



2023 Sustainability Report

Building a Healthy Tomorrow



Armstrong[®]
World Industries

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

In our 2023 update, we look at the progress we are making toward our 2030 targets and three pillars: Healthy and Circular Products, Healthy Planet and Thriving People and Communities.



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A Message From Our President and CEO



At Armstrong World Industries (AWI), we are committed to driving positive change for a healthy world, starting with the built environment. To meet this commitment, we have developed a robust sustainability program that addresses our operations, while also seeking to help building owners and occupants achieve their own sustainability goals. Our commitment and the work we do in these areas align with our history of innovation and customer focus, as well as with our company purpose to make a positive difference in the spaces where we live, work, learn, heal and play.

The last several years have demonstrated that the need for healthy indoor environments has never been greater. At Armstrong, we understand that the ceilings and walls that surround us are essential links to our health and well-being. With people spending nearly 90% of their time indoors, we believe it is more important than ever to shape this experience positively.

Together, the three pillars of our sustainability program—Product, Planet and People—help us identify and address the challenges and opportunities ahead. In this 2023 report, we update our progress within the pillars toward our 2030 targets and highlight key initiatives and achievements.

Our commitment to sustainability means working to minimize the impacts of the built environment to our existing natural world. Given that nearly 40% of global emissions come from buildings, our goals prioritize the protection of the environment for future generations. This includes our 2030 greenhouse gas (GHG) reduction targets that the Science Based Target Initiative (SBTi) approved in 2022. We are also making investments throughout our operations to increase efficiency and reduce reliance on nonrenewable resources. As of the end of 2022, we had reduced our carbon footprint by 13% from 2019 levels and increased our use of renewable electricity to 13% of total usage.

We are also investing in sustainable and circular design practices to reduce the environmental impact of the products and solutions we provide. By reducing our reliance on finite resources, minimizing waste and pollution, and designing resilient infrastructure that can adapt to our planet's changing needs, we have the potential to meaningfully contribute

to the shift from a linear economy to a circular economy. We continue to pursue increased product transparency and to expand our SUSTAIN® portfolio of products that meet the industry's most stringent sustainability criteria. We are also proud of our long-standing Ceilings Recycling Program. Since 1999, we have diverted over 1.2 million tons of virgin raw material from landfills. We continue to drive circularity in our operations, with customers and throughout our value chain.

We are also innovating to support greater building efficiency. A key highlight is the development of an energy-saving system that combines the DynaMax® grid systems for data centers with our ULTIMA® AIRASSURE® gasketed ceiling. In 2022, we validated that these systems installed in data center environments can deliver energy savings of up to 40 cents per square foot each year. With the average data center being 100,000 square feet and reaching 1 million square feet for mega centers, the magnitude of savings is significant.

We also know that healthy spaces and healthy communities go hand in hand. Our commitment to health and safety begins within our own walls and extends to the communities we serve. By investing in local organizations and community service projects, we can give back to the communities that have helped us grow and cultivate lasting partnerships that seed a sustainable future. In 2022, we further empowered our people to give back through an expanded employee match program for both charitable giving and volunteer hours.

At Armstrong, we remain committed to driving positive change. Our sustainability efforts are a testament to our company's values, and we are proud of what we have accomplished over the last year.

I invite you to explore our Sustainability Report to learn more about our progress and plans for the future. Together with our stakeholders, we can take bold steps toward a healthier, more sustainable world for generations to come.

Sincerely,

Vic Grizzle
President and CEO

Leading Manufacturing Innovation for More Than 160 Years

Armstrong World Industries, Inc. (“Armstrong,” “AWI,” “Company,” also referred to as “We,” “Our” and “Us”) is a leader in the design, innovation and manufacture of ceiling and wall solutions in the Americas. Primarily made of mineral fiber, fiberglass wool, metal, wood, wood fiber, glass reinforced gypsum and felt, our solutions contribute to healthier, safer spaces across the sectors of education, healthcare, retail, office and transportation. Learn more about Mineral Fiber on page 12 of our [2022 report](#). We bring together the fundamentals of indoor environmental quality—acoustics, air quality, light, temperature, design and sustainability—to create spaces where people can thrive.

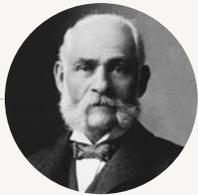
Since our founding in Pennsylvania in 1860, our business practices have been rooted in corporate responsibility. Our sustainability strategy is evident in every stage of our operations. From sourcing raw and recycled materials to manufacturing, shipping, distribution, installation and end-of-life processes, we maintain a relentless focus on driving sustainable and profitable growth to best serve our shareholders, employees and communities—just as we have for more than 160 years.

For an in-depth view of how our value chain aligns with our 2030 pillar targets, see the value chain section on page 11 of our [2022 report](#).

A History of Innovation

1860

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



Thomas Armstrong

1920s

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

1970s

Introduced our Mineral Fiber ceiling tiles.

1999

Launched the first of its kind Ceilings Recycling Program.

2016

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

2020

Launched Armstrong’s 2030 Sustainability Goals and expanded Architectural Specialties portfolio with the acquisition of Arktura, MOZ Designs, Inc. and TURF Design, Inc., featuring leaders in architectural specialty metal and felt solutions.

2023

Named one of America’s Most Responsible Companies by Newsweek magazine.



1890s

Incorporated in 1891, Armstrong was 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 3Rs—reduce, reuse and recycle.

1963

Introduced suspended ceiling systems.

1993

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

2021

In partnership with Gensler, opened the Living Lab, exploring ways our ceilings and walls can improve the key elements of Indoor Environmental Quality.

Became a signatory to the UN Global Compact with continued updates through Communication on Progress (CoP) in 2022 and 2023.

2022

Initiated an innovative partnership with Irving Consumer Products to divert 100% of their fiber by-product waste for use in our production.

Validated our target of 30% reduction in absolute Scope 1 and 2 GHG emissions compared with a 2019 baseline, by the SBTi.

