

Building Better Together



Armstrong[®]
World Industries



How We're Building Better Together

At Armstrong World Industries, we imagine and enable new possibilities every day. We are redefining how the spaces where we live, work, learn, heal and play can become smarter, healthier and more inspiring for all.

Because the built environment is integral to our health and the well-being of our planet, we have a significant opportunity—and responsibility—to address the challenges of climate change, public health and equity.

Armstrong's trusted legacy of innovation and collaboration, alongside our steadfast commitment to resilient operations, uniquely positions us to help shape a more sustainable built environment.

In 2023, we launched our Building Better Together initiative as a call to action engaging stakeholders across academia, nonprofits, businesses, government, media and emerging innovators to unite in a shared vision for a sustainable and resilient future within the built environment. We're facilitating the exchange of ideas and connections necessary to improve indoor environmental health while advancing circularity and decarbonization across the industry. By harnessing our collective knowledge, resources and unique areas of expertise and influence, we are working to propel sustainable, lower-carbon building solutions to the forefront of the industry's standards.

In our 2023 update, we highlight the stories that demonstrate how our products, processes and interactions are driving impactful outcomes for our customers, our employees and our communities as we progress toward our 2030 targets to build a better future together.



Introduction

- 3** A Message From Our President and CEO
- 4** Leading Manufacturing Innovation for More Than 160 Years
- 5** Our Products
- 6** About This Report
- 7** Our Sustainability Governance and Strategy
- 8** Our Sustainability 2023 Highlights

Healthy and Circular Products

- 10** Goals and Targets
- 11** Our Approach
- 13** Sustainably Sourced Products
- 14** Circular Products
- 15** Reduced Carbon and Water Footprints
- 16** Design for the Environment

Healthy Planet

- 18** Goals and Targets
- 19** Our Approach
- 21** Reduced Carbon Footprint
- 22** Circular Systems
- 23** Protecting Water and Biodiversity
- 24** Sustainable Innovation Across Our Plants

Thriving People and Communities

- 26** Goals and Targets
- 27** Our Approach
- 29** Safe and Healthy Employees
- 31** Community Engagement
- 32** Grants for Change
- 33** Diverse and Inclusive Workforce

Appendix

- 37** About This Data
- 38** Our Governance
- 40** 2023 Performance Summary
- 44** GRI Content Index
- 53** SASB Index
- 55** TCFD Index
- 56** UN Global Compact Index
- 57** UN SDGs

A Message From Our President and CEO

As we publish our fourth sustainability report, I am reminded of the profound responsibility and opportunity we have to shape a future where both people and planet can thrive. The past year has underscored the urgency of our mission to transform the design and building of spaces into sustainable environments that benefit occupants, owners, operators and communities at large.

Recent challenges stemming from climate change and other socio-economic pressures have brought into sharp focus the critical need for resilience, health and well-being within the built environment. Our sustainability strategy and the goals we initiated in 2020 are a direct response to these challenges. They reflect our commitment to lessening our environmental impact while innovating and collaborating to bring products to market that help our customers meet their own need for sustainable solutions. This approach to sustainability is designed to deliver value for our many stakeholders including our customers, our employees, our communities, and our shareholders. Behind it all is the driving belief that we can build a better future together.

I am immensely proud of the dedication our team has shown in operationalizing and embedding sustainability into every facet of our business at Armstrong. This year's report tracks our progress toward our ambitious 2030 targets and celebrates the strides we made in 2023:

- Because our people are our most important resource, we continue to strengthen our safety culture with enhanced, data-driven, proactive programs that have resulted in significant improvements in key safety metrics. We have also increased opportunities for employees to build community through the addition of two new Employee Resource Groups and our recently completed comprehensive company-wide employee engagement survey.

- Externally, we brought together more than 100 building industry stakeholders for the initiation of our Building Better Together initiative. This initiative aims to encourage collaboration and innovation to develop the solutions needed to meet the sustainability and health challenges in the built environment today. We also launched Ultima® Templok® ceiling panels, the first product in what we expect will become a broader portfolio of energy-saving ceiling solutions that can materially reduce the heating and cooling costs and carbon emissions generated from commercial buildings.
- Operationally, we've made significant progress in developing detailed road maps for our sustainability targets. We have increased our partnerships to source waste fiber in our continued effort toward circularity and celebrated the expansion of our Johnstown facility. This expansion features significant sustainability advancements including a new wastewater treatment facility that will return clean water to the local community for irrigation purposes.

Our efforts have not gone unnoticed. I am pleased to share that Armstrong has received recognition as one of America's Most Responsible Companies by Newsweek for the second consecutive year, and was named one of America's Best Companies to Work For by the U.S. News & World Report as well as one of America's Best Workplaces for Diversity by Newsweek. We are proud of these accolades that highlight our commitment to diversity, workplace excellence and sustainability.

As we look forward, I invite our stakeholders to celebrate these achievements, not as the finish line but as milestones on our journey toward a more sustainable, equitable and thriving world. Together, we can build a future that reflects our shared values and vision.

Thank you for your continued support.

Sincerely,

Vic Grizzle
President and CEO




Leading Manufacturing Innovation for More Than 160 Years

For more than 160 years, Armstrong World Industries, Inc. (“Armstrong,” “AWI,” “Company,” also referred to as “We,” “Our” and “Us”) has been leading innovative manufacturing, with a focus on market-driven product development and sustainable operations. We do more than develop ceiling and specialty wall products. We create spaces that elevate the human experience.

Our solutions—including Mineral Fiber, fiberglass, metal, wood, wood fiber, glass reinforced gypsum and felt—contribute to healthier, safer spaces across the sectors of education, healthcare, retail, office and transportation. We bring together the fundamentals of indoor environmental quality—acoustics, air quality, light, thermal comfort, design and sustainability—to create spaces where people can thrive.

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

A History of Innovation

1860

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



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 Ceilings Recycling Program, the first of its kind.

2016

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

2020

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

2023

Named one of [America’s Most Responsible Companies](#) by [Newsweek](#) magazine.

Named one of [America’s Best Companies to Work For](#) by U.S. News & World Report.

1890s

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

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 indoor environmental quality. Became a signatory to the UN Global Compact, with continued updates through Communication on Progress in 2022 and 2023.

2022

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

2023

Awarded the [Facilities and Construction Excellence Award](#) at the Vizion Connections Summit by [Vizion, Inc.](#)

Named one of the [World’s Most Trustworthy Companies](#) by [Newsweek](#) magazine.

Our Products

We are a leading producer of ceilings and specialty wall solutions for commercial construction and renovation. Mineral Fiber ceiling tiles are our core product offering. In addition to recycled fibers, 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. Our focus on innovation and product development ensures that we continue to enhance and expand our core products.

