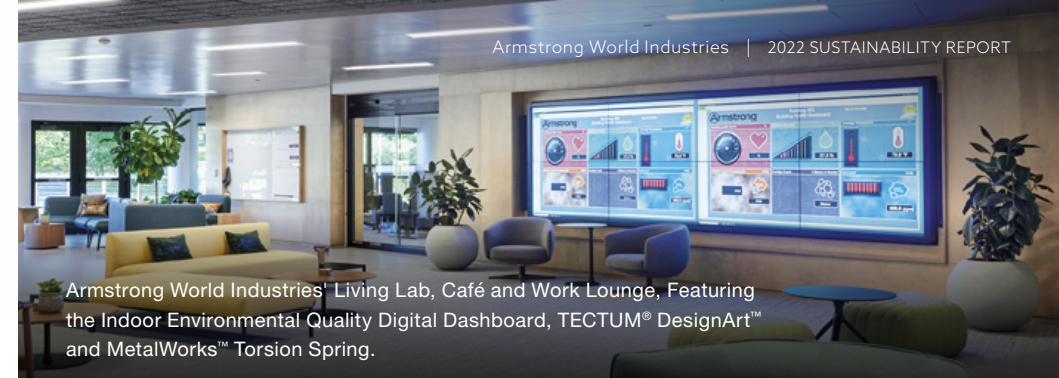
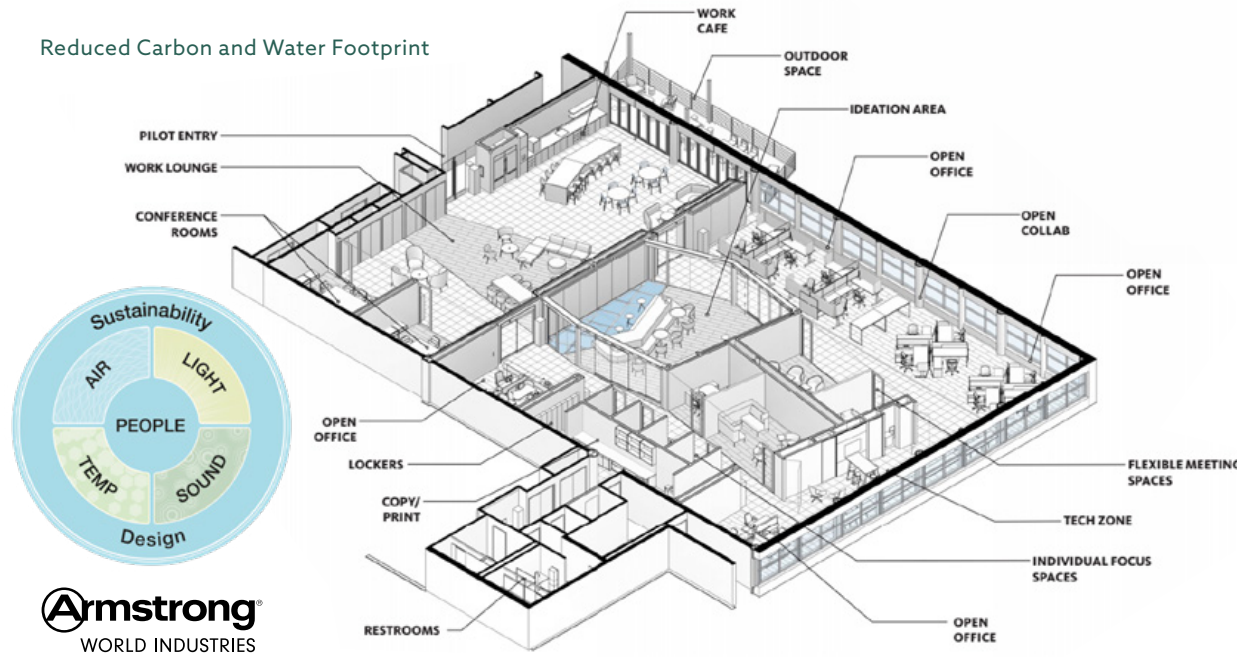
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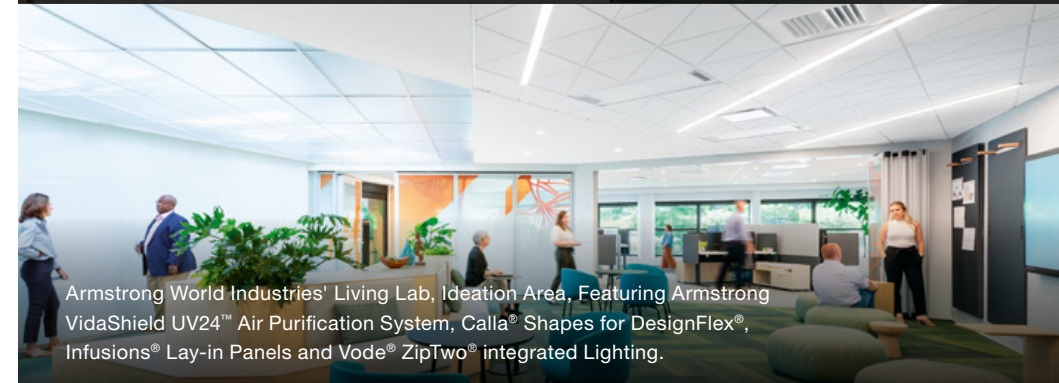
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Reduced Carbon and Water Footprint



Armstrong World Industries' Living Lab, Café and Work Lounge, Featuring the Indoor Environmental Quality Digital Dashboard, TECTUM® DesignArt™ and MetalWorks™ Torsion Spring.



Armstrong World Industries' Living Lab, Ideation Area, Featuring Armstrong VidaShield UV24™ Air Purification System, Calla® Shapes for DesignFlex®, Infusions® Lay-in Panels and Vode® ZipTwo® integrated Lighting.

THE LIVING LAB LEADING BY EXAMPLE

Healthy spaces can help increase quality of life on an everyday basis, and that starts with better building materials. We take pride in the fact our products can help building owners demonstrate their commitment to healthy buildings through certifications such as WELL™. And we have also applied these innovations to our own spaces.

In 2021 and 2022, we continued to use our corporate headquarters as a trial ground for our products. Our Living Lab, a 10,000-square-foot workspace in Lancaster, Pennsylvania, was renovated to include some of our most innovative healthy and low-carbon products. Living Lab highlights include systems creating cleaner air and enhancing effectiveness of HVAC systems, a large wall-mounted dashboard displaying real-time information on the space's air quality, carbon dioxide level, humidity, temperature and other biomechanical data, and VidaShield UV24™ self-contained ultraviolet air purification systems to maintain indoor air quality.

The space has served as a useful engagement tool also, as our employees, customers and visitors can experience a real-world installation of our most advanced products. The Living Lab is divided into eight distinct areas, including a work lounge and café, open office workstations and a hands-on "maker" space designed to allow teams to work on new products for testing.

In April 2021, we achieved our WELL™ Health-Safety Rating certification, and earned recertification in 2022, for the Avenue, Living Lab and Building 5 Complex at our headquarters. We also received an "Innovation Credit" from WELL™ in 2021 for our use of the Trane Aircurity system in the Living Lab. Aircurity's network of sensors track CO₂, CO, VOC and other metrics to allow facility managers and occupants to holistically monitor indoor air quality in real time.

[VIEW THE VIRTUAL TOOL OF THE LIVING LAB](#)

THE WELL™ HEALTH-SAFETY RATING FOR FACILITY OPERATIONS AND MANAGEMENT

An evidence-based, third-party verified rating for all new and existing building and facility types, focusing on operational policies, maintenance protocols, stakeholder engagement and emergency plans. The rating, which was created in the wake of the COVID-19 pandemic to support healthier spaces, includes more than 20 features across five core areas:

- Cleaning and sanitization procedures
- Emergency preparedness programs
- Health service resources
- Air and water quality management
- Stakeholder engagement and communication



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Healthy Planet

From air and water to plants and wildlife, Armstrong recognizes the importance of safeguarding the health and abundance of Earth’s many resources. Operating as good stewards of these resources is critical to building a healthy tomorrow for all our stakeholders. Through our Healthy Planet pillar we focus on carefully managing our energy use, emissions, water, materials and biodiversity as we work to build a healthy future. To do this, we have established 2030 targets aligned with the Paris Agreement, which have been validated by the Science Based Targets initiative.

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2030 GOAL SNAPSHOT

REDUCED CARBON FOOTPRINT 	CIRCULAR SYSTEMS 	OPTIMIZED WATER 
<p>We aim to reduce our greenhouse gas emissions and increase our reliance on renewable energy using climate-science based targets.</p>	<p>We aim to eliminate waste through innovative manufacturing processes and by creating circular systems from order to delivery.</p>	<p>We aim to optimize our use of water and contribute to water management and restoration efforts by reducing our reliance and impact on local water systems.</p>

Reducing Our Carbon Footprint

As the impact of climate change becomes more pronounced, our world faces increasingly extreme conditions: intense droughts, fresh water scarcity, severe fires, rising sea levels, flooding, melting polar ice, catastrophic storms and declining biodiversity.

We recognize that the warming climate creates an urgency for all of us to work together and to be good stewards of the Earth's resources. We continue to seek ways to minimize our impact throughout our value chain to help build a healthy tomorrow.

Climate Change

As the planet continues to warm, we monitor both the risks and opportunities that may impact our business. We anticipate shifting dynamics in the business landscape directly from climate change as well as from evolving market and stakeholder demands. Our emissions reductions targets have been validated by the Science Based Targets Initiative (SBTi) to be aligned with a well-below 2°C trajectory.

SCIENCE BASED TARGETS INITIATIVE

Science-based targets provide companies with a clearly-defined path to reduce emissions in line with the Paris Agreement goals. SBTi independently assesses and approves companies' targets in line with its strict criteria.

Armstrong commits to reduce absolute Scope 1 and 2 GHG emissions 30% by 2030 from a 2019 base year. We also commit to sourcing 100% renewable energy by 2030.



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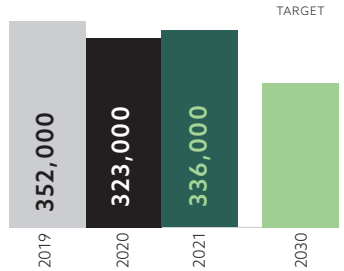
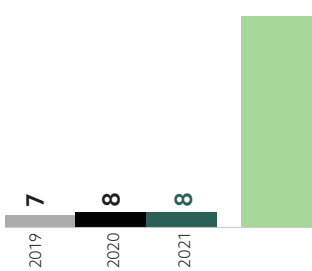
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 <p>OUR GOAL</p> <p>We aim to reduce our greenhouse gas emissions and increase our reliance on renewable energy using science-based targets.</p>	TARGET	<p>30% reduction in absolute Scope 1 and 2 greenhouse gas (GHG) emissions from a 2019 baseline, in accordance with the Science Based Targets initiative (SBTi), allowing us to meet a well below 2°C scenario.</p> <p>100% electricity needs sourced from renewable energy.</p>
	PROGRESS	<p>TOTAL SCOPE 1 AND 2 EMISSIONS Metric Tons CO₂e</p> <p>5% emissions reduction since 2019</p>  <p>PERCENTAGE OF RENEWABLE ELECTRICITY</p> <p>8% renewable energy use</p>  <p>See page 43 for full footnotes.</p>

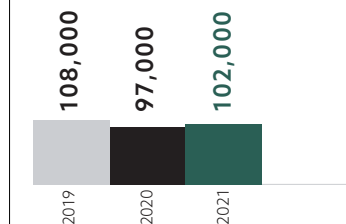
EMISSIONS PERFORMANCE DATA

Although our emissions increased from 2020 to 2021, which was due to COVID-19 related production decreases in 2020, they are lower than the 2019 baseline. We are reporting GHG intensity for the first time and have strategies in place to improve performance in the coming years.