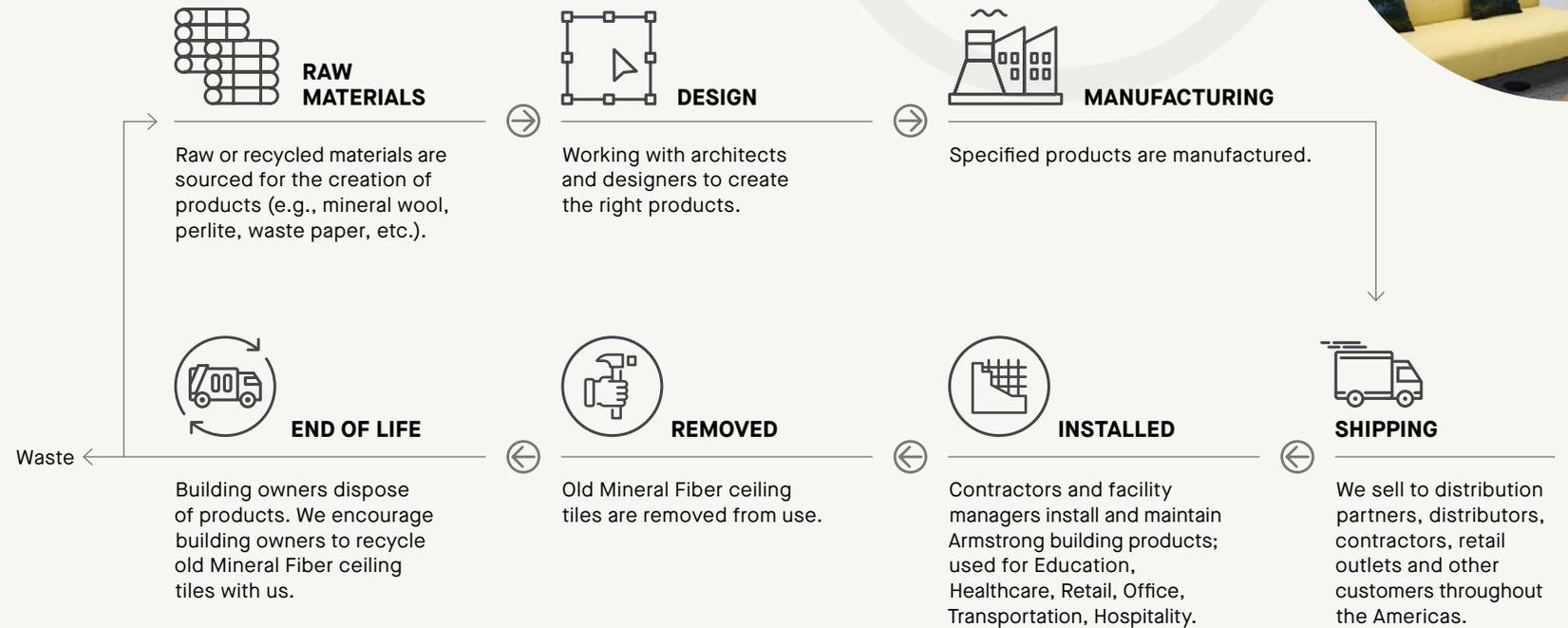
Recertified our WELL™ Health-Safety Rating for three main buildings on our corporate campus.

Our Products

We are a leading producer of ceilings and specialty wall solutions for use in the construction and renovation of commercial buildings. Mineral Fiber ceiling tiles are our core product offering. We manufacture these tiles at four plants in the United States. In addition to recycled fibers, including recycled ceiling tiles and paper, we use mineral wool that we manufacture from converted slag, a by-product of steel production, as well as perlite, fiberglass, starch and various coatings in our ceiling tile products. Through our constant focus on innovation and product development, we have continued to enhance and expand our core products. Through our Architectural Specialties segment, we manufacture and source a broad portfolio of specialty ceiling, wall, and column products that complement our core offerings to provide integrated solutions. These products use a variety of materials including wood, metal, and felt, as well as special coatings and manufacturing techniques to bring the visions of architects and designers to life. We provide both highly customized solutions as well as standard products with short lead times to meet the needs of a broad range of construction projects. Our joint venture with Worthington Industries, called Worthington Armstrong Venture ("WAVE"), manufactures ceiling suspension systems that are sold through our sales and distribution channels.

See [Appendix](#) for additional information.

OUR VALUE CHAIN



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



About This Report

This is our third 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 GC Products, Inc., which was acquired in November, 2022. 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 carbon, waste, health and safety figures have been updated, as noted within this report. This report was released in July 2023. The reporting period is the calendar year ending December 31, 2022. This report data is not externally assured apart from limited external assurance on 2019 and 2022 Scope 1 and 2 GHG emissions. Percentages are computed based on exact figures and may not sum to 100% due to rounding.

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

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

For more on our entity-wide greenhouse gas emissions inventory verification, see our SCS Global Services Footprint Verification Report.



See our full SCS Global Services Footprint Verification Report online.



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, Environmental, Social, and Governance (ESG) 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. [See the analysis.](#)



MEMBERSHIPS AND COLLABORATIONS

To achieve our ambitious ESG goals, we work in close partnership with a growing network of organizations. See our full roster of partners and collaborations on page 26 of our [2022 report](#).



Stakeholder Engagement

A crucial aspect of our sustainability strategy is cultivating lasting relationships with our employees, customers and the communities in which we operate. We work to understand all stakeholder concerns and include their considerations in our decision-making processes. See an in-depth view of our stakeholders, engagement tactics and topics on page 24 of our [2022 report](#).



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 in 2022 and year-to-date 2023.

Our Sustainability Strategy and 2023 Highlights

As a leader in the building products industry, we're working to transform the design and building of spaces for the benefit of their owners, operators, occupants and communities—today and into the future. We center our sustainability initiatives on three pillars that align with our purpose as a company. We also consider how our manufacturing and product design impacts 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 11 of those 17 SDGs through our 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 recycling, repurpose or reuse; and contribute to the regeneration of natural systems.



In 2022, **79%**

of our Mineral Fiber product sales were free of chemicals of concern, and it's our goal to reach 100% by 2030.

In 2022, **\$728 million**

in revenue was generated from products that meet SUSTAIN® criteria, representing verified transparency and the elimination of chemicals of concern.

Thriving People and Communities

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



9% ↓

reduction in **OSHA reported accidents** compared with a 2019 baseline.



In 2022, there was more than a

100% ↑

increase in the number of charities supported by employees through employee choice matching program.

Healthy Planet

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



In 2022, we decreased our market-based Scope 1 and 2 GHG emissions by

12% ↓

compared with a 2019 baseline.

13% 
of our electricity comes from renewable electricity, and it's our goal to reach 100% by 2030.





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Healthy and Circular Products

Armstrong recognizes it has a role to play to limit the environmental impact of our products and make positive contributions to the future of healthy, sustainable spaces. Through our SUSTAIN® product portfolio, we offer the largest forward-thinking portfolio of healthy ceiling and wall solutions with verified material transparency and disclosure of embodied carbon. We continue working toward greater material and embodied carbon transparency for all our products while also reducing our environmental footprint and contributing to circular economy models.

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.

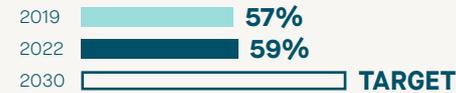
TARGETS:

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

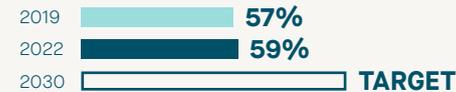
100% of our products have verified transparency.

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

PERCENT OF PRODUCT SALES FREE OF CHEMICALS OF CONCERN*



VERIFIED TRANSPARENCY



Circular Products

We aim to design our products to be recycled, reused or repurposed and to drive circularity in our operations, with 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 footprint and by creating solutions that actively contribute to health and wellness.

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 CO₂e)



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



Healthier Learning Spaces for Panther Valley

Research shows that indoor environments with improved air quality, lighting and acoustics help children learn more. Even small changes can make a significant difference in test scores. Awair indoor environmental sensors installed throughout Panther Valley Elementary School in Nesquehoning, Pennsylvania, identified concerns for air-quality, noise and light-levels.

The school replaced their existing ceilings with new ceiling tiles that absorb 75% of the sound that strikes them, and with new LED light fixtures that more than double light levels. Air-cleaning solutions installed in the ceilings capture and remove 90% of airborne contaminants and allergens. The resulting Awair scores indicate significant improvements—echoed by glowing reviews from teachers and staff.

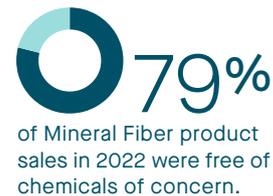
Sustainability Starts at the Source

Healthy spaces start with sustainable sources. We're working to fully understand 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.