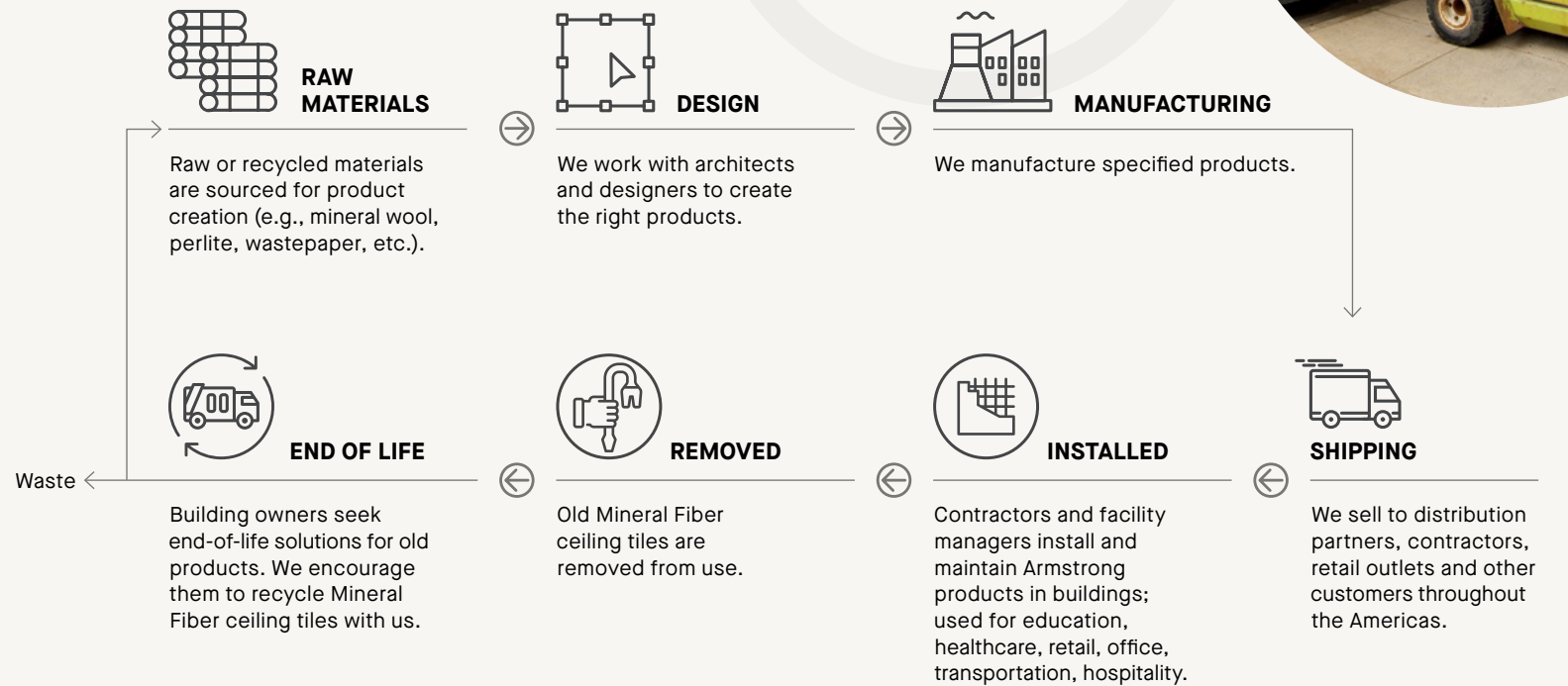
Through our Architectural Specialties segment, we manufacture and source a broad array of specialty ceiling, wall and column products that complement our core offerings. These products use a variety of materials, special coatings and manufacturing techniques to bring the visions of architects and designers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

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

In 2023, we acquired BÖK Modern, which expands our metal product portfolio, allowing us to bring our customers the latest in innovative and cost-effective metal designs for exterior and interior use.

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 continuing our commitment to circularity, increasing the recycled content of our felt products and improving ingredient transparency and responsible wood sourcing for our Architectural Specialties product lines.

About This Report

This is our fourth 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 BÖK Modern, which was acquired in August 2023. 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 May 2024.

The reporting period is the calendar year ending December 31, 2023. This report data is not externally assured apart from limited external assurance on 2019, 2022 and 2023 Scope 1 and 2 greenhouse gas (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 details on our governance structure, please see the [Appendix](#) of this report.



Our Materiality Assessment

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

Stakeholder Engagement

A crucial aspect of our sustainability strategy is the cultivation of lasting relationships with our employees, customers 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 our [website](#).



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



MEMBERSHIPS AND COLLABORATIONS

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



AWARDS AND RECOGNITION

We are proud to be recognized for our commitment to our employees and for delivering products that meet society's needs. See the [complete list of awards and recognitions](#) we've received so far for 2023.

Our Sustainability Governance and Strategy

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

We are working collaboratively inside and outside our company to support healthier buildings and communities. We are raising the bar for the building products industry—from materials and design to construction and operation—to shape a healthier, more sustainable and more resilient future.

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



Healthy and Circular Products

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

We also consider how our manufacturing and product design 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 12 of those 17 SDGs through our collaborative partnerships and each of our three pillars.

[See how we're supporting each UN SDG.](#)

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



Healthy Planet

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



Thriving People and Communities

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



Our Sustainability Team: Chris Swentner, Amie Barndt, Kalyn Rogers, Kelsey Herring, Anita Snader



“ Since the beginning, we’ve embraced the philosophy that doing well by doing good is more than an ideal—it’s a practical business strategy. By innovating with solutions like our energy-saving ceiling tiles, we’re demonstrating that our sustainability program can offer a competitive advantage, allowing us to deliver value to our shareholders while advancing our sustainability goals. Now more than ever, our approach proves that sustainability and profitability can go hand in hand.”

—AUSTIN SO, SVP, General Counsel & Head of Sustainability

Our Sustainability 2023 Highlights



“The enthusiasm surrounding our sustainability efforts is palpable. We’re not just setting targets anymore; we’re weaving sustainability into the fabric of our operations and securing buy-in across all levels. It’s about getting to genuine, long-lasting sustainability progress, not just quick fixes. I’m thrilled about the path we’re on and excited to see the transformative impact of our commitment to our future.”

—KELSEY HERRING, Director of Sustainability

Healthy and Circular Products

PRODUCT SALES FREE OF CHEMICALS OF CONCERN



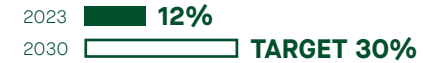
In 2023, **80%** of our Mineral Fiber product sales were free of chemicals of concern, bringing us closer to reaching our 2030 goal of 100%.

In 2023, **\$776 million** in revenue was generated from products that met SUSTAIN® criteria, representing verified transparency and the elimination of chemicals of concern.



