

Building a Better Today for Tomorrow



Armstrong
World Industries

2025 | SUSTAINABILITY REPORT

Our Sustainability 2024 Highlights



“Our sustainability achievements prove the meaningful change we’ve already made—and the even greater impact we’re striving for. By aligning our sustainability goals with our business strategy, we’re turning vision into action, one step at a time. Each small win amplifies our positive impact on a larger scale, creating momentum for even greater results.”

—KELSEY HERRING, Director of Sustainability and Government Relations

Healthy and Circular Products

PRODUCT SALES FREE OF CHEMICALS OF CONCERN

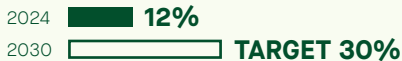


In 2024, **87%** of our mineral fiber product sales were free of chemicals of concern, bringing us closer to reaching our 2030 goal of 100%.

In 2024, **\$1.2 billion** in revenue was generated from products that contribute to LEED credits.

Healthy Planet

SCOPE 1 AND 2 EMISSIONS REDUCTION



In 2024, we decreased our market-based Scope 2 GHG emissions by **23%** compared with a 2019 baseline.

28% of our electricity comes from renewable sources, and it’s our goal to reach 100% by 2030.



Thriving People and Communities

115 organizations were impacted through employee choice giving and foundation matching.

100% of our employees have access to our Inclusive Culture platform, AWI Inspire, where they have the ability to learn more about subjects that matter to them.

2024 Performance Summary

Our Sustainability Goals and Targets

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. Armstrong continues to work toward our 2030 targets.

GOALS			TARGETS	TARGET DATE
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.	100% of our products are free of chemicals of concern.	2030
			100% of our products have verified transparency.	2030
			100% of our material sourcing activities are evaluated for social, ethical and environmental performance.	2030
	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.	50% of our products have a viable path to be recycled, reused or repurposed at end of use.	2030
	Reduced carbon and water footprint	We aim to make a positive contribution to spaces and the environment by decreasing our products' carbon and water footprints.	50% reduction in the carbon footprint of our products, compared with a 2019 baseline.	2030
			20% reduction in the water intensity of our products, compared with a 2019 baseline.	2030
Healthy Planet	Reduced carbon footprint	We aim to reduce our GHG emissions and increase our reliance on renewable electricity using targets based on climate science.	30% reduction in absolute Scope 1 and 2 GHG emissions compared with a 2019 baseline, in accordance with the SBTi, allowing us to meet a well below 2°C scenario.	2030
			100% of our electricity needs are sourced directly or indirectly from renewable electricity.	2030
	Circular systems	We aim to eliminate waste through innovative manufacturing processes and by creating circular systems from order to delivery.	50% reduction in absolute waste from our operations, compared with a 2019 baseline.	2030
	Protecting water and biodiversity	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.	100% of our water management practices include measures designed to minimize usage and environmental discharge.	2030
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.	Locations formally engaged in local community outreach.	ongoing
			Employees are offered opportunities to actively engage in their communities on an ongoing basis.	ongoing
			Increased community engagement scores year over year.	ongoing
	Diverse & inclusive workforce	We aim to develop an inclusive culture and a diverse workforce.	Employees receive training or engagement on diversity and inclusion topics.	ongoing
			Locations have a representative diverse workforce.	ongoing
			Employees have a meaningful and safe opportunity to share their views on topics that matter to them.	ongoing
	Safe & healthy employees	We aim to cultivate a culture that leads to safe, healthy, fulfilled employees.	Employees are offered tools and resources to improve their financial, physical and mental health and well-being.	ongoing
			Employees are offered learning and development opportunities annually.	ongoing
			Improved workplace safety scores year over year, while we strive to have zero workplace injuries.	ongoing
			Employees are offered at least a fair wage, to be defined as competitive total rewards based on position and location.	ongoing