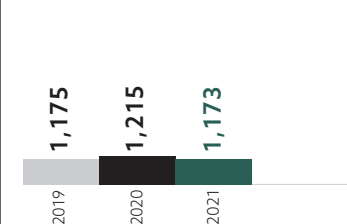
SCOPE 1 EMISSIONS
Metric Tons CO₂e



SCOPE 2 EMISSIONS
Metric Tons CO₂e



GHG INTENSITY FOR SCOPE 1, 2 & 3
mt/Mft2
Mineral Fiber Only



- 2020 figures exclude data from TURF, Moz and Arktura. 2021 figures exclude data from TURF for the first six months of 2021.
- CO₂e refers to carbon dioxide equivalents.
- Scope 1 emissions include on-site fossil fuel consumption, primarily natural gas consumption with a small proportion from other on-site fuel usage.
- Scope 2 emissions include purchased electricity.
- Climate change performance data is currently under review as part of developing our final SBTi targets. These values may change in the future.
- Certain 2019 and 2020 figures have been updated from previously reported data.

Reducing Our Carbon Footprint

Energy

Manufacturing ceilings and walls is an energy-intensive process and, we are targeting energy sources as a key area for improving our carbon footprint. We have set ambitious goals to drive action that will have an impact. Our goals are to shift to 100% renewable electrical energy and decrease our GHG emissions by 30% by 2030.

Currently, nearly 70% of our Scope 1 & 2 GHG emissions come from natural gas combustion. The largest portion of energy use within our portfolio comes from mineral fiber manufacturing—in particular, natural gas used in the board-drying process. Natural gas is also used for dryers in the finishing process for many of our products. Our energy reduction strategy aims to conserve energy through increased efficiency as we upgrade

manufacturing equipment. The percentage of our Scope 2 electrical energy derived from renewable sources from the existing grid comprises 8% of our total usage. While we continue to explore on-site renewable energy solutions, our current focus is on power purchase agreements (PPAs).

We also anticipate a challenge associated with reducing the energy demands associated with some of the more sophisticated and high-end products recently added to our portfolio. Design innovation and careful operational monitoring will be key to improving the emissions profile of these products.



Marietta, Pennsylvania, Manufacturing Plant.

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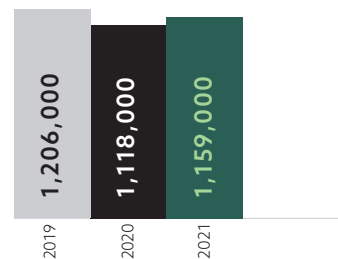
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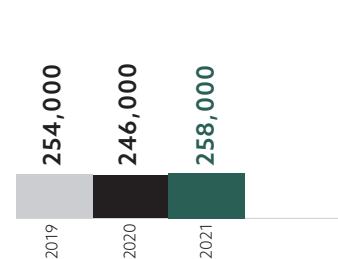
ENERGY PERFORMANCE

Our energy consumption is down slightly from our 2019 baseline. This report outlines some of the strategies in place focused on decreasing our energy usage and intensity over time.

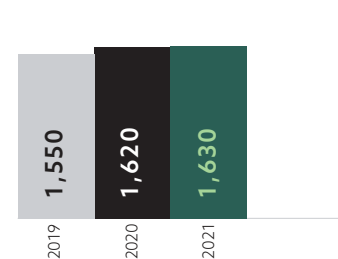
DIRECT ENERGY CONSUMPTION
MWh



INDIRECT ENERGY CONSUMPTION
MWh



ENERGY INTENSITY FOR SCOPE 1 & 2
MWh/ft²
Mineral Fiber Only



- 2020 figures exclude data from TURF, Moz and Arktura. 2021 figures exclude data from TURF for the first six months of 2021.
- Direct energy consumption refers primarily to natural gas consumed in our facilities, with a small proportion from other on-site fuel usage.
- Indirect energy consumption refers to electricity used at our facilities.
- The percentage of renewable energy was derived from the amount of renewable energy currently used on the grid.
- Certain 2019 and 2020 figures have been updated from previously reported data.

Circular Systems

Given planetary resource limitations, we recognize the importance of all industries moving toward a more circular economy. Within our operations, Armstrong supports the transition to increased circularity in the way we are managing our waste streams. We aim to design waste out of our value chain.

Recognizing that construction and demolition account for nearly a quarter of the U.S. waste stream, we are working to integrate a circular economy approach throughout our operations. We are focused on offering products designed with a level of quality that supports long-term usage and minimizes the need to repair or replace. At the end of life, our ceiling-tile recycling program diverts waste from the landfill and becomes input material for our new products.

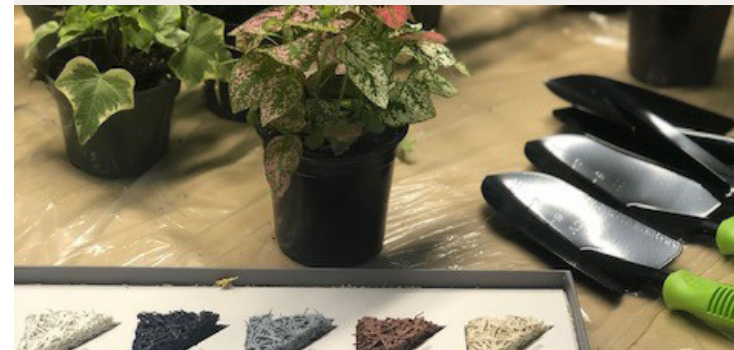
Our waste stream is primarily comprised of product scrap and materials filtered out during raw material packaging and processing, as well

as paint waste. Our operations also produce a limited volume of hazardous waste, including unused chemicals and aerosol cans. Our mineral fiber products account for the most significant component of our waste profile. Whenever possible, we recycle waste generated through production back into the manufacturing process. One way that we reduce the use of virgin materials in our products is by incorporating post-consumer recycling streams including newspapers, telephone books and water bottles. See [“Partnering with Irving to Recycle and Reduce Waste”](#) in the product section of this report for an example of how we’re addressing circularity through innovative partnerships. We also utilize pre-consumer fiberglass and mineral wool. Both these examples demonstrate how we incorporate both pre-consumer and post-consumer recycling streams.

More information on our approach can be found in the [Circular Products](#) section of this report.

EARTH DAY MAKE AND TAKE PLANTER

Our employees and customers also participate in careful waste management through recycling programs at our facilities. For example, Armstrong’s South Central sales team celebrated Earth Day by inviting customers to paint ceramic planters and fill them with a live houseplant. Participants also donated unwanted electronics to recycle and participated in a reuse/refill station for 100% cruelty-free personal and home care products.



\$4.5 T

in economic benefits could be unlocked by the circular economy by 2030, according to the World Economic Forum.

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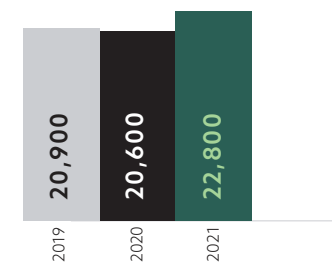
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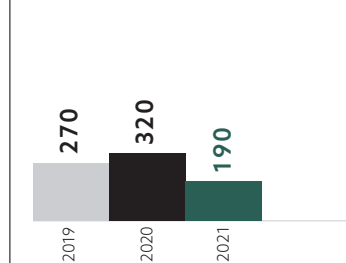
WASTE PERFORMANCE DATA



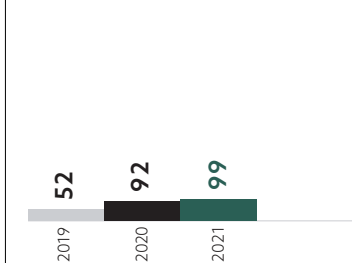
NONHAZARDOUS WASTE LANDFILL
Metric Tons



NONHAZARDOUS WASTE INCINERATOR
Metric Tons



HAZARDOUS WASTE
Metric Tons



- 2019 and 2020 figures exclude data from our Montreal facility and our Campus headquarters. 2020 figures exclude data from TURF, Moz and Arktura.
- The increase from 2020 to 2021 in hazardous waste was due to disposal of a large amount of chemicals that became unusable due to acquisitions and consolidation of operations.
- Certain 2019 and 2020 figures have been updated from previously reported data.

Optimized Water

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Water is a vital natural resource that all people, animals and plants need to survive. Access to this important source of life is a growing concern around the world, due to droughts, pollution and the availability of infrastructure to provide an adequate supply of clean, safe water. At the same time, rising planetary temperatures mean that water cycles will accelerate and will lead to rain that is more frequent, heavy and intense.

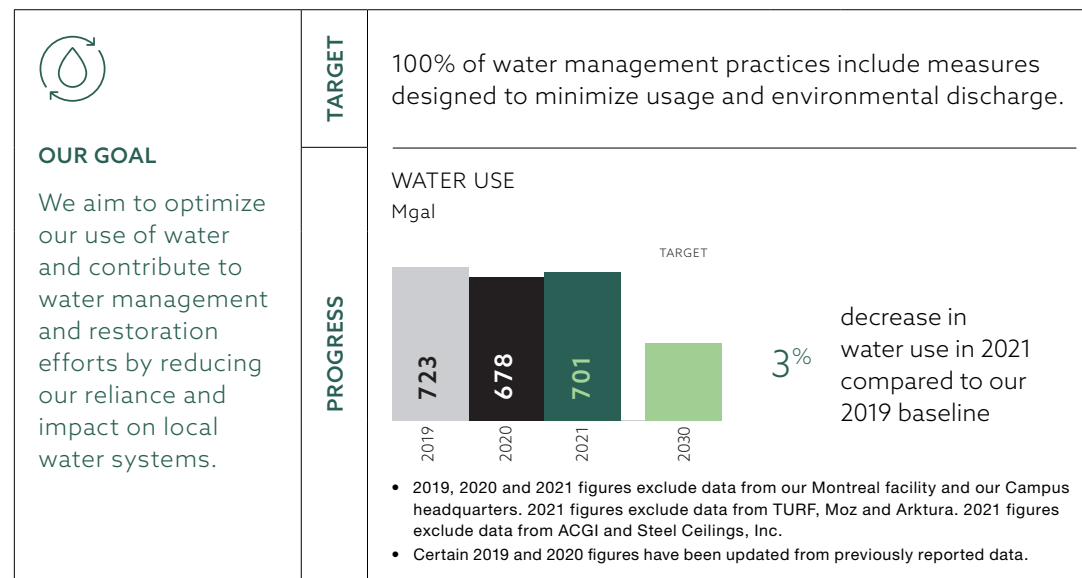
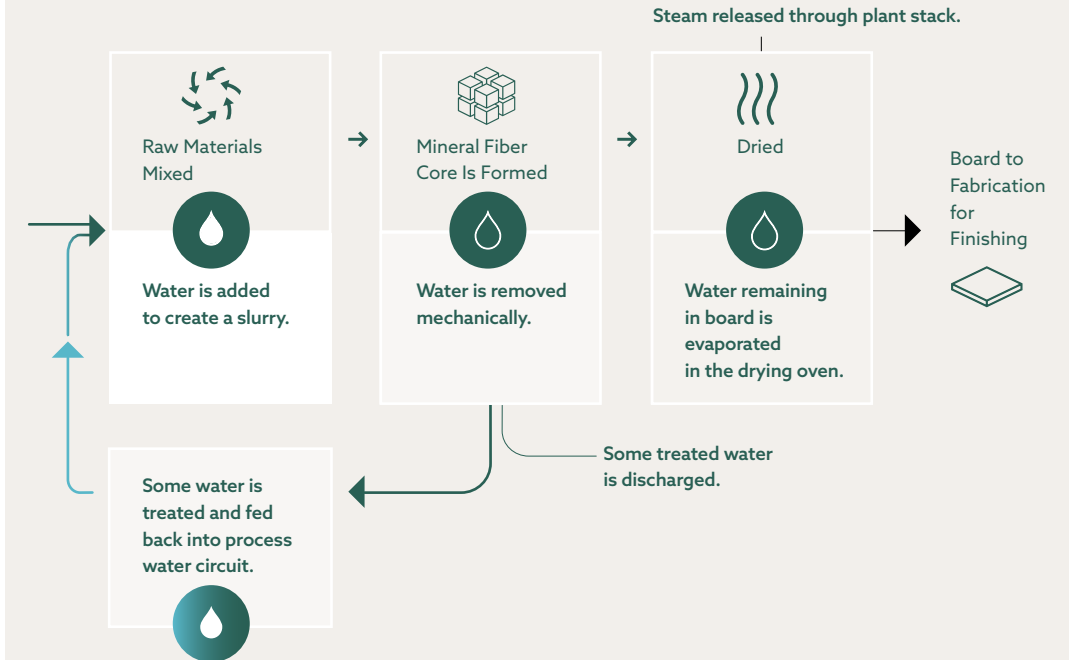
Our Arktura facility in Gardena, California, is our only facility located in a high-risk watershed. However, this facility does not use a significant amount of water. At all of our locations, we aim to conserve this valuable resource. We are mindful of our consumption and the need to protect local watersheds from pollution.