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 chemicals and consult various sources to identify hazards and find safer alternatives. Our commitment must be ongoing. As we innovate our products and acquire new capabilities through acquisitions and partnerships, we remain vigilant in tracking and monitoring new potential chemicals of concern as knowledge and research progress. We work closely with our suppliers and partners to [reduce exposure and minimize environmental impacts](#).

- [SUSTAIN](#)® products meet the industry's stringent sustainability standards, offer material ingredient transparency to 100ppm level, and are free of Living Building Challenge® red list chemicals.
- Across our Architectural Specialties product lines and their supply chains, we are making progress on identifying chemicals of concern and toward achieving full material transparency.



Leading With Transparency

Transparency is a fundamental principle that guides our approach to sustainability. We believe that to create healthier spaces, it's crucial for stakeholders to have access to reliable information on the potential impacts of our products. This includes transparent disclosure of potential health hazards or 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.

- Our [search tool for sustainable products](#) makes it easy to find products that meet the most stringent sustainability criteria and helps customers more easily adopt low-carbon, sustainable solutions.

[See our full list of transparency documents.](#)



Building a More Sustainable Supply Chain

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. Most of our suppliers are in North America, and U.S.-produced Mineral Fiber products account for 90% of our raw material sourcing.

We are working to increase collaboration with our suppliers, improving our ability to partner with smaller suppliers and updating our supplier screening criteria and audit processes to ensure sustainable practices.

- 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.

ARCHITECTURAL SPECIALTIES PRODUCTS

Our Architectural Specialties products account for
10%
of our total raw material sourcing.



MINERAL FIBER PRODUCTS

Our U.S.-produced Mineral Fiber products account for
90%
of our total raw material sourcing.

Steps to a Circular Future

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, reuse and recycling. We're working to close the loop by designing waste and pollution out of our processes and repurposing existing products to reduce our consumption of natural resources.

The centerpiece of our circular economy effort is our [Ceilings Recycling Program](#)—the nation's first recycling program 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 216 million square feet of discarded ceiling materials from landfills.

Use our [diversion savings calculator](#) to learn more.

How We're Accelerating Our Circularity Efforts:

- Helping customers collect end-of-life ceiling tiles
- Identifying new products that can integrate more recycled materials
- Partnering with organizations, such as the Ellen MacArthur Foundation, 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](#).



Our Ceilings Recycling Program has saved

1.2 million+ tons

of virgin raw materials—enough to cover Central Park six times.

Sustainable headquarters and waste diversion for TSP

The Sheward Partnership (TSP), one of the country's leading architectural design and sustainability consulting firms, was committed to integrating sustainability into every aspect of the design of its new 9,150-square-foot Philadelphia, Pennsylvania, headquarters. An employee survey also revealed that acoustics had been an issue in the old space. TSP addressed both requirements with three high-performance, sustainable ceiling systems from the Armstrong® SUSTAIN® portfolio.

Diverting construction waste away from landfills was another goal. By recycling the old ceilings through the Armstrong Ceiling Recycling Program, the waste contributes to TSP's pursuit of the LEED v4 MR credit for Construction and Demolition Waste Management and the Living Building Challenge® Imperative credit for Net Positive Waste. The total diverted weight of old ceiling tiles to Armstrong was 1.68 tons, contributing toward the project's overall diversion rate of 83.7 percent.



Reducing Our Carbon and Water Footprint

Tackling Embodied Carbon

The building industry contributes to nearly 40% of the world's carbon emissions and requires bold changes to significantly reduce its environmental impact. Embodied carbon is the emissions generated during the life cycle of building materials: extraction of raw materials, processing, transportation, manufacturing and disposal or recycling. This carbon is one of the most significant drivers of carbon emissions in buildings and one of the most overlooked.

The World Green Building Council's pioneering report, "Bringing Embodied Carbon Upfront," outlines a coordinated action for the building and construction sector to tackle embodied carbon. This bold new vision states:

"By 2030, all new buildings, infrastructure and renovations will have at least 40% less embodied carbon with significant upfront carbon reduction, and all new buildings are net zero operational carbon.

"By 2050, new buildings, infrastructure and renovations will have net zero embodied carbon, and all buildings, including existing buildings, must be net zero operational carbon."

To reach our 2030 goals, we are constantly improving the efficiency of our operations across the company. We continue to make strides in demonstrating reduced carbon emissions for many of our products in 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 have also been developing a plan to track water intensity in our manufacturing operations, looking at gallons per square foot.

In 2022, we achieved a **13%** decrease in carbon emissions compared with a 2019 baseline.

Cool Temperatures (and Savings) for Data Centers

As demand for data centers continues to surge across the country, their energy consumption has become a growing threat to sustainability. The constant need for power and cooling in these data centers is significantly straining the environment. To address this challenge, our team went heads down in 2022 to develop a sustainable solution—a new product combination specifically designed to control heat and airflow.

Our Mineral Fiber ULTIMA® AIRASSURE® ceiling panels are engineered to self-seal into the DynaMax® ceiling suspension system, reducing airflow leakage and improving overall facility energy efficiency. This product combination has the potential to keep data centers cooler while delivering significant energy savings of up to 40 cents per square foot each year. Typically, suspended ceilings are associated with a high leakage rate—up to 2.0% for total heating, ventilation and air conditioning (HVAC) system flow. AIRASSURE with DynaMax ceilings reduce the bypass leakage to below 0.5% of total HVAC system flow.



Design for the Environment

Our products meet all standards for health and safety in the areas where we operate. We continue to strive for more. We're expanding our portfolio of solutions to include products that proactively promote cleaner air, better acoustics, lower carbon and water use, and other features that shape a healthy indoor environment.

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.
- A majority of products undergo indoor air quality emissions testing.
- All SUSTAIN® products meet UL GREENGUARD Certification for low emissions.
- Armstrong tests for fire and acoustics using ASTM International methods and conducts 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

ProjectWorks®: Using Advanced Technology to Boost Sustainable Design and Construction

ProjectWorks Design and Pre-construction Service offers Armstrong a new way to effectively collaborate with customers and provide complete design-to-installation support. Using advanced digital technology, ProjectWorks can deliver accurate drawing packages that streamline the entire project process. In 2022, ProjectWorks expanded its digital product catalog by integrating solutions from the MetalWorks™, WoodWorks®, and WAVE Axiom® product lines.

Further, the advanced technology used by ProjectWorks can help enhance sustainable design and construction practices. For instance, the digital technology can optimize panels within a ceiling layout based on realistic scrap reusability, reducing material waste and the environmental impact of a project. In 2022, ProjectWorks automated this optimization for Axiom perimeter trim to increase sustainability at the manufacturing level. Since Axiom is pre-cut based on job specific conditions, ProjectWorks started optimizing trim schedules for the manufacturing plant by finding the most efficient cut order that yields the least amount of scrap trim possible. ProjectWorks' advanced technology can also generate the location and quantity of every part required to install the ceiling project. This provides a more efficient and accurate way for customers to specify projects. That means less guesswork—and less waste.





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Healthy Planet

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

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 from renewable electricity.

PERCENTAGE OF RENEWABLE ELECTRICITY*



*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)



- In our Mineral Fiber manufacturing processes (our most water-intensive) we are continuously working to enhance efficiency and increase water recycling.

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



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.



Marietta Plant Honored With 2022 Sustainability Award for Energy-Saving Project

At our Marietta, Pennsylvania, plant, process engineer Jeff Dunning and Maintenance and Reliability project manager Kyle Swift led a project to reduce vacuum pump failures and downtime due to calcium carbonate buildup in water pumps used for manufacturing Mineral Fiber ceiling tiles. This project resulted in \$300,000 in annual energy savings and earned Marietta a 2022 Sustainability Award from Solenis.

