

Building a Better Today for Tomorrow



Armstrong
World Industries

2025 | SUSTAINABILITY REPORT

Progress Starts in the Spaces We Share

At Armstrong World Industries, we know the built environment can play a critical role in driving meaningful change. Every innovation we introduce, every connection we make, is part of our commitment to creating a more sustainable future—starting in the spaces where we live, work, learn, heal and play.

In 2024, we focused our efforts internally and externally to advance the operationalization of our sustainability goals, expand our sustainable solutions for customers and increase

our engagement with a range of stakeholders in the built environment, turning that vision into action and impact. Drawing on our decades of expertise to refine our processes, pilot new solutions and forge strategic partnerships, we’re shaping smarter, healthier, more resilient spaces.

By raising awareness and providing innovative solutions for challenges such as energy efficiency, decarbonization and indoor environmental quality, we’re improving the experience for our customers, employees and the communities we share.

This report demonstrates how we’re implementing our strategy and showcases the meaningful progress we made throughout 2024. The stories within illustrate our commitment to operationalizing sustainability within our business operating rhythms. We’re creating incredible momentum in imagining a better future. Now, together, we’re building it.



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A Message From Our President and CEO

At Armstrong, we have a relentless focus on creating value for our many stakeholders. In 2024, this included delivering record-setting financial results with revenue growth of approximately 12%, operating income growth of 16%, while facing muted market conditions. This achievement would not have been possible without the exceptional performance of our employees and their dedication to executing our growth strategy and fulfilling our corporate purpose of making a positive impact in the spaces where we live, work, learn, heal and play.

Rooted in our 165-year history, sustainability is a key component of our strategy for achieving consistent, profitable growth. Sustainability remains as relevant today as it has ever been because our customers value it in the solutions we provide. Currently, the effects of climate change, such as extreme weather and wildfires are intensifying, and demand for energy due to the growing need for electricity to support advancements in artificial intelligence, cloud computing and data centers continues to increase. These demands are expected to further accelerate, placing additional strain on the planet's resources.

The built environment is at the center of these challenges, given that buildings consume 75% of the electricity used each year in the U.S. and generate 40% of carbon emissions annually—the largest percentage of which is related to the cooling and heating of buildings. We believe Armstrong, as a leader in the design, innovation and manufacture of interior and exterior products for commercial buildings, can play an important role in decarbonizing the built environment.



More than **80%** of our 2024 revenue came from products that contribute to credits for LEED® building certification.

In 2024, this included the expansion of our Templok® Energy Saving Ceilings product portfolio to offer building owners and operators an important tool to significantly reduce their energy costs and operational carbon emissions. We also introduced Ultima® Low Embodied Carbon ceiling panels. These ceiling products are made with carbon-sequestering biochar and are the lowest embodied carbon ceiling product available, giving customers another means of reducing the total carbon footprint of a building.

Combining these innovative new products with our expanding portfolio of SUSTAIN® products that are free from chemicals of concern, we are offering an industry-leading selection of solutions that support climate resilience. One measure of our impact is the sales we generate through products that contribute to one or more credits for LEED® building certification. In 2024, these sales accounted for more than 80% of our revenue. All of this underscores how we're providing customers with choices to reduce their environmental impact while achieving operational efficiencies. This dual focus creates added value and long-term business growth opportunities for Armstrong. In addition to providing more details on these decarbonizing products, this report updates our progress on our 2030 goals of reducing our Scope 1 and 2 emissions.



A Message From Our President and CEO (Continued)

In 2024, we also continued the advancement of our safety culture, talent growth and development, and community engagement. Our people are the heart of our success, and we are committed to putting safety at the forefront of everything we do. Our ongoing processes to assess and address safety risks in our operations while strengthening our safety culture have helped us maintain industry-leading safety metrics. Throughout 2024, we celebrated some important safety milestones, including achieving the lowest total recordable injury rate within our Architectural Specialties plants since 2018 and more than 1 million hours of injury-free operations at our Marietta, Pennsylvania, mineral fiber plant.

Retaining and developing our talent remains a critical area for us as well. This has involved strengthening our approach to career conversations and providing ongoing development opportunities. As a result, we have meaningfully increased the percentage of employees who had career-development discussions in 2024 and vastly expanded the availability of learning courses through online technologies. These actions—combined with our engaged Employee Resource

Groups, sponsorship of volunteer activities in our communities, and community giving by the Armstrong World Industries Foundation—are helping us foster a culture of growth and inclusion that we believe strengthens our enterprise and positions us for future success.

Once again, I thank you for your interest in our sustainability journey. We look forward to continuing to share our progress as we pursue our sustainability goals. In doing so, we are strengthening the resilience of our company and positioning Armstrong for consistent, long-term value creation that benefits our customers, employees, communities and shareholders.

Sincerely,
Vic Grizzle
President and CEO



Armstrong's total recordable injury rate for 2024 was

3x better

than manufacturing industry average*

*0.83 total recordable injury rate vs. 2.8 manufacturing industry average. Manufacturing industry average based on 2023. U.S. Bureau of Labor Statistics data.

Leading Manufacturing Innovation for 165 Years

For the last 165 years, Armstrong World Industries, Inc. (“Armstrong,” “AWI,” “Company,” also referred to as “We,” “Our” and “Us”) has been leading innovative manufacturing, with a focus on market-driven product development and sustainable operations. We do more than develop building products. Our solutions enable our customers to create spaces that elevate the human experience.

We create innovative architectural solutions using materials such as mineral fiber, fiberglass, felt, metal, transluents and wood to empower extraordinary design while supporting sustainability and well-being primarily across the sectors of education, office, healthcare, retail, hospitality and transportation. By focusing on the fundamental elements of indoor environmental quality (acoustics, air quality, lighting, thermal comfort and design) while ensuring external durability, we help customers create visually impactful, highly functional spaces designed for the people who use them.

Since our founding in 1860, our business practices have been rooted in corporate responsibility. With innovative, design-forward thinking and a deep commitment to quality, we are setting a higher standard for sustainable built environments. Our sustainability strategy is evident in every stage of our operations, from sourcing raw and recycled materials to manufacturing, shipping, distribution, installation and end-of-life processes.

A History of Innovation

1860

Founded as the Armstrong Cork Company in Pittsburgh, Pennsylvania, manufacturing bottle stoppers and cork insulation.

1890s

Incorporated in 1891 as one of the largest cork suppliers in the world. Thomas Armstrong turned a 65% scrap rate into a new product that absorbs sound, starting our history of embracing the three Rs: reduce, reuse and recycle.

1920s

Expanded our product line from corks to include ceiling tiles and wallboards. Introduced our first acoustic ceiling tile to reduce noise.

1963

Introduced suspended ceiling systems.

1970s

Introduced our mineral fiber ceiling tiles.

1993

Became a founding member of the U.S. Green Building Council.

1999

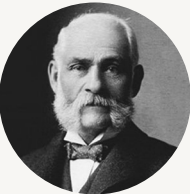
Launched the Ceilings Recycling Program, the first of its kind.

2016

Launched SUSTAIN®, the industry’s first portfolio of high-performing, sustainable ceiling solutions. AWI and Armstrong Flooring, Inc. separated.

2020

Launched our 2030 Sustainability Goals and expanded Architectural Specialties portfolio with the acquisition of Arktura, Móz Designs, Inc. and TURF Design, Inc., specialty metal and felt solutions.



Thomas Armstrong

2021

In partnership with Gensler, opened the Living Lab, exploring ways our ceilings and walls can improve indoor environmental quality. Launched ProjectWorks®, our design and pre-construction service for designers and architects. Became a signatory to the UN Global Compact, with continued updates through Communication on Progress in 2022, 2023 and 2024.

2022

Initiated a relationship with Irving Consumer Products to divert 100% of its fiber by-product waste for use in our production. Validated our target of 30% reduction in absolute Scope 1 and 2 greenhouse gas (GHG) emissions, by the Science Based Targets initiative (SBTi). Recertified our WELL™ Health-Safety Rating for three main buildings on our corporate campus.

2023

Launched the Ultima® Templok® ceiling panels, marking the first in a series of energy-saving solutions aimed at reducing carbon emissions in commercial buildings. Added 3D Revit® models to ProjectWorks®, providing detailed design renderings that help ensure material feasibility. Enhanced our architectural metal solutions with the acquisition of BÖK Modern.

2024

Expanded our capabilities with two key acquisitions: 3form and A. Zahner Company. Formed a strategic partnership with McKinstry to advance Overcast Innovations, focused on modular ceiling solutions. Introduced Ultima® LEC, the lowest embodied carbon mineral fiber acoustic ceiling panel available. Partnered with Integrated Environmental Solutions to integrate Templok® energy-saving ceilings into leading building performance modeling software.

Our Products

We are a leader in the design, innovation and manufacture of interior and exterior architectural applications including ceilings, specialty walls and exterior metal solutions. Our products and solutions are primarily used in commercial construction and renovation. Mineral fiber ceiling tiles are our core product offering. In addition to recycled fibers, our mineral fiber products use mineral wool that we manufacture from converted slag—a by-product of steel production—as well as perlite, fiberglass, starch and various coatings. Our focus on innovation and product development ensures that we continue to enhance and expand our core products.

Through our Architectural Specialties segment, we manufacture and source a broad array of interior specialty ceiling, wall and column products along with exterior applications. These products use a variety of materials, special coatings and manufacturing techniques to bring the visions of architects and designers to life and meet the needs of a broad range of construction projects.

Our joint venture with Worthington Enterprises, called WAVE, manufactures suspended ceiling systems and construction solutions, sold through our sales and distribution channels.

In 2024, we acquired 3form, a pioneer in sustainable architectural resins. This addition enhances our portfolio with versatile materials, positioning our company to meet the growing demand for innovative solutions that enable designers' bold, creative expressions.

Also in 2024, we acquired A. Zahner Company, a leader in complex architectural metal design and fabrication. This expands our exterior architectural metal capabilities, enabling us to deliver leading metal design engineering and high-performance, creative solutions that bring architects' visions to life and expand our markets for growth.

See the [Appendix](#) for additional information.



Across our product portfolio, we are continuing our commitment to circularity, increasing the recycled content of our products and improving responsible sourcing and ingredient transparency. We are committed to creating innovative, sustainable solutions that meet the needs of modern architecture and design while enhancing long-term value.

About This Report

This is our fifth annual Sustainability Report. Unless otherwise stated, this report covers all the entities under Armstrong World Industries, excluding joint ventures and discontinued operations as well as A. Zahner Company, which was acquired in December 2024. Unless otherwise noted, data related to acquired entities is included in the figures disclosed only for the time periods after acquisition. Due to data collection improvements, some historical data—including carbon, waste, health and safety figures—have been updated as noted. This report was released in May 2025. The reporting period is the calendar year ending December 31, 2024. This report data is not externally assured apart from limited external assurance on 2019, 2022, 2023 and 2024 Scope 1 and 2 greenhouse gas (GHG) emissions. Certain data and percentages are computed/compiled based on exact figures and may not sum due to rounding.

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

For details on our governance structure, please see the [Appendix](#) of this report.



For more on our entity-wide GHG emissions inventory verification, see our [SCS Global Services Footprint Verification Report](#).



Our Materiality Assessment

To gain a comprehensive assessment of the sustainability issues that are most important to our company, we rely on a variety of sources, including interviews, rater and ranker analyses, reporting frameworks, competitive benchmarking, Sustainability Accounting Standards Board (SASB) Construction Materials Standards and inputs from key stakeholders. Our latest [materiality analysis](#) was conducted in 2022. These results continue to guide our sustainability strategy and goal setting.

Stakeholder Engagement

A crucial aspect of our sustainability strategy is the cultivation of lasting relationships with our employees, customers, shareholders and the communities in which we operate. We work to understand all stakeholder concerns and include their considerations in our decision-making processes. Our materiality analysis provides an in-depth view of our stakeholders, engagement tactics and topics.



MEMBERSHIPS AND COLLABORATIONS

To achieve our ambitious goals, we work in close partnership with a growing network of organizations. See our full roster of [memberships and collaborations](#) for more details.



AWARDS AND RECOGNITION

We are proud to be recognized for our commitment to our employees and for delivering products that meet society's needs. See the complete list of [awards and recognitions](#) we received for 2024.

NOTABLE ACHIEVEMENTS

[2023 World's Most Trustworthy Companies](#)
Newsweek

[2023 Facilities and Construction Excellence Award](#)
Vizient

[2024 America's Most Responsible Companies](#)
Newsweek

[2024 America's Best Companies to Work For](#)
U.S. News & World Report

[2024 Best Companies to Work for in Manufacturing](#)
U.S. News & World Report

[2024 America's Greatest Workplaces for Diversity](#)
Newsweek

[2025 America's Most Responsible Companies](#)
Newsweek

[2025 America's Greenest Companies](#)
Newsweek

Our Sustainability and Governance Strategy



“We’ve long believed in doing well by doing good—it’s in our DNA. By creating market-driven, win-win solutions like Templok®, we’re helping customers save money while reducing their carbon footprint, and helping reduce the burden on our national grid while helping U.S. businesses cut electricity costs to be more competitive globally. It’s proof that sustainability and business success can go hand in hand, and we’re proud to innovate to find new ways to deliver value to our customers, our country, our colleagues and our investors.

—AUSTIN SO, SVP, General Counsel, Head of Government Relations and Chief Sustainability Officer

The built environment plays a crucial role in supporting and enhancing human health and environmental sustainability. As leaders in the building products industry, we have a significant opportunity to help address the global challenges of climate change and public health and well-being. By harnessing our knowledge, resources and unique areas of expertise and influence, we can bring healthier, more sustainable spaces to life, starting with our products.

We are working collaboratively inside and outside our company to drive progress in sustainable building practices. We are raising the bar for the building products industry—from materials and design to construction and operation—to shape a more resilient and forward-thinking future.

To align our sustainability strategy with our purpose as a company, we center our strategy on three pillars:



Healthy and Circular Products

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

We also consider how our manufacturing and product design impact global sustainability priorities to address social and environmental challenges, such as the United Nations Sustainable Development Goals (UN SDGs). At Armstrong, we are uniquely positioned to address 12 of the 17 SDGs through our collaborative partnerships and each of our three pillars. [See how we’re supporting each UN SDG.](#)

[See how each level of management contributes to our sustainability strategy.](#)



Healthy Planet

Our electricity will be either directly or indirectly sourced through renewable energy, and we will reduce carbon, GHG waste and water impacts of our products and solutions.



Thriving People and Communities

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



Our Sustainability Team: Austin So, Kelsey Herring, Adriana Townsend, Lara Kreider, Amie Barndt, Kalyn Rogers, Christopher Swentner

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

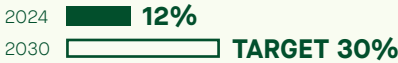


In 2024, **87%** of our mineral fiber product sales were free of chemicals of concern, bringing us closer to reaching our 2030 goal of 100%.