Our water usage varies across operations, depending on the manufacturing process. Our mineral fiber production process is the most

water intensive. The primary water use in this process is creating the raw material slurry at our mineral fiber plants. This slurry is dewatered through mechanical processes to create a mat, which is then conveyed through a large natural gas dryer to evaporate the remaining water. The water collected is treated, at which point some of it reenters the process, some of it enters the atmosphere as steam, and some of it is discharged to surface water bodies or publicly owned treatment plants, depending on the location.

We are working to make our processes more water-efficient and to increase the recycling of water within processes. The approach is unique to each facility, due to the differing systems in place at each plant. All of our U.S. facilities are subject to local, state and federal discharge requirements. In many cases, we have water permits.

WATER USE IN MINERAL FIBER CEILING TILE MANUFACTURING



Marietta Ceiling Plant

Environmental Compliance

Ensuring environmental compliance across a variety of sites governed by a range of regulations is a complex and challenging undertaking. Armstrong has established processes and procedures designed to address this complexity and ensure compliance with all environmental regulations. Every three years, we conduct a corporate audit of each facility. We regularly update our audit procedures to align with evolving ISO 14001 standards.

Company expectations for employees to comply with environmental rules and regulations are outlined in several documents:

[BUSINESS CODE OF CONDUCT](#)



[ENVIRONMENTAL POLICY](#)



Under our policy, AWI management is responsible for implementing appropriate environmental control and compliance plans.

Our environmental compliance performance is reported in the [GRI Content Index](#).

Compliance training is provided to new plant managers as part of the onboarding for that role. In addition, environmental training modules are included regularly within health and safety training and as required by applicable permits and regulations.

We set out protocols for handling emergencies, including spills or emissions that may impact local communities, in our Incident Management Plan and site Emergency Action Plans.

For the first time this year, as part of our commitment to increasing transparency, we are publishing baseline data from 2021 for our air quality performance.

2021 AIR QUALITY PERFORMANCE

	Metric Tons
Nitrous Oxides (NO _x)	129
Volatile Organic Compounds (VOCs)	530
Particulate Matter (PM)	236
Hazardous Air Pollutants (HAPs)	82
Carbon Monoxide (CO)	2,165
Sulfur Oxides (SO _x)	59
Ammonia (NH ₃)	62

• Data includes all 15 facilities.

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Environmental Compliance



“More than just acknowledging that we have an impact on our climate, Armstrong is embracing transparency and accountability in our efforts to reduce these impacts. We’re pursuing opportunities throughout our operations and with our R&D teams to capture opportunities to reduce our carbon footprint, build efficiencies and contribute to a healthier future.”

Theresa Womble
VP Investor Relations and Corporate Communications



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Climate Related Risks and Opportunities

Pursuing our Healthy Planet pillar objectives helps us address the range of climate-related risks and opportunities facing our company. We have provided greater detail on each risk and opportunity in the table.

TOPIC	RISKS	OPPORTUNITIES
EXTREME WEATHER EVENTS	<ul style="list-style-type: none"> Operational and supply chain disruptions 	<ul style="list-style-type: none"> Increased demand for construction materials Increased demand for weather-resistant products
WORKER HEALTH AND WELL-BEING	<ul style="list-style-type: none"> Diminished worker productivity due to increased high-heat days Disruption of operations and construction activity 	<ul style="list-style-type: none"> Develop innovative products that support worker health and well-being
REGULATIONS	<ul style="list-style-type: none"> Increased costs for energy, raw materials and transportation Added operational complexity 	<ul style="list-style-type: none"> Competitive advantage due to successful management of energy, raw materials and transportation
MARKET SCRUTINY OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE ACTION	<p>Poor performance could lead to:</p> <ul style="list-style-type: none"> Decreased access to capital Diminished competitive position and corporate reputation Inability to attract or retain talent 	<p>Positive performance could lead to:</p> <ul style="list-style-type: none"> Increased access to capital Increased competitive position and corporate reputation Greater ability to attract and retain talent

Biodiversity



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PLANTING FOR POLLINATION

We believe the first place to focus our biodiversity efforts is in our own backyard. To support pollination, an essential function of healthy ecosystems, we planted sunflowers at the Lancaster, Pennsylvania campus and wildflowers at our Macon, Georgia facility. To help restore the natural landscape of a former landfill at our Macon, Georgia facility, we have partnered with the Pollinator Project since 2019, a nonprofit dedicated to protecting pollinating species. The 4.5-acre meadow is now home to 20 native plants that attract bees, butterflies, birds and other species.

Our Lancaster campus joined the national Great Sunflower Project in 2019, supporting pollinators as a foundation of a healthy ecosystem at our corporate headquarters. We planted a 1-acre sunflower field, which was expanded to 1.5 acres after we added plants in 2021 and 2022. We also planted milkweed, which supports the lifecycle of the monarch butterfly, whose habitat is increasingly strained.

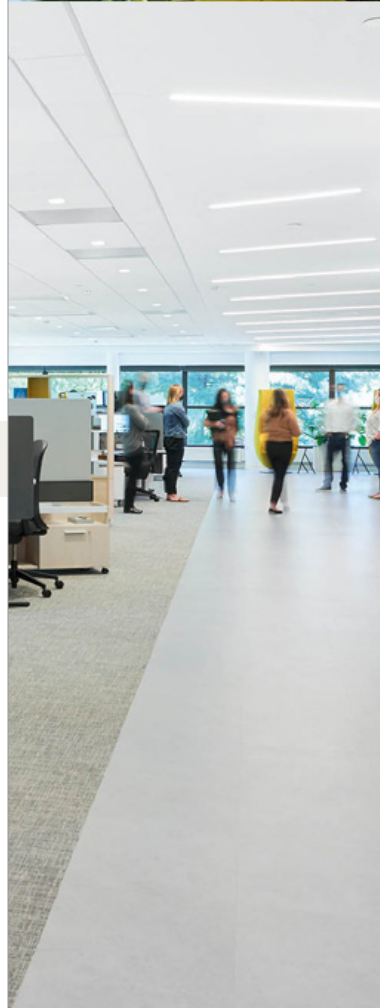
The life around us—from plants to animals and insects and everything in between—is linked to human life and the resources we need to survive. Economists and world leaders are increasingly recognizing that ecosystem services are irreplaceable and tied not only to the economy, but to our long-term survival as a species. We cannot have a healthy tomorrow without thriving ecosystems.

Our business and others that manufacture products for the built environment are dependent on natural resources for our raw materials. The built environment is also a significant consumer of raw materials and producer of waste and emissions. We recognize our responsibility as stewards of the ecosystems we influence.

We remain mindful of biodiversity risks, including ecosystem disruption and deforestation, and work to mitigate these by engaging in responsible sourcing practices, reducing our environmental footprint and making positive contributions to our local ecosystems.

For more on our approach to procurement, see the [Sustainably Sourced Products](#) section of this report.

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Thriving People and Communities

Amid ongoing post-pandemic shifts in how we live and work, we remain committed to building a healthy tomorrow for our people and the communities we reach. In 2021 and into 2022, amid escalating competition for talent and shifting employee demands, we strengthened our workplace culture, improved employee resource offerings and found ways to support our employees' drive to improve their communities through volunteering and monetary donations.

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Diverse and Inclusive Workforce 53

Safe and Healthy Employees 56

Employee Relations 60

Community Engagement 61

2030 GOAL SNAPSHOT

COMMUNITY ENGAGEMENT 	DIVERSE & INCLUSIVE WORKFORCE 	SAFE & HEALTHY EMPLOYEES 
<p>We aim to engage in communities where we operate to make them vibrant places to live and work, by strengthening and supporting local programs and fostering impactful relationships.</p>	<p>We aim to develop an inclusive culture and a diverse workforce at all locations.</p>	<p>We aim to cultivate a culture that leads to safe, healthy, fulfilled employees.</p>

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Our Thriving People and Communities pillar centers on helping our employees and communities succeed. Our approach is centered on building holistic, healthy spaces for our employees and the communities where we live and work. Within our company, we strive to build a diverse and inclusive workplace where all feel welcome and valued. We also promote a culture of workplace safety and provide resources to support the well-being of all our employees from a physical, mental and financial health perspective. At the community level, we support local nonprofits and organizations through volunteerism and charitable giving through the Armstrong World Industries Foundation (AWIF).

Talent Acquisition and Retention

Maintaining an engaged and healthy workforce is an important part of any sustainable and profitable business. Our company's success depends on the talent and expertise of our 3,000 employees. We seek to create a supportive culture that helps our people continually develop throughout their tenure at Armstrong. Our operations across the Americas can impact communities by offering well-paying and safe jobs in an inclusive environment.

Building an Early Career Talent Pipeline

In order to succeed in a competitive labor market, we continually seek new ways to attract the next generation of talent for positions across our company. One way we connect with young talent is by offering summer internships through key partnerships with local colleges and universities.

Our internship program recruits from a range of universities and offers successful applicants hands-on experience in departments across the company, including finance, sales, legal, IT and a range of engineering disciplines. Many of these interns ultimately join AWI after graduation.

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Talent Acquisition and Retention

We also run specialized professional development programs for early-career employees across several of our departments, including finance, project engineering and chemical engineering. Through these two-year, rotational programs, college graduates receive hands-on foundational experience.

In February 2022, AWI was named a winner of the Campus Forward Award for Small Early Career Programs from RippleMatch, an automated recruitment platform focused on young talent. Armstrong’s Career Recruitment Teams’ commitment to diversity and inclusion and opportunities for learning and development were primary factors for receiving the award.

Learning and Development

Employees are our most important resource, and we know investing in their ongoing education and development resources is key to both employee satisfaction and our ability to grow as a business.


In 2021 we conducted a survey of learning and development programs offered at all Armstrong locations, to better understand our needs and

potential areas for growth. We are working to further analyze this information, including collecting best practices and designing new training resources for the future, where appropriate.

Most of our plant locations offer informal mentorship and upskilling programs for interested employees. Our Macon, Georgia; Marietta, Pennsylvania; Pensacola, Florida; and Hilliard, Ohio, plants offer more formalized pay-for-skill programs, that include mechanic and electrician apprenticeship programs and machine operation training, among other skills.

We continue to offer a range of training and development programs for our salaried employees. All such employees have access to our on-demand learning portal, called LearnUpon, as well as team and individual coaching opportunities. We also run specialized trainings for various departments and positions, including sales and customer service training and an “Essentials of Leadership” training for both production and nonproduction managers.

All of our salaried employees participate in our performance management process, which includes individual goal setting, performance feedback and career development discussions.