Healthy Planet

SCOPE 1 AND 2 EMISSIONS REDUCTION



In 2023, we decreased our market-based Scope 2 GHG emissions by **21%** compared with a 2019 baseline.

17% of our electricity comes from renewable sources and it’s our goal to reach 100% by 2030.

Thriving People and Communities

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

100% of AWI employees receive access to company platforms that provide an opportunity to express views on topics that matter to them.



Healthy and Circular Products

- 10 Goals and Targets
- 11 Our Approach
- 13 Sustainably Sourced Products
- 14 Circular Products
- 15 Reduced Carbon and Water Footprints
- 16 Design for the Environment

“The sustainability approach we bring to our products makes a difference far beyond our walls at Armstrong. It makes a difference in every construction project our products are a part of. And that, in turn, helps those architects, contractors and owners meet their own sustainability goals.”

—SHANNON WEIR

Director, Mineral Fiber Product Management, Product Pillar Lead



Getting to 2030

Our Goals Toward Healthy and Circular Products*



Sustainably Sourced Products

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

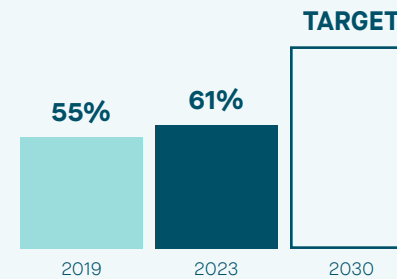
TARGETS

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

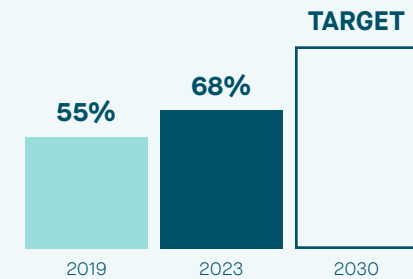
100% of our products have verified transparency.

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

PERCENTAGE OF PRODUCT SALES FREE OF CHEMICALS OF CONCERN



PERCENTAGE OF PRODUCT SALES WITH VERIFIED TRANSPARENCY



Circular Products

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

TARGET

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

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



Reduced Carbon and Water Footprints

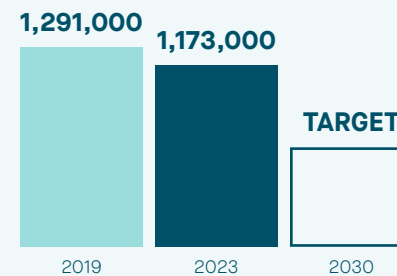
We aim to make a positive contribution to spaces and the environment by decreasing our products' carbon and water footprints.

TARGETS

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

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

PRODUCT CARBON FOOTPRINT (Metric tons CO₂e)



WATER REDUCTION

We track water intensity in our manufacturing operations, looking at gallons per square foot, and are continuously exploring opportunities to reduce the amount of water we use.

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

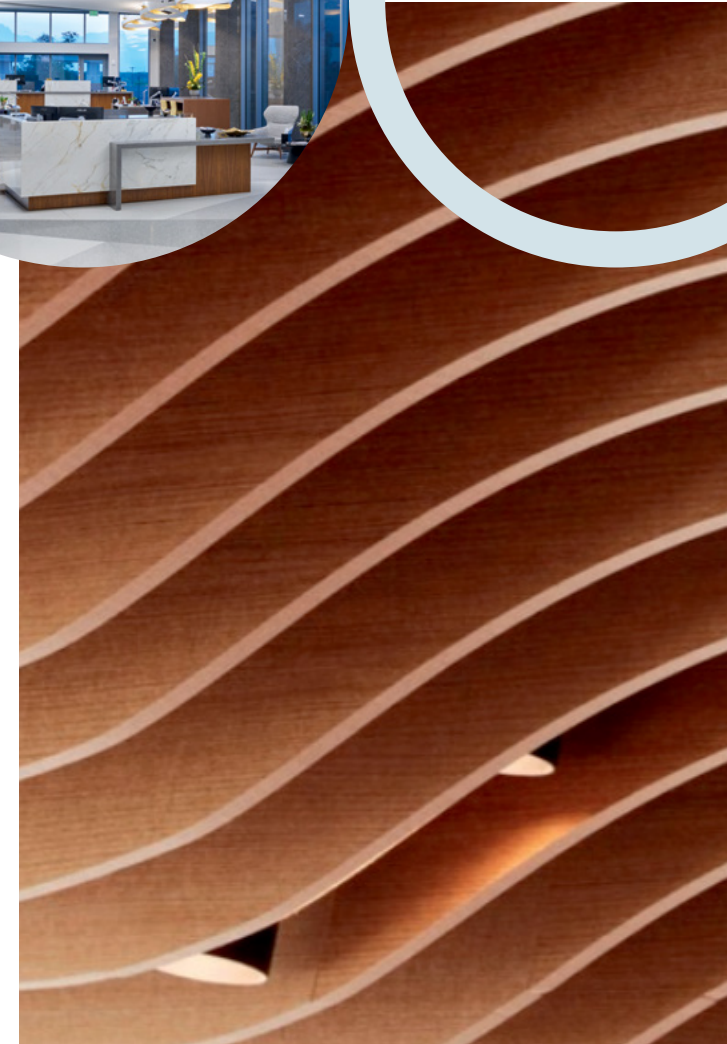
Sustainability You Can Experience

At Armstrong, we recognize the inherent connection between the built environment our products help create and our natural world. By limiting the environmental impact of our products and fostering healthier spaces at each stage of development and installation, we're making positive contributions to the future of healthy, sustainable spaces like offices, classrooms, airports, healthcare facilities and data centers. Through our SUSTAIN® product line, we offer the largest forward-thinking portfolio of healthy ceiling and wall solutions with verified material transparency and disclosure of embodied carbon. We're also committed to expanding material and embodied carbon transparency across all our products to set a new standard of trust and accountability within our industry.

Building On Our Vision for SUSTAIN® in 2023

Meeting evolving sustainability goals can be increasingly complex, but our SUSTAIN® product portfolio strives to make our customers' decisions simple. While our Mineral Fiber products have long led in sustainability and make up the majority of our SUSTAIN portfolio, we are committed to elevating our environmental standards across each product line. In 2023, we made significant strides within our Architectural Specialties business by adding our standard solid wood products and several metal product families into our SUSTAIN product portfolio. We also completed our first [Environmental Product Declaration](#) and life cycle analysis for CASTWORKS™ Glass Fiber-Reinforced Gypsum products.

These developments represent a tangible step forward—one that empowers our customers to achieve their own sustainability goals and reinforces our shared commitment to environmental, social and ethical responsibility. As we continue to develop products aligned with our SUSTAIN portfolio standards, our progress is not always linear or immediately visible—it often occurs in bursts. The qualification of a product line into the SUSTAIN portfolio requires significant effort. When accomplished, this move involves incorporating thousands of individual products or SKUs at once. With the industry's broadest portfolio of ceiling and wall products in a wide range of materials, we are consistently working to advance the next group of products to this high standard of sustainability excellence.