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.



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Our story began with a simple idea—taking what others overlooked and turning it into something extraordinary. That’s the foundation of our approach today: reimagining materials to create sustainable products across our broad portfolio that invite and inspire healthier spaces.”

—SHANNON WEIR

Director, Mineral Fiber Product Management and Marketing, Product Pillar Lead



Getting to 2030

Our Goals Toward 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.

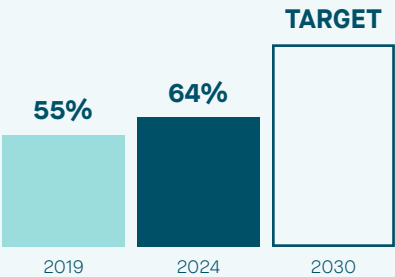
TARGETS

100% of our products are free from chemicals of concern.

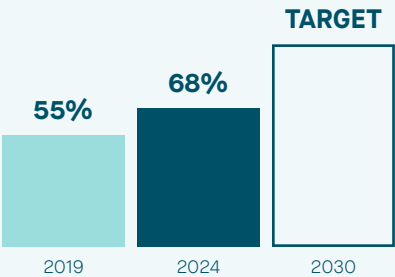
100% of our products have verified transparency.

100% of our material sourcing activities are evaluated for social, ethical and environmental performance.

PERCENTAGE OF PRODUCT SALES FREE OF CHEMICALS OF CONCERN



PERCENTAGE OF PRODUCT SALES WITH VERIFIED TRANSPARENCY



Circular Products

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

TARGET

50% of our products have a viable path to be recycled, reused or repurposed.

- Incorporating circularity into product design
- Optimizing use of recycled materials
- Diverting material from landfills throughout our value chain



Reduced Carbon and Water Footprints

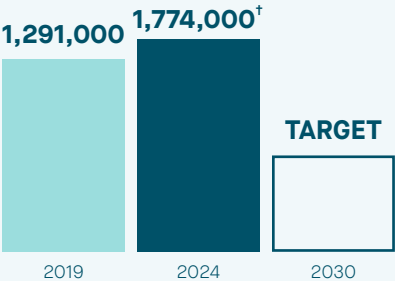
We aim to make a positive contribution to spaces and the environment by decreasing our products' carbon and water footprints.

TARGETS

50% reduction in the carbon footprint of our products, compared with a 2019 baseline.

20% reduction in the water intensity of our products, compared with a 2019 baseline.

PRODUCT CARBON FOOTPRINT (metric tons CO₂ equivalent)



WATER REDUCTION

We track water intensity in our manufacturing operations, specifically looking at gallons per square foot for our mineral fiber operations (our more water intensive operations) and are continuously exploring opportunities to reduce the amount of water we use.

*See the full data set in the [Appendix](#).
†See additional information in [Reducing our Carbon and Water Footprints](#).

Building on Sustainable Beginnings

At Armstrong World Industries, sustainability is deeply rooted in our history and continues to enable our strategy. Our founder, Thomas Armstrong, turned excessive waste from cork production into a pioneering sound-absorption product, setting the foundation for our commitment to reducing waste and reimagining resources. Today, that legacy has evolved into a comprehensive strategy centered on decarbonization and sustainable product innovation.

We have long understood the profound connection between the built environment our products shape and the natural world. That’s why we design products that not only address the evolving needs of our customers—from offices and classrooms to hospitals and airports—but also minimize environmental impact throughout their entire life cycle. At every stage, from material selection to manufacturing and end of life, sustainability considerations are integrated into the full process. We’re devising solutions that address the growing demand for lower-carbon buildings while strengthening our position as a trusted partner to architects, designers, general contractors and building owners who are shaping resilient environments.

Beyond offering innovation, our strategic acquisitions have expanded our ability to deliver comprehensive sustainable solutions under one roof. This broader platform allows us to engage directly with key decision-makers from the earliest stages of a project, ensuring sustainability is prioritized from concept to completion. For our investors, customers and communities, this translates into tangible results—delivering environmental stewardship, increased market penetration and consistent long-term value creation.



Driving Building Solutions: Armstrong’s Holistic Focus on Decarbonization

Achieving net-zero buildings takes more than one solution. It requires combining innovative technologies, resource-efficient materials and bold collaborations to tackle both operational carbon (energy used to operate buildings) and embodied carbon (GHG emissions from building materials). We’re focused on providing solutions that help our customers reduce both by embracing carbon reduction as an end-to-end solution that touches every stage of the building life cycle and working alongside partners to drive industry-wide progress toward a sustainable future.

Partnering to Advance Operational Carbon Reduction

In 2023, we introduced Ultima® Templok®, the first ceiling tile in our portfolio designed to reduce energy use in buildings. Featuring phase change material, these ceilings absorb and release heat to help regulate indoor temperatures, reducing a building’s HVAC energy consumption and cost by up to 15%.* Since its launch, we’ve expanded the Templok® ceiling portfolio to include a range of options that meet diverse visual and acoustic performance needs.

In 2024, we began a partnership with Integrated Environmental Solutions (IES) to bring Templok® Energy Saving Ceilings into the IES Virtual Environment software, a suite of analysis tools that help engineers and architects optimize a building’s performance. Adding Templok phase change material technology to the software gives architects and engineers the opportunity to analyze key metrics like energy consumption, carbon emissions and comfort, further validating Templok ceilings and the impact on energy savings and emissions. As market awareness grows, this could position Templok ceilings as an alternative to more costly HVAC system upgrades or replacement.

*Measured cooling energy savings in lab test. Results may vary. See [Templok Technical Guide](#) for details.

Tackling Carbon Impact With Ultima® Low Embodied Carbon Panels

To further accelerate decarbonization efforts, on Earth Day (April 22, 2024), we launched Ultima Low Embodied Carbon (LEC) ceiling panels—mineral fiber ceiling tiles with the lowest embodied carbon currently available.† Made in part from plant-based biochar sourced from agricultural waste (such as corn stalks, timber scraps, leaves and straw), these panels reduce carbon emissions associated with materials by 43%, compared with standard Armstrong® Ultima® ceiling panels. To offset the remaining emissions, Armstrong has [purchased verified carbon removal offsets](#), making all expected Ultima LEC sales carbon neutral through 2026.

These panels contain 54% recycled content and can be recycled through the Armstrong Ceilings Recycling Program, further supporting our circularity goals and those of our customers. With the potential to earn LEED and indoor environmental quality (IEQ) credits, Ultima LEC panels offer a compelling value proposition for building owners looking to meet the highest sustainability standards.

†Ultima Low Embodied Carbon Ceiling Panels (A1-A3) 0.187 Global Warming Potential, incl. biogenic carbon [kg CO₂ equivalent/ft²]



“Our goal is to develop the technology to decarbonize every building in every city of the world. In Armstrong, we have a partner whose decarbonization mission aligns perfectly with ours—and a ceiling solution with the potential to change the game for the built environment.”

—NATHAN KEHEL, VP of Business Development, North America, IES

Driving Energy Efficiency With Ultima Templok Panels

Launched in December 2023, Templok ceiling panels have already drawn interest from communities and government agencies committed to energy efficiency and sustainable innovation. This has included pilot programs in New York City, as well as earning a spot in the U.S. General Services Administration’s Green Proving Ground program. This program evaluates cutting-edge technologies for federal buildings, aiming to reduce operational costs in the federal government—the nation’s largest energy consumer. Ultima Templok panels were also installed in a Kansas community center for a validation study with the Department of Energy. This recognition reinforces Armstrong’s leadership in sustainable building solutions and highlights the growing market demand for products that address climate challenges, reduce operating costs and drive measurable business value.

2024 Product Awards

- New Product of the Year Award, Spaces4Learning
- Product Innovation Award, Architectural Products
- Product Innovation Award, Buildings Magazine
- Interior Best of Products Award, The Architect’s Newspaper

Sustainability Across the Supply Chain

We're working to fully assess the broad impacts of our supply chain as we seek ways to contribute to a healthier environment within the life cycle of our products. This includes monitoring and eliminating chemicals of concern across our full product portfolio and providing transparent disclosure of potential health and environmental impacts of our products.

In 2016, our SUSTAIN® portfolio became the first high-performance portfolio of ceiling products to meet the industry's toughest sustainability standards.

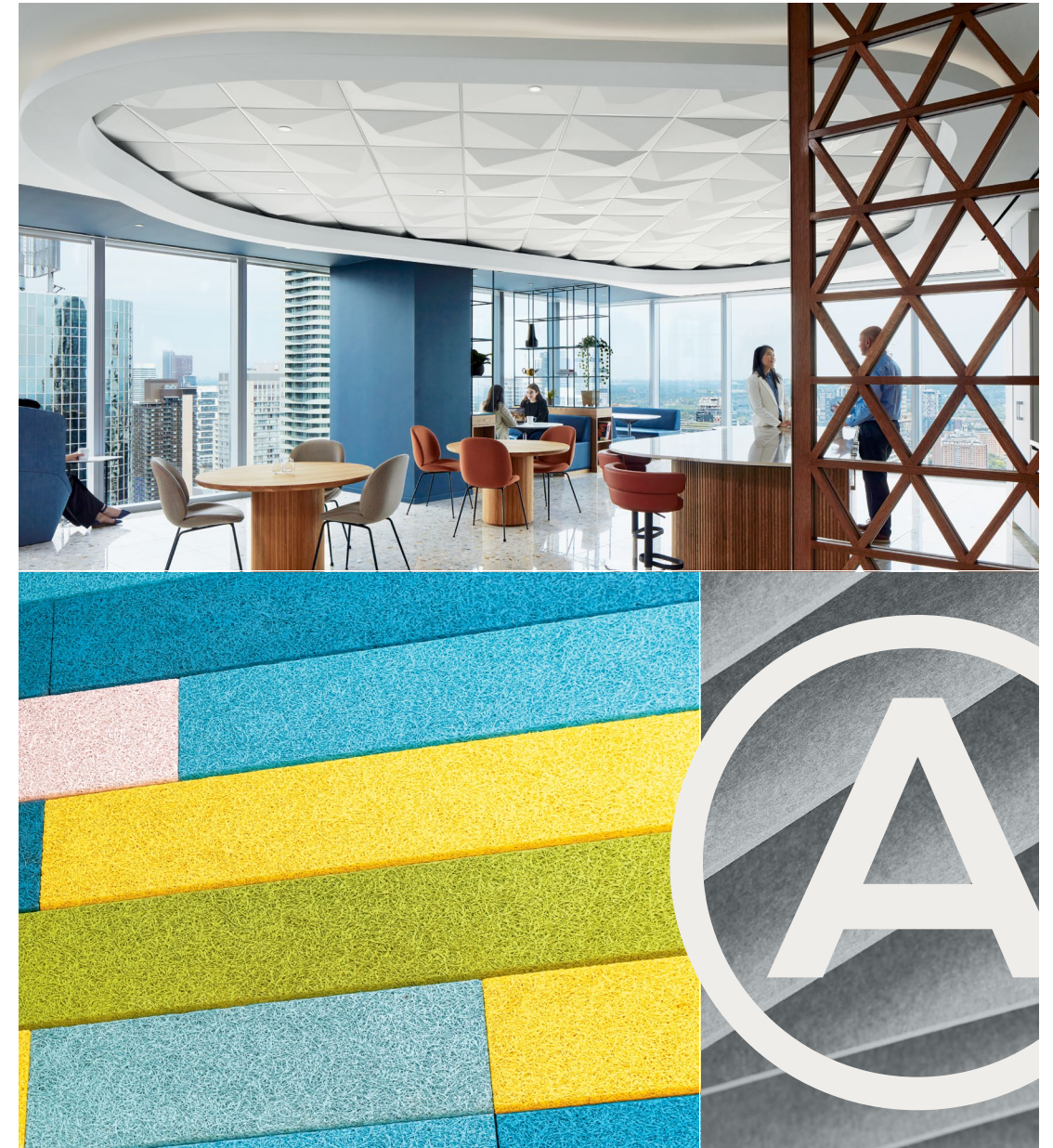
Every SUSTAIN product:

- Is free of Living Building Challenge® Red List chemicals as indicated by Declare® labels
- Offers further ingredient transparency through Health Product Declarations
- Details life cycle impacts like embodied carbon in Environmental Product Declarations
- Is certified for low emissions based on California Department of Public Health standards for indoor air quality

In 2016, our SUSTAIN® portfolio became the first high-performance portfolio of ceiling products to meet the industry's toughest sustainability standards.

We conduct a comprehensive life cycle analysis for each SUSTAIN product, evaluating the product's environmental impact across its entire life cycle—from raw materials to end of life. This work enables us to focus on not only reducing our carbon footprint but also designing products that contribute to a more sustainable built environment for our customers. By 2030, we aim for all Armstrong products to undergo life cycle analyses as part of our ongoing commitment to sustainability, accountability and transparency.

Since the launch of our SUSTAIN portfolio, we've expanded this collection to help customers continue to meet today's highest emissions and performance targets.



Free of Chemicals of Concern

The building products industry has made strides in recent years to remove and reduce the use of harmful chemicals that pose both health and environmental risks. To reach our goal of eliminating all chemicals of concern in our products by 2030, we take a holistic approach to researching chemicals and finding safer alternatives when needed. Our commitment must be ongoing. As we innovate new products and acquire new capabilities through acquisitions and partnerships, we apply our same screening and transparency process in the design of new products. We work closely with our suppliers and partners to reduce exposure and minimize environmental impacts.



of our product sales were free of chemicals of concern in 2024.



of mineral fiber product sales were free of chemicals of concern in 2024.



Leading With Transparency

Transparency is a fundamental principle that guides our approach to sustainability. We believe that to create healthier spaces, stakeholders must have access to reliable information on the potential impacts of our products. This includes transparent disclosure of material ingredients and environmental effects through product labeling and participation in third-party certification programs. We take our responsibility seriously and conduct product life cycle analyses, which allow us to identify and manage any potential impacts of our products, from development to end of life.

- The Sustainable Product Search Tool makes it easy to find products that meet the most stringent sustainability criteria and helps customers more easily adopt sustainable solutions.
- We also sponsor and support industry product platforms like mindful MATERIALS, the Embodied Carbon in Construction Calculator (EC3), and architectural firm product standards and databases.

See our full list of transparency documents.



of our product sales had verified transparency in 2024, compared with 55% in our 2019 baseline.

Our approach to sustainability is comprehensive and multifaceted. We expect our suppliers to uphold high standards of business ethics and responsible practices, with the aim that the materials and services they provide align with our commitment to environmental stewardship.