The Solenis Sustainability Award recognizes projects that reduce water and energy use, improve carbon footprint, minimize waste or optimize the use of raw materials. The plant project team collaborated with Solenis to implement a new, energy-efficient vacuum pump scale control system. This led to a 2% reduction in electric current, resulting in less scale buildup, and enabled the pumps to achieve the same level of vacuum with less energy. Projects like these are a critical part of achieving our healthy planet sustainability goals.

Reducing Our Carbon Footprint

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

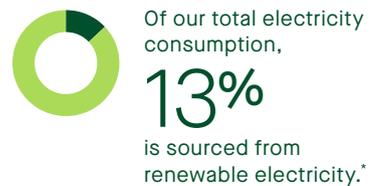
We’ve set ambitious goals to reduce our Scope 1 and 2 GHG emissions by 30%. Our road map to reaching this target includes:

- 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 SBTi, whose science-based targets help companies establish a clear roadmap for reducing emissions. The SBTi reviews and approves these targets based on rigorous criteria. 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 by 2030.



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

MARKET-BASED EMISSIONS[†]

SCOPE 1 EMISSIONS

(metric tons CO₂e)

8% ↓

reduction since 2019



SCOPE 2 EMISSIONS

(metric tons CO₂e)

19% ↓

reduction since 2019



TOTAL SCOPE 1 AND 2 EMISSIONS

(metric tons CO₂e)

12% ↓

reduction since 2019



GHG INTENSITY FOR SCOPE 1, 2, & 3

(Mineral Fiber only, mt/Mft²)

7% ↓

reduction since 2019



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



Circular Systems

As the world increasingly recognizes the environmental and economic challenges of our linear “take-make-dispose” model, the need for a more sustainable and [circular approach to manufacturing](#) 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

According to the U.S. Environmental Protection Agency, construction and demolition account for nearly a quarter of the U.S. waste stream. 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, repaired 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 and mineral wool
- Enhancing our Ceilings Recycling Program to bring more used ceilings back to make new products
- Incorporating post-consumer recycling streams—such as newspapers, telephone books and water bottles—to reduce the use of virgin materials
- Pursuing innovative partnerships that enable more sustainable supply chains

Learn more about the steps we’re taking toward our goals on page 44 of our [2022 report](#).



\$4.5 trillion

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

2022 COMPARISON OF HAZARDOUS AND NONHAZARDOUS WASTE GENERATION

NONHAZARDOUS WASTE INCINERATED
(metric tons)

120

TOTAL HAZARDOUS WASTE
(metric tons)

90

TOTAL WASTE
(metric tons)

20,970

NONHAZARDOUS
WASTE LANDFILLED
(metric tons)

20,770



Optimized Water

As a responsible corporate citizen, we recognize our role in safeguarding this precious resource for future generations. We are focusing on operational efficiencies, recycling water within our operations and product innovation.

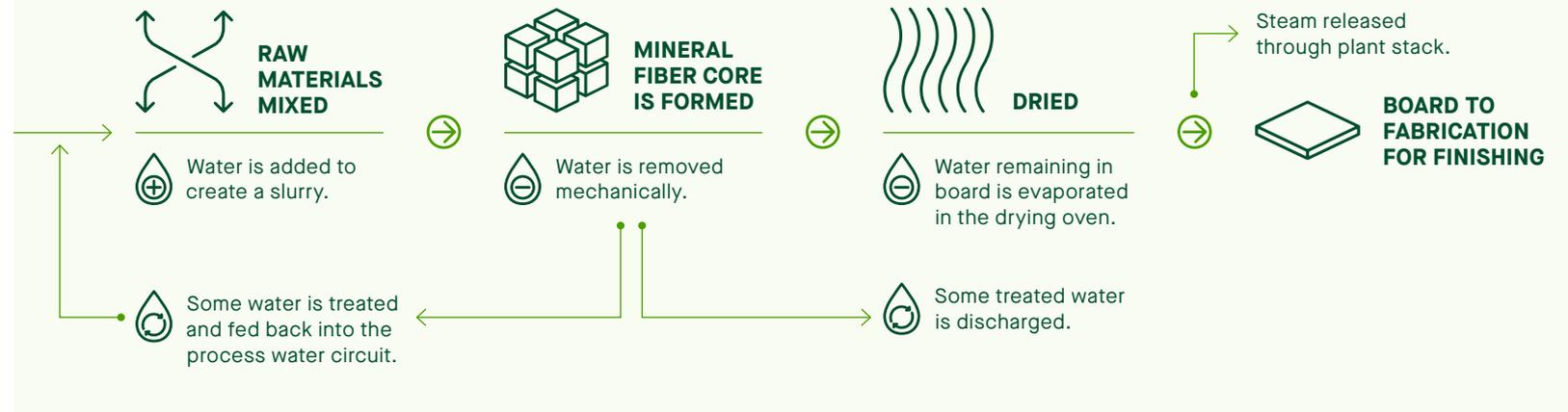
Managing Our Production to Safeguard Our Planet’s Most Precious Resource

Water is the foundation of life. It’s 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 critical.

- 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.

In 2022, we used **733 million** gallons of water across our operations.

WATER USE IN OUR MINERAL FIBER CEILING MANUFACTURING



Marietta, Pennsylvania, Ceiling Plant



Putting Planet First

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. The environments we build must protect those that already exist.

As a business that relies heavily on natural resources, we recognize our responsibility to be stewards of the ecosystems we impact. We're working to mitigate biodiversity risks by responsibly sourcing materials, reducing our environmental footprint and bolstering local ecosystems.

Maintaining Environmental Compliance*

To address complex and changing environmental regulations across our locations, we conduct a corporate audit every three years. We update our audit procedures to comply with internationally recognized standards and expect employees to adhere to the following:

- [Code of Business Conduct](#)
- [Environmental Policy](#)

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



WELL™ HEALTH-SAFETY RATING

In April 2022, we recertified our rating for the Avenue, Living Lab and Building 5 Complex at our corporate campus. We received our initial WELL Health-Safety Rating in 2021, and we continue to show our commitment to healthier spaces on our own campus.

The WELL Health-Safety Rating consists of 23 features from the WELL Building Standard™ (WELL) that were adapted for a facilities and operations focus. It is an evidence-based, third-party verified rating that focuses on operational policies, maintenance protocols, occupant engagement and emergency plans for new and existing facilities.





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Thriving People and Communities

As the way we live, work and thrive evolves, we remain committed to building a healthy tomorrow for our people and the communities we reach. In 2022 and into 2023, amid escalating competition for talent and shifting employee demands, we strengthened our workplace culture, improved employee resource offerings and found ways to support our employees' drive to improve their communities through volunteering and monetary donations.

Getting to 2030

Our goals toward 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.

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



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.



Macon Mineral Fiber Plant Honors First Graduates of Joint Maintenance Apprenticeship Program

Our Macon, Georgia, plant recently honored the first four graduates of its Maintenance Apprenticeship Program, coordinated in partnership Central Georgia Technical College (CGTC). The two-year training program requires apprentices to work during the day and attend classes at night to earn certification as industrial manufacturing technicians and first-class mechanics with AWI.

“Many thanks to CGTC and congratulations to our 2022 industrial manufacturing technicians. They displayed outstanding commitment and work ethic throughout the 2020-22 apprenticeship program, and we’re thrilled to welcome them to AWI!”