Breaking Ground in Energy Efficiency: Introducing Ultima[®] Templok[®]

The built environment accounts for 40% of global energy usage, and the demand for energy-efficient solutions for those environments is at its all-time high. That's why in November 2023 we launched the first energy-saving ceiling tile in the AWI portfolio: [Ultima Templok ceiling panels](#).

These new panels feature [phase change material \(PCM\)](#) that is specially designed to regulate indoor temperature. As temperatures fluctuate, the PCM resists the change by absorbing or releasing energy to ensure comfort at a fraction of the energy use. This can result in a reduction of operational carbon related to heating and cooling.



Driving Carbon Reduction

With the potential to save up to 15% on energy costs, Ultima Templok helps cut heating and cooling expenses, ultimately reducing the building's carbon footprint. By lowering energy consumption, these panels play an important role in combatting climate change while also improving indoor comfort to create a better experience for the people inside.



The Power of a Dedicated Team

The creation of Ultima Templok is a testament to the collaborative efforts of Armstrong's diverse teams. Engineers, business development specialists, researchers, product marketers and experts from nearly every field across our organization joined forces to bring this innovative solution to life. The team embraced a "moonshot" mentality, driving forward with determination and innovation to successfully launch Ultima Templok.



Opening Doors to Further Innovations

Our investment in PCM technology is a significant step forward, laying the groundwork for a range of energy-saving ceiling products that we hope will spark more replacement and renovation projects across our markets. Plus, with the potential for substantial financial and operational carbon savings opportunities, Ultima Templok can help make the decision to switch easier. As we continue pursuing innovative decarbonization solutions, we're helping lead the way toward a more energy-efficient future.



We traveled across the country, talking to facility managers and architects, trying to understand the hurdles they were facing in their buildings—both in energy consumption and resiliency. Ultima Templok was our answer.”

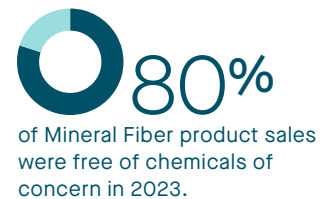
—ALEXANDRA WALTEMYER
Sr. Business Manager, Energy Saving Ceilings

Sustainability Starts at the Source

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 chemicals of concern in our products by 2030, we take a holistic approach to researching chemicals and finding safer alternatives when needed. Our commitment must be ongoing. As we innovate new products and acquire new capabilities through acquisitions and partnerships, we apply our same screening and transparency process in the design of new products. We work closely with our suppliers and partners to reduce exposure and minimize environmental impacts.

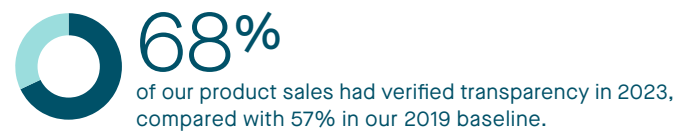


Leading With Transparency

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 material ingredients and environmental effects through product labeling and participation in third-party certification programs. We take our responsibility seriously and conduct product life cycle analyses, which allow us to identify and manage any potential impacts of our products—from development to end of life.

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

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



Building a More Sustainable Supply Chain

By striving toward more 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 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.



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.

The centerpiece of our circular economy effort is our [Ceilings Recycling Program](#)—the nation’s first ceiling 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 217 million square feet of discarded ceiling materials from landfills. Use our [diversion savings calculator](#) to learn more.

How We’re Accelerating Our Circularity Efforts:

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

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



Over
217 Mft²

of ceiling tiles have been diverted from the landfill since the start of our takeback program.

Diverting Old Ceilings Assists in 95% Waste Diversion in New Orleans LEED Gold Renovation

With ambitious sustainability targets and a tight timeline, the New Orleans Ernest N. Morial Convention Center (NOENMCC) recently undertook an extensive interior renovation, covering more than 384,090 square feet of exhibit space. NOENMCC had already established a strong commitment to sustainability and was determined to build on it. The center had received a LEED Gold certification, making it the largest LEED project in Louisiana and the largest convention center awarded LEED 4.1—the next-generation standard for green building practices. Its existing benchmark of sustainability requirements further intensified the focus on reducing waste, diverting materials from landfills and enhancing energy efficiency wherever possible.

To drive this transformation, Armstrong helped with the deconstruction of the old materials and then supplied two types of high-recycled content ceiling panels with up to 87% recycled content and a grid with up to 30%.

The Facility Maintenance and Renovation policy required a minimum of 50% diversion of project waste. Armstrong provided an end-of-use solution with our Ceilings Recycling Program, which diverts used ceiling tiles from landfills to give them new life in future Armstrong products. Armstrong collaborated with facility managers, coordinated transportation and leveraged nearby facilities to ultimately surpass NOENMCC’s 50% diversion target with an estimated 95% of the materials diverted by the end of the first phase of this project. As phase 2 begins in 2024, Armstrong is poised to receive and recycle an additional 300,000 square feet of ceilings—the equivalent of more than five football fields.

This project is a strong example of successful collaboration between all project stakeholders, including defined waste management plans by NOENMCC, adherence to these requirements by the contractor, and a recycling solution for ceiling tiles by Armstrong. By working together, we can drive positive change that is beneficial to all stakeholders and to our environment.



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 refers to the emissions generated during the life cycle of building materials: extraction of raw materials, processing, transportation, manufacturing and disposal or recycling. These emissions are one of the most significant drivers of carbon emissions within the built environment and one of the most overlooked.

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



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

Reduction in Water Intensity of Our Products

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

PRODUCT CARBON FOOTPRINT*

GHG INTENSITY FOR SCOPE 1, 2 & 3 (Mineral Fiber only, metric tons CO₂e/million ft²)

2019  1,190
2023  1,130

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



BÖK Modern Acquisition Propels Architectural Metal Solutions Into the Future of Sustainable Design

The built environment requires a constant balancing act of features: light and sound, air quality and temperature, sustainability and design. Our work focuses on how we can seamlessly bring together each element. How can we provide the foundation to build cost-effective, sustainable spaces that champion both form and function?

In July 2023, we took a significant step to expand our metal architectural design capabilities and help our customers achieve their desired designs more efficiently. We acquired BÖK Modern, a growing leader in architectural metal solutions with a focus on hybrid approaches that integrate architecture, engineering, construction and industrial design.

While many exterior metal elements are supported by bulky, aesthetically unappealing steel structures, BÖK has developed elegant solutions that incorporate the structural support into the design. These designs eliminate unnecessary secondary structures, cutting down on labor and material costs.