	TARGET	Employees offered tools and resources to improve their financial, physical and mental health and well-being.	Employees offered learning and development opportunities annually.
	PROGRESS	We continue to use data, including health claims, 401(k) enrollment and savings habits, on-site health screenings and a recent meditation app rollout to help employees improve their well-being.	Thirteen out of 15 production facilities offer training and development opportunities as of 2022.

SALES TEAM ENGAGEMENT SURVEY

82%

of employees who were surveyed responded. They identified opportunities to simplify work processes and increase team capacity, which they are now working to implement.



“I am excited to join Armstrong because I want to use the skills I have learned at college and apply them to real-world problems. I also find the manufacturing process behind ceiling tiles interesting and can't wait to learn more about the process. Lastly, I am excited to join a company with extensive sustainability initiatives.”

Ryan Kline
Mechanical Engineering Intern, Pensacola, Florida



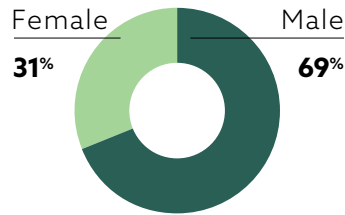
Talent Acquisition and Retention



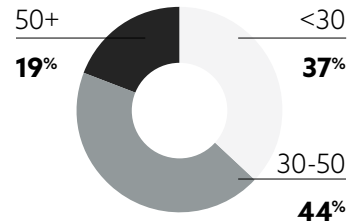
2021 TALENT ACQUISITION AND RETENTION PERFORMANCE

ALL NEW EMPLOYEE HIRES

BY GENDER



BY AGE GROUP



BY MINORITY STATUS (U.S. ONLY)

Minorities | 34%

ALL EMPLOYEE TURNOVER (VOLUNTARY)

BY GENDER (GLOBAL)

Female	12%
Male	12%

BY AGE GROUP (GLOBAL)

<30	22%
30-50	10%
50+	10%

BY MINORITY STATUS (U.S. ONLY)

Minorities | 13%

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Benefits

We offer comprehensive benefits to employees including medical and dental assistance, education sponsorship, life insurance, dependent care reimbursement account, employee assistance program, employee purchase program, medical flexible spending account, overtime pay and savings and investment plans. We also offer professional development resources to help employees progress in their careers.

We are committed to creating a workplace where employees have opportunities to enhance their overall well-being, including their physical, financial and mental health. We are focused on promoting existing programs and using data to inform new solutions that best meet the needs of our employees.

For example, in May 2022, the newly formed Armstrong Wellness Committee partnered with Catapult Health, a licensed, third-party wellness company, to offer on-site health screenings at our Marietta plant. Nearly 100 employees participated in a private and confidential health screening. Through claims analysis, we learned that, despite health insurance coverage for preventative care, many employees rely on emergency room care services. In response, we educated employees on how to better take advantage of their health insurance coverage. We also directed employees to resources for musculoskeletal issues and diabetes, which are the most common health issues among our employees. Looking forward, we are considering expanding the Catapult Health screenings to other locations.

Across the company, we also seek to provide tools and resources that help our employees in their lives outside Armstrong. For example, through our Fidelity-linked app, employees can access educational resources on budgeting, banking and building overall financial health.

For more on employee benefits, please see the [Appendix](#) of this report.

EXPANDING MENTAL HEALTH BENEFITS

Since the COVID-19 pandemic began, mental health concerns have understandably risen as we all continue to adjust to the ongoing pressures of the pandemic on our work and personal lives. In 2021 and early 2022, Armstrong launched several new mental health and well-being offerings for all employees. Notably, we began covering mental health services through the TelaDoc virtual health system, enabling employees to access therapy with trained professionals. We also offer well-being and mental health resources through our Carebridge Employee Assistance Program, as well as the Calm meditation app.

Diverse and Inclusive Workforce

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At Armstrong, we strive to create a workplace culture where all feel welcome, regardless of race, sex, ethnicity, age, gender or gender identity, sexual orientation, religion, disability or veteran status. Making our company more diverse and inclusive is not just the right thing to do, it contributes to a stronger corporate culture and helps us better serve all our customers and communities for a healthy tomorrow.

Diversity and inclusion (D&I) is embedded in our overall corporate strategy and in specific policies, such as our Equal Opportunity policy. As a federal contractor, AWI complies with regulations around Affirmative Action programs, including placement rate goals for female and minority hires. Our efforts on D&I are spread across all levels of the company and, since 2020, our Vice President of Talent Sustainability, Diversity and Inclusion

has helped guide our programs and find key areas of opportunity and improvement to help meet our 2030 targets.


We use employee engagement, training and regular surveys, affinity groups, performance management and succession planning as tools to support and expand our D&I efforts. We continually seek to improve our overall performance on D&I by tracking key metrics around representation and hiring, and through employee engagement and training. For example, in 2021 we launched Include, a training course focused on behaviors that drive connections and relationships. The course, which is created and delivered by third-party consultants, uses the power of personal relationships to help foster inclusive and productive work environments. As of the end of 2021, all our salaried employees

have completed the training, and we will continue to provide the training to new hires. We plan to have delivered the training to all production employees by the end of 2022.

We believe that in order to create a more representative workforce, we must take a proactive approach to recruiting diverse talent. We continue our work to deepen diversity within our talent pipeline and recruiting programs.

PARTNERSHIPS ON D&I

In Lancaster, Pennsylvania, we partner with organizations such as the Spanish American Civic Association (SACA), which has a workforce development center. SACA and the Thaddeus Stevens College of Technology work to upskill the local workforce and prepare them for jobs such as manufacturing jobs at Armstrong. We also sponsor employee participation in McKinsey and Company's recently expanded Connected Leaders Program, which now includes Executive Leadership and Management Accelerator cohorts for Black, Hispanic/LatinX and Asian employees. AWI had four employees in the Hispanic/LatinX Management Accelerator Program, two leaders in the Black Executive Leadership Program one in the Black Management Accelerator Program and one in the Asian Management Accelerator Program.

 <p>OUR GOAL</p> <p>We aim to develop an inclusive culture and diverse workforce at all locations.</p>	TARGET	<p>Employees receive training or engagement on diversity and inclusion topics on a regular basis.</p>	<p>Locations have a representative diverse workforce.</p>	<p>Employees have a meaningful and safe opportunity to share their views on topics that matter to them.</p>
	PROGRESS	<p>We deployed inclusion training to all AWI employees, and all salaried employees completed it by the end of 2021. All of our production employees will have completed it by the end of 2022.</p>	<p>In aggregate, our workforce mirrors U.S. demographics. However, in an effort to increase female and minority representation in leadership and in pipeline roles for leadership, we are continuing our emphasis on diversity in candidate slates, hiring and developing and advancing qualified females and minorities.</p> <p>We have also refreshed our company holidays to align better with our employees' backgrounds and interests.</p>	<p>We continue to collect employee opinions through surveys, site assessments and our employee resource group. Additional employee groups will be added.</p>



Diverse and Inclusive Workforce



Armstrong's Commercial Sales Development program recruits in July 2022.

"At Armstrong, we strive to create a sense of belonging that empowers our employees to be their best selves. The diversity of our teams drive the amazing outcomes of innovation seen in our brand."

Salena Coachman
VP, Talent Sustainability,
Diversity & Inclusion



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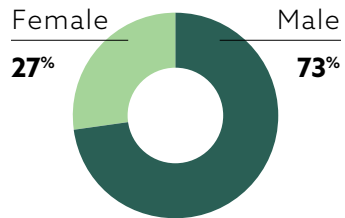
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EMPLOYEE DEMOGRAPHICS

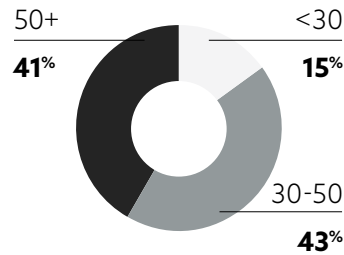
ALL EMPLOYEES (AS OF DECEMBER 31, 2021)

BY GENDER



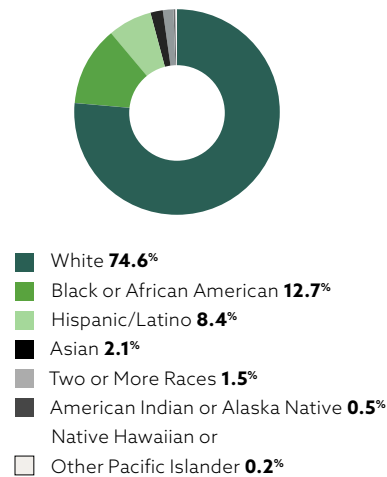
6% of AWI employees identify as an individual with a disability

BY AGE GROUP



4% of AWI employees identify as a protected veteran

BY MINORITY STATUS (U.S. ONLY)



SENIOR LEADERSHIP (AS OF OCTOBER 1, 2022)

43% of senior leadership is female

57% of senior leadership is male

14% of senior leadership are ethnic minorities

86% of senior leadership is white

Diverse and Inclusive Workforce

Supporting Inclusion Through Employee Resource Groups and Engagement

Throughout the year, we offered employee engagement opportunities centered around affinity holidays and celebrations, including Pride Month, National Black History Month, Asian Pacific American Heritage Month and International Women’s Day.

Armstrong currently offers a volunteer-driven Employee Resource Group (ERG) for employees to provide space and opportunities for connection for employees with a shared background or identity. We aim to expand our ERG offerings over the next few years.

ARMSTRONG WOMEN ACHIEVING REAL EXCELLENCE (AWARE)

AWARE seeks to address the challenges women face in business and to promote the strength and power of women helping women in the workplace. The group provides female employees opportunities to network internally and a forum to share ideas and best practices, peer support and advice for women with shared circumstances and concerns. Since 2020, it has grown from 30 members to 150, including male allies.



Throughout 2021, AWARE organized monthly member-driven events, including guest speakers, networking opportunities and community volunteering events. For example, AWARE members participated in events for the Ladies of Virtue, a Chicago-based mentoring and civic engagement organization dedicated to helping Black girls in underserved areas become future leaders.

In 2021 AWARE also began partnering with the Architecture, Construction and Engineering (ACE) Mentor Program of America to launch an internship program, started the AWARE NESS (New Employees Sharing Successes) group and created a “Meet Me Monday” internal website with meet-up opportunities, to expand outreach to female employees.



Members of AWARE and their family members put their artistic talents to work to paint playful butterfly designs on 24-inch by 24-inch mineral fiber ceiling tiles to donate to the Lahey Medical Center in Peabody, Massachusetts.



Above and right: USGBC Women in Green in San Francisco, California.



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Safe and Healthy Employees



“Our most important asset is our people. At Armstrong, employee safety and health is integrated into all we do. Beyond our traditional safety focus, we are also continuously improving our manufacturing environments with projects that impact areas such as airborne dust reduction and improved cooling solutions during summer months. Healthy spaces is not just a focus for our customers, it’s also priority for our people.”



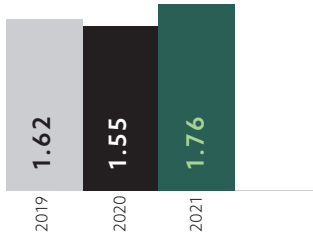
Tawnya Hultgren
Senior Environment, Health & Safety (EH&S) Manager



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 <p>OUR GOAL</p> <p>We aim to cultivate a culture that leads to safe, healthy, fulfilled employees.</p>	TARGET	Improved workplace safety scores year over year, while we strive to have zero workplace injuries.
	PROGRESS	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>OSHA RECORDABLE INJURIES</p>  </div> <div style="text-align: center;"> <p>OSHA TOTAL RECORDABLE INCIDENT RATE</p>  </div> </div> <p>See page 58 for full footnotes.</p>

The health and safety of all our employees is the top priority for Armstrong. We have a long history of placing safety at the core of our company culture and believe that our philosophy around healthy spaces starts within our company.