— JAMES “CLAY” FORDHAM, AWI PROGRAM LEADER

Engaging With Our Communities

As a major employer in our local communities, we have the potential to make a profound contribution to the communities where we live and work. We're committed to ensuring that the impacts we make are positive and lead to meaningful, lasting change. In addition to corporate giving and the activities of the [Armstrong World Industries Foundation \(AWIF\)](#), we are also supporting what matters to our employees through sponsored 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.

Giving Back With AWIF

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

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

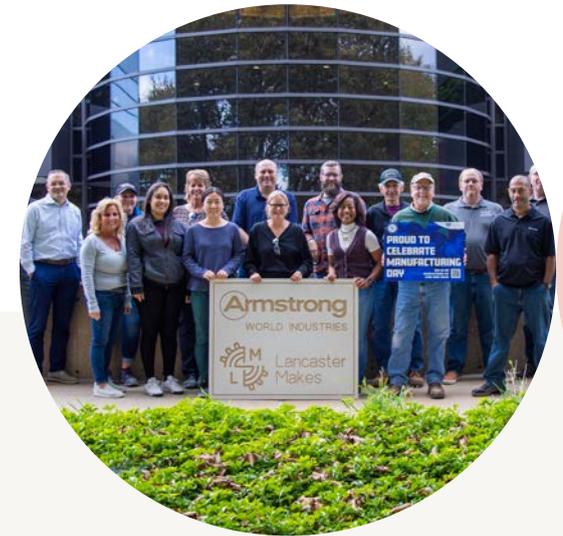
- Operate in communities where AWI employees live and work
- Renovate the building where they operate to improve their spaces and therefore the quality of service they provide for the people they benefit
- Commit to elevating the importance of design and buildings in people's lives
- Focus on serving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



CHARITABLE GIVING SNAPSHOT



- AWIF Grants
- Other AWIF Giving
- Direct Corporate Giving



AWI Inspire: Bringing Employees Together for Action

We're always looking for new ways to reach our employees and channel their momentum. In October 2022, we launched AWI Inspire, a fully accessible platform to support inclusive culture and sustainability. Employees take action on important issues that align with their interests and passions, such as environmental sustainability, diversity and inclusion, and mental health. Almost immediately, our employees were eager to get involved, join initiatives, track their progress and earn rewards for their efforts.

As part of our AWI Inspire campaigns, and with support from our affinity group AWARE, Armstrong DEI and Innovation teams hosted students as part of LancasterMakes Manufacturing Day.

Engaging With Our Communities (Continued)

Doubling Our Impact

The AWIF awarded its 2022 Better Building Grants to four nonprofit organizations to support capital campaign projects. Two of these community grants focus on major facility renovations, and two provide maintenance funding to past Better Building Grants recipients to keep their facility in good working order. These renovation grants also included product donations from AWI.

Renovation Grants:

Lancaster Public Library grant will help fund the library's capital campaign to raise more than \$10 million to complete its move to a new location in downtown Lancaster, Pennsylvania. Armstrong ceilings and acoustical wall panels will be incorporated into the new design to allow for better acoustics in common areas of the library, including the staircase, children's library, young adult library and common reading space.

Schreiber Center for Pediatric Development is adding 14,000 additional square feet to its West Lancaster, Pennsylvania campus. The expansion includes 20 rooms—eight for physical therapy and six for behavioral health treatment—that will reduce the current waiting list for treatment.

Schreiber Pediatric, which has been in operation for 86 years and serves over 4,000 children annually, offers therapy services to children with physical, learning and behavioral disabilities. No family is ever turned away because of an inability to pay.

 **2X the impact**
2022 Employee Choice Match program giving totals more than doubled from 2021 levels.

Maintenance Grants:

In July 2021, the Lancaster Cleft Palate Clinic completed the renovation of its 61-year-old building and welcomed patients to brighter, quieter and healthier interior spaces made possible in part with AWI product donations. The 2022 AWIF grant was used for general building maintenance and upgrades.

Lancaster Early Education Center's building is more than 100 years old. Its exterior steps leading to the playground were brought up to code and adapted to the mobility of very young children. The AWIF maintenance grant funded the renovation of the steps.

In addition to funding Better Building Grants, AWIF also donates to our various production sites to support the organizations making a difference in their local communities. Organizations supported in 2022 include the following:

- Broadway Youth Center in Chicago, a Howard Brown Health clinic providing LGBTQ+ health and social services
- Mid-Ohio Food Collective
- Together We Grow Community Gardens in Licking County, Ohio
- Ozarks Food Harvest in southwest Missouri
- Community Foundation of Jackson County in West Virginia
- Family Promise of Escambia County, a northern Florida organization supporting families experiencing homelessness

Along with AWIF, we help enable economic empowerment through our continued partnerships with organizations like United Way that strive to make a positive difference in the lives of those in our communities. Five of our larger locations hold annual United Way campaigns, and for the 2021–2022 giving season, our employees contributed more than \$150,000.

Supporting Employee Giving

We support our employees' efforts in their local communities through our Employee Choice Match program, our donation-matching initiative that enables employees to direct funds to qualifying non-profit organizations they are passionate about. In 2022, we made several enhancements to this program, including introducing an easy-to-use portal for accessing matching funds. Through the new and more accessible platform, employees donated more money overall and supported more organizations.

Through our Dollars for Doing 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 AWIF to support a community cause of its choosing.



Lancaster Public Library

Shaping a Diverse and Inclusive Workforce

At Armstrong, we strive to create spaces where all are welcome. We aim to lead by example, firmly grounded in the knowledge that diversity is our strength, inclusion is our responsibility, and the impact of our work extends far beyond the physical structures our products can create.

When we prioritize diversity, equity and inclusion (DEI), we create an environment where every individual can bring their whole self to work—where they can 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 recruit diverse talent, we are creating a workplace that reflects the communities we serve.

How We Build Our Inclusive Culture:

- Embed DEI into our overall strategy with policies that prioritize equal opportunities and a dedicated Vice President of Talent Sustainability, Diversity and Inclusion to guide AWI's programs and identify areas of opportunity
- 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, surveys, performance management, succession planning and access to on-demand learning
- Support affinity groups such as AWARE, an employee resource group aimed at advancing women at Armstrong
- Offer comprehensive benefits that support holistic physical, financial and mental health, with access to programs that enhance overall well-being. Learn more on page 52 of our 2022 report.



Salaried and production employees at **100%** of AWI locations completed inclusion training by the end of 2022.



15 out of 15 production facilities offered unique training and development opportunities in 2022.



WHO WE ARE TODAY

Tracking key metrics around representation and hiring helps us continually improve overall performance on our DEI initiatives. Here's a snapshot of our demographics as of December 31, 2022, compared to our 2021 breakdown.

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)



BOARD OF DIRECTORS

Gender (% Female)



Diversity (% People of Color)



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.

Health and Safety at the Core of Our Culture

Protecting Our Employees' Physical Safety

The health and safety of all our employees is the top priority for Armstrong. Safety has been at the core of our company culture from the beginning, and we believe that our philosophy around healthy spaces starts within our company. We take a number of measures to prioritize safety:

- We're committed to ensuring employee safety and have systems in place to address ongoing facility risks such as airborne dust, high noise levels and ergonomic issues, and to adapt to changing facility conditions.
- We are taking measures to minimize heat-related illnesses intensified by climate change, such as investing in indoor cooling units and outdoor misting tents.
- We have a dedicated Corporate Environment, Health and Safety Hazard Management Team that works to identify, mitigate and correct workplace risks, including investigating employee reports of potential hazards.
- Our Safety Management System covers 100% of employees and includes processes, procedures and regular tracking and review to aim for zero workplace injuries. Learn more on page 56 of our [2022 report](#).
- We also promote ongoing accident prevention and awareness among employees with mandatory safety trainings during onboarding and pre-shift meetings for daily safety discussions.