Acquiring BÖK Modern expands our portfolio to now feature façades, rainscreens, fencing and interior/exterior partitions. By doing so, we can offer our customers a broader range of advanced metal solutions that prioritize sustainability. For instance, our rainscreens and canopies reduce a building's heat load, thereby cutting down on cooling costs. With more capabilities under one roof, we're helping customers access products that not only look visually stunning but also enhance each space's functionality—inside and out.



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

Design for the Environment

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

While our products already 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, energy reduction and enhanced thermal comfort, along with other features that shape a healthy indoor environment. And it all starts with thoughtful design.

Designing and Testing

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

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

Product Stewardship

We ensure safe use of our products by:

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





Healthy Planet

- 18** Goals and Targets
- 19** Our Approach
- 21** Reduced Carbon Footprint
- 22** Circular Systems
- 23** Protecting Water and Biodiversity
- 24** Sustainable Innovation Across Our Plants

“Behind any meaningful sustainability effort is an energizing exchange of ideas with people committed to take on the challenge. We’re always on the lookout for creative, sometimes unconventional, ways to improve our processes and reduce waste. It is part of our culture and what sets us apart.”

—**JOHN BERTZ**

VP, Mineral Fiber, Planet Pillar Executive Sponsor



Getting to 2030

Our Goals Toward a Healthy Planet*



Reduced Carbon Footprint

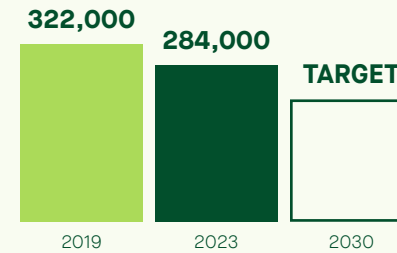
We aim to reduce our GHG emissions and increase our reliance on renewable electricity using targets based on climate science.

TARGETS

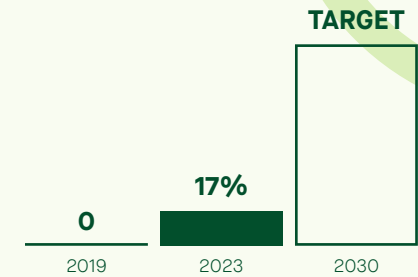
↓ 30% reduction in absolute Scope 1 and 2 GHG emissions compared with a 2019 baseline, in accordance with the SBTi, allowing us to meet a well below 2°C scenario.

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

SCOPE 1 AND 2 EMISSIONS REDUCTION (metric tons CO₂e)



PERCENTAGE OF RENEWABLE ELECTRICITY†



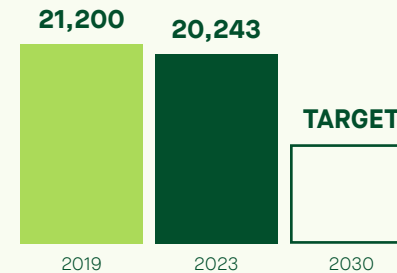
Circular Systems

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

TARGET

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

TOTAL WASTE (metric tons)



Optimized Water

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

TARGET

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

In our Mineral Fiber manufacturing processes (our most water-intensive) we are continuously working to enhance efficiency and increase water recycling in an effort to scale these enhancements across our operations.

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

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

Collective Action Is the Way Forward

Since we crafted our first product from cork scrap nearly 160 years ago, sustainability has been woven into our history. This mindset has grown in momentum over the years, with a recent surge in awareness and urgency across the company. At Armstrong, we're focused on protecting Earth's vital resources to build a healthier future for everyone. Our Healthy Planet pillar guides us in managing energy, emissions, water, materials and biodiversity. We've set 2030 targets, aligned with climate science, to ensure we're on the right track. With a focus on optimizing our resource use, we're developing solutions that empower our customers to join us in reducing their environmental impact—a collective step toward a more sustainable future.



Creating Internal Change in 2023

As a company we recognize our important role in driving impactful initiatives to address climate change, as evidenced by our 2030 targets. We are working diligently across our organization to build the road maps necessary for success.

Part of that work includes changing the conversations we have internally. The more effectively we can present our data, the more likely others are to engage.

At each stage of manufacturing, we're minimizing waste and designing it out. This includes upgrading to more efficient equipment, diversifying our renewable energy sources and strengthening our recycling programs for better resource management. By collaborating with innovative partners, we're extending sustainable practices throughout our supply chains—and theirs. We're translating our goals into actionable results, creating a clear road map that allows our team to easily understand what we've achieved, where we're headed and what the lasting impact of our work will be.

The journey is ongoing—and as we continue to evolve, our commitment to the Planet pillar remains strong. We are committed to continually operationalizing our sustainability targets and further developing our road maps to our 2030 targets.



Johnstown Metal Plant Expansion Sets New Standard for Sustainable Manufacturing

To meet rising demand with greater efficiency, our Johnstown, Ohio, metal plant needed to expand capacity and capabilities. In 2023 the site underwent a transformative expansion that nearly doubled its manufacturing space and introduced state-of-the-art technology like a high-speed perforator and in-house powder-coating and sublimation capabilities. The plant's enhanced flexibility opens up new possibilities for faster processes with fewer environmental impacts.

This expansion also gave rise to a wastewater treatment facility to ensure the new powder-coating line adhered to environmentally responsible practices. Soon this recycled water will be used for irrigation throughout the community.

By innovating at each stage, these new facilities mark a step toward a more sustainable future. As Armstrong's first and only powder-coating facility, the Johnstown plant gives us a means to ensure that the coatings are free of chemicals of concern. And by insourcing much of our metal production to central Ohio, conveniently located between major cities, we can shorten the distance our products travel to further reduce transportation emissions. The partnerships that have evolved with local Johnstown organizations are an added bonus—and a powerful reminder that committing to local environmental responsibility is not only good for the planet but good for community and business.

SAVINGS INNOVATIONS AT EVERY STEP



PERFORATE, CUT AND SHAPE

Metal sheets are perforated, precisely cut and then folded into shape. Accuracy at each step saves energy and minimizes waste.



WASH AND REUSE WATER

Metal parts are cleaned in a five-stage wash system. Wastewater is treated and repurposed for irrigation.



APPLY POWDER COATING

An electrostatic charge adheres powder coating to the metal without emitting harmful chemicals.



Some metal parts are finished with sublimation printing that fuses woodlike designs into the metal.



SEND FOR DELIVERY

Finished parts ship from our central facility, reducing transportation and emissions for a healthier workforce and planet.

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 urgent need for collaborative action to preserve Earth's resources.