Employees at our plant facilities face a variety of unique risks, including airborne dust, high noise levels, ergonomic injuries, slip-fall accidents and hand injuries. We have systems in place to address these ongoing risks and adapt to changing conditions.

As the impact of climate change has become more apparent around the world, extreme heat has emerged as another risk faced by our production employees. Given the increasing number of days with a high heat index, we have taken steps to make our plant facilities more comfortable and minimize heat-related illness. In 2022, we began to install large fans and evaporative cooling units inside our facilities, as well as misting tents in outdoor spaces.

Safe and Healthy Employees

Identifying and Responding to Risks and Hazards

Our Corporate Environment, Health and Safety (EHS) team manages our risk assessment process at all our manufacturing facilities and is responsible for auditing the business units to ensure that minimum requirements are met. Once risks are identified, we work to mitigate or eliminate that risk for our employees.

Our employees are also active participants in our risk identification and mitigation processes. Our “Good Catch” program recognizes employees for pointing out any potential risks or improvements they encounter at their facility. All plant employees have risk assessment cards to note potential hazards and are encouraged to report concerns to their supervisors. If employees notice that identified hazards have not been rectified

and pose a safety danger, they can also report their concerns through our anonymous ethics hotline. All workers are protected from reprisals for reporting hazards through our companywide ethics policies.

When determining the best way to address safety hazards, we implement a “5 Why” investigation. We look at three branches—physical, people and managing processes, procedures and protective mechanisms, and apply the “5 Whys” to find the root cause. Corrective actions are then applied and we conduct a lessons learned session.

Each of our manufacturing plants tracks certain leading indicators based on their area of focus. These indicators include formal risk assessments, quality safety conversations and housekeeping audits, among others.

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EMPLOYEE-LED SAFETY IMPROVEMENTS

MARIETTA WELLNESS DAY

In May, the Armstrong Wellness team partnered with Catapult Health, a workplace wellness company, to pilot health screenings at our Marietta, Pennsylvania facility. Nearly 100 employees received a preventative care screening, including diagnostic bloodwork.



Montreal Hand Safety Day

HAND SAFETY DAY

Fifteen of our plant locations participated in hand safety training to raise awareness about the types of hand injuries that can happen in the workplace and to establish safe working practices to protect hands.



Safe and Healthy Employees

Safety Management and Training

Our Safety Management System covers 100% of AWI employees and includes processes and procedures that support meeting our goal of zero workplace injuries. We track and review safety metrics internally, including among senior leadership, on a regular basis and comply with all regulatory reporting requirements. Operations management, including facility EHS Managers, ensure plant procedures and practices meet or exceed the requirements of the AWI Safety Management System.

Training is a crucial part of our overall approach to safety, from senior leadership to every level of our workforce. Manufacturing supervisors and leadership spend a full day of leadership development training focused on safety. At the facility level, each plant runs training programs, overseen by the on-site EHS manager, that best meet their particular needs.

All employees at our plants, whether full-time or contract workers, undergo safety training as part of the onboarding process. We also conduct daily pre-shift meetings at all our plants that includes discussion of safety issues.

ARMSTRONG'S SAFETY MANAGEMENT SYSTEM

The key tenets of our Safety Management System include:

PERSONAL BEHAVIOR

All Armstrong employees are called upon to become a safety role model through their own actions.

ACCOUNTABILITY

Each organization should have a formal system in place to measure safety performance, evaluate achievements against milestones and to hold managers, supervisors and employees accountable for safe work.

COMMUNICATION

Each organization is responsible to build and sustain an excellent safety culture.

EMPLOYEE INVOLVEMENT

Each organization must actively promote employee involvement through Safety Committees and programs that encourage and enable all employees to participate in safety activities.

HAZARD IDENTIFICATION AND CONTROL

Management must assess and control risk in its operations.

EDUCATION

Each employee must receive the education required to ensure they can conduct tasks safely.

AUDITS

Each level of the organization must conduct audits to ensure compliance and continuous improvement.

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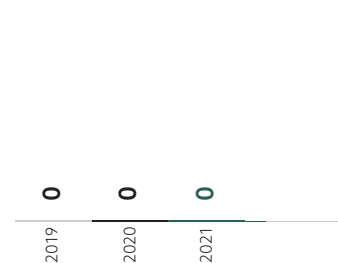
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HEALTH AND SAFETY PERFORMANCE

HOURS WORKED



FATALITIES



- 2021 injury increase is attributed to missing the OSHA allowable re-test window of employee hearing tests (Standard Threshold Shift (STS) testing) due to staffing changes. Typically, this re-test would rectify the majority of these recordables.
- 2019 total OSHA recordable injuries increased by 1 compared to last year's reported figure due to determination timing.
- 2020 total OSHA recordable injuries increased by 1 due to the conversion of one incident into an OSHA recordable injury.
- All injuries and recordable injury rates for the U.S. and Canada use OSHA definitions.

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"The only fair wage is a living wage. We are committed to offering good jobs that allow our hard-working employees to meet their needs and live healthy lives in these rapidly changing economic circumstances."

Kelly Strunk
VP, Total Rewards



Fair Wage

Over the last few years, we have seen profound economic fluctuations in the United States and other countries, which have left many people struggling to meet their basic needs. We are committed to being fair employers and understand that adequate and competitive compensation is a prerequisite for attracting the best talent.

For all our locations and positions, we aim to offer a fair wage, defined as competitive total rewards including wages and benefits. This is one crucial way in which we can positively contribute to the well-being of our employees, as well as the communities in which we operate.

In 2020, we began examining the concept of a living wage to ensure the compensation we offer is in line with shifting economic realities. Throughout 2021, we collected data on employee compensation and have completed an analysis comparing Armstrong plant wages to local market median rates. As a result of our market analysis, we adjusted wages where appropriate. In 2023, we plan to continue to work with external experts to conduct a full fair wage analysis.

Human Rights

Our Operating Principles state that we "respect the dignity and inherent rights of the individual in all dealings with people." Our Code of Conduct also reinforces that every Armstrong workplace is safe and productive, free from discrimination, harassment, violence, drugs and alcohol.

As a company that operates mainly in North America, we benefit from strong labor laws and enforcement, representation from labor and support from our human resources function. We comply with all applicable laws on voluntarily chosen work, work hours and overtime, and we respect freedom of association. We condemn the use of forced labor or child labor, and these are issues that are strongly enforced in the jurisdictions where we operate.

Employee Relations

Since our company’s founding, Armstrong has maintained a steady focus on building strong relationships with our employees—and we believe that approach will continue to shape a healthy tomorrow. Employment dynamics have continued to shift in the post-COVID era in the United States and beyond, and all companies have an imperative to respond to evolving worker demands. For example, throughout the pandemic period, we have seen an increased interest among employees in more flexible work schedules, in both office and production environments. We have adopted a flexible schedule on our corporate campus.

Four of our 15 plants have unionized work teams, who represent approximately one-quarter of Armstrong’s employees. Each of these facilities has its own bargaining unit, and agreements are negotiated approximately every three years.

At nonunion facilities, we conduct site assessments every three years to survey plant employees on their satisfaction with workplace conditions and policies. The site assessment contains over 40 questions and covers a range of issues including communication, employee/management relationship, compensation and benefits, development opportunities, workplace and resources, work/life balance, sense of fairness and personal expression. We then use the findings of the assessments to update handbooks for various facilities and determine how competitive our wages and benefits are.

At all our facilities, we adopt a variety of measures to promote open lines of communication among employees and management, including:

Regular opportunities for employees to speak with management about concerns

Roundtable discussions with employees about their concerns at various locations

Clearly defined allocation of responsibilities between management, employees and their representatives where applicable

Cultivation of trust-based relationships between employees and their local human resources manager

Grievance mechanisms, including with union representatives where applicable

Regular positive relations training, with a component of National Labor Relations Board training, at nonunion plants

Routine touchpoints and site assessments

Other feedback mechanisms, including suggestion boxes at some locations

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Our leadership team in Macon



Training Session



New Paint Dryer Team

Community Engagement

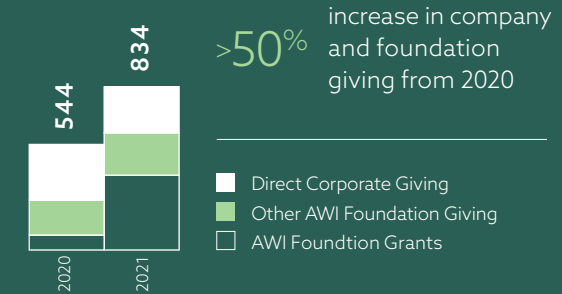
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In order for our business to succeed, we need thriving communities where we can source talent, goods and services and build strong customer relationships. We also believe that everyone should have access to the resources they need to build their own healthy future. We have the potential to impact local communities as a major employer and through the goods and services that we purchase to run our facilities. In addition, through the Armstrong World Industries Foundation (AWIF), we work to boost the mission of community organizations with financial and in-kind donations.

In all the places where we live and work, we seek to leverage our resources as a company to make a positive impact on our local communities. We also have a program called Employee Choice Match that matches employee donations, along with providing volunteer opportunities for employees and retirees.



CHARITABLE GIVING
U.S. Dollars In Thousands



The Armstrong World Industries Foundation

The Armstrong World Industries Foundation was created in 1985 as a way to give back to the communities where we live and work.

THE STRATEGY

Primarily focused on supporting organizations that meet at least two of the following criteria:

Operate in communities where AWI employees live and work

Commit to elevating the importance of design and buildings in people's lives


Renovate the buildings where they operate to improve their spaces and therefore the quality of service they provide to the people they benefit

Focus on those who are most in need, particularly underserved children and early childhood education

This approach encourages opportunities to partner with our business to provide in-kind ceiling solutions and services.

\$3.5M donated to various nonprofits since 2016

\$10M gifted to the Armstrong World Industries Foundation Inc. in 2020.

 OUR GOAL	TARGET	PROGRESS	Locations formally engaged in local community outreach.	Employees offered opportunities to actively engage in their communities.	Increased community engagement scores year over year.
	We aim to engage in communities where we operate to make them vibrant places to live and work by strengthening and supporting local programs and fostering impactful relationships.	As we create a baseline for all locations, 11 out of 15 locations are actively engaged in community outreach. Our goal is to encourage opportunities in each community.	We have traditionally tracked our employees' community engagement only through our employee match program. As of March 2022, we have implemented a program that provides data on employee giving and volunteering.	Through the AWI Foundation and most of our plant locations, AWI has developed great philanthropic partnerships in our communities over the years. With the new implementation of our giving and volunteering program, we will expand our partnership opportunities.	

Community Engagement

Supporting Employee Giving

Our employees play an important and active role in our community engagement efforts. In March 2022, we launched a new and improved version of our Employee Choice Match program, our donation matching initiative. Working with our Fidelity-linked app for employee benefits, we expanded the program to also include our Employee Giving Platform. Through the new, more accessible platform, employees gave to 31 organizations in 2022, an increase of 44% compared to 2021. The new platform also allows Armstrong to better understand which causes and issues our employees are most passionate about. For example, following the Supreme Court's overturning of Roe v. Wade, there was an increase in employee donations to organizations supporting women's reproductive health.

Our employees also make a difference in their communities by donating their time to a range of local organizations. Through our Dollars for Doing program, Armstrong offers financial matches for volunteer time at \$25 per hour volunteered, up to \$250 per employee per year. Each of our locations is given an annual budget from the company and the AWIF to give to a local community cause of its choosing.

"We are so proud to have a caring team that goes above and beyond for the community, especially during the winter months, when the need is greater. Our employees exemplify our core values as a company and help demonstrate our commitment to being a good neighbor."