2024 Performance Summary (Continued)

Key Sustainability Data

HEALTHY AND CIRCULAR PRODUCTS		2019	2020	2021	2022	2023	2024
Percentage of product sales free of chemicals of concern		55%	58%	57%	58%	61%	64%
Percentage of product sales with verified transparency		55%	58%	57%	58%	68%	68%
Product carbon footprint (Mt CO ₂ e)		1,291,000	1,116,000	1,146,000	1,129,000	1,173,000	1,774,000
HEALTHY PLANET		2019	2020	2021	2022	2023	2024
Carbon ¹ in metric tons CO ₂ e:	Scope 1 emissions	214,000	199,000	206,000	196,000	198,000	202,000
	Market-based Scope 2 emissions	108,000	93,000	91,000	88,000	86,000	83,000
	Total market-based Scope 1 & 2 emissions	322,000	292,000	297,000	284,000	284,000	284,000
	GHG intensity for Scope 1, 2 & 3: mineral fiber only (metric tons CO ₂ e/million ft ²)	1,190	1,180	1,130	1,100	1,130	2,055
	Location-based Scope 2 emissions				103,000	97,000	105,000
	Scope 3 emissions						1,495,000
Energy ¹ in megawatt hours	Percentage of renewable electricity	0%	0%	10%	13%	17%	28%
	Direct energy consumption	1,179,000	1,096,000	1,137,000	1,085,000	1,094,000	1,112,000
	Indirect energy consumption	260,000	246,000	258,000	257,000	250,000	272,000
	Energy intensity for Scope 1 & 2: mineral fiber only (MWh/million ft ²)	1,530	1,590	1,600	1,570	1,610	1,610
Waste ² in metric tons	Total waste	21,180	20,960	23,110	20,970	20,243	21,071
	Nonhazardous waste landfill	20,860	20,550	22,820	20,770	19,433	19,808
	Nonhazardous waste incinerated	270	320	190	120	752	1,212
	Hazardous waste	50	90	100	90	58	51
Water ³ Mgal	Water used	733	687	713	733	699	734
Air Quality ⁴ in metric tons	Nitrous oxides (NOx)		150	130	129	147	154
	Volatile organic compounds (VOCs)		550	530	503	501	528
	Particulate matter (PM)		240	240	230	232	236
	Hazardous air pollutants (HAPs)		90	80	79	86	88
	Carbon monoxide (CO)		2,410	2,170	2,026	2,034	2,102
	Sulfur oxides (SOx)		40	60	62	49	48
	Ammonia (NH ₃)		70	60	57	54	59

2024 Performance Summary (Continued)

THRIVING PEOPLE AND COMMUNITIES			2019	2020	2021	2022	2023	2024
Health and safety ⁵	OSHA recordable injuries		37	38	51	39	31	29
	OSHA total recordable incident rate		1.62	1.55	1.76	1.30	1.03	0.83
	Fatalities		0	0	0	0	0	0
Charitable giving U.S. dollars in thousands				\$544	\$834	\$623	\$600	\$702
Employee data by gender (global) Percent (%)	Total employees	Male		75%	73%	73%	73%	72%
		Female		25%	27%	27%	27%	28%
	New hires	Male		71%	69%	72%	74%	68%
		Female		29%	31%	28%	26%	32%
	Employee turnover	Male		9%	12%	16%	9%	10%
		Female		7%	12%	16%	10%	9%
	Leadership	Female			23%	24%	24%	25%
	Mid-level managers and staff	Female			38%	38%	36%	38%
	Production	Female			15%	16%	17%	19%
Employee data by age (global) Percent (%)	Total employees	<30		15%	15%	15%	15%	14%
		30-50		43%	43%	43%	44%	46%
		50+		41%	41%	42%	42%	40%
	New hires	<30		33%	37%	35%	36%	28%
		30-50		45%	44%	45%	46%	50%
		50+		22%	19%	20%	18%	23%
	Employee turnover	<30		13%	22%	29%	16%	18%
		30-50		5%	10%	15%	9%	10%
		50+		10%	10%	11%	8%	7%
Employee data by minority status (U.S. only) Percent (%)	Total U.S. employees			23%	25%	28%	31%	32%
	New employee hires			20%	34%	37%	42%	36%
	Employee turnover			7%	13%	15%	9%	11%
	Leadership				12%	12%	11%	11%
	Mid-level managers and staff				15%	18%	19%	20%
	Production				15%	16%	44%	44%
Board of Directors Percent (%)	Gender	Male		78%	78%	78%	75%	71%
		Female		22%	22%	22%	25%	29%
	Minority status			22%	22%	33%	38%	43%
	Independent status			88%	88%	88%	88%	86%
Senior leadership Percent (%)	Gender	Male			57%	57%	67%	80%
		Female			43%	43%	33%	20%
	Minority status				14%	29%	33%	20%