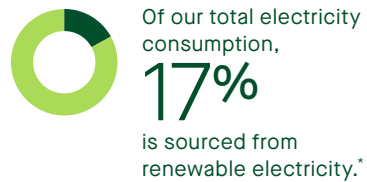
We've set ambitious goals to reduce our Scope 1 and 2 GHG emissions by 30%. Our road map to reaching this target includes:

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

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

Reaching for 100% Renewable Electricity

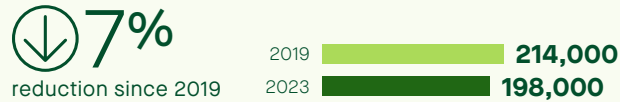
Our action plan is designed not only to reduce our carbon emissions but also to enable us to achieve 100% renewable electricity sourced directly or indirectly by 2030.



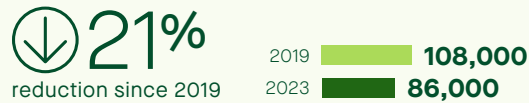
*The percentage being reported is what we procure, not what is already on the grid.

MARKET-BASED EMISSIONS[†]

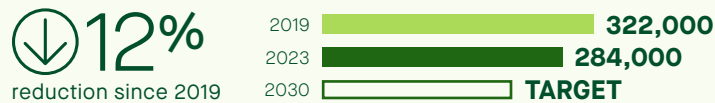
SCOPE 1 EMISSIONS (metric tons CO₂e)



SCOPE 2 EMISSIONS (metric tons CO₂e)



TOTAL SCOPE 1 AND 2 EMISSIONS (metric tons CO₂e)



[†]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 approach to manufacturing that embraces reuse, repurposing and recycling becomes increasingly urgent. At Armstrong, we’re working to design waste out of our value chain, help our customers and end users do the same, and unlock economic opportunity.

Reducing Waste, Maximizing Resources

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, repurposed and recycled.

How We’re Getting There:

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



\$4.5 trillion

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

2023 WASTE GENERATION (metric tons)

NONHAZARDOUS
WASTE INCINERATED

752

TOTAL HAZARDOUS
WASTE

58



NONHAZARDOUS
WASTE LANDFILLED

19,433

Repurposing Fiber Waste Into Sustainable Sources

Unlocking sustainability often involves recognizing the value in what can be described as scrap. This shift in mindset led us to a breakthrough in the tissue and towel industry’s rejects—fiber considered waste—but with the potential to improve the circularity of our manufacturing processes.

In 2018, Irving Tissue’s new tissue mill in Macon, Georgia, presented a prime opportunity for our Macon plant. We performed extensive testing from 2019 to 2020 to confirm that the mill’s fiber waste was a viable alternative to the materials we’ve used for decades. In spring 2021, we began small-scale testing, gradually expanding to large-scale operations later that year. By spring 2022, we had successfully integrated the fiber into our processes, running loose fiber daily. This move not only reduced landfill waste but also replaced 4,500 tons of dry fiber at a much lower cost.

The success of our partnership with Irving gained attention for its cost-saving benefits and sustainable approach, and it gave us the opportunity to identify a second source of waste stream fibers through another industrial packaging company. In 2023, we began by working on small-scale batch processes to validate the circularity opportunity.

What began as an unconventional partnership quickly expanded to another and is likely to create more waste-reduction opportunities that benefit each operation.

Protecting Water and Biodiversity

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

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

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

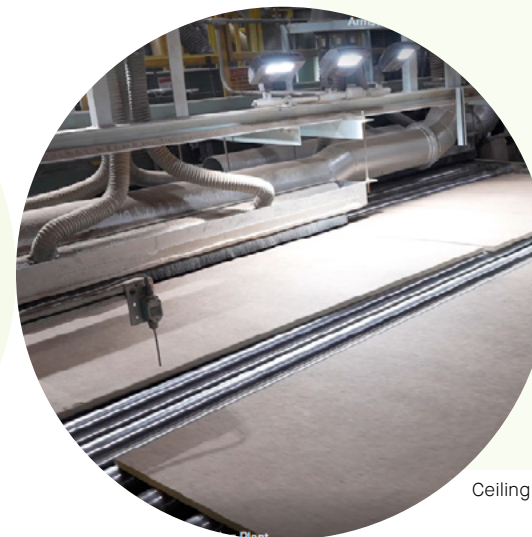
- Across all our facility locations, we’re committed to conserving water and protecting local watersheds from pollution.
- In our Mineral Fiber manufacturing processes, our most water-intensive, we are continuously working to enhance efficiency and increase water recycling.
- We customize our approach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

 **699 Mgal**
of water across our operations, a 5% decrease compared with our 2019 baseline.

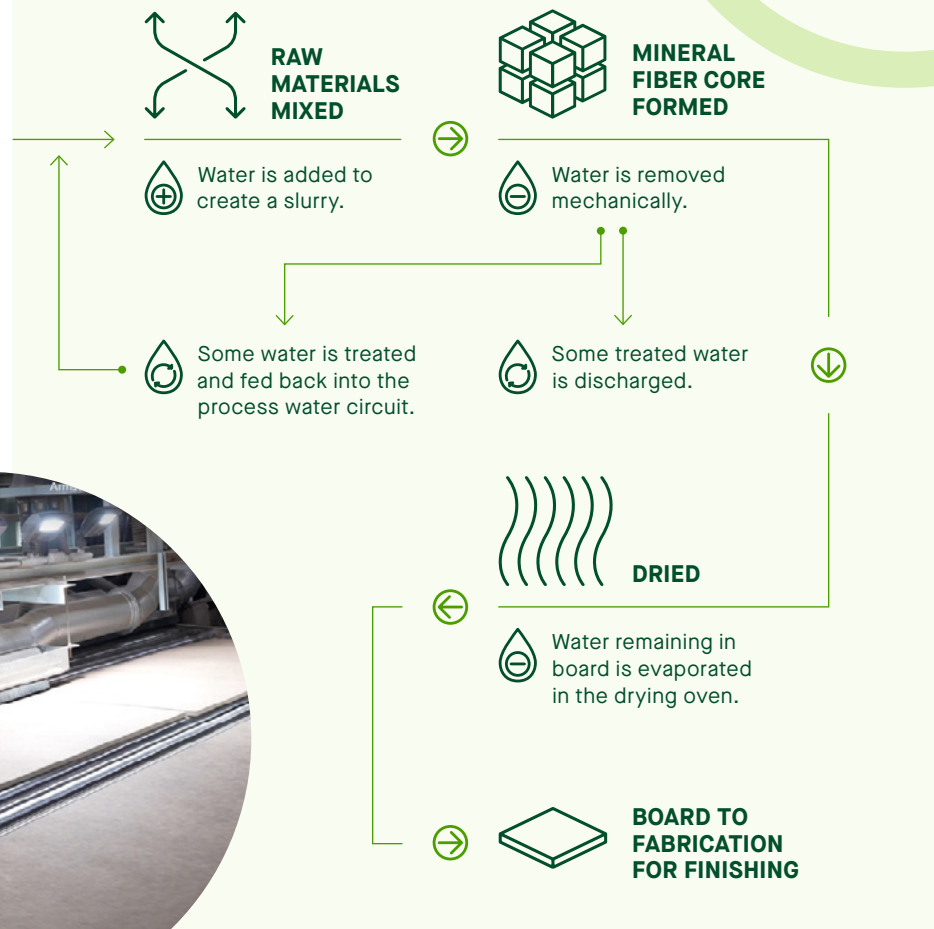
Seeding Sustainability Through Biodiversity

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

As a business that relies heavily on natural resources, we recognize our responsibility to be good stewards of the ecosystems we impact.