Katlyn Sterner
Hilliard, Ohio, Plant Manager



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HIGHLIGHTED DONATIONS IN 2021



LANCASTER SCIENCE FACTORY
Through an AWIF Better Buildings Maintenance grant, the Lancaster Science Factory in Pennsylvania upgraded one of its signature exhibits, the bubble lab, which gives young visitors a hands-on lesson on surface tension, light refraction, color and other principles.



SHARE THE LOVE CHARITY
Employees at our Arktura facility in California volunteered with the Share the Love Charity to **pack over 300 essential item kits for people experiencing homelessness.**



LOCAL FOOD PANTRIES
As many across the country continue to struggle with food insecurity, our Hilliard plant employees **collected over 600 pounds of nonperishable food and other essentials for the Hilliard Food Pantry.** Employees at our Pensacola, Florida plant used their AWIF funds to **contribute \$5,000 to Manna Food Pantries.**

LANCASTER COUNTY COMMUNITY FOUNDATION
At Lancaster County Community Foundation's 10th annual, Extraordinary Give fundraiser, Armstrong and its employees gave over **\$50,000 to help local organizations.**

UNITED WAY
An employee fundraiser campaign at our Lancaster, Pennsylvania headquarters, **raised nearly \$115,000 for the United Way.** The fundraiser included incentives for employees to donate, like paid time off, gift cards and other prizes.

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This report, unless otherwise stated, covers all of the entities under Armstrong World Industries including acquisitions of TECTUM® (January 2017), Plasterform, Inc. (May 2018), Steel Ceilings, Inc. (August 2018), Architectural Components Group, Inc. (March 2019), MRK Industries, Inc. (November 2019), TURF Design Inc. (July 2020), Moz Designs, Inc. (August 2020), and Arktura LLC (December 2020). Data does not include discontinued operations (our international businesses in Europe, the Middle East and Africa, including Russia, and Asia-Pacific, which we sold to Knauf International GmbH in September 2019) or the WAVE joint venture. Unless otherwise noted, data related to acquired entities is included in the figures disclosed only for the time periods after acquisition. We have not obtained any third-party assurance for the data presented within this report. Data within this report represents our best attempt at collecting accurate information about our performance on key issues. As we improve and formalize our data tracking systems, we may retroactively adjust these figures in future reports.

This is the second Sustainability Report for Armstrong World Industries, which we release annually. Due to data improvements, some historical carbon, waste, health and safety figures were updated, as noted within the text. The report was released in October 2022. The reporting period is the calendar year ended Dec. 31, 2021. The report data is not externally assured. Some percentages may not sum to 100% due to rounding.

For any questions regarding this report, please reach out to the Armstrong World Industries Sustainability team at sustainability@armstrongceilings.com.

We have prepared this report in accordance with the GRI Standards, Core option. We have also aligned our reporting with the following frameworks and standards: Sustainability Accounting Standards Board (SASB), Construction Materials standards and the Task Force on Climate-Related Financial Disclosures. This report also serves as Armstrong World Industry's United Nations Global Compact Communication on Progress. We have also provided a submission separately through our involvement in the UN Global Compact Early Adopter Programme.

FORWARD-LOOKING STATEMENT

Our Sustainability goals, KPIs, projects, plans, targets and expectations are long-term, directional and aspirational, and, by their nature, include forward-looking statements as such term is defined in Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, and such statements are intended to be covered by the safe harbor provided by the same. Statements of aspiration, future events or conditions, including forward-looking statements, are sometimes identified by the words "will," "should," "intend," "expect," "estimate," "believe," "could," "project," "target" or other similar words or expressions. Forward-looking statements in this document may include, but are not limited to: statements regarding our sustainability goals, KPIs, projects, plans, metrics, affiliations, pledges, commitments and strategies. By their nature, they are based upon current plans, estimates and expectations that are subject to risks, uncertainties and assumptions. As such, no guarantees or assurances are made that they will be achieved or successfully executed. Additionally, the Sustainability data, statistics and metrics included herein, unless otherwise specifically indicated, are non-audited estimates, were not prepared in accordance with U.S. generally accepted accounting principles (GAAP), have not been externally assured, continue to evolve and may be based on assumptions believed to be reasonable at the time of preparation, but should not be considered guarantees. We are considering implementing an external assurance process in the future. Except to the extent required by applicable law, we undertake no obligation to publicly update or revise any forward-looking Sustainability statement, whether as a result of new information, future events or otherwise. Our Sustainability reporting may also use certain terms, including those that the GRI Guidelines or other reporting formats refer to as "material" topics, to reflect the issues of greatest importance to us and our stakeholders. Used in this context, these terms are distinct from, and should not be confused with, the terms "material" and "materiality" as defined by or construed in accordance with securities law or as used in the context of financial statements and reporting.



Global Reporting Initiative Content Index

The Global Reporting Initiative (GRI) Standards create a common language for organizations to report on their sustainability impacts in a consistent and credible way, allowing for comparability of sustainability information, so that the Company can be transparent and accountable. Armstrong World Industries has reported in accordance with the GRI Standards for the period of January 1, 2021 to December 31, 2021, Core requirement.

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	DISCLOSURE	LOCATION	EXPLANATION
	2-1 Organizational details	Armstrong at a Glance	
	2-2 Entities included in the organization’s sustainability reporting	Armstrong at a Glance	
	2-3 Reporting period, frequency and contact point	About This Report	
	2-4 Restatements of information	About This Report	
	2-5 External assurance	About This Report	
	2-6 Activities, value chain and other business relationships	Armstrong at a Glance	
	2-7 Employees	Armstrong at a Glance	
	2-8 Workers who are not employees		We engage contract workers based on seasonality, project needs, and/or skilled expertise.
	2-9 Governance structure and composition	Board of Directors Board Committees	
	2-10 Nomination and selection of the highest governance body	Nominating, Governance and Social Responsibility Committee Charter	The Board may participate in our shareholder outreach program for nomination and other matters. Independence, expertise and experience on specific subject matter areas for the Board are considered. Diversity is also taken into account.
	2-11 Chair of the highest governance body	Board of Directors	The chair is independent.
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance Nominating, Governance and Social Responsibility Committee Charter	
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance	

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GENERAL DISCLOSURES (CONTINUED)

	DISCLOSURE	LOCATION	EXPLANATION
CEO Message	2-14	Role of the highest governance body in sustainability reporting	The Nominating, Governance and Social Responsibility Committee of our Board of Directors is responsible for the oversight of our sustainability program, including climate-related issues. Various other Board committees assist the Governance Committee in fulfilling this responsibility by overseeing related risks in their areas of responsibility. The Compensation Committee oversees initiatives relative to inclusion, diversity, and other social responsibility matter and the Audit Committee oversees reporting, internal control and disclosure procedures.
Our Company	2-15	Conflicts of interest	Corporate Governance Principles , pg. 3-5
Strategy	2-16	Communication of critical concerns	Board Committees
Governance	2-17	Collective knowledge of the highest governance body	Sustainability Governance
Products	2-18	Evaluation of the performance of the highest governance body	Nominating, Governance and Social Responsibility Committee Charter
Planet	2-19	Remuneration policies	2022 Proxy Statement , p. 13, 20, 42 - see Compensation of Directors, Management Development and Compensation Committee, and Compensation Discussion and Analysis
People	2-20	Process to determine remuneration	2022 Proxy Statement , p. 20 - see Compensation of Directors
Appendix	2-21	Annual total compensation ratio	2022 Proxy Statement , p. 61 2021 Proxy Statement , p. 55
	2-22	Statement on sustainable development strategy	A Message From Our President and CEO
	2-23	Policy commitments	Early Adopters Programme submission We are a signatory to the UN Global Compact.

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GENERAL DISCLOSURES (CONTINUED)

	DISCLOSURE		LOCATION	EXPLANATION
CEO Message Our Company Strategy Governance Products Planet People	2-24	Embedding policy commitments	Sustainability Governance	
	2-25	Processes to remediate negative impacts	Sustainability Governance Employee Relations Ethical Behavior Safe and Healthy Employees	
	2-26	Mechanisms for seeking advice and raising concerns	Sustainability Governance Board Committees Employee Relations Ethical Behavior Safe and Healthy Employees	
	2-27	Compliance with laws and regulations		There were no instances of noncompliance with laws and regulations in 2021 and there were no fines for instances of noncompliance with laws and regulations paid.
	2-28	Membership associations	Memberships and Collaborations	
	2-29	Approach to stakeholder engagement	Stakeholder Engagement	
	2-30	Collective bargaining agreements	Employee Relations	

MATERIAL DISCLOSURES

TOPIC	DISCLOSURE		LOCATION	EXPLANATION
301: MATERIAL TOPICS 2021	3-1	Process to determine material topics	Our Materiality Analysis	
	3-2	List of material topics	Our Materiality Analysis	
201: ECONOMIC PERFORMANCE 2016	201-1	Direct economic value generated and distributed	2021 Annual Report	
	201-2	Financial implications and other risks and opportunities due to climate change	Reducing Our Carbon Footprint	Although we have communicated high-level climate change risks and opportunities within the report, the exact financial implications have not been specified.
	201-3	Defined benefit plan obligations and other retirement plans	2021 Annual Report	
	201-4	Financial assistance received from government	2021 Annual Report (Note 7 and 16)	Armstrong receives tax credits and benefits from the United States government as outlined in our annual report.

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MATERIAL DISCLOSURES (CONTINUED)

	TOPIC	DISCLOSURE	LOCATION	EXPLANATION	
CEO Message	301: MARKET PRESENCE 2021	3-3	Management of material topics Community Engagement		
Our Company		203-1	Infrastructure investments and services supported Community Engagement		
Strategy	203: INDIRECT ECONOMIC IMPACTS 2016	203-2	Significant indirect economic impacts Community Engagement		
Governance		204-1	Proportion of spending on local suppliers Sustainably Sourced Products		
Products	204: PROCUREMENT PRACTICES 2016	205-1	Operations assessed for risks related to corruption Ethical Behavior		
Planet		205-2	Communication and training about anti-corruption policies and procedures Ethical Behavior		
People		205-3	Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption in 2021.	
Appendix	205: ANTI-CORRUPTION 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Armstrong was not subject to any legal actions for anti-competitive behavior, anti-trust and monopoly practices in 2021.	
Appendix		301-1	Materials used by weight or volume		
		301-2	Recycled input materials used	Circular Products Mineral Fiber Ceiling Overview	
	301: MATERIALS 2016	301-3	Reclaimed products and their packaging materials Circular Products	We do not currently calculate overall percentage of reclaimed products and their packaging materials for each product category. However, for context, we use recycled and reclaimed materials in products across our portfolio. Our mineral fiber products, for example, can contain 15%-80% recycled content, while some of the felts used in our Architectural Specialties use up to 50% recycled material. Some of our products also use U.S.-sourced steel, which contains 20%-25% reclaimed materials on average.	
Appendix		302-1	Energy consumption within the organization	Reducing Our Carbon Footprint	
		302-3	Energy intensity	Reducing Our Carbon Footprint	
	302-4	Reduction of energy consumption	Reducing Our Carbon Footprint		
	302: ENERGY 2016				

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MATERIAL DISCLOSURES (CONTINUED)

TOPIC	DISCLOSURE	LOCATION	EXPLANATION
303: WATER AND EFFLUENTS 2018	303-1	Interactions with water as a shared resource	Optimized Water
	303-2	Management of water discharge-related impacts	Optimized Water
	303-5	Water consumption	Optimized Water
304: BIODIVERSITY 2016	304-2	Significant impacts of activities, products and services on biodiversity	Biodiversity
	304-3	Habitats protected or restored	Biodiversity
305: EMISSIONS 2016	305-1	Direct (Scope 1) GHG emissions	Reducing Our Carbon Footprint
	305-2	Energy indirect (Scope 2) GHG emissions	Reducing Our Carbon Footprint
	305-4	GHG emissions intensity	Reducing Our Carbon Footprint
	305-5	Reduction of GHG emissions	Reducing Our Carbon Footprint
	305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Environmental Compliance
306: WASTE 2020	306-1	Waste generation and significant waste-related impacts	Circular Systems
	306-2	Management of significant waste-related impacts	Circular Systems
	306-3	Waste generated	Circular Systems
	306-5	Waste directed to disposal	Circular Systems
307: ENVIRONMENTAL COMPLIANCE 2016	307-1	Non-compliance with environmental laws and regulations	2021 Annual Report , Note 27 to Consolidated Financial Statements
308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	308-1	New suppliers that were screened using environmental criteria	All suppliers are provided with Armstrong's Supplier Code of Conduct, which includes criteria on environmental compliance.