Building a More Sustainable Supply Chain

Our approach to sustainability is comprehensive and multifaceted. We expect our suppliers to uphold high standards of business ethics and responsible practices, with the aim that the materials and services they provide align with our commitment to environmental stewardship. By building strong partnerships with suppliers that share these values, we can collectively work to mitigate environmental impact and contribute to global efforts to combat climate change.

Social responsibility is equally important to us. We prioritize fair labor practices, safe working conditions and respect for human rights throughout our supply chain, as outlined in our Human Rights Policy and Forced Labor policies. By doing so, we contribute to the well-being of workers and communities, fostering a positive social impact.

By implementing sustainable practices at each step of our supply chain, we’re working to minimize our environmental and social impacts—including mitigating potential impacts on human rights, labor and corruption—and encouraging a proactive response to climate change, deforestation and biodiversity crises. With most of our suppliers based in North America, we can engage locally and foster strong partnerships.

- We expect all our suppliers to adhere to our Supplier Code of Conduct.
- Our Conflict Minerals Policy outlines our aim to avoid knowingly buying conflict minerals that contribute to human rights abuses in conflict-affected regions.

Spotlight on Circularity


As the impacts of climate change intensify and the global waste problem worsens, we believe companies have a critical responsibility to adopt more sustainable systems of production, including reusing and recycling. According to the U.S. Environmental Protection Agency, construction and demolition of buildings account for nearly a quarter of the U.S. waste stream, highlighting the urgent need for innovative solutions.

The centerpiece of our circular economy effort is our Ceilings Recycling Program—the first program in the nation that encourages customers to return their ceiling tiles at the end of life to be recycled into new products. Since 1999, the program has diverted over 221 million square feet of discarded ceiling materials from landfills. Use our [diversion savings calculator](#) to learn more.

How We’re Accelerating Our Circularity Efforts:

- Continuing to provide customers with a circular solution to their waste management goals
- Identifying new products and formulations of existing products that can integrate more recycled materials
- Providing in-house design software to elevate sustainable design and construction practices by reducing waste through optimized project layouts, saving material and cost at the jobsite
- Partnering with industry organizations to find new opportunities for recycling and reuse across our product lines and with organizations such as ASTM International to standardize recovery rate formulas for end-of-life product measurement

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

 Over **221 million ft²** of ceiling tiles have been diverted from the landfill since the start of our takeback program.

Turning Waste Into Opportunity: Armstrong’s Ceilings Recycling Program Celebrates 25 Years

In 1999, Armstrong set out to tackle a growing challenge in the building industry—construction waste. At the time, less than one-third of construction and demolition waste was being recovered or reused. Recognizing the potential for change, we launched the Ceilings Recycling Program—the nation’s first initiative to divert used ceiling tiles from landfills.

The program’s goal was simple: collect ceilings from renovation projects, process them at Armstrong facilities and transform them into new panels with higher recycled content. This closed-loop system reduces carbon, conserves resources and helps customers meet their waste-diversion goals. Tools like our online diversion savings calculator further empower customers to track savings, environmental impact and contributions to LEED credits.

Over the past 25 years, the program has recycled more than 221 million square feet of ceiling tiles—enough to cover 3,800 football fields.

Because advancing circularity is an increasingly urgent priority, the Ceilings Recycling Program continues to prove how sustainable practices and business success go hand in hand. Thanks to our customers and partners, we’ve spent 25 years turning waste into opportunities, making sustainability the foundation of renovation.



Armstrong has always been an innovative company, a commitment demonstrated by our starting the industry’s first recycling program for ceiling tiles 25 years ago. The Ceilings Recycling Program is the centerpiece of our circular economy effort at Armstrong and supports the circularity goals of our customers as well.”

—CHRISTOPHER SWENTNER,
Circularity Coordinator

Reducing Our Carbon and Water Footprints

Tackling Embodied Carbon

The building industry contributes to 40% of the world’s carbon emissions and requires bold changes to significantly reduce its environmental impact. Embodied carbon refers to the emissions generated during the life cycle of building materials: extraction of raw materials, processing, transportation, manufacturing and disposal or recycling. These emissions are a significant driver of carbon emissions within the built environment and one of the most overlooked.

In response, we’re leading change through active participation in initiatives such as the Carbon Leadership Forum as a Platinum Sponsor and USGBC’s LEED v5, which places a clearer and more urgent focus on decarbonization compared with LEED v4.1. Our commitment to the American Institute of Architects Materials Pledge and alignment with the mindful MATERIALS Framework further cements our dedication to this cause.

To reach our 2030 goals, we are striving to improve the efficiency of our operations across the company. We continue to make strides in understanding the carbon emissions associated with our products through our Environmental Product Declarations, which show the environmental impacts over the full product life cycle.

Reduction in Water Intensity of Our Products

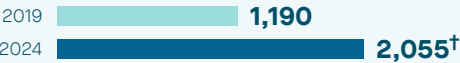
We are evaluating and creating a plan to reduce water intensity in our products and are exploring alternative materials that reduce water consumption. We also track water intensity in our manufacturing operations and are continuously exploring opportunities to reduce the amount of water we use.

Additionally, we extend this commitment to our acquisitions, such as 3form’s glass factory in North Carolina, which uses a closed-loop water recycling system for the manufacturing water.



PRODUCT CARBON FOOTPRINT*

GHG INTENSITY FOR SCOPE 1, 2 & 3
(Mineral fiber only, metric tons CO₂ equivalent/million ft²)



We are continually refining our methods to ensure the accuracy and reliability of our Scope 3 emissions data.

WATER INTENSITY REDUCTION

WATER USE
(Mineral fiber only, which accounts for more than 90% of our total water demand, gallons per ft²)

Since 2019, we have maintained

<1 gal/ft².

*Location-based emissions data can be found in the [Appendix](#) of this report.
[†]This increase is driven by acquisitions and improved data collection.

3form Joins Armstrong’s Expanding Portfolio of Possibilities

Since its founding, 3form has pushed the boundaries of design by exploring the interplay of light, color and texture through innovative materials. From pioneering translucent resins to crafting inventive lighting solutions, its work blends creativity with sustainability—mirroring Armstrong’s own commitment to responsible design.



Central to 3form's approach is its flagship architectural resin, Varia, which is 40% recycled. In 2024, 3form introduced 100% Recycled Textures, a product line that uses 100% recycled material produced through molecular recycling. Molecular recycling is a groundbreaking technology that transforms hard-to-recycle plastics—like synthetic fiber, carpet remnants and colored bottles—into new, recycled material that retains the clarity, durability, and beauty for which 3form is known. It proves that materials once considered waste can be sustainably repurposed for long-lasting use, reducing environmental impact and contributing to a circular economy.

Varia is just one example of 3form’s dedication to both innovation and transparency. By openly sharing the story behind each product—from sourcing to production—it has become a leader in designing with purpose, creating resilient materials that enhance both the environment and the spaces they inhabit.

In 2024, 3form joined Armstrong’s expanding portfolio of strategic acquisitions, which also includes Móz Designs, Arktura, TURF Design, Inc., BŌK Modern, and A. Zahner Company—companies that each advance sustainable design.

We know architects don’t view materials in isolation; they design holistically, considering how each aspect of the space works together. With our expanding portfolio of possibilities—metal, felt, wood and, now, transluents—we can engage architects from the outset, offering integrated solutions that go far beyond finishes. With 3form in our portfolio of solutions, we now have even more opportunities to empower architects and designers to dream boldly, create thoughtfully and inspire spaces for the health and well-being of occupants.

Bringing the Best of Design and Science Together

MÓZ DESIGNS

Acquired in 2020, Móz Designs expands our capabilities by creating striking architectural features with aluminum—one of the world’s most sustainable metals. Its focus on recyclability and durability produces design with both high impact and minimal environmental footprint.

ARKTURA

Arktura joined Armstrong in 2020, helping us further push the boundaries of sustainable design. It specializes in adaptive acoustic and metal systems, custom solutions and outdoor architectural structures like facades, rain screens and canopies—all backed by a commitment to product transparency and low-impact environmental design.

TURF DESIGN

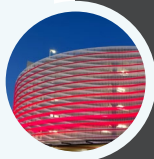
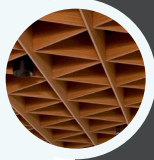
Acquired in 2020, TURF enhances our acoustic solutions with innovative felt ceiling and wall designs to broaden our suite of acoustic solutions. Dedicated to sustainability, TURF is offering greater transparency into its efforts to minimize environmental impact.

BŌK MODERN

In July 2023, Armstrong acquired BŌK Modern, a leader in exterior architectural metal solutions. Known for integrating engineering, architecture and construction, BŌK creates elegant, sustainable designs that reduce material and labor costs while enhancing both aesthetic appeal and functional performance of spaces, inside and out.

A. ZAHNER COMPANY

Acquired in December 2024, Zahner brings a mindful approach to materials, design and construction. Its sustainable practices and commitment to reducing environmental impact through innovative design solutions align perfectly with our values, helping us deliver forward-thinking, resilient and welcoming architectural solutions, including metal facades that contribute to lowering a building’s energy demands.



Continuing to Design With the Environment in Mind

Designing for the environment requires a collective shift in thinking—one that starts by simply asking questions. How can we create products that positively contribute to the environment? How can form follow function? Rather than address issues after they arise, we're building sustainability into our products from the very beginning, considering environmental and social impacts at each stage of development. This work starts within our company and extends outward, helping architects, designers and contractors build sustainability into their own work. Together, we are transforming the built environment to achieve a healthier future for all.

Rather than address issues after they arise, we're building sustainability into our products from the very beginning...

We're expanding our portfolio of solutions to include products that proactively promote cleaner air, better acoustics, energy reduction and enhanced thermal comfort, along with other features that shape a healthy indoor environment. And it all starts with thoughtful design.

Designing and Testing

We prioritize health, safety and sustainability from design to end of life:

- All new products undergo a comprehensive product safety design review process, including multiphase screening for safety attributes and compliance with indoor air quality standards.
- Raw materials are screened for hazardous chemicals using safety data sheets and confidential information from suppliers.
- All SUSTAIN® products meet California Department of Public Health low emissions standards.
- We test for fire and acoustics using ASTM International methods and conduct rigorous seismic testing at the University at Buffalo's Structural Engineering and Earthquake Simulation Laboratory.

Product Stewardship

We ensure safe use of our products by:

- Encouraging safe and effective installation of our products through published guidelines
- Soliciting customer feedback on products through mock-ups and test installations
- Ensuring all raw materials comply with the safety regulations where we operate
- Regularly reviewing the latest guidance to maintain ongoing compliance and safety
- Governing product stewardship through various councils, committees and departments





Healthy Planet

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“ Instead of leadership asking employees to consider how our processes impact the planet, they’re now asking proactively. More and more, we’re seeing our people take ownership and lead the change themselves.”

—JOE HINNENKAMP
Senior Director, Mineral Fiber Operations, Planet Pillar Lead



Getting to 2030

Our Goals Toward a Healthy Planet*



Reduced Carbon Footprint

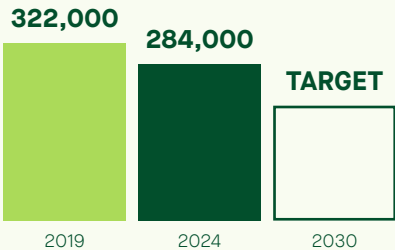
We aim to reduce our GHG emissions and increase our reliance on renewable electricity using targets based on climate science.

TARGETS

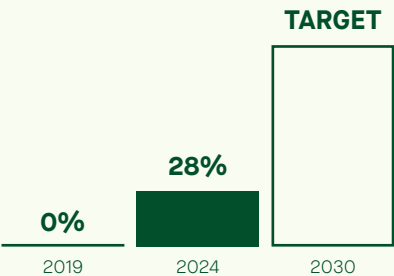
30% reduction in absolute Scope 1 and 2 GHG emissions compared with a 2019 baseline, in accordance with the SBTi, allowing us to meet a well below 2°C scenario.

100% of our electricity needs are sourced directly or indirectly from renewable electricity.

SCOPE 1 AND 2 EMISSIONS REDUCTION (metric tons CO₂ equivalent)



PERCENTAGE OF RENEWABLE ELECTRICITY†



*See the full data set in the [Appendix](#).

†The percentage being reported is what we procure, not what is already on the grid.



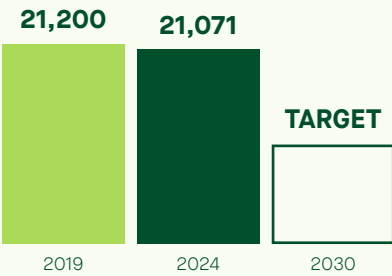
Circular Systems

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

TARGET

50% reduction in absolute waste from our operations compared with a 2019 baseline.

TOTAL WASTE (metric tons)



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.

TARGET

100% of our water management practices include measures designed to minimize usage and environmental discharge.

- In our mineral fiber manufacturing processes (our most water-intensive) we are continuously working to enhance efficiency and increase water recycling in an effort to scale these enhancements across our operations.
- We conduct routine water assessments to identify opportunities for greater efficiency and ensure compliance with all regulatory requirements. We also prioritize the reuse of water within our operations to further reduce our reliance on local water systems and contribute to sustainable water management.
- Our mineral fiber operations, which account for about 99% of our water usage, are situated in areas classified as low to medium water stress, according to the World Resources Institute's Aqueduct Water Risk Atlas. This strategic positioning underscores our commitment to sustainable water management and minimizes our impact on high-stress water regions.

Building Sustainability Into Every Decision

As a manufacturer, our production facilities are critical for our success. Environmental responsibility requires more than setting ambitious goals—it demands systematic integration into how we do business. At Armstrong, we're taking a comprehensive approach to environmental stewardship that combines operational excellence with strategic innovation.

Our strategy starts with deep integration at the manufacturing plant level, where we're building environmental considerations into our standard productivity project evaluations and capital planning. This approach empowers facilities to identify and act on site-specific opportunities, driving raw material and energy efficiency and enhancing operational performance.

We also take a disciplined approach to resource management across our operations. Through structured assessments of water usage and waste streams, we're establishing consistent benchmarks that help us identify opportunities for improvement—from source reduction to circularity initiatives. These insights help us make smart investments that advance both environmental and business objectives.