SAFETY PERFORMANCE IN 2022

OSHA RECORDABLE INJURIES:

9% ↓

reduction compared with a 2019 baseline

OSHA RECORDABLE FATALITIES:

0

fatalities in 2022

OSHA TOTAL RECORDABLE INCIDENT RATE:

28% ↓

reduction compared with a 2019 baseline



Montreal, Quebec, Canada, Hand Safety Day

Health and Safety at the Core of Our Culture (Continued)

Basic Human Rights Are Nonnegotiable

Providing fair wages is a prerequisite for any healthy workplace. Beyond attracting top talent, it is a crucial way we contribute to overall employee and community well-being.

Within our Operating Principles and [Code of Business Conduct](#), we explicitly reinforce our commitments to creating safe, productive workplaces that condemn human rights violations and passionately uphold an individual's inherent, undeniable rights to live and work freely.

Building a Foundation of Strong Relationships

At Armstrong, we know that a company's strength lies in the relationships it builds with its 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:

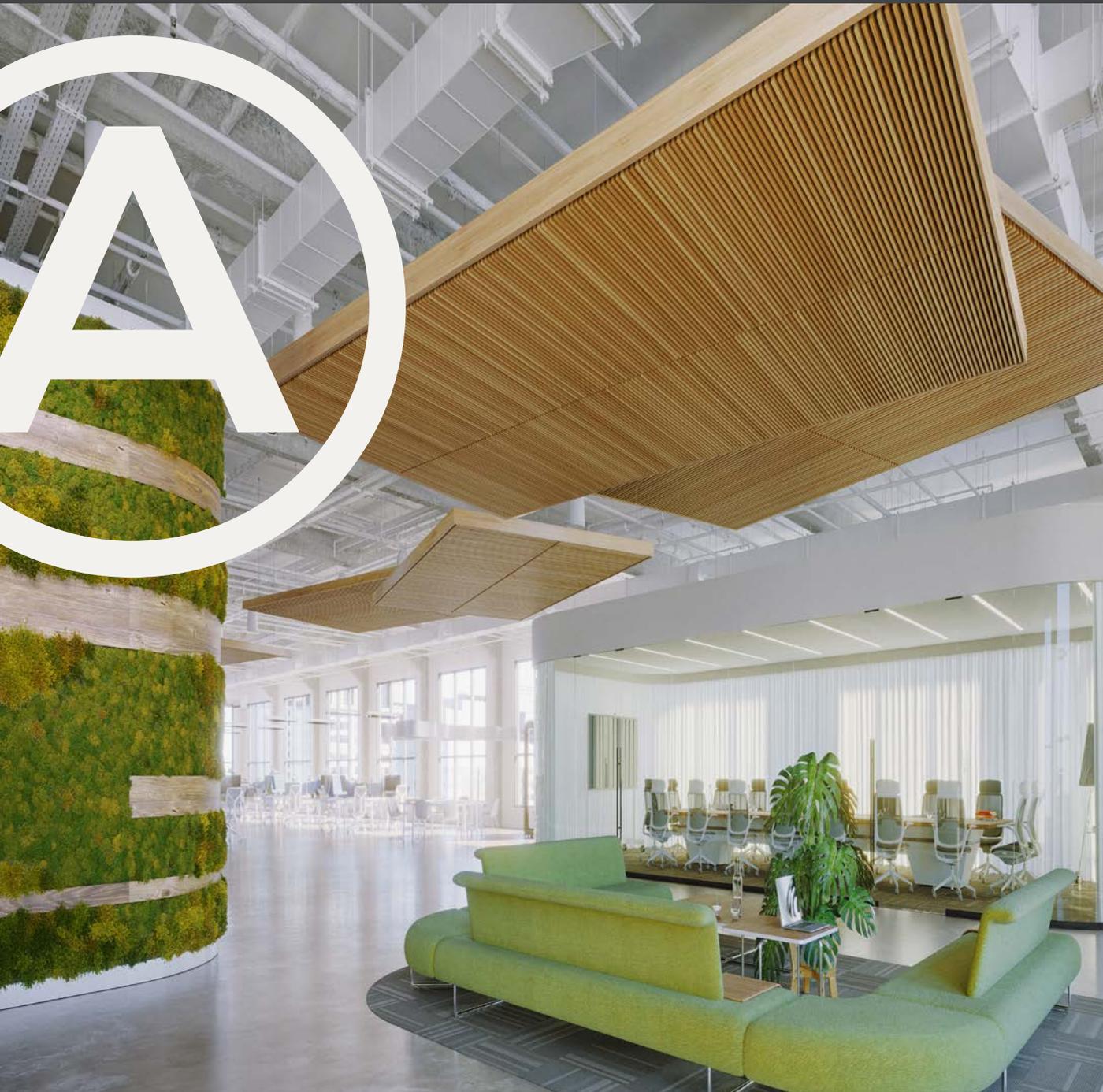
- Regular opportunities for employees to voice concerns to management
- Clearly defined allocation of responsibilities among teams
- Grievance mechanisms, including with union representatives as applicable
- Routine touchpoints and site assessments
- Roundtable discussions to address employee concerns
- 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 at some locations

Building a Foundation for Total Well-being

We established a wellness program to provide resources to care for employees' physical, mental and financial health. Every month, our Wellness Team publishes an e-newsletter with tools to help employees prioritize well-being and live their healthiest lives.

- Launched our partnership with the meditation app Calm to help employees build mental resilience
- Provided on-site wellness screenings at our plants in partnership with our medical provider
- Held education workshops and webinars on nutrition, fitness and financial health
- Conducted wellness challenges throughout the year





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Appendix

About This Data

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

Forward-looking statement

Our Sustainability goals, KPIs, projects, plans, targets and expectations are long-term, directional and aspirational, and, by their nature, include forward-looking statements as such term is defined in Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, and such statements are intended to be covered by the safe harbor provided by the same. Statements of aspiration, future events or conditions, including forward-looking statements, are sometimes identified by the words "will," "should," "intend," "expect," "estimate," "believe," "could," "project," "target" or other similar words or expressions. Forward-looking statements in this document may include, but are not limited to: statements regarding our sustainability goals, KPIs, projects, plans, metrics, affiliations, pledges, commitments and strategies. By their nature, they are based upon current plans, estimates and expectations that are subject to risks, uncertainties and assumptions. As such, no guarantees or assurances are made that they will be achieved or successfully executed. Additionally, the Sustainability data, statistics and metrics included herein, unless otherwise specifically indicated, are non-audited estimates, were not prepared in accordance with U.S. generally accepted accounting principles (GAAP), apart from limited external assurance on 2019 and 2022 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 Operating Principles, corporate governance 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. Our Board undergoes regular training programs to improve directors' knowledge of climate change, sustainability and pertinent ESG 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 2022 annual report](#) for more information.

In 2023, we plan to conduct a company-level physical asset risk analysis for climate change scenarios within the Task Force on Climate-Related Financial Disclosures (TCFD) framework.

Our Governance (Continued)

Ethical Policies and Practices

Across every aspect of our business—including our Operating Principles, [Code of Business Conduct](#), subject-specific policies, culture of compliance and [open communication](#)—we maintain high ethical standards and ensure 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. To ensure policies reflect current law, a Company Compliance Committee, 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 anti-corruption and/or antitrust training. Our Compliance Team continuously pursues 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 before they're 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. Learn more on page 23 of our [2022 report](#).