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MATERIAL DISCLOSURES (CONTINUED)

TOPIC	DISCLOSURE	LOCATION	EXPLANATION
401: EMPLOYMENT 2016	401-1	New employee hires and employee turnover	Talent Acquisition and Retention
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	See chart below

AWI ELIGIBILITY FOR BENEFITS AND PROGRAMS (AS OF 12/31/2021)

PROGRAMS	REGULAR		TEMPORARY		PROGRAMS	REGULAR		TEMPORARY	
	Full-Time	Part-Time	Full-Time	Part-Time		Full-Time	Part-Time	Full-Time	Part-Time
401(k) Plan	Yes ⁶	Yes ⁶	Yes ⁶	Yes ^{4, 6}	Long-Term Disability Plan	Yes	No	No	No
Dental Plan	Yes	No ⁷	No	No	Medical Plan & Prescription Drug Plan	Yes	No ⁷	No	No
Education Sponsorship Program	Yes	No	No	No	Overtime Pay (for hourly & salaried non-exempt)	Yes	Yes	Yes	Yes
Employee Assistance Program	Yes	Yes	No	No	Pension Plan (for certain employees)	Yes ³	Yes ³	Yes ³	Yes ^{3, 4}
Employee Purchase Program	Yes	Yes	Yes	Yes	Service Awards	Yes	No	No	No
Flexible Spending Account - Dependent Care	Yes	Yes	No	No	Severance Plan (excludes hourly union)	Yes	Yes	No	No
Flexible Spending Account - Health care	Yes	Yes	No	No	Short-Term Disability Plan	Yes	No	No	No
Holiday Pay – Scheduled Holidays	Yes	Yes ¹	Yes ¹	No	Travel Accident Insurance	Yes	Yes	Yes ⁵	Yes ⁵
Holiday Pay – Personal Holiday	Yes ²	No	No	No	Vacation Pay	Yes	No	No	No
Leave of Absence	Yes	No	No	No	Voluntary Benefits	Yes	Yes	No	No
Life Insurance/Accidental Death & Dismemberment (AD&D)	Yes	No	No	No	Workers' Compensation	Yes	Yes	Yes	Yes

1 Holiday pay is paid only if the employee is normally scheduled to work on the holiday. The amount paid would be for the regular hours normally scheduled to work on that day.
 2 In order for new employees to be eligible in the year employed, they must be on the payroll as of June 30.
 3 The pension plan is closed to all new hires and rehires. AWI salaried (non-production & production) employees hired or rehired on or after 1/1/05 are not eligible to participate in the pension plan. In addition, AWI salaried non-production employees whose age and continuous employment with the Company totaled less than 60 points on 2/28/06, are not eligible for new benefit accruals under the pension plan after 2/28/06. Union employees hired or rehired on or after a specific date as outlined in the CBA are not eligible to participate in the pension plan: Marietta (6/2/11), Macon (12/1/11), Pensacola (12/1/11). Nonunion hourly employees hired or rehired on or after 4/1/12 are not eligible to participate in the pension plan.
 4 Regular full-time employees working on a temporary part-time basis during a Family or Medical Absence (Status Code FL) are eligible to continue or begin participation in this plan or program.
 5 \$50,000 coverage for Armstrong retirees who have returned to work.
 6 AWI salaried non-production whose pension was frozen as of 1/1/2018, AWI salaried (non-production and production) employees hired or rehired on or after 1/1/05, and AWI salaried non-production employees whose age and continuous employment with the Company totaled less than 60 points on 2/28/06, are eligible to receive the enhanced 401(k) company match of 100% on the first 4% employee pre-tax contributions and 50% on the next 4% employee pre-tax contributions. All AWI salaried production hired prior to 1/1/2005, AWI hourly union at Marietta, AWI hourly union at Macon and Pensacola hired on or after 12/1/2011, hourly union employees at TECTUM® hired on or after 1/1/2018, and all employees at ACGI as of 8/1/2019 are eligible to receive the standard 401(k) company match of 50% on the first 6% employee pre-tax contributions. All hourly union employees hired prior to 12/1/2011 at Macon and Pensacola plants and hourly union employees hired prior to 1/1/2018 at TECTUM® are enrolled in our 401(k) plan with no company match.
 7 According to the Affordable Care Act (ACA), any employee who works an average of 30 or more hours are considered ACA full-time and are eligible for specific benefits.

GENERAL CONSIDERATIONS

- a. Any and all terms, conditions, limitations or other explanation or description, of the benefits, programs or benefit plans mentioned in this document are governed by and subject to the plan/program documents or summary plan descriptions for those benefits, programs or benefit plans.
- b. Employees transferred from one category to another will be eligible for only those programs available in their new employment category.
- c. The policy for benefits coverage of temporary hourly employees at plants with bargaining units may vary by individual location.
- d. Some benefits may vary for members of collective bargaining units, based on negotiated agreements.

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MATERIAL DISCLOSURES (CONTINUED)

401: EMPLOYMENT 2016 (CONTINUED)	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	See chart below
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AWI ACQUISITIONS: ELIGIBILITY FOR BENEFITS AND PROGRAMS (AS OF 12/31/2021)

PROGRAMS	REGULAR		TEMPORARY		ABBREVIATIONS
	Full-Time	Part-Time	Full-Time	Part-Time	
401(k) Plan	All	All	TL, SC, AC	TL, SC, AC	TL TECTUM / Lamit
Dental Plan – ACA mandates that employees who average 30 or more hours per week are entitled to health care coverage	All	No (7)	No	No	SC Steel Ceilings, Inc
Education Sponsorship Program	TL, SC, AC, AK		No	No	AC Architectural Components Group, Inc.
Employee Assistance Program	TL, SC, AC, MK, TF, AK	TL, SC, AC, MK, TF, AK			MK MRK
Employee Purchase Program	TL, SC, AC	TL, SC	TL, SC	TL, SC	TF TURF Design
Flexible Spending Account - Dependent Care	SC, TF	SC, TF			MZ Moz Designs
Flexible Spending Account - Healthcare	SC, TF	SC, TF			AK Arktura
Holiday Pay – Scheduled Holidays	All	All	TL, SC, AC, TF, AK		
Holiday Pay – Personal Holiday	TL, SC				
Leave of Absence	TL, SC, AC, MK, TF, AK		AK		
Life Insurance/Accidental Death & Dismemberment (AD&D)	TL, SC, AC, MK, TF, AK	MK, TF			
Long-Term Disability Plan	TL, SC, AC, TF, AK	TF			
Medical Plan & Prescription Drug Plan—ACA mandates that employees who average 30 or more hours per week are entitled to health care coverage	All				
Overtime Pay (for non-exempt employees)	All	All	All	All	
Pension Plan	TL	TL	TL	TL	
Service Awards	TL, SC, AC, MZ				
Severance Plan	TL, SC, AC, MK, AK	TL, SC, AC, MK			
Short-Term Disability Plan	TL, SC, AC, MK, TF, AK	TF			
Travel Accident Insurance	TL, SC, AC, MK, TF, AK	TL, SC, AC, MK, TF, AK	TL, SC, AC, MK, TF, AK	TL, SC, AC, MK, TF, AK	
Vacation or PTO Pay	All	TF			
Voluntary Benefits	All	TL, SC, AC, MK, TF			
Workers’ Compensation	All	All	All	All	

Global Reporting Index Initiative

MATERIAL DISCLOSURES (CONTINUED)

	TOPIC	DISCLOSURE	LOCATION	EXPLANATION
CEO Message	403: OCCUPATIONAL HEALTH AND SAFETY 2018	402-1	Minimum notice periods regarding operational changes Employee Relations	
Our Company		403-1	Occupational health and safety management system Safe and Healthy Employees	
Strategy		403-2	Hazard identification, risk assessment, and incident investigation Safe and Healthy Employees	
Governance		403-3	Occupational health services Safe and Healthy Employees	
Products		403-4	Worker participation, consultation, and communication on occupational health and safety Safe and Healthy Employees	
Planet		403-5	Worker training on occupational health and safety Safe and Healthy Employees	
People		403-6	Promotion of worker health Safe and Healthy Employees	
Appendix		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships Safe and Healthy Employees	
		403-8	Workers covered by an occupational health and safety management system Safe and Healthy Employees	All employees, full-time and contract—are covered by an occupational health and safety management system. The system is audited internally.
	403-9	Work-related injuries Safe and Healthy Employees	All injuries reported include all full-time and contract workers together.	
	404: TRAINING AND EDUCATION 2016	404-3	Percentage of employees receiving regular performance and career development reviews Talent Acquisition and Retention	Currently all salaried employees receive regular performance and career development reviews. This represents 50% of our employees.
	405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1	Diversity of governance bodies and employees Corporate Governance Diverse and Inclusive Workforce	
	406: NON-DISCRIMINATION 2016	406-1	Incidents of discrimination and corrective actions taken	There were no incidents of discrimination in 2021.

Global Reporting Index Initiative

MATERIAL DISCLOSURES (CONTINUED)

	TOPIC	DISCLOSURE	LOCATION	EXPLANATION
CEO Message	407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		There were no operations or suppliers where the right to freedom of association and collective bargaining were at risk in 2021.
Our Company	408: CHILD LABOR 2016	408-1 Operations and suppliers at significant risk for incidents of child labor		There were no operations or suppliers at significant risk for incidents of child labor.
Strategy	409: FORCED OR COMPULSORY LABOR 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor		There were no operations or suppliers at significant risk for incidents of forced or compulsory labor.
Governance	301: LOCAL COMMUNITIES	3-3 Management of material topics	Community Engagement	
Planet	414: SUPPLIER SOCIAL ASSESSMENT 2016	414-1 New suppliers that were screened using social criteria		All suppliers, including all new suppliers, are provided with the Supplier Code of Conduct, which includes criteria on social compliance.
People	415: PUBLIC POLICY 2016	415-1 Political contributions	Stakeholder Engagement	
Appendix	416: CUSTOMER HEALTH AND SAFETY 2016	416-1 Assessment of the health and safety impacts of product and service categories	Healthy Products	
		416-2 Incidents of noncompliance concerning the health and safety impacts of products and services		We did not have any incidents of noncompliance concerning the health and safety impacts of our products and services.
	417: MARKETING AND LABELING 2016	417-1 Requirements for product and service information and labeling		
		417-2 Incidents of noncompliance concerning product and service information and labeling		We did not have any incidents of noncompliance concerning product and service information and labeling.
		417-3 Incidents of noncompliance concerning marketing communications		We did not have any incidents of noncompliance concerning marketing communications.
	418: CUSTOMER PRIVACY 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		We did not have any substantiated complaints concerning breaches of customer privacy and losses of customer data.

Sustainable Accounting Standards Board Index

The Sustainable Accounting Standards Board (SASB) connects business and investors on the financial impacts of sustainability, and Armstrong World Industries reports against the Construction Materials standard. In the table below, an answer or reference is made to a specific report location for further detail. All figures in this chart are for the 2021 fiscal year.