2024 Performance Summary (Continued)

Notes About Data

- **Increases in 2024 data versus prior year primarily driven by acquisitions. Fluctuations in trending data from 2024 vs. prior years primarily driven by acquisitions.**
- Certain 2019, 2020, 2021, 2022 and 2023 figures have been updated from previously reported data.
- Our operating segments are as follows: Mineral Fiber, Architectural Specialties and Unallocated Corporate. Our Mineral Fiber segment produces suspended Mineral Fiber and soft fiber ceiling systems. Our Mineral Fiber products offer various performance attributes such as acoustical control, rated fire protection, structural functionality, aesthetic appeal and health and sustainability features. Our Architectural Specialties segment produces, designs and sources ceilings, walls and exterior building products for use in commercial settings. Products are available in numerous materials, such as metal, felt and wood, in addition to various colors, shapes and designs. We sell standard, premium and customized products, a portion of which are derived from sourced products. Our Unallocated Corporate segment includes certain assets, liabilities, income and expenses that have not been allocated to our other business segments.
- Data covers all the entities under Armstrong World Industries, including acquisitions of Tectum, Inc. (Jan. 2017), Plasterform, Inc. (May 2018), Steel Ceilings, Inc. (Aug. 2018), Architectural Components Group, Inc. (ACGI) (Mar. 2019), MRK Industries, Inc. (Nov. 2019), TURF Design, Inc. (Jul. 2020), Móz Designs, Inc. (Aug. 2020), Arktura LLC (Dec. 2020), GC Products Inc. (Nov. 2022) and 3form, LLC (Apr. 2024).
- Data does not include recent acquisitions of BÖK Modern, Insolcorp, A. Zahner Company (Dec. 2024), 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 Sept. 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 limited external assurance of 2019, 2022, 2023 and 2024 Scope 1 and 2 GHG emissions. We have not obtained any third-party assurance for the other data presented in this document.
- 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 figures in future reports.
- All data reflects U.S. employees only. Leadership refers to director level and above. Mid-level managers and staff represent senior managers, early career and remaining salaried and hourly non-production staff. Production workers represent hourly production plant employees.

- 1
- 2020 carbon and energy figures exclude data from TURF, Móz 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.
 - 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.
- 2
- 2019 and 2020 waste figures exclude data from our Montreal facility. 2020 figures exclude data from TURF, Móz and Arktura.
 - 2019, 2020, 2021 and 2022 waste figures exclude our campus headquarters.
 - 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.
- 3
- 2019, 2020, 2021 and 2022 water figures exclude data from our Montreal facility and our campus headquarters. 2022 figures also exclude Steel Ceilings, Inc. and TURF data. 2023 water figures exclude GC Products.
- 4
- Air quality data for 2020 and 2021 includes all facilities except Arktura.
- 5
- 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 repeal the majority of these recordables.
 - All injuries and recordable injury rates for U.S. and Canada use OSHA definitions.



See our full SCS Global Services Footprint Verification Report online.



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