2022 ESG 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 towards 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. We aim to make a positive contribution to spaces and the environment by decreasing our products' carbon and water footprint, and by creating solutions that actively contribute to health and wellness.	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 footprint, and by creating solutions that actively contribute to health and wellness.	50% reduction in the carbon footprint of our products, compared with a 2019 baseline. 2030 20% reduction in the water intensity of our products, compared with a 2019 baseline. 2030
Healthy Planet	Reduced carbon footprint	We aim to reduce our greenhouse gas emissions and increase our reliance on renewable electricity using climate-science based 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 2oC 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
	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.	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 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 at all locations.	Employees receive training or engagement on diversity and inclusion topics on a regular basis. 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 offered tools and resources to improve their financial, physical and mental health and well-being. ongoing Employees offered learning and development opportunities annually. ongoing Improved workplace safety scores year over year, while we strive to have zero workplace injuries. ongoing Employees offered at least a fair wage, to be defined as competitive total rewards based on position and location. ongoing

2022 ESG Performance Summary (Continued)

Key Sustainability Data

HEALTHY AND CIRCULAR PRODUCTS		2019	2020	2021	2022
Percentage of product sales free of chemicals of concern		57%	62%	60%	59%
Percentage of product sales with verified transparency		57%	62%	60%	59%
Product carbon footprint (Mt CO ₂ e)		1,291,000	1,116,000	1,146,000	1,129,000
HEALTHY PLANET		2019	2020	2021	2022
Carbon¹ in Metric tons CO ₂ e: market-based emissions	Scope 1 emissions	214,000	199,000	206,000	196,000
	Scope 2 emissions	108,000	93,000	91,000	88,000
	Total Scope 1 & 2 emissions	322,000	292,000	297,000	284,000
	GHG intensity for Scope 1, 2 & 3: Mineral Fiber only (Mt/Mft ²)	1,190	1,180	1,130	1,100
Energy¹ in MWh	Percentage of renewable electricity	0%	0%	10%	13%
	Direct energy consumption	1,179,000	1,096,000	1,137,000	1,085,000
	Indirect energy consumption	260,000	246,000	258,000	257,000
	Energy intensity for Scope 1 & 2: Mineral Fiber only (MWh/ft ²)	1,530	1,590	1,600	1,570
Waste² Metric tons	Total waste	21,180	20,960	23,110	20,970
	Nonhazardous waste landfill	20,860	20,550	22,820	20,770
	Nonhazardous waste incinerated	270	320	190	120
	Hazardous waste	50	90	100	90
Water³ Mgal	Water used	733	687	713	733
Air Quality⁴ Metric tons	Nitrous Oxides (NOx)		150	130	129
	Volatile Organic Compounds (VOCs)		550	530	503
	Particulate Matter (PM)		240	240	230
	Hazardous Air Pollutants (HAPs)		90	80	79
	Carbon Monoxide (CO)		2,410	2,170	2,026
	Sulfur Oxides (SOx)		40	60	62
	Ammonia (NH ₃)		70	60	57

2022 ESG Performance Summary (Continued)

THRIVING PEOPLE AND COMMUNITIES			2019	2020	2021	2022
Health and safety⁵	OSHA recordable injuries		37	38	51	34
	OSHA total recordable incident rate		1.62	1.55	1.76	1.16
	Fatalities		0	0	0	0
Charitable giving U.S. dollars in thousands				\$544	\$834	\$623
Employee data by gender (global) Percent (%)	Total employees	Male		75%	73%	73%
		Female		25%	27%	27%
	New hires	Male		71%	69%	72%
		Female		29%	31%	28%
	Employee turnover	Male		9%	12%	16%
		Female		7%	12%	16%
	Leadership	Female			23%	24%
	Mid-level managers and staff	Female			38%	38%
	Production	Female			15%	16%
Employee data by age (global) Percent (%)	Total employees	<30		15%	15%	15%
		30-50		43%	43%	43%
		50+		41%	41%	42%
	New hires	<30		33%	37%	35%
		30-50		45%	44%	45%
		50+		22%	19%	20%
	Employee turnover	<30		13%	22%	29%
		30-50		5%	10%	15%
		50+		10%	10%	11%
Employee data by minority status (U.S. only) Percent (%)	Total U.S. employees			23%	25%	28%
	New employee hires			20%	34%	37%
	Employee turnover			7%	13%	15%
	Leadership				12%	12%
	Mid-level managers and staff				15%	18%
	Production				15%	16%
Board of Directors Percent (%)	Gender	Male		78%	78%	78%
		Female		22%	22%	22%
	Minority status			22%	22%	33%
	Independent status			88%	88%	88%
Senior Leadership Percent (%)	Gender	Male			57%	57%
		Female			43%	43%
	Minority status				14%	29%

2022 ESG Performance Summary (Continued)

Notes about data

- Certain 2019, 2020 and 2021 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, aesthetic appeal and health and sustainability features. Our Architectural Specialties segment produces, designs and sources ceilings and walls 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. Products offer various performance attributes such as acoustical control, rated fire protection and aesthetic appeal. 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), MOZ Designs, Inc. (Aug. 2020), and Arktura LLC (Dec. 2020).
- Data does not include discontinued operations (our international businesses in Europe, the Middle East and Africa, including Russia, and Asia-Pacific, which we sold to Knauf International GmbH in 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 and 2022 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.

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.



[See our full SCS Global Services Footprint Verification Report online.](#)

1

- 2020 carbon and energy figures exclude data from TURF, MOZ and Arktura. 2021 figures exclude data from TURF for the first six months of 2021.
- CO2e refers to carbon dioxide equivalents.
- Scope 1 emissions include on-site fossil fuel consumption, primarily natural gas consumption with a small proportion from other on-site fuel usage.
- Scope 2 emissions include purchased electricity.
- 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 and our campus headquarters. 2020 figures exclude data from TURF, MOZ and Arktura.
- The increase from 2020 to 2021 in hazardous waste was due to disposal of a large amount of chemicals that became unusable due to acquisitions and consolidation of operations.

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 Design, Inc. data.

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 rectify the majority of these recordables.
- All injuries and recordable injury rates for U.S. and Canada use OSHA definitions.

Global Reporting Initiative Content Index

General Disclosures

TOPIC	DISCLOSURE	LOCATION	EXPLANATION
	2-1	Organizational details	Leading Manufacturing Innovation for More than 160 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 More than 160 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. The Audit Committee oversees management's processes for validation of data prior to issuing material public sustainability disclosures.
	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, 2022 Sustainability Report
	2-13	Delegation of responsibility for managing impacts	Sustainability Governance, 2022 Sustainability Report

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.
	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, 2022 Sustainability Report	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 ESG 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 independent 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	2023 Proxy statement	
	2-20 Process to determine remuneration	2023 Proxy statement	
	2-21 Annual total compensation ratio	2023 Proxy statement	
	2-22 Statement on sustainable development strategy	A Message From Our President and CEO	
	2-23 Policy commitments	Early Adopters Programme submission	We are a signatory to the UN Global Compact 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 Additional Work, Thriving People and Communities	
	2-26	Mechanisms for seeking advice and raising concerns	Board Committees Safe and Healthy Employees Sustainability Governance, 2022 Sustainability Report	
	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, 2022 Sustainability Report	
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	2022 Annual Report	
	201-2	Financial implications and other risks and opportunities due to climate change	Reduced Carbon Footprint Circular Systems Optimized Water	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	2022 Annual Report	
	201-4	Financial assistance received from government	2022 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	