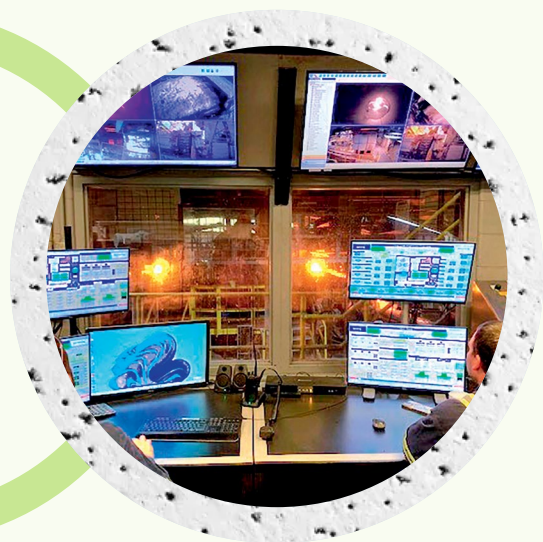
By further embedding sustainability into our core business processes, we're shifting how we operate. This allows our sustainability strategy to help inform decisions at every level—from equipment upgrades to process innovations—strengthening our ability to deliver on our sustainability commitments and shape a sustainable future.

By continuously embedding sustainability into our core business processes, we're shifting how we operate. Rather than treating sustainability as a separate initiative, we use it to inform decisions at every level.



Millwood Plant Tackles Critical Equipment Failures With Smart Monitoring

Creating mineral wool requires high-speed machines called spinners that spin molten rock into fibers. In Millwood, West Virginia, spinners are essential to our plant’s operations. Upgrading its monitoring systems created an opportunity to enhance efficiency, reduce waste and strengthen operational resilience.



Millwood Plant

In early 2024, Millwood invested in wireless vibration sensors to monitor spinner components. These sensors track vibration levels, sending alerts when they detect potential issues. Employees also use handheld sensors to manually gather additional data. By analyzing vibration patterns, the team can identify and address stress points before they lead to critical failures.

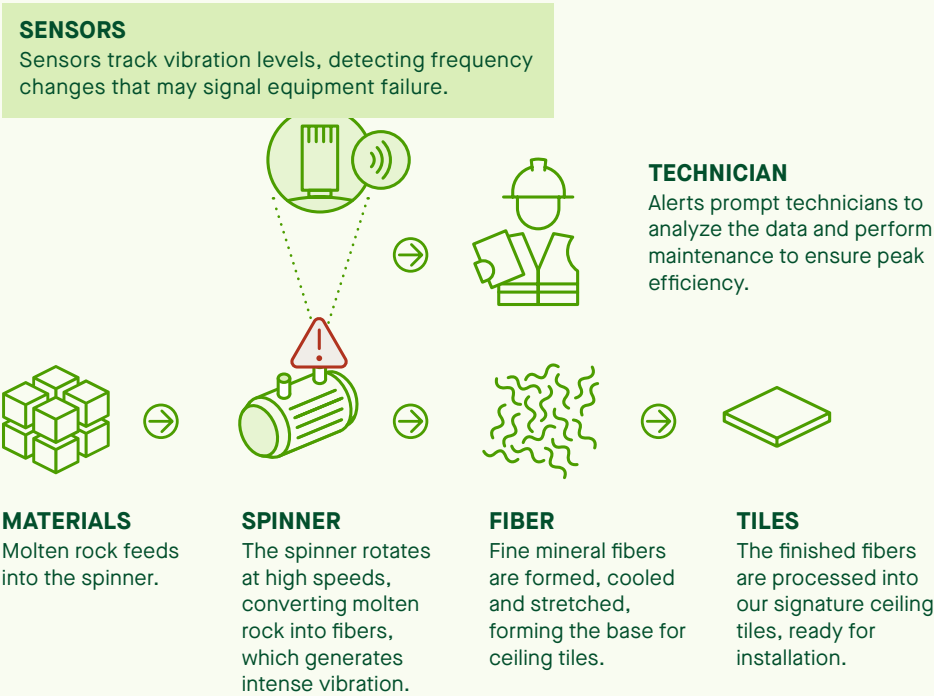
This approach has delivered significant environmental and operational benefits, including:

- Zero critical failures in 2024—a sharp drop from the previous two years—directly reducing waste and resource consumption
- Extended equipment lifespan, minimizing:
 - Energy required for repairs
 - Material waste from premature replacements
 - Carbon emissions associated with manufacturing new components

This predictive maintenance represents a win-win: improved operational efficiency that simultaneously reduces the plant’s environmental footprint. By anticipating and preventing equipment failures, we’re simultaneously protecting our assets while advancing our commitment to sustainable manufacturing.

The Millwood plant’s approach exemplifies how technological innovation can fuel both economic performance and environmental stewardship, highlighting sustainability as a competitive advantage.

HOW VIBRATION SENSORS OPTIMIZE FIBER PRODUCTION



Reducing Our Carbon Footprint

With the growing impact of climate change, our planet is experiencing increasingly severe conditions. As droughts, fires and rising sea levels persist, we acknowledge the urgent need for collaborative action to preserve Earth’s resources.

We’ve set ambitious goals to reduce our Scope 1 and 2 GHG emissions by 30%. Our road map to reaching this target includes:

- Achieving reductions through operational efficiency and product design improvements
- Reducing emissions from natural gas combustion by upgrading to more efficient manufacturing equipment
- Exploring renewable electricity options where we operate, while expanding our portfolio of renewable energy options

Our commitment to reducing emissions has been validated by the Science Based Targets initiative (SBTi), whose targets help companies establish a clear road map for reducing emissions. At Armstrong, our contributions are on track to limit global warming to well below the 2°C target.

Reaching for 100% Renewable Electricity

Our action plan is designed not only to reduce our carbon emissions but also to enable us to achieve 100% renewable electricity sourced directly or indirectly by 2030.

Of our total electricity consumption, 28% is sourced from renewable electricity.*

*The percentage being reported is what we procure, not what is already on the grid.

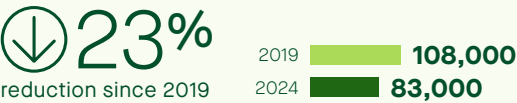
†Location-based emissions data can be found in the [Appendix](#) of this report.

MARKET-BASED EMISSIONS†

SCOPE 1 EMISSIONS (metric tons CO₂ equivalent)



SCOPE 2 EMISSIONS (metric tons CO₂ equivalent)



TOTAL SCOPE 1 AND 2 EMISSIONS (metric tons CO₂ equivalent)



Smarter Equipment at Marietta

Our Marietta, Pennsylvania, plant is finding innovative ways to tackle routine challenges, creating lasting improvements across the operation.



Marietta Plant

Driving Energy Savings With High-Efficiency Upgrades

The plant’s aging air compressors were due for an upgrade, so we replaced them with high-efficiency models designed to cut energy use, reduce emissions and lower maintenance costs. In just two months, the new compressors significantly reduced electricity consumption and associated GHG emissions. When fully optimized, these units are projected to deliver even greater annual energy savings and reduce costs across the organization—further demonstrating the long-term value of targeted investments.

In just two months, the new compressors significantly reduced electricity consumption and associated GHG emissions.

Using AI to Streamline Production

Employees at our Marietta plant have also been using AI to make production faster. A team of engineers developed a model to predict the acoustic performance of mineral fiber boards, helping reduce waste, improve quality and streamline production. Updating this model used to take weeks, but with AI, it now takes just two days—and the results are even more accurate. In only two months, the team greatly boosted prediction accuracy. This breakthrough reduces waste, improves product quality and streamlines production—creating value that benefits both our bottom line and the planet. Already, this approach is inspiring new ways to use AI across other areas of the operation, paving the way for even smarter, more efficient processes. These incremental improvements demonstrate a critical insight: Meaningful change doesn’t always require massive disruption. Sometimes smart, deliberate steps can pave the path to significant sustainable progress.

Circular Systems

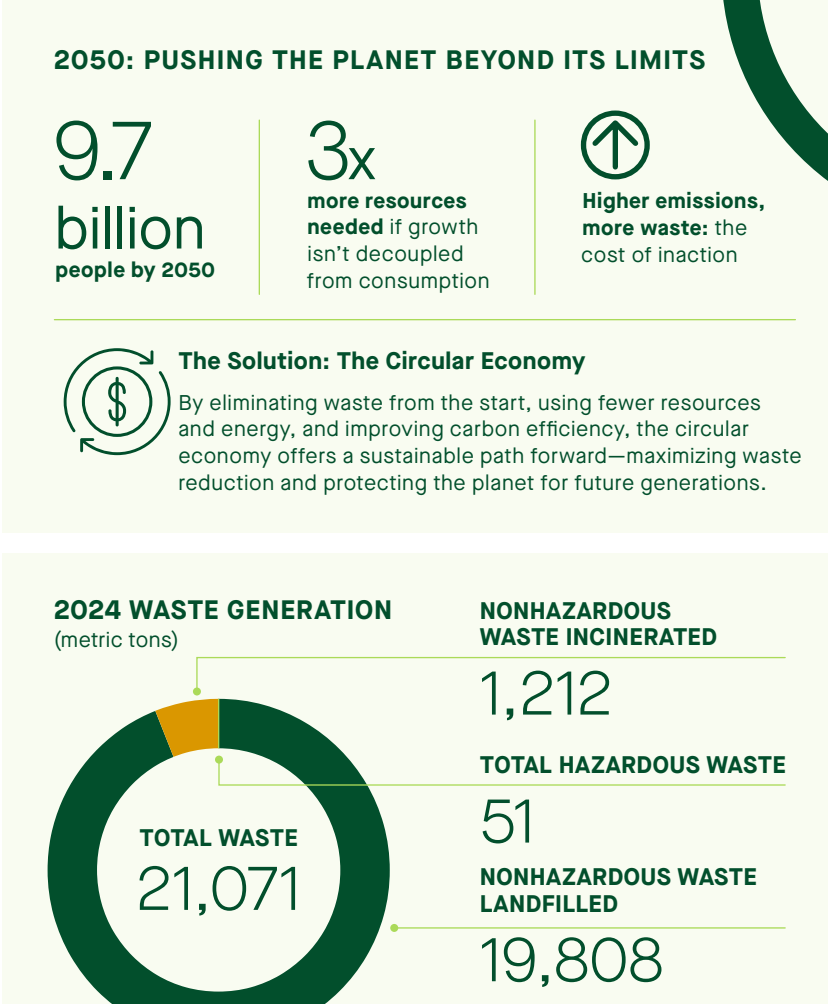
As the world increasingly recognizes the environmental and economic challenges of its linear “take-make-dispose” model, the need for a more sustainable approach to manufacturing that embraces reuse, repurposing and recycling becomes increasingly urgent. At Armstrong, we’re working to design waste out of our value chain, help our customers and end users do the same, and unlock economic opportunity.

Reducing Waste, Maximizing Resources

By creating circular systems in manufacturing, we can move toward a more sustainable future, where waste is minimized, natural resources are conserved and products are designed to be reused, repurposed and recycled.

How We’re Getting There:

- Offering high-quality products designed for long-term use
- Recycling waste generated during production back into the manufacturing process
- Using recycling streams such as pre-consumer fiberglass
- Enhancing our Ceilings Recycling Program to reclaim more used ceilings for repurposing into new products, reducing reliance on virgin materials
- Incorporating post-consumer recycling streams—such as newspapers and water bottles—to reduce the use of virgin materials
- Pursuing innovative partnerships that enable more sustainable supply chains



Laying the Groundwork for Landfill Diversion

In 2024, we took a significant step forward in our commitment to circularity by introducing a new, structured approach to waste assessment. This initiative builds on past efforts and lays the foundation for achieving AWI’s 2030 circularity goals.



Hilliard plant

To ensure consistent waste data collection, the AWI sustainability team created a standard framework for evaluating waste management options to increase landfill diversion and circularity, which they piloted at our Hilliard, Ohio plant. This foundational work established clear processes for evaluating waste streams to further prioritize landfill diversion and resource efficiency.

The waste assessment framework focuses on three key questions:

- Where can we reduce waste at the source?
- How can we enhance landfill diversion efforts?
- What potential exists for circularity within our operations and markets?

The Hilliard pilot provided crucial insights, validating existing data and uncovering new opportunities to collaborate across plants. With a common language and shared understanding of waste management, other Armstrong facilities are beginning to partner on waste reduction strategies, demonstrating the power of teamwork in driving sustainable outcomes.

The waste assessment process is already influencing daily operations. As plants engage in larger discussions about circularity, the groundwork laid last year is helping Armstrong take tangible steps toward our long-term goals for landfill diversion and resource efficiency.



“The alignment across our mineral fiber teams on sustainability goals brought real clarity to Hilliard. It empowered us to create actionable plans to reduce landfill waste, water usage and greenhouse gas emissions.”

—DAVID MUTH, Plant Manager, Hilliard

Protecting Water and Biodiversity

The health of Earth’s resources is deeply connected to our well-being—from the air we breathe to the water we drink to the plants and wildlife around us. As a responsible corporate citizen that uses water in its operations, we play an important role in protecting this resource for generations to come. We are focusing on operational efficiencies, water recycling within our operations and water-conscious product innovation.

Managing Our Production to Safeguard Our Planet’s Most Precious Resource

Water is essential for sustaining all living things on our planet. As the global population continues to grow and climate change poses new challenges, the need to protect water availability and quality has become vital.

- Across all our facility locations, we’re committed to conserving water and protecting local watersheds from pollution.
- In our mineral fiber manufacturing processes—our most water-intensive—we are continuously working to enhance efficiency and increase water recycling.
- We customize our approach to water efficiency to each facility’s unique systems.
- We adhere to all local, state and federal requirements, obtaining permits as necessary.