WATER USE IN OUR MINERAL FIBER CEILING MANUFACTURING



Ceiling plant in Marietta, Pennsylvania

Sustainable Innovation Across Our Plants



Millwood Plant

Operational Changes and Reliability Improvements Reduce Power Loads

At our Millwood plant, our team's problem-solving skills helped us innovate and streamline processes, improving operational efficiency. These improvements resulted in record plant reliability levels and the highest electrical efficiency levels since 2017. Through these efforts, we reduced GHG emissions.



Pensacola Plant

Innovations Drive Savings in Materials and Energy

At our Pensacola plant, we achieved a significant win without spending any capital. By relying on process innovations, we made changes to our product recipes to lower energy consumption and operational expenses. Reducing water loads decreased energy use in the drying process, saving materials and energy each year. We also decreased our use of natural gas, cut GHG emissions by 212 metric tons and saved 127,900 pounds of raw materials—roughly the weight of 30 mid-sized cars.



Hilliard Plant

LED Upgrades Bring Energy Savings and Safety Enhancements

Throughout our Hilliard plant facility, office areas and building exterior, we replaced traditional fluorescent lighting fixtures with energy-efficient LEDs, resulting in an annual reduction of energy and maintenance costs. The brighter working conditions also enhanced safety and visibility and reduced maintenance work at elevated heights. Plus, by eliminating the need for hazardous disposal of fluorescent bulbs, we furthered our commitment to waste reduction and environmental stewardship.



Thriving People and Communities

- 26** Goals and Targets
- 28** Our Approach
- 29** Safe and Healthy Employees
- 31** Community Engagement
- 32** Grants for Change
- 33** Diverse and Inclusive Workforce

“We’re committed to strengthening our ties with the communities that have long supported us. Beyond meeting the goals we’ve set, we’re consistently asking ourselves, ‘What more can we do? How else can we make a positive impact?’”

—**SALENA COACHMAN**

VP of Talent Sustainability & Acquisition, People Pillar Lead



Getting to 2030

Our Goals Toward Thriving People and Communities



Safe and Healthy Employees

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

TARGETS

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



Community Engagement

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

TARGETS

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

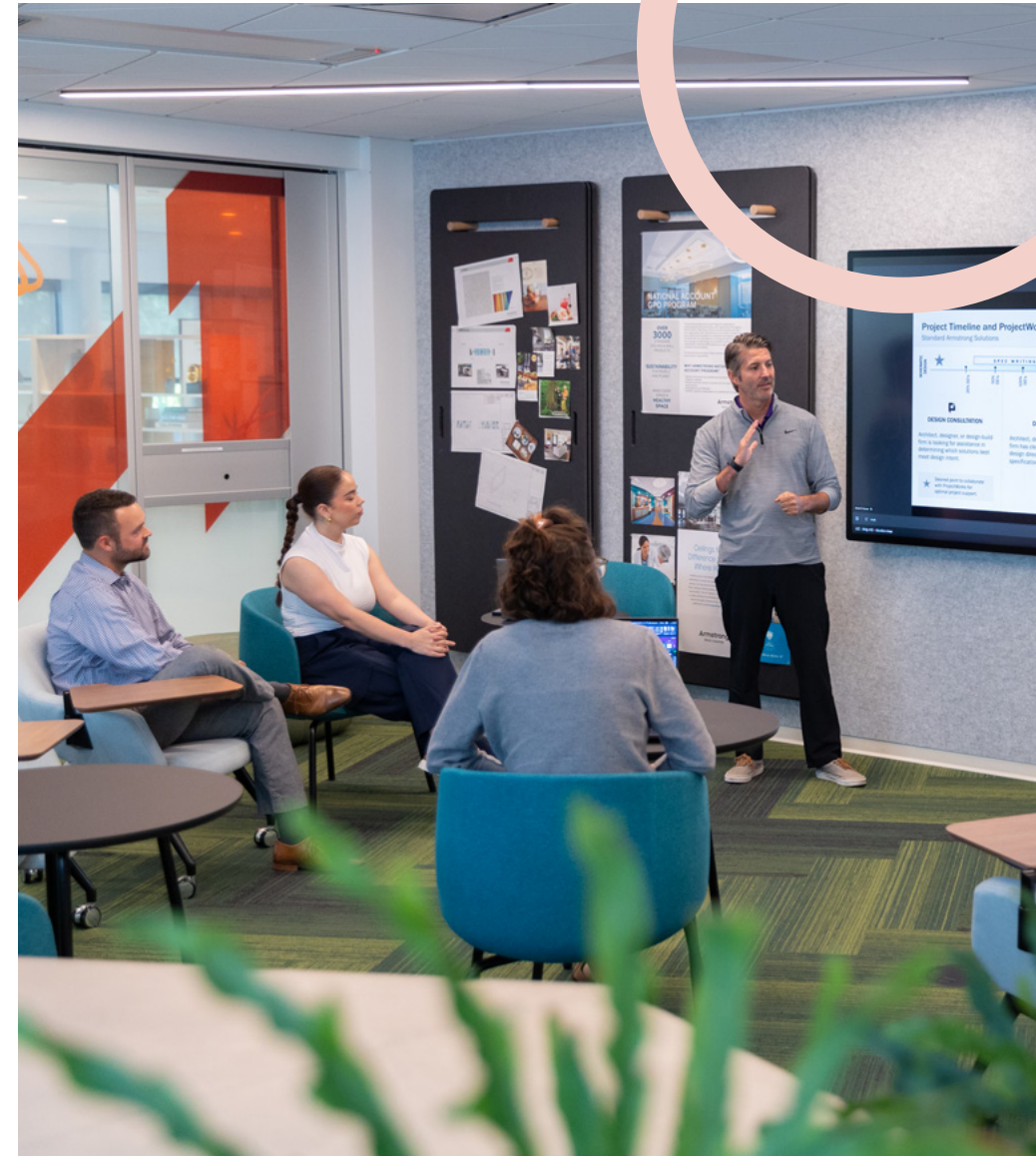


Diverse and Inclusive Workforce

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

TARGETS

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



A Purposeful Commitment to Our People and Communities

At Armstrong, we believe that healthy spaces and healthy communities go hand in hand. The products we create directly impact people's health, safety and well-being. When we create a culture of belonging—one that embraces diverse ways of thinking and advocates for the people we serve—our products only get better. And when our products are better, our people are more fulfilled, and our communities get even healthier.