	SUBJECT	IDENTIFIER	INDICATOR	UNIT OF MEASURE	REPORT REFERENCE OR ANSWER
CEO Message	ACTIVITY METRICS	EM-CM-000.A	Production by major product line	Metric tons (t)	In 2021, we produced 812,340 million square feet of mineral fiber. We do not have a consistent way of tracking our Architectural Specialties volumes production, which represents 20% of our sales.
Our Company	GREENHOUSE GAS EMISSIONS	EM-CM-110a.1	Gross global Scope 1 emissions	Metric tons (t) CO ₂ e	Reducing Our Carbon Footprint
Strategy		EM-CM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and analysis	Reducing Our Carbon Footprint
Governance	AIR QUALITY	EM-CM-120a.1	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O)	Metric tons (t)	Environmental Compliance
Products			(2) SO _x	Metric tons (t)	Environmental Compliance
Planet			(3) Particulate matter (PM ₁₀)	Metric tons (t)	Environmental Compliance
People			(4) Dioxins/furans	Metric tons (t)	Not applicable: We do not emit dioxins/furans during the production process.
Appendix			(5) Volatile organic compounds (VOCs)	Metric tons (t)	Environmental Compliance
			(6) Polycyclic aromatic hydrocarbons (PAHs)	Metric tons (t)	Not applicable: We do not emit polycyclic aromatic hydrocarbons during the production process.
			(7) Heavy metals	Metric tons (t)	Not applicable: We do not emit heavy metals during the production process.
	ENERGY MANAGEMENT	EM-CM-130a.1	(1) Total energy consumed	Gigajoules (GJ)	Energy
			(2) Percentage grid electricity	Percentage (%)	18%: Please see the Reducing Our Carbon Footprint section for more details.
			(3) Percentage alternative	Percentage (%)	0%
			(4) Percentage renewable	Percentage (%)	Eight percent of our electricity needs, or 1.5% of our entire energy consumption, is currently renewable. Please see the Reducing Our Carbon Footprint section for more details.
	WATER MANAGEMENT	EM-CM-140a.1	(1) Total fresh water withdrawn	Thousands cubic meters (m ³)	Optimized Water
			(2) Percentage recycled	Percentage (%)	We do not currently collect this information at an aggregate level, but recycle water in several facilities.
			(3) Percentage in regions with High or Extremely High Baseline Water Stress	Percentage (%)	Optimized Water

Sustainable Accounting Standards Board Index

SASB (CONTINUED)

SUBJECT	IDENTIFIER	INDICATOR	UNIT OF MEASURE	REPORT REFERENCE OR ANSWER
CEO Message Our Company	EM-CM-150a.1	Amount of waste generated	Metric tons (t)	Circular Systems
		Percentage hazardous	Percentage (%)	0.4% of our waste is considered hazardous. Please see the Circular Systems section for more details.
		Percentage recycled	Percentage (%)	We do not currently track the percentage recycled of all of our waste, however, see the Circular Products section of this report for further details on the percentage of products recycled, reused or repurposed.
Strategy Governance	EM-CM-160a.1	Description of environmental management policies and practices for active sites	Discussion and analysis	Environmental Compliance Biodiversity
	EM-CM-160a.2	Terrestrial acreage disturbed	Acres (ac)	Not applicable: We do not own any quarries.
Products Planet People Appendix	EM-CM-320a.1	(1) Total recordable incident rate (TRIR) for (a) full-time employees	Rate	See Safe and Healthy Employees for a blended rate for full-time and contract employees.
		(1) Total recordable incident rate (TRIR) for (b) contract employees	Rate	
		(2) Near miss frequency rate (NMFR) for (a) full-time employees	Rate	We do not currently track Near Miss Frequency Rate for employees and contract employees.
		(2) Near miss frequency rate (NMFR) for (b) contract employees	Rate	
EM-CM-320a.2	Number of reported cases of silicosis	Number	There were zero cases of silicosis in 2021.	
PRODUCT INNOVATION	EM-CM-410a.1	Percentage of products that qualify for credits in sustainable building design and construction certifications	Percentage (%) by annual sales revenue	See Sustainably Sourced Products : As of 2021, 71% of products contribute to a USGBC rating system.
	EM-CM-410a.2	Total addressable market for products that reduce energy, water, and/or material impacts during usage and/or production	Reporting currency	Investor Presentation : With Armstrong's combined focus on Healthy Spaces and reducing material impacts during production, we believe we are well positioned to serve our core verticals, including education, health care, office, retail and transportation, with a leading portfolio of sustainable solutions. We do not publicly disclose the exact addressable market sizes and our share of those markets, for competitive reasons.
Total share of market for products that reduce energy, water, and/or material impacts during usage and/or production		Percentage (%)		
PRICING INTEGRITY & TRANSPARENCY	EM-CM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing and anti-trust activities	Reporting currency	We had zero monetary losses as a result of legal proceedings associated with cartel activities, price fixing and anti-trust activities.

Task Force on Climate-Related Financial Disclosures Index

The Task Force on Climate-related Financial Disclosures recommendations were created to help companies provide better information to support informed capital allocation, on the core elements of governance, strategy, risk management, and metrics and targets. A text answer or reference is made to a specific report location for further detail.

	DISCLOSURE	REPORT LOCATION/EXPLANATION	
CEO Message	GOVERNANCE Describe the board's oversight of climate-related risks and opportunities.	Sustainability Governance	
	Describe management's role in assessing and managing climate-related risks and opportunities.	Sustainability Governance Reducing Our Carbon Footprint	
Our Company	STRATEGY Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Reducing Our Carbon Footprint : We have identified risks and opportunities for climate change generally, but will be defining short-, medium and long-term risks and opportunities in the near future.	
Strategy		2021 Annual Report (pages 11 and 17)	
Governance		Reducing Our Carbon Footprint Leading the Way on Embodied Carbon Disclosures Climate change plays a part in the company's current Healthy Spaces strategy, however, we are preparing to disclose additional information in due course.	
Products	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	2021 Annual Report (pages 11 and 17)	
Planet		Reducing Our Carbon Footprint : In setting the Company's Science-Based Target, we assessed the implications both from a 1.5°C and from a well-below 2°C scenario. However, we will need to map the implications of these scenarios in the near future.	
People	RISK MANAGEMENT Describe the organization's processes for identifying and assessing climate-related risks.	Reducing Our Carbon Footprint : We will formalize our processes for identifying and assessing climate-related risks in the near future.	
Appendix		Describe the organization's processes for managing climate-related risks.	Not applicable: We are expanding the analysis and management of climate risks within our enterprise risk management processes. To date, we have embedded climate-related risks related to natural disasters and heat-related events into our operational and health and safety procedures.
		Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	Enterprise Risk Management 2022 Proxy Statement (pp. 9-10)
METRICS AND TARGETS	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Not applicable: We are still defining this component within our business.	
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions and the related risks.	Reducing Our Carbon Footprint : We have begun the process of calculating our Scope 3 greenhouse gas emissions.	
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Reducing Our Carbon Footprint : We have two climate change-related targets, including a 30% reduction in absolute Scope 1 and 2 greenhouse gas (GHG) emissions from a 2019 baseline, in accordance with the Science Based Targets initiative (SBTi), allowing us to meet a well below 2°C scenario. The second is 100% of our electricity needs sourced directly or indirectly from renewable energy by 2030.	

United Nations Global Compact Index

AWI became a signatory to the United Nations Global Compact (UNGC) in early 2021, to demonstrate our commitment to collective action toward its principles. The chart for our Communication on Progress is included below, with references to the content in our PDF report. Please see also our submission for the Early Adopter Programme.

	GLOBAL COMPACT PRINCIPLE		PRINCIPLE DETAILS	SUSTAINABILITY REPORT REFERENCE
CEO Message			A statement by the chief executive expressing continued support for the Global Compact and renewing the participant's ongoing commitment to the initiative and its principles.	A Message From Our President and CEO
Our Company	PRINCIPLE	1 & 2	Businesses should support and respect the protection of internationally proclaimed human rights. Businesses should make sure that they are not complicit in human rights abuses.	Human Rights Sustainably Sourced Products
Strategy				
Governance	PRINCIPLE	3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Employee Relations
Products				
Planet	PRINCIPLE	4 & 5	Businesses should uphold the elimination of all forms of forced and compulsory labor. Businesses should uphold the effective abolition of child labor.	Ethical Behavior Human Rights Sustainably Sourced Products
People	PRINCIPLE	6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Diverse and Inclusive Workforce Ethical Behavior
Appendix				
	PRINCIPLE	7	Businesses should support a precautionary approach to environmental challenges.	Healthy Planet
	PRINCIPLE	8	Businesses should undertake initiatives to promote greater environmental responsibility.	Healthy Planet
	PRINCIPLE	9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	Sustainably Sourced Products Circular Products Healthy Products
	PRINCIPLE	10	Businesses should work against corruption in all its forms, including extortion and bribery	Ethical Behavior

United Nations Sustainable Development Goals

	UN SDG GOAL	HOW WE ARE SUPPORTING THIS SDG	RELATED SECTION
	3 GOOD HEALTH AND WELL-BEING	We are committed to a strong health, safety and well-being program for our employees and a product portfolio that enables healthy spaces and well-being across areas such as indoor air quality, acoustics and lighting.	Healthy Products Safe and Healthy Employees
	5 GENDER EQUALITY	We are committed to ensuring a representative, diverse workforce at all levels, and we are training our employees annually on diversity and inclusion.	Diverse and Inclusive Workforce
CEO Message	6 CLEAN WATER AND SANITATION	We have made a commitment to decrease the water intensity of our products by 20% by 2030 and to implement water management practices to minimize usage and protect water quality.	Optimized Water
Our Company	7 AFFORDABLE AND CLEAN ENERGY	We are committed to sourcing 100% renewable energy by 2030.	Reducing Our Carbon Footprint
Strategy	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	We offer products that can make our customers' infrastructure more resilient, such as our seismic offerings, integration solutions and renovation solutions. We have also invested in technology in innovation, green chemistry, recycling and efficiency. Lastly, our SUSTAIN® products have eliminated harmful ingredients from our products.	Healthy Products Sustainably Sourced Products
Governance	10 REDUCED INEQUALITIES	We are focused on reducing inequalities in several ways, including paying our employees at least a living wage across the business, supporting our employees through our affinity groups, and strengthening our communities through partnerships like the Lancaster Boys and Girls Club.	Diverse and Inclusive Workforce Community Engagement
Products	11 SUSTAINABLE CITIES AND COMMUNITIES	As a company, we create many products for sustainable construction and energy efficiency, and we continue to expand our new product portfolio to support this mission, such as steel, radiant and high light-reflectant ceiling products. Additionally, we partner with different associations, such as the U.S. Green Building Council and Canada Green Building Council, to promote environmentally sound building practices.	Healthy Products Memberships and Collaborations
Planet	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	We create high-quality products and encourage long-term use where appropriate, to reduce unnecessary waste. Our ceiling tile recycling program has also been running for 23 years, which converts used products into new inventory. Since 1999, 1.2 million tons of virgin raw material and 201 million gallons of water have been saved as a result of this program.	Circular Products Healthy Products
People	13 CLIMATE ACTION	We have set ambitious science-based greenhouse gas reduction targets for our operations and aim to reduce the level of embodied carbon in our products.	Reducing Our Carbon Footprint Circular Products
	15 LIFE ON LAND	We demonstrate our commitment to protecting, restoring and promoting the sustainable use of forests through our TECTUM® ceiling and tile products, which are certified as Living Products. We also use Forest Stewardship Council certification for wood-based products. Additionally, we contribute to the National Forest Foundation for the preservation of aspen forests and have created a number of pollinator-friendly habitats around our facilities.	Biodiversity Healthy Products
	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	We reinforce the need for effective, accountable and inclusive institutions by demonstrating our values in our Code of Business Conduct, our Supplier Code of Conduct and our Corporate Governance Principles.	Ethical Behavior Sustainable Supply Chain
Appendix	17 PARTNERSHIP FOR THE GOALS	We partner with several associations, nonprofit partners and multistakeholder groups to support our efforts to reach our sustainability goals.	Memberships and Collaborations



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