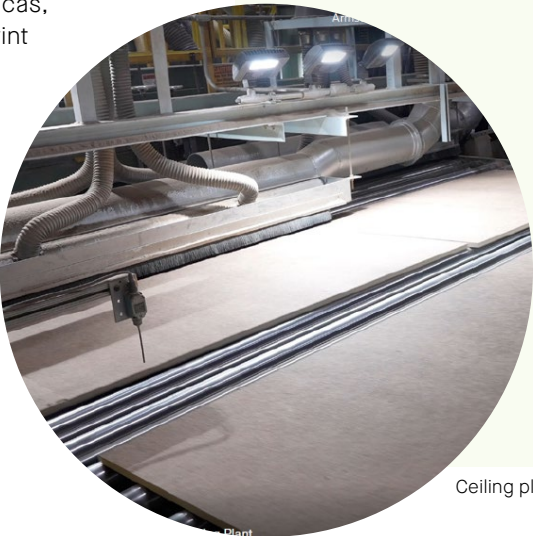
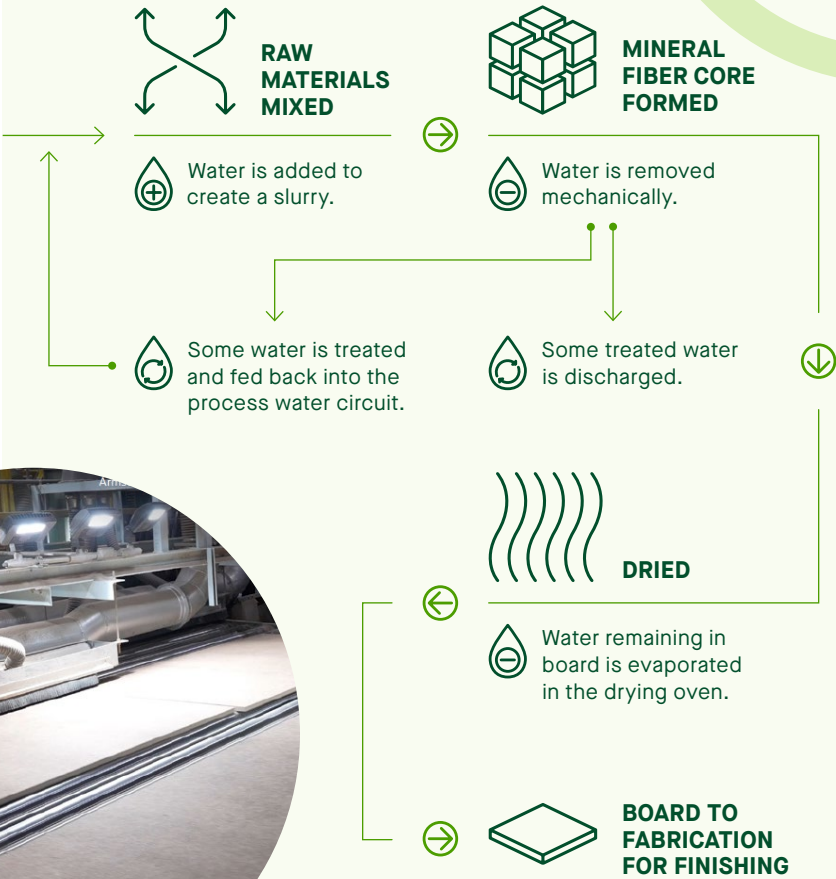
 **734M gallons**
of water were used across our operations in 2024.

Seeding Sustainability Through Biodiversity

The health of the life around us—from the tiniest microorganisms to the largest mammals—is often an indicator of our own health. Every variety of life is intricately interconnected and interdependent. We cannot have a healthy tomorrow without thriving ecosystems.

As a business that relies heavily on natural resources, we recognize our responsibility to be good stewards of the ecosystems we impact. This commitment extends beyond our operations to our supply chains, where we prioritize sustainable raw material procurement. By sourcing bio-based products and focusing on suppliers primarily in the U.S. and Americas, we aim to reduce our environmental footprint while supporting regional biodiversity.

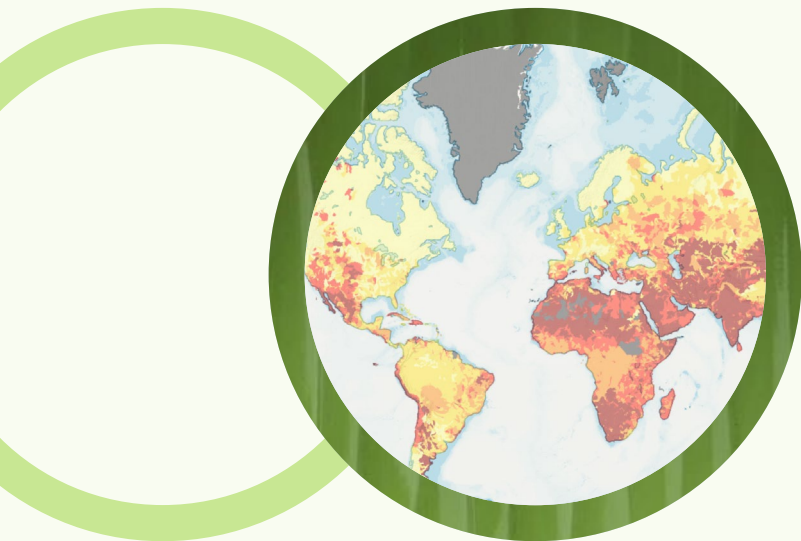
WATER USE IN OUR MINERAL FIBER CEILING MANUFACTURING



Ceiling plant in Marietta, Pennsylvania

Water Stewardship Initiative Cuts Usage and Drives Smarter Conservation

Water is one of our most essential shared resources, and protecting it is a responsibility we take seriously. In 2024, we launched a bold water stewardship initiative to improve how we manage and conserve water across all our facilities.



Aqueduct Water Risk Atlas

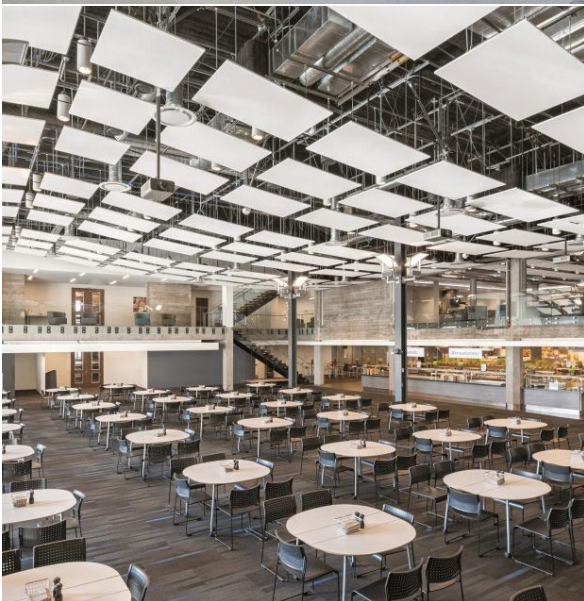
We started with a water use self-assessment at each of our mineral fiber operations, measuring performance in key areas: source risk, monitoring, optimization, water reuse, discharge impact and environmental stewardship. To assess water risks more accurately, we used the [Aqueduct Water Risk Atlas tool](#). It helped us pinpoint areas where water is scarce or of poor quality at our facilities, allowing us to focus on the most critical areas for improvement.

In many ways, the findings confirmed what we suspected—that we are on the right track in some areas but have opportunities to do more.

To turn these insights into action, the plants each committed to implementing one project to improve water use and one project to strengthen tracking. Part of their next steps also included partnering with a local stewardship group to support water-focused community projects.

Across our plants, we’re also exploring innovative technologies to reduce water use and enhance filtration processes, helping us make smarter use of this critical resource. This ongoing cycle of measuring and refining is bringing us closer to our 2030 goal: cutting our water intensity by 20% and working to protect this vital resource for generations to come.

This ongoing cycle of measuring and refining is bringing us closer to our 2030 goal: cutting our water intensity by 20% and working to protect this vital resource for generations to come.



Our Environmental Compliance and Stewardship Program

At Armstrong, we recognize the importance of protecting the environment and using resources responsibly. Our commitment to environmental stewardship shapes how we engage with our customers, employees and communities—both in our workplaces and the locations we serve.

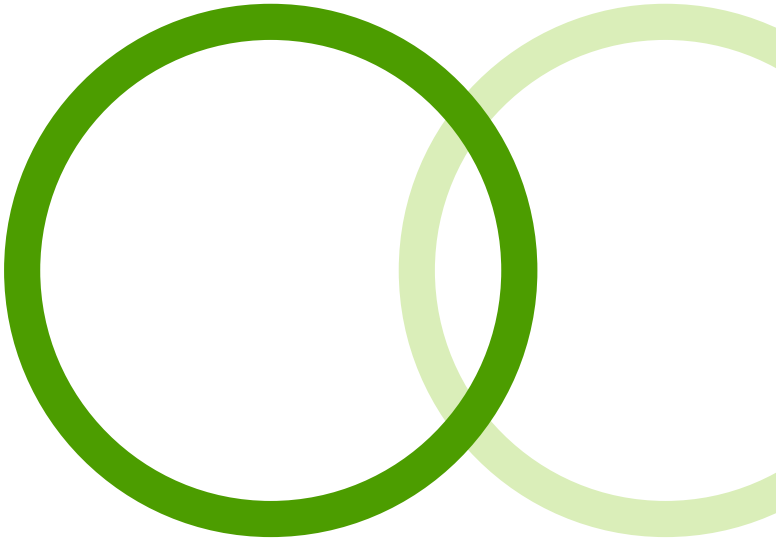
We exercise care in the selection and use of energy and raw materials, ensure our products conform to environmental, safety and quality standards, and embrace recycling and waste reduction in our operations. Additionally, we are prepared for emergencies with comprehensive plans, training and dedicated resources in place to respond effectively, ensuring we protect people and the environment.

Compliance with all applicable environmental laws and regulations is a cornerstone of our program. Every business unit is accountable for following our

policies and procedures, ensuring compliance and upholding environmental standards. This includes maintaining an environmental requirements calendar, monitoring compliance and periodically reviewing our environmental performance through internal audits and compliance reviews.

Our program also mandates that all environmental-related incidents or noncompliance conditions be reported and documented. Each Armstrong facility must comply with the company’s incident management plan and develop emergency plans in consultation with the AWI Environment, Health and Safety Department.

Through these efforts, Armstrong demonstrates our dedication to environmental compliance and stewardship, ensuring that we operate in an environmentally responsible manner.





Thriving People and Communities

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- 37 Community Engagement
- 40 Diverse and Inclusive Workforce

“ We know that when our people thrive, progress follows. So whenever we see a need—whether in our plants or in our broader communities—we show up. The only way we can make a difference is by making sure we’re at the table.”

—SALENA COACHMAN

VP of Talent Sustainability, Talent Acquisition and D&I, People Pillar Lead



Getting to 2030

Our Goals Toward Thriving People and Communities



Safe and Healthy Employees

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

TARGETS

- Employees are offered tools and resources to improve their financial, physical and mental health and well-being.
- Employees are offered learning and development opportunities annually.
- Workplace safety scores improve year over year, while we strive to have zero workplace injuries.
- Employees are offered at least a fair wage, to be defined as competitive total rewards based on position and location.



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.

TARGETS

- Locations are formally engaged in local community outreach.
- Employees are offered opportunities to actively engage in their communities on an ongoing basis.
- Community engagement scores improve year over year.



Diverse and Inclusive Workforce

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

TARGETS

- Employees receive training or engagement on diversity and inclusion topics.
- Locations have a diverse and representative workforce.
- Employees have safe opportunities to share views.



Progress Is Fueled by People and Partnerships

At Armstrong, we believe that the foundation of our success lies in the strength of the teams we build and the people we empower. The partnerships we form, the opportunities we create and the voices we amplify reflect the fundamental belief that supporting individuals is essential to our broader goal of creating spaces where people can thrive.

This work begins within our own organization—by listening to our people.

When people are valued and provided with the resources and opportunities to succeed, they are better equipped to drive our business forward. Our approach focuses on cultivating a culture where every individual feels heard, supported and integral to our shared vision of progress.

We are committed to creating a workplace where collaboration and growth go hand in hand—where people are encouraged to develop their skills, contribute their ideas and reach their fullest potential. In turn, this drives innovation, operational excellence and customer satisfaction, allowing us to deliver measurable value for our business and stakeholders. Investing in our people is a strategic advantage that fuels our continued growth.

By listening to our teams, providing development opportunities and fostering a culture of belonging, we lay the foundation for a thriving organization—one that propels innovation and sustainability both inside and outside our walls.

We are committed to creating a workplace where collaboration and growth go hand in hand—where people are encouraged to develop their skills, contribute their ideas and reach their fullest potential.



A Culture Built on Health and Safety

Protecting Our Employees’ Physical Safety

The health and safety of all our employees is our top priority. We know that a thriving, safe workforce is the cornerstone of our success—allowing us to innovate, deliver exceptional results and improve the spaces we share. Our teams are committed to creating a safe and healthy work environment where everyone can feel confident that their well-being comes first.

By fostering a culture of safety and providing the tools, training and resources needed to prevent injuries, we empower our employees to thrive in their roles and contribute to our collective success. A safe, healthy workforce not only strengthens our ability to deliver on our goals but also reflects our deep commitment to caring for the individuals who make our progress possible.



We take several measures to prioritize safety:

1. We are enhancing systems to address ongoing facility risks such as airborne dust, high noise levels and ergonomic issues and to adapt to changing facility conditions.
2. We are continuing to take measures to minimize heat-related illnesses intensified by climate change, such as investing in indoor cooling units.
3. We have a dedicated Environment, Health and Safety Hazard Management Team that works to identify, mitigate and correct workplace risks, including investigating employee reports of potential hazards.
4. Our safety management system covers 100% of employees and includes processes, procedures and regular tracking and review to aim for zero workplace injuries. Because of this system, we achieved our goal of maintaining an OSHA recordable rate of less than 1.0.* Learn more about [safety management](#) on our website.
5. We also promote ongoing accident prevention and awareness among employees through mandatory safety trainings during onboarding and safety discussions during daily pre-shift meetings.
6. Our employee wellness program offers wellness screenings, educational workshops and challenges, and a regular newsletter dedicated to helping our employees prioritize physical, mental and financial well-being.



SAFETY PERFORMANCE IN 2024*

OSHA RECORDABLE INJURIES

↓ 6%
reduction YOY

OSHA RECORDABLE FATALITIES

0
fatalities in 2024

OSHA TOTAL RECORDABLE INCIDENT RATE

↓ 19%
reduction YOY

*OSHA numbers do not include Zahner.

Our Culture of Safety

At Armstrong, safety is more than a policy—it’s a daily commitment to every employee’s well-being. Through ongoing training, tools and open dialogues, we engage employees at every level to proactively address emerging risks and empower them to take ownership of workplace safety. We provide employees with the tools and resources to identify and address hazards while integrating well-being into their daily responsibilities. This culture of shared accountability drives continuous improvement and ensures safety remains at the forefront of everything we do.



Hilliard Plant Maintenance Team Celebrates 15 Years Injury-Free

The Hilliard Plant Maintenance Team recently reached an extraordinary milestone in 2024: 15 years without a recordable injury. That translates to 3,900 days of working safe—every hour, every shift, every day. This achievement reflects an unwavering commitment to safety and continuous improvement. Making safety integral to every task has built a workplace culture that prioritizes the well-being of every team member.

Montreal Architectural Specialties Plant Wins Safety Award for Metal Sector

Our Montreal Architectural Specialties plant was recognized at the 2024 MultiPrévention safety conference with a top safety award for its Safety Inspections, Floor Layout and Good Catches program. This initiative empowers employees to identify and report hazards before they become incidents, fostering a proactive approach that protects people and sets the standard for our other plants to follow.