Material Disclosures (Continued)

TOPIC	DISCLOSURE		LOCATION	EXPLANATION
203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Community Engagement	
	203-2	Significant indirect economic impacts	Community Engagement	
204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Sustainably Sourced Products	
205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	Sustainably Sourced Products Acquisitions, Our Governance	
	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 2022.
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 2022.
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 use up to 50% recycled material. Some of our products also use U.S.-sourced steel, which contains 20%-25% reclaimed materials on average.
302: Energy 2016	302-1	Energy consumption within the organization	Reduced Carbon Footprint	
	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	Optimized Water	
	303-2	Management of water discharge-related impacts	Reduced Carbon and Water Footprints Optimized Water	
	303-5	Water consumption	Reduced Carbon and Water Footprints Optimized Water	
304: Biodiversity 2016	304-2		2022 Sustainability Report	
	304-3		2022 Sustainability Report	

Material Disclosures (Continued)

TOPIC	DISCLOSURE	LOCATION	EXPLANATION																																
	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																																
	305: Emissions 2016			<table border="1"> <thead> <tr> <th></th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>Nitrous Oxides (NOx)</td> <td>150</td> <td>130</td> <td>129</td> </tr> <tr> <td>Volatile Organic Compounds (VOCs)</td> <td>550</td> <td>530</td> <td>503</td> </tr> <tr> <td>Particulate Matter (PM)</td> <td>240</td> <td>240</td> <td>230</td> </tr> <tr> <td>Hazardous Air Pollutants (HAPs)</td> <td>90</td> <td>80</td> <td>79</td> </tr> <tr> <td>Carbon Monoxide (CO)</td> <td>2,410</td> <td>2,170</td> <td>2,026</td> </tr> <tr> <td>Sulfur Oxides (SOx)</td> <td>40</td> <td>60</td> <td>62</td> </tr> <tr> <td>Ammonia (NH³)</td> <td>70</td> <td>60</td> <td>57</td> </tr> </tbody> </table>		2020	2021	2022	Nitrous Oxides (NOx)	150	130	129	Volatile Organic Compounds (VOCs)	550	530	503	Particulate Matter (PM)	240	240	230	Hazardous Air Pollutants (HAPs)	90	80	79	Carbon Monoxide (CO)	2,410	2,170	2,026	Sulfur Oxides (SOx)	40	60	62	Ammonia (NH ³)	70	60
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306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Circular Systems																																
	306-2	Management of significant waste-related impacts	Circular Systems Additional Work, 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	<p>2022 Annual Report, Note 27 to Consolidated Financial Statements</p> <p>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 2022.</p>																																
308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	All suppliers are provided with Armstrong's Supplier Code of Conduct, which includes criteria on environmental compliance.																																
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 40																																

Material Disclosures (Continued)

AWI Eligibility for Benefits and Programs (as of 12/31/2021)

PROGRAMS	REGULAR		TEMPORARY		PROGRAMS	REGULAR		TEMPORARY	
	Full-Time	Part-Time	Full-Time	Part-Time		Full-Time	Part-Time	Full-Time	Part-Time
401(k) Plan	Yes 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

- 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.
- 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.
- 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.
- 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.
- 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.
- \$50,000 coverage for Armstrong retirees who have returned to work.
- In order for new employees to be eligible in the year employed, they must be on the payroll as of June 30.

GENERAL CONSIDERATIONS

- 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.
- Employees transferred from one category to another will be eligible for only those programs available in their new employment category.
- The policy for benefits coverage of temporary hourly employees at plants with bargaining units may vary by individual location.
- 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	See chart below	Benefits provided to full-time employees that are not provided to temporary or part-time employees

AWI Acquisitions: Eligibility for Benefits and Programs (as of 12/31/2022)

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

Note: Non-U.S. based employees comprised approximately 8% 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: Occupational Health and Safety 2018	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.
	403-9	Work-related injuries	Safe and Healthy Employees	All injuries reported include all full-time and contract workers together.
404: Training and Education 2016	404-3	Percentage of employees receiving regular performance and career development reviews	Safe and Healthy Employees	Currently all salaried employees receive regular performance and career development reviews. This represents 50% of our employees.
405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Diverse and Inclusive Workforce	
406: Non-Discrimination 2016	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. It is Armstrong's policy to take affirmative action to employ, advance in employment, and otherwise treat qualified minorities, women, protected veterans and individuals with disabilities without regard to their race, ethnicity, sex, veteran status or physical or mental disability. There were no confirmed incidents of discrimination in 2022.
407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		There were no known operations or suppliers where the right to freedom of association and collective bargaining were at risk in 2022.
408: Child Labor 2016	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: Forced or Compulsory Labor 2016	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	All suppliers, including all 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 standard. In the table below, an answer or reference is made to a specific report location for further detail. All figures in this chart are for the 2022 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 2022 product sales are split between 72% Mineral Fiber and 28% Architectural Specialties.
Greenhouse Gas Emissions	EM-CM-110a.1	Gross global Scope 1 emissions	Metric tons (t) CO2e	Market-based Scope 1 N/A, Location-based Scope 1 = 196,000 Market-based Scope 2 = 88,000, Location-based Scope 2 = 103,000
		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 N2O)	Metric tons (t)	Environmental Compliance 2020: 150 2021: 130 2022: 129
		(2) SOx	Metric tons (t)	Environmental Compliance 2020: 40 2021: 60 2022: 62
		(3) Particulate matter (PM10)	Metric tons (t)	Environmental Compliance 2020: 240 2021: 240 2022: 230
		(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
		(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 Product
		(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 Product

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 2022.
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.

Task Force on Climate-Related Financial Disclosures Index

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

	DISCLOSURE	REPORT LOCATION/EXPLANATION
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 2022 Annual Report (pages 8, 9, 12 & 17)
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	Reducing Our Carbon Footprint , Leading the Way on Embodied Carbon Disclosures 2022 Annual Report (pages 8, 9, 12 & 17)
	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 , 2023 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. Please see also our submission for the [Early Adopter Programme](#).

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
Principle	10	Businesses should work against corruption in all its forms, including extortion and bribery.	Ethical Behavior

United Nations Sustainable Development Goals

	UN SDG GOAL	HOW WE ARE SUPPORTING THIS SDG	RELATED SECTION
3	Good health and well-being	We are committed to a strong health, safety and well-being program for our employees and a product portfolio that enables healthy spaces and well-being across areas such as indoor air quality, acoustics and lighting.	Healthy 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 have eliminated harmful ingredients from our products.	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.	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-reflectant ceiling products. Additionally, we partner with different associations, such as the U.S. Green Building Council and Canada Green Building Council, to promote environmentally sound building practices.	Healthy 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 23 years, which converts used products into new inventory. Since 1999, 1.2 million tons of virgin raw material and 201 million gallons of water have been saved as a result of this program.	Healthy and Circular Products
13	Climate action	We have set ambitious science-based greenhouse gas reduction targets for our operations and aim to reduce the level of embodied carbon in our products.	Reducing Our Carbon Footprint 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, which are certified as Living Products. We also use Forest Stewardship Council certification for wood-based products. Additionally, we contribute to the National Forest Foundation for the preservation of aspen forests and have created a number of pollinator-friendly habitats around our facilities.	Biodiversity Healthy 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 and our Corporate Governance Principles.	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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