Ergonomics Safety Campaign Drives Key Improvements Across Armstrong

As part of organization-wide efforts to reduce injuries and improve workplace comfort, our Environment, Health and Safety (EHS) team launched an ergonomics-focused safety campaign. The campaign included injury reviews, safety training and tips on safe lifting and office ergonomics. It ended with an ergonomics risk ID challenge, where EHS leaders and plant teams used the Rapid Entire Body Assessment (REBA) tool to spot ergonomic risks and suggest project ideas. Three winning projects from the Millwood, Marshfield and Hebron plants were funded and are poised to reduce lifting strain and related injuries.



SPOTLIGHT PROJECTS

Millwood, West Virginia Slag Rake Control

Solution: Design a lifting device to assist with heavy component handling.

Marshfield, Missouri ACGI Plant

Solution: Install a jib crane with a vacuum lift to safely handle heavy materials.

Hebron, Ohio Tectum Lamit Plant

Solution: Install a glue pump system to eliminate manual lifting and pouring.

Basic Human Rights Are Nonnegotiable

Our dedication to human rights is a crucial way we contribute to overall employee and community well-being. Within our Human Rights Policy and Code of Business Conduct we explicitly reinforce our commitments to creating safe, productive workplaces that condemn human rights violations and passionately uphold individuals’ inherent, undeniable rights to live and work freely.

Building a Foundation of Strong Relationships

At Armstrong, we know that our company’s strength lies in the relationships we build with our employees. To manage a workforce that combines union and non-union employees, we prioritize communication and two-way engagement. We work to facilitate dialogues through the following measures:

- Regular opportunities for employees to voice concerns to management
- Clearly defined allocation of responsibilities among teams
- Grievance mechanisms, including with union representatives as applicable
- Routine touchpoints and site assessments
- Roundtable discussions to address employee concerns
- Building trust-based relationships between employees and human resources
- Regular positive relations training with a component of National Labor Relations Board training at non-union plants
- Other feedback mechanisms, including suggestion boxes



Amplifying Our Community Impact

As a major employer in our local communities, we feel a responsibility to make a meaningful positive impact on the places where we live and work. In addition to corporate giving and the activities of the [Armstrong World Industries \(AWI\) Foundation](#), we support what matters to our employees by sponsoring engagement activities as well as providing avenues for employee giving and volunteering. Beyond charitable giving, our team members are actively engaging in the communities where we operate.

The AWI Foundation

For more than four decades, the AWI Foundation has been committed to improving the quality of life in communities where we operate, supporting community organizations through financial and in-kind donations.

The AWI Foundation is focused on supporting organizations that meet at least two of the following criteria:

- Operate in communities where AWI employees live and work
- Renovate the building where they operate to improve their spaces and therefore the quality of service they provide for the people they benefit
- Commit to elevating the importance of design and buildings in people's lives
- Focus on serving those who are most in need by prioritizing early childhood education for underserved children

Supporting Employee Giving

We support our employees' efforts in their local communities through our Employee Choice Matching program, our donation-matching initiative that enables employees to direct funds to qualifying nonprofit organizations they are passionate about. The program also includes an easy-to-use portal for accessing matching funds, which makes it simpler for employees to donate more and support a wider range of organizations.

Through our Workplace Giving program, Armstrong also offers financial matches for volunteer time. This is in addition to the annual funds provided to each of our locations from the Company and the AWI Foundation to support a community cause of its choosing. Organizations supported in 2024 include:

- American Heart Association
- Girls on the Run
- Bright Side Opportunities Corporation
- Lancaster County Food Hub
- Lancaster Conservancy

We also participate in events like Lancaster County's ExtraGive—24 straight hours focused on individual donating to more than 444 local nonprofits, helping to generate almost \$10 million in charitable giving for the betterment of the Lancaster County community.

CHARITABLE GIVING SNAPSHOT



- The AWI Foundation Grants: **\$525,000**
- The AWI Foundation Giving: **\$177,000**
- Direct Corporate Giving: **\$242,000**

Amplifying Our Community Impact (Continued)

Grants for Change

BETTER BUILDING GRANTS

The AWI Foundation awarded its 2024 Better Building Grants to 11 nonprofit organizations to support capital campaign projects.

RENOVATION GRANTS

\$300,000

MAINTENANCE GRANTS

\$75,000

DISCRETIONARY GRANTS

\$65,000



CHARITABLE GIVING

Along with AWI Foundation, we help enable economic empowerment through our continued partnerships with organizations like United Way that strive to make a positive difference in our communities.

We also provide in-kind ceiling donations in communities where we have operations.

PLANT GRANTS

In addition to funding grants, AWI Foundation also donates to our various production sites to support the organizations making a difference in their local communities.

\$85,000



Building Up Tomorrow’s Workforce

The same innovative thinking that powers our sustainable product development and responsible resource use in our operations is at the heart of our talent strategy. Some hiring practices focus simply on filling jobs. At Armstrong, we’re creating mutual opportunity.

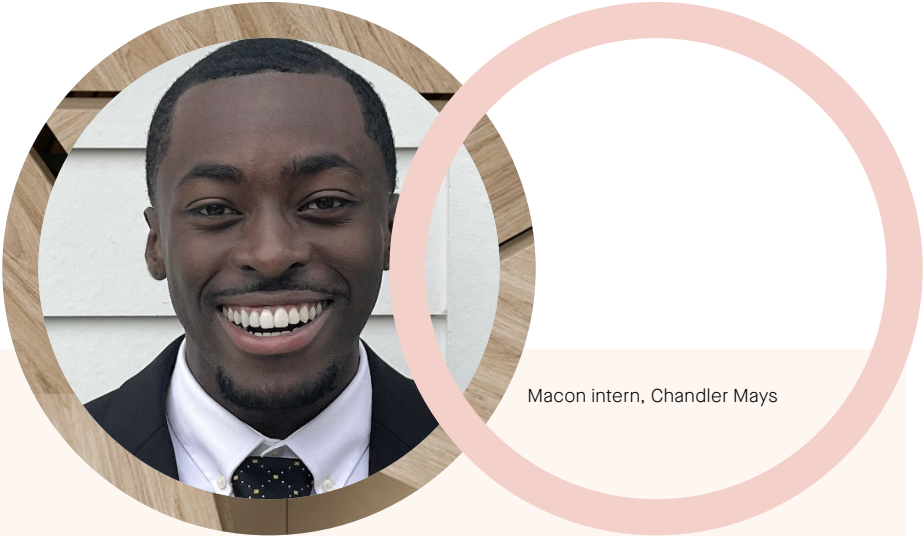


We’re building strong local partnerships with schools and universities to develop a pipeline of skilled talent and pave the way for future leaders. Through collaborations with institutions like Millersville University and Penn State Harrisburg, we offer students valuable real-world experience through internships that immerse them in the manufacturing sector and equip them with the skills needed to succeed.

Here are a few highlights from the past year:

- We hosted 25 students from the Millersville Manufacturing Accounting class at our Lancaster campus for a panel discussion with finance professionals from our Marietta, Pennsylvania plant and our corporate finance team.
- Our HR team at the Marshfield, Missouri facility participated in a virtual job fair organized by the Missouri Department of Higher Education and Workforce Development to help Missourians re-enter the workforce after pandemic-related layoffs.

Top photo: Marietta interns Noah Lawler, Matthew Gambler, Gianna Steber
Bottom photo: Lancaster interns, Ian Hinnenkamp, Danin Myers, Halee Shick, Brenna Zarkovich



Macon intern, Chandler Mays

- Our VP of Sustainability, Talent Acquisition, and D&I, Salena Coachman, spoke at the Manufacturing Institute’s Workforce Summit in Minneapolis, on the topic of incorporating community for a strong workforce strategy.

By working closely with educational institutions and our local communities, we’re bridging the gap between the classroom and the workforce. We can simultaneously prepare students for careers at Armstrong and give them the skills to contribute to the broader industry.

Creating a Workplace Where Everyone Belongs

At Armstrong, we strive to create a culture that welcomes everyone. We aim to lead by example, firmly grounded in the knowledge that inclusion and belonging is our strength and responsibility and the impact of our work extends far beyond the physical structures our products can create.

Our objective is to create an environment where every individual can bring their whole self to work—where they feel valued, respected and empowered. We unlock a world of creativity, innovation and collaboration that leads to better decision-making, stronger teams and increased success. By continually seeking to improve our performance and diverse talent pools for hiring, we are creating a workplace that reflects the communities we serve.



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.



65

employees across manufacturing and non-manufacturing locations received new manager training in 2024.

How We Build Our Culture of Belonging:

- Embed initiatives into our overall strategy that prioritize inclusion and equal opportunity policies with a dedicated Vice President of Talent Sustainability, Talent Acquisition and D&I to guide AWI's programs
- Build early-career talent pipelines by offering summer college internships and specialized professional development programs for early-career employees
- Collect employee opinions through surveys, site assessments and our Employee Resource Groups
- Invest in our employees through development opportunities, training programs, performance management, succession planning and access to on-demand learning
- Offer comprehensive benefits* that support holistic physical, financial and mental health, with access to programs that enhance overall well-being

*Additional information can be found in the [Appendix](#) of this report.



WHO WE ARE TODAY

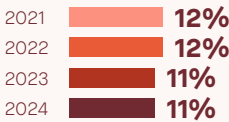
Here's a snapshot of our demographics as of December 31, 2024,[†] compared with previous years.

LEADERSHIP

Gender (% Female)



Diversity (% People of Color)



MID-LEVEL MANAGERS AND STAFF

Gender (% Female)

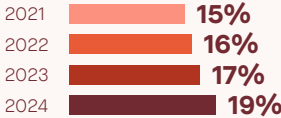


Diversity (% People of Color)



PRODUCTION

Gender (% Female)



Diversity (% People of Color)



TOTAL COMPANY

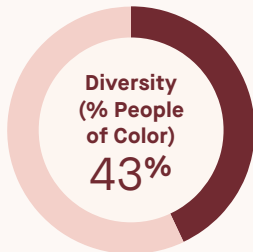
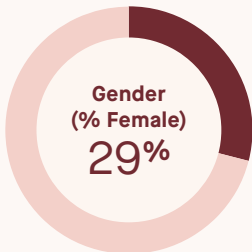
Gender (% Female)



Diversity (% People of Color)



2024 BOARD OF DIRECTORS



[†]Note: 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.

Expanding Our Employee Resource Groups (ERGs)

Our volunteer-driven ERGs, which are open to all employees, provide spaces for employees to connect based on shared backgrounds or identities. This year, our employees launched a new ERG, EMERGE, and we plan to continue expanding our range of ERGs in the coming years. Our current groups are:



AWARE:
Armstrong Women
Achieving Real Excellence

AWARE is dedicated to advancing women within our organization. It offers valuable opportunities for internal networking and provides a forum to exchange ideas, share best practices, and provide peer support and advice for women with shared circumstances and concerns. In addition to fostering connections, AWARE organizes speakers and educational opportunities to support members' ongoing growth.



BOLD:
BIPOC Organization of
Leaders and Doers

BOLD is open to all Armstrong employees interested in fostering success in the BIPOC (Black, Indigenous, and People of Color) employee community across our locations. BOLD provides a supportive platform for networking, collaboration and initiatives designed to create a thriving and inclusive environment for Black professionals within our organization.



AQUA:
Armstrong Queer Unity Alliance

AQUA is a group of LGBTQ+ employees and allies who are committed to fostering a culture of diversity and inclusion at Armstrong. Its mission is to amplify the inclusive culture with purposeful engagements that promote the development, well-being, equality and empowerment of LGBTQ+ members and allies.



EMERGE:
Empowering and Mentoring
Emerging Professionals for
Growth and Excellence

EMERGE is a community of professionals at all stages of their careers, dedicated to shaping the future leaders of Armstrong. Through networking, mentorship and skill development, its goal is to help emerging leaders confidently advance their careers.

Fostering Community, Inside and Outside Our Walls

Armstrong’s Hilliard, Tectum and Lamit plants transformed workplace camaraderie into impactful community support through a food drive benefiting the Mid-Ohio Food Collective. The Hilliard plant led with a generous 2,211 pounds of food, and together, both plants donated 3,089 pounds, supporting an organization that provides 193,000 fresh, nutritious meals daily across central and eastern Ohio.

Building on this success, the Hilliard and Johnstown plants took their support a step further by strategically timing a \$10,000 donation to align with the Mid-Ohio Food Collective’s Double Your Donation Day, effectively doubling their gift to \$20,000. Armstrong’s total contribution helped provide \$91,200 in food assistance for local families in need.

These efforts exemplify Armstrong’s culture of caring, where employees take pride in making a positive impact in their communities. Our teams consistently come together to give back and support causes that matter, wherever they can.

In 2024—whether through our ERGs, local plant initiatives or company-wide efforts—we held events and celebrations that brought people together to build up and give back.



Empowering the next generation: The EMERGE ERG hosted a special event for Armstrong interns, creating an opportunity for networking, skill building and mentorship. The event helped foster connections between emerging professionals and Armstrong leaders, reinforcing the group’s mission to support the next generation of talent and empower future leaders.



Honoring Pride Month: Our AQUA ERG organized a Pride celebration to honor LGBTQ+ history and promote inclusivity. The group also participated in the Lancaster Pride celebration, setting up a colorful booth with Pride-themed decorations and giveaways, reinforcing our support for the broader community.



Celebrating sustainability on Earth Day: More than 115 employees joined a campus-wide scavenger hunt designed to bring Armstrong’s sustainability goals to life. At stations led by fellow employees, participants engaged in hands-on activities aligned with our three sustainability pillars. The Common Wheel, Lancaster Conservancy, Commute PA and other local partners joined the event to share practical ways to embrace sustainable practices.

Supporting local nonprofits: Employees participated in the United Way of Lancaster County’s Day of Caring, dedicating their time to support local organizations.





Appendix

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About This Data

We have prepared this report in accordance with the GRI Standards. We have also aligned our reporting with the following frameworks and standards: Sustainability Accounting Standards Board (SASB), Construction Materials Standards, the Task Force on Climate-Related Financial Disclosures (TCFD) and the International Sustainability Standards Board (ISSB). This report also serves as Armstrong World Industries United Nations Global Compact Communication on Progress.

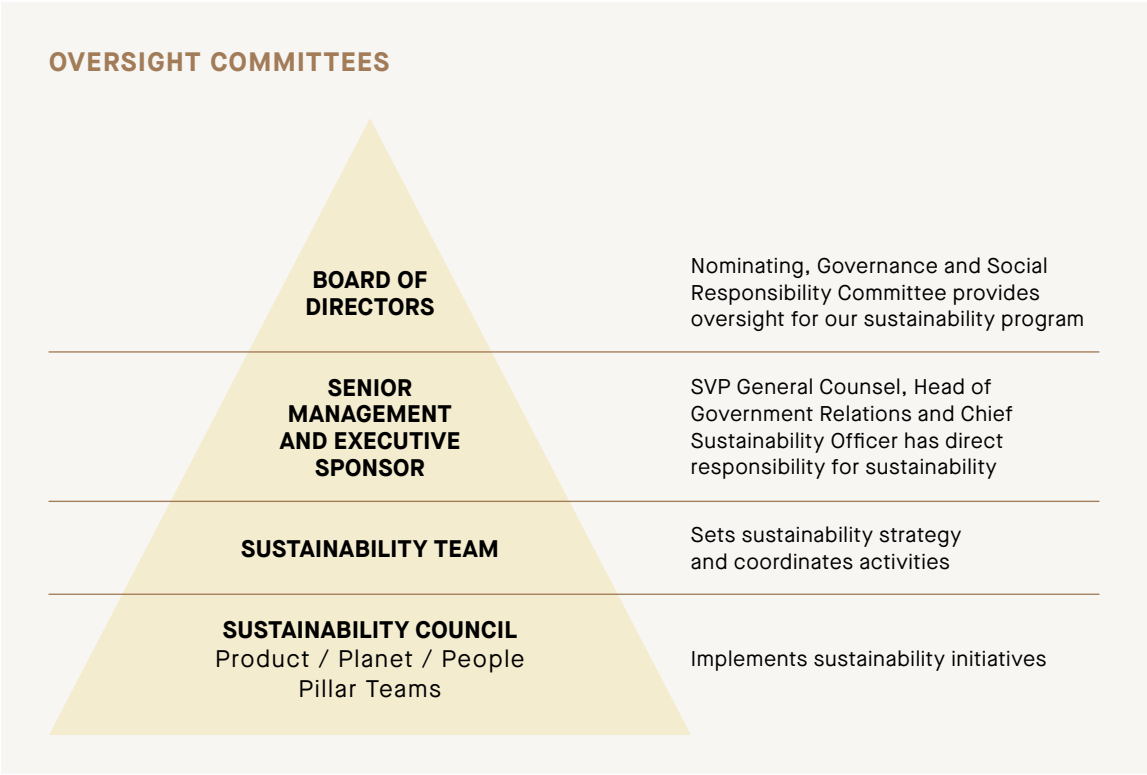
Forward-looking Statement

Our 2030 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), apart from limited external assurance on 2019, 2022, 2023 and 2024 Scope 1 and 2 GHG emissions, 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. 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.

Our Governance

Sustainability Governance

Our Corporate Governance Principles and ongoing stakeholder engagement form the backbone of our sustainability program. We empower our teams with ongoing sustainability education, training and hands-on collaboration opportunities that help us continue to provide product solutions that leave a positive impact.



Corporate Governance

Since our founding in 1860, our strong corporate governance structure and philosophy have championed stakeholder interests. Our sustainability commitment has its own governance structure with accountability to the Board of Directors. Members of our Board periodically receive training to improve their knowledge of sustainability-related matters along with receiving regular updates from our Sustainability Team. To maintain accountability, our Board, Board committees and individual Board members undergo annual evaluations of effectiveness.

Learn more about:

[Corporate Governance Codes & Policies](#)

[Armstrong World Industries Board of Directors](#)

[Armstrong World Industries Board Committees](#)

Enterprise Risk

Our risk management process is overseen by the Board and Audit Committee and led by the Internal Audit Team. An internal risk council, composed of executive leaders from several business segments, identifies and develops risk mitigation measures. See the Risk Factors section of the [Company’s 2024 Annual Report](#) for more information.

In 2023, we conducted assessments of climate-related physical risks, and we are currently evaluating transition risks. No physical risks were deemed material based on our enterprise risk thresholds, with geographic diversification across our footprint helping to mitigate localized impacts. To address potential transition risks, we have set environmental targets, including a validated science-based target to reduce our GHG emissions and a goal to source 100% of our electricity from renewable sources. We continue to monitor both physical and transition-related climate risks and opportunities as part of our enterprise risk management process. Additional detail can be found in our [IFRS S2 Index](#).

Data Integrity

The Audit Committee provides oversight of the data in this report.

Our Governance (Continued)

Ethical Policies and Practices

Across every aspect of our business—including our [Human Rights Policy](#), [Code of Business Conduct](#), subject-specific policies, culture of compliance and [open communication](#)—we maintain high ethical standards and expect that our employees uphold them.

Comprehensive Compliance Oversight

Any allegations of noncompliance with our policies and Code of Business Conduct are investigated and tracked by the Office of Compliance. A Company Compliance Council, composed of representatives from various business segments, regularly reviews corporate policies to ensure compliance with current laws. All complaints and concerns that our Compliance Team receives are regularly reported to the Audit Committee.

Investing in Compliance Training

All employees receive Code of Business Conduct training on workplace behavior, including anti-harassment. Employees in sensitive areas also receive periodic anti-corruption and/or antitrust training. Our Compliance Team continuously evaluates industry developments, and we host regular employee refresher courses to uphold current best practices.

Acquisitions

Any companies we acquire undergo a rigorous due diligence and risk assessment process and are integrated into our regular training cycle on ethical behavior.

Political Engagements

We comply with all legal requirements related to lobbying activities and obtain approval from the Legal Department before contributing any funds or resources to political candidates or parties.

Protecting Privacy

We take compliance with privacy laws seriously and have strict policies to collect, process, transfer, handle and access personal data for our employees, customers and stakeholders. We also conduct regular staff trainings and perform risk assessments for third-party cloud providers to ensure that they meet our high standards for data privacy and protection. See our [Privacy Policy](#).

Safeguarding Against Cyber threats

As cybersecurity rapidly evolves, so do our safeguards. We have a comprehensive cybersecurity program that includes detailed policies, educational tools and a dedicated Incident Response Team. We also hold regular awareness events as an ongoing prevention measure.

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.
	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.



See our full SCS Global Services Footprint Verification Report online.

- 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.

Global Reporting Initiative Content Index

GRI (Global Reporting Initiative) offers the most widely recognized framework for organizations to disclose their environmental, social and governance impacts in alignment with the United Nations Sustainable Development Goals (SDGs). The table below includes references to specific report sections for further details.

General Disclosures

TOPIC	DISCLOSURE		LOCATION	EXPLANATION
	2-1	Organizational details	Leading Manufacturing Innovation for 165 Years	
	2-2	Entities included in the organization’s sustainability reporting	Our Products	
	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	Leading Manufacturing Innovation for 165 Years About This Report	
	2-7	Employees	Diverse and Inclusive Workforce	
	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. Independence, expertise and experience on specific subject area for the Board are considered.
	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	Nominating, Governance, and Social Responsibility Committee Charter Sustainability Governance	
	2-13	Delegation of responsibility for managing impacts	Sustainability Governance	

General Disclosures (Continued)

TOPIC	DISCLOSURE		LOCATION	EXPLANATION
	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 matters and the Audit Committee oversees reporting, internal control and disclosure procedures. The Audit Committee also oversees management’s processes for validation of data prior to issuing material public sustainability disclosures.
	2-15	Conflicts of interest	Corporate Governance Principles, pages 4-6	
	2-16	Communication of critical concerns	Board Committees	Critical concerns can be sent to the Board email address at directors@armstrongceilings.com or via letter to the General Counsel’s office, and employees can also report issues to the Board on the Ethics hotline, routed through the Office of Compliance.
	2-17	Collective knowledge of the highest governance body	Sustainability Governance	The Nominating, Governance and Social Responsibility Committee is responsible for the Board’s continuing education and development. It organizes continuing education modules for the Board, and subject matter experts are invited to present on relevant topics. These may include specific sustainability topics.
	2-18	Evaluation of the performance of the highest governance body	Nominating, Governance, and Social Responsibility Committee Charter	On an annual basis, the Board conducts an evaluation of the Board and its committees, facilitated through an external resource as needed, which also typically includes a self-assessment of each Board member. On an annual basis, the NGSRC also reviews each committee and the Board to ensure that all key topics are addressed as required, and that each committee is performing in accordance with its committee charter.
	2-19	Remuneration policies	2024 Proxy statement	
	2-20	Process to determine remuneration	2024 Proxy statement	
	2-21	Annual total compensation ratio	2024 Proxy statement	
	2-22	Statement on sustainable development strategy	A Message From Our President and CEO	
	2-23	Policy commitments	Communication on Progress	We are a participant of the UN Global Compact since March 2021.
	2-24	Embedding policy commitments	Ethical Policies and Practices, Our Governance	

Material Disclosures

TOPIC	DISCLOSURE		LOCATION	EXPLANATION
	2-25	Processes to remediate negative impacts	Comprehensive Compliance Oversight Diverse and Inclusive Workforce, Thriving People and Communities	
	2-26	Mechanisms for seeking advice and raising concerns	Board Committees Safe and Healthy Employees Sustainability Governance	
	2-27	Compliance with laws and regulations	Ethical Policies and Practices Code of Business Conduct Codes & Policies	
	2-28	Membership associations	Memberships and Collaborations, About This Report	
	2-29	Approach to stakeholder engagement	Stakeholder Engagement, About This Report	
	2-30	Collective bargaining agreements	Employee Relations	
301: Material Topics 2021	3-1	Process to determine material topics	Our Materiality Assessment, About This Report	
	3-2	List of material topics	Our Materiality Assessment, About This Report	
201: Economic Performance 2016	201-1	Direct economic value generated and distributed	2024 Annual Report	
	201-2	Financial implications and other risks and opportunities due to climate change	Reduced Carbon Footprint Circular Systems Protecting Water and Biodiversity	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	2024 Annual Report	
	201-4	Financial assistance received from government	2024 Annual Report	Armstrong receives tax credits and benefits from the U.S. government as outlined in our annual report.
301: Market Presence 2021	3-3	Management of material topics	Community Engagement	
203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Community Engagement	
	203-2	Significant indirect economic impacts	Community Engagement	

Material Disclosures (Continued)

TOPIC	DISCLOSURE		LOCATION	EXPLANATION
204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Sustainably Sourced Products	
	205-1	Operations assessed for risks related to corruption	Sustainably Sourced Products Acquisitions, Our Governance	
205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Investing in Compliance Training, Our Governance	
	205-3	Confirmed incidents of corruption and actions taken		There were no confirmed incidents of corruption in 2024.
206: Anti-Competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, antitrust and monopoly practices		Armstrong was not subject to any legal actions for anti-competitive behavior, antitrust and monopoly practices in 2024.
301: Materials 2016	301-1	Materials used by weight or volume	Circular Systems	
	301-2	Recycled input materials used	Circular Products Circular Systems	
	301-3	Reclaimed products and their packaging materials	Circular Systems	We do not currently calculate overall percentages of reclaimed products and their packaging materials for each product category. However, for context, we use reclaimed materials in products across our portfolio. Our Mineral Fiber products, for example, can contain 15%-80% recycled content, while some of the felt in our Architectural Specialties can use up to 50% recycled material. Some of our products also use U.S.-sourced steel, which can contain 20%-25% reclaimed materials on average.
	302-1	Energy consumption within the organization	Reduced Carbon Footprint	
302: Energy 2016	302-3	Energy intensity	Reduced Carbon Footprint	
	302-4	Reduction of energy consumption	Reduced Carbon Footprint	
303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Protecting Water and Biodiversity	
	303-2	Management of water discharge-related impacts	Reduced Carbon and Water Footprints Protecting Water and Biodiversity	
	303-5	Water consumption	Reduced Carbon and Water Footprints Protecting Water and Biodiversity	
304: Biodiversity 2016	304-2		2022 Sustainability Report	
	304-3		2022 Sustainability Report	

Material Disclosures (Continued)

TOPIC	DISCLOSURE		LOCATION	EXPLANATION					
305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Reduced Carbon Footprint						
	305-2	Energy indirect (Scope 2) GHG emissions	Reduced Carbon Footprint						
	305-4	GHG emissions intensity	Reduced Carbon Footprint						
	305-5	Reduction of GHG emissions	Reduced Carbon and Water Footprints Reduced Carbon Footprint						
				2020	2021	2022	2023	2024	
			Nitrous Oxides (NOx)	150	130	129	147	154	
			Volatile Organic Compounds (VOCs)	550	530	503	501	528	
	307-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	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	
	306-1	Waste generation and significant waste-related impacts	Circular Systems						
306: Waste 2020	306-2	Management of significant waste-related impacts	Circular Systems Protecting Water and Biodiversity, Healthy Planet						
	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	2024 Annual Report , Note 27 to Consolidated Financial Statements	In accordance with the global standards for sustainability reporting through GRI, Armstrong follows GRI's definition of significant environmental actions as those in which the total cost of fines or penalties are equal to or greater than \$100,000 USD. There are no significant environmental actions to report for 2024.					
308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria		All suppliers have access to Armstrong's Supplier Code of Conduct, which includes criteria on environmental compliance.					
401: Employment 2016	401-1	New employee hires and employee turnover	Diverse and Inclusive Workforce						
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	See chart on page 56						

Material Disclosures (Continued)

AWI Eligibility for Benefits and Programs (as of 12/31/2024)

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 ¹	Yes ¹	Yes ¹	Yes ^{1,2}	Long-Term Disability Plan	Yes	No	No	No
Dental Plan	Yes	No ³	No	No	Medical Plan & Prescription Drug Plan	Yes	No ³	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 ⁴	Yes ⁴	Yes ⁴	Yes ^{2,4}
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 - Healthcare	Yes	Yes	No	No	Short-Term Disability Plan	Yes	No	No	No
Holiday Pay – Scheduled Holidays	Yes	Yes ⁵	Yes ⁵	No	Travel Accident Insurance	Yes	Yes	Yes ⁶	Yes ⁶
Holiday Pay – Personal Holiday	Yes ⁷	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. 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, Inc. 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, Inc. are enrolled in our 401(k) plan with no company match.

2. 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.

3. According to the Affordable Care Act (ACA), any employee who works an average of 30 or more hours is considered ACA full-time and is eligible for specific benefits.

4. 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 Collective Bargaining Agreement (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.

5. 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.

6. \$50,000 coverage for Armstrong retirees who have returned to work.

7. In order for new employees to be eligible in the year employed, they must be on the payroll as of June 30.

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.

Material Disclosures (Continued)

TOPIC	DISCLOSURE		LOCATION	EXPLANATION
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	

AWI Acquisitions: Eligibility for Benefits and Programs (as of 12/31/2024)

PROGRAMS	REGULAR		TEMPORARY		ABBREVIATIONS
	Full-Time	Part-Time	Full-Time	Part-Time	
401(k) Plan	All	All	No	No	TL Tectum, Inc. / Lamit
Dental Plan – ACA mandates that employees who average 30 or more hours per week are entitled to healthcare coverage	All	No	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, GC, 3F	TL, SC, AC, MK, TF, AK, GC, 3F			MK MRK Industries, Inc.
Employee Purchase Program	TL, SC, AC	TL, SC	TL, SC	TL, SC	TF TURF Design, Inc.
Flexible Spending Account - Dependent Care	SC, TF, AC, GC	SC, TF, AC, GC			MZ Móz Designs, Inc.
Flexible Spending Account - Healthcare	SC, TF, AC, GC	SC, TF, AC, GC			AK Arktura LLC
Holiday Pay – Scheduled Holidays	All	All	TL, SC, AC, TF, AK		GC GC Products
Holiday Pay – Personal Holiday	TL, MK, AK, GC				BK BÖK Modern
Leave of Absence	TL, SC, AC, MK, TF, AK		AK		3F 3form
Life Insurance/Accidental Death & Dismemberment (AD&D)	All				
Long-Term Disability Plan	All				
Medical Plan & Prescription Drug Plan – ACA mandates that employees who average 30 or more hours per week are entitled to healthcare 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, TF, MZ, GC, AK	TL, SC, AC, MK, TF, MZ, GC, AK			
Short-Term Disability Plan	All				
Travel Accident Insurance	TL, SC, AC, MK, TF, AK, GC	TL, SC, AC, MK, TF, AK, GC	TL, SC, AC, MK, TF, AK, GC	TL, SC, AC, MK, TF, AK, GC	
Vacation or PTO Pay	All	TF			
Voluntary Benefits	All	TL, SC, AC, MK, TF			
Workers’ Compensation	All	All	All	All	

Note: We are working to update this chart with information from our recent acquisitions.

Note: Non-U.S. based employees comprised approximately 6% of our total workforce and therefore have been excluded from the tabular data presented.

Material Disclosures (Continued)

TOPIC	DISCLOSURE		LOCATION	EXPLANATION
402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Safe and Healthy Employees	
	403-1	Occupational health and safety management system	Safe and Healthy Employees	
	403-2	Hazard identification, risk assessment and incident investigation	Safe and Healthy Employees	
	403-3	Occupational health services	Safe and Healthy Employees	
	403-4	Worker participation, consultation and communication on occupational health and safety	Safe and Healthy Employees	
	403-5	Worker training on occupational health and safety	Safe and Healthy Employees	
	403-6	Promotion of worker health	Safe and Healthy Employees	
	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: Occupational Health and Safety 2018	403-9	Work-related injuries	Safe and Healthy Employees	All injuries reported include all full-time and contract workers together.
	404-3	Percentage of employees receiving regular performance and career development reviews	Safe and Healthy Employees	Currently all salaried employees receive regular performance and career development reviews. This represents around 50% of our employees.
	405-1	Diversity of governance bodies and employees	Diverse and Inclusive Workforce	
	406-1	Incidents of discrimination and corrective actions taken	Code of Conduct Codes and Policies	Any allegations of discrimination or harassment as defined by GRI's definition are thoroughly investigated and addressed through Armstrong's Compliance process.
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		There were no known operations or suppliers where the right to freedom of association and collective bargaining were at risk in 2024.
	408-1	Operations and suppliers at significant risk for incidents of child labor		There were no known operations or suppliers at significant risk for incidents of child labor.
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		There were no known operations or suppliers at significant risk for incidents of forced or compulsory labor.

Material Disclosures (Continued)

TOPIC	DISCLOSURE		LOCATION	EXPLANATION
301: Local Communities	3-3	Management of material topics	Community Engagement	
414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Sustainably Sourced Products	Suppliers, including new suppliers, are provided with the Supplier Code of Conduct, which includes criteria on social compliance.
415: Public Policy 2016	415-1	Political contributions	Political Engagements, Our Governance	
416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Sustainably Sourced Products	
	416-2	Incidents of noncompliance concerning the health and safety impacts of products and services		Armstrong was not subject to any legal actions for incidents of noncompliance concerning the health and safety impacts of products and services.
417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	Sustainably Sourced Products	
	417-2	Incidents of noncompliance concerning product and service information and labeling		Armstrong was not subject to any legal actions for incidents of noncompliance concerning product and service information and labeling.
	417-3	Incidents of noncompliance concerning marketing communications		Armstrong was not subject to any legal actions for 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 Standards. 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 2024 fiscal year.

SUBJECT	IDENTIFIER	INDICATOR	UNIT OF MEASURE	REPORT REFERENCE OR ANSWER					
Activity metrics	EM-CM-000.A	Production by major product line	Metric tons (t)	We do not disclose annual production numbers. Our 2024 sales are split between 68% mineral fiber and 32% Architectural Specialties.					
Greenhouse Gas Emissions	EM-CM-110a.1	Gross global Scope 1 emissions	Metric tons (t) CO2e	Scope 1 = 202,000 Market-based Scope 2 = 83,000, Location-based Scope 2 = 105,000					
		Percentage covered under emissions-limiting regulations	Percentage (%)	0%					
	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					
Air Quality	EM-CM-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N ₂ O)	Metric tons (t)	Environmental Compliance	2020: 150	2021: 130	2022: 129	2023: 147	2024: 154
		(2) SOx	Metric tons (t)	Environmental Compliance	2020: 40	2021: 60	2022: 62	2023: 49	2024: 48
		(3) Particulate matter (PM10)	Metric tons (t)	Environmental Compliance	2020: 240	2021: 240	2022: 230	2023: 232	2024: 236
		(4) Dioxins/furans	Metric tons (t)	Not applicable: We do not emit dioxins/furans during the production process.					
		(5) Volatile organic compounds (VOCs)	Metric tons (t)	Environmental Compliance	2020: 550	2021: 530	2022: 503	2023: 501	2024: 528
		(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)	Reducing Our Carbon Footprint					
		(2) Percentage grid electricity	Percentage (%)	Reducing Our Carbon Footprint					
		(3) Percentage alternative	Percentage (%)	0%					
		(4) Percentage renewable	Percentage (%)	Reducing Our Carbon Footprint					
Water Management	EM-CM-140a.1	(1) Total fresh water withdrawn	Thousands cubic meters (m3)	Reduction in Water Intensity of Our Products					
		(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 (%)	Reduction in Water Intensity of Our Products					

Sustainable Accounting Standards Board Index (Continued)

SUBJECT	IDENTIFIER	INDICATOR	UNIT OF MEASURE	REPORT REFERENCE OR ANSWER
Waste Management	EM-CM-150a.1	Amount of waste generated	Metric tons (t)	Circular Systems
		Percentage hazardous	Percentage (%)	Circular Systems
		Percentage recycled	Percentage (%)	Circular Systems
Biodiversity impacts	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.
		Percentage of impacted area restored	Percentage (%)	Not applicable: We do not own any quarries.
Workforce Health & Safety	EM-CM-320a.1	(1) Total recordable incident rate (TRIR) for (a) full-time employees	Rate	Safe and Healthy Employees
		(1) Total recordable incident rate (TRIR) for (b) contract employees	Rate	Safe and Healthy Employees
		(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	We do not currently track Near Miss Frequency Rate for employees and contract employees.
	EM-CM-320a.2	Number of reported cases of silicosis	Number	There were zero cases of silicosis in 2024.
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	Sustainably Sourced Products
	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
		Total share of market for products that reduce energy, water, and/or material impacts during usage and/or production	Percentage (%)	Investor Presentation
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 antitrust activities	Reporting currency	We had zero monetary losses as a result of legal proceedings associated with cartel activities, price fixing and antitrust activities.

IFRS S2

Climate-related Disclosures

The International Sustainability Standards Board (ISSB) issued its inaugural IFRS Sustainability Disclosure Standards—IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures—in June 2023. The ISSB Standards establish a high-quality global baseline of investor-focused sustainability-related disclosures.

	IFRS S2 HIGH-LEVEL REQUIREMENT	IFRS S2 SECOND LEVEL REQUIREMENT	SUSTAINABILITY REPORT REFERENCE OR OTHER AWI SOURCE
		Governance bodies (which can include board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities	Sustainability Governance
Governance	Entity’s governance processes, controls, and procedures to monitor, manage, and oversee climate-related risks and opportunities	Management’s role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities	Our Board, under the leadership of its Nominating, Governance and Social Responsibility Committee, collectively oversees climate-related issues significant to our business. The Board and the Nominating, Governance and Social Responsibility Committee are supported in that regard by our Senior Vice President, General Counsel, Head of Government Relations and Chief Sustainability Officer, who holds direct responsibility for sustainability, and our Director of Sustainability and Government Relations, who leads our internal Sustainability Team.

IFRS S2 Climate-related Disclosures (Continued)

	IFRS S2 HIGH-LEVEL REQUIREMENT	IFRS S2 SECOND LEVEL REQUIREMENT	SUSTAINABILITY REPORT REFERENCE OR OTHER AWI SOURCE
Strategy	Climate-related risks and opportunities	Information about climate-related risks and opportunities that could reasonably be expected to affect entity’s prospects	Enterprise Risk Through the assessment, which included both internal and external subject matter expertise, we determined that no climate-related physical asset risks are currently material to Armstrong when applying the same threshold as to our other enterprise risks. However, we continue to closely monitor the climate-related physical risks and opportunities identified by the assessment.
	Business Model and Value Chain	Information to understand current and anticipated effects of climate-related risks and opportunities on business model and value chain	2024 Annual Report
	Strategy and Decision-Making	Information about how entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how it will achieve any climate-related targets it has set or is required to meet by law or regulation	Reduced Water and Carbon Footprints
			2024 Annual Report
			Reduced Water and Carbon Footprints
			Reduced Carbon Footprint
	Financial position, financial performance and cash flows	Information about how the entity is resourcing, and plans to resource, activities disclosed above	Current renewable energy being reported is achieved through purchase of Green-e® Certified Renewable Energy Credits.
		Quantitative and qualitative information about the progress of plans disclosed in previous reporting periods in line with the above	Reduced Carbon Footprint
		Current financial effects	2024 Annual Report
		Future financial effects	2024 Annual Report
	Climate resilience	Entity’s assessment of its climate resilience as of the reporting date, so users can understand	Enterprise Risk
		How and when climate-related scenario analysis was carried out: -Information related to the scenarios -Key Assumptions	The physical asset risk performed in 2023 looked at climate scenarios RCP 4.5 and RCP 8.5 over decadal intervals from the 2020s to the 2090s. The physical risk indicators evaluated included data related to temperature, precipitation, drought, wildfire, as well as other data related to coastal flooding, tropical cyclones, water stress, and fluvial flooding.

IFRS S2 Climate-related Disclosures (Continued)

	IFRS S2 HIGH-LEVEL REQUIREMENT	IFRS S2 SECOND LEVEL REQUIREMENT	SUSTAINABILITY REPORT REFERENCE OR OTHER AWI SOURCE
Risk Management	Entity’s processes to identify, assess, prioritize, and monitor climate-related risks and opportunities	Processes and related policies the entity uses to identify, assess, prioritize and monitor climate-related risks.	Our Governance
		Processes the entity uses to identify, assess, prioritize, and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities	Sustainability Governance
		The extent to which, and how, the processes for identifying, prioritizing, and monitoring climate-related risks and opportunities are integrated into and inform the entity’s overall risk management process	Sustainability Governance Enterprise Risk
Metrics and Targets	Climate-Related Metrics	Greenhouse gas emissions	Reduced Carbon Footprint
			Reduced Carbon and Water Footprint
			2024 Performance Summary
		Capital Deployment	Planet: Our Approach
		Internal carbon prices	Use of internal carbon pricing is under evaluation.
	Climate-Related Targets	Industry-based metrics: Construction Materials	2024 Performance Summary
			Sustainability Accounting Standards Board Index
			Planet: Getting to 2030
		Quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals and any targets required to meet by law or regulation, including GHG targets	Reduced Carbon Footprint
			Sustainability Accounting Standards Board Index
		Information about its approach to setting, reviewing, and monitoring progress against each target	Planet: Getting to 2030
			Reduced Carbon Footprint
			Our GHG targets cover all aspects of our operations. Boundary of targets is operational control.
		Information about its performance against each climate-related target and analysis of trends or changes in performance	Reduced Carbon Footprint
		For GHG emissions targets specifically, the entity must disclose additional information	Planet: Getting to 2030

Task Force on Climate-Related Financial Disclosures

The Task Force on Climate-Related Financial Disclosures (TCFD) 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.

In alignment with the TCFD framework, we have completed a physical risk assessment, examining two climate-related scenarios to evaluate potential impacts on our operations. We also conducted an opportunities assessment, identifying areas where climate-related opportunities could enhance our business strategy and long-term value.

As the IFRS Foundation takes over monitoring progress on climate-related disclosures from the TCFD, our work positions us well to report on the IFRS S2 Sustainability Disclosure Standards, which build on the TCFD recommendations.

	DISCLOSURE	REPORT LOCATION/EXPLANATION
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
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Reducing Our Carbon Footprint , 2024 Annual Report
	Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.	Reducing Our Carbon Footprint , Tackling Embodied Carbon , 2024 Annual Report
	Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Reducing Our Carbon Footprint
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. Enterprise Risk Management
	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 , 2024 Proxy Statement
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
	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 electricity 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. For access to our previous communications and related updates, please see our [UNGC company profile](#).

GLOBAL COMPACT PRINCIPLE		PRINCIPLE DETAILS	SUSTAINABILITY REPORT REFERENCE
		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
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
Principle	3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Employee Relations
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
Principle	6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Diverse and Inclusive Workforce , Ethical Behavior
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 , Healthy and Circular Products
Principle	10	Businesses should work against corruption in all its forms, including extortion and bribery.	Ethical Behavior

United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are 17 global objectives aimed at addressing interconnected challenges such as poverty, inequality and climate change, with the goal of ensuring peace and prosperity for all by 2030. The table below outlines how we support specific SDGs, with references to relevant report sections for further detail.

	UN SDG	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 and Circular 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
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.	Reduction in Water Intensity of Our Products
7	Affordable and clean energy	We are committed to sourcing 100% renewable electricity by 2030.	Reducing Our Carbon Footprint
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, including our energy-saving tiles, have eliminated chemicals of concern to the 100ppm threshold.	Healthy and Circular Products Sustainably Sourced Products
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 and others in communities where we operate.	Diverse and Inclusive Workforce Community Engagement
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-reflective 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 and Circular Products Memberships and Collaborations
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 25 years, which converts used products into new inventory. Since 1999, 221 Mft ² of ceiling tiles have been diverted from landfills as a result of this program.	Healthy and Circular Products
13	Climate action	We have set ambitious science-based greenhouse gas reduction targets that have been validated by the Science Based Targets Initiative (SBTi) and aim to reduce the level of embodied carbon in our products.	Reducing Our Carbon Footprint Healthy and 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. 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 and Circular 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, Corporate Governance Principles and our Human Rights Policy.	Ethical Behavior Sustainable Supply Chain
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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