Our long-standing commitment to health and safety begins within our own walls and extends into the communities we're a part of. By investing in local organizations and community engagement, we can directly give back to the people who have helped us grow. We're building the lasting partnerships we need to shape a sustainable future, together. Because when our communities thrive, so do we.



Working Together To Build Opportunities for Everyone in 2023

At Armstrong, sustainability is a shared goal. Only with ongoing community support and an understanding of our collective impact can we achieve lasting change. As we strive to be active partners in our communities, we're expanding our focus beyond simply reporting the traditional metrics to creating opportunities for everyone involved in and surrounded by our operations.

We're investing in healthier spaces for our employees and finding creative ways to empower their success both within and beyond the workplace. We're committed to creating an inclusive environment where each employee feels valued and celebrated for the unique contributions they bring. Diversity isn't just a buzzword for us—it's the key to innovation and growth. And we're making sure everyone, no matter their background, has a clear path to success.

Part of this work also includes stepping up our communication efforts across our workforce to ensure we're bringing everyone into the conversation. By actively promoting inclusivity and amplifying diverse voices, we're determined to widen our impact—not only to enhance our organizational success but, more importantly, to uplift the people and communities that make our work matter.



Bridging the Talent Gap With Technician Apprenticeships

Sometimes it's not about finding the right talent—it's about helping create it. We're working to build relationships with local educational institutions to provide hands-on experiences for students, and we're expanding apprentice programs that provide opportunities to existing employees to elevate their careers.

At our Hilliard plant in central Ohio, we are partnering with nearby Columbus State Community College as part of a work-study program that pairs students with local manufacturers. We provide the essential hands-on experience and education students need to become qualified technicians. By doing so, we not only fill our talent gap but also cultivate a highly skilled workforce that contributes to the growth of the local community.

Our Macon, Georgia, and Marietta, Pennsylvania, plants are also focused on developing existing Armstrong employees. In Marietta, the plant offers a range of apprenticeships in mechanical, electrical and electro-mechanical fields. After completing 8,000 hours of on-the-job training and nearly 600 hours of formal classroom training, graduates receive their journeyman license, a state-recognized endorsement of their skills. Our Macon plant's program also combines hands-on experience with evening classes, resulting in a Certificate of Apprenticeship in Industrial Manufacturing that opens up more opportunities in the field.

With a growing demand for trade skills, these apprenticeship programs offer a way forward. Employees who enter our doors without formal training are walking out as skilled tradespeople. It's a testament to our company mindset. By finding creative ways to strengthen both our manufacturing processes and the people who execute them, we create success for our plants, our employees and the industry at large.



Health and Safety at the Core of Our Culture

Protecting Our Employees' Physical Safety

The health and safety of all our employees is the core of our company. We take a number of measures to prioritize safety:

1. We are enhancing systems to address ongoing facility risks such as airborne dust, high noise levels and ergonomic issues and to adapt to changing facility conditions.
2. We are continuing to take measures to minimize heat-related illnesses intensified by climate change, such as investing in indoor cooling units and outdoor misting tents.
3. We have a dedicated Environment, Health and Safety Hazard Management Team that works to identify, mitigate and correct workplace risks, including investigating employee reports of potential hazards.
4. Our safety management system covers 100% of employees and includes processes, procedures and regular tracking and review to aim for zero workplace injuries. Because of this system, we significantly reduced OSHA recordable incidents in 2023. Learn more about [safety management](#) on our website.
5. 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 2023

OSHA RECORDABLE INJURIES:

↓ 21%
reduction YOY

OSHA RECORDABLE FATALITIES:

0
fatalities in 2023

OSHA TOTAL RECORDABLE INCIDENT RATE:

↓ 21%
reduction YOY



Manufacturing Sites' Ergonomics Campaign Reduces Workplaces Injuries by 71%

From 2018 to 2022, nearly one-fourth of all injuries at Armstrong were related to ergonomic issues. Our Environmental Health and Safety team took this as a prime opportunity to enhance workplace well-being and launched the 2023 Ergonomics Campaign.

First, we focused on educating our teams about the basics of ergonomics: essential principles, best practices (such as proper lifting techniques), and setup tips for offices and remote work. We then rolled out the Ergonomics Risk ID Challenge across all our manufacturing sites. Each site identified potential ergonomic hazards in their workplace and proposed effective modifications.

The outcome? A significant 71% drop in ergonomic-related injuries compared with 2022. As a result, we've allocated additional capital funds to implement five strategic ergonomic improvement projects across our manufacturing sites. Each project is a direct investment in our team's well-being. By prioritizing ergonomic safety, we not only significantly reduce the risk and costs of workplace injuries but also reinforce our commitment to creating a more sustainable, efficient and innovative manufacturing environment.

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

Basic Human Rights Are Nonnegotiable

Our dedication to human rights is a crucial way we contribute to overall employee and community well-being.

Within our [Human Rights Policy](#), [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 our company's strength lies in the relationships we build with our employees. To manage a workforce that combines union and non-union employees, we prioritize communication and two-way engagement. We work to facilitate dialogues through the following measures:

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

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. Throughout our 2023 wellness program, we:

- Provided on-site wellness screenings at our plants in partnership with our medical provider
- Held educational workshops and webinars on nutrition, fitness and financial health
- Conducted wellness challenges throughout the year



Engaging With Our Communities

As a major employer in our local communities, we have the potential to make a profound contribution to the places 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 by sponsoring engagement activities as well as providing avenues for employee giving and volunteering.

Beyond charitable giving, our team members are actively engaging in the communities where we operate.

Giving Back With AWIF

For nearly four decades, 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 by prioritizing early childhood education for underserved children

Supporting Employee Giving

We support our employees' efforts in their local communities through our Employee Choice Matching program, our donation-matching initiative that enables employees to direct funds to qualifying nonprofit organizations they are passionate about. 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 AWIF to support a community cause of its choosing.

Organizations supported in 2023 include:

- American Heart Association
- Lancaster Science Center
- Girls on the Run

In November 2023, we also celebrated ExtraGive—24 straight hours focused on individual donation to more than 400 local organizations in our region.



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

CHARITABLE GIVING SNAPSHOT



- AWI Foundation Grants: **\$410,000**
- AWI Foundation Giving: **\$185,000**
- Direct Corporate Giving: **\$432,000**

Grants for Change

Better Building Grants

AWIF awarded its 2023 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 facilities in good working order. These renovation grants also included product donations from AWI.

Renovation Grants:

Spanish American Civic Association, Tec Centro

\$100,000 to the Spanish American Civic Association (SACA) to assist with renovations of the Tec Centro Southwest facility, which will host SACA's second workforce development facility in Lancaster City Pennsylvania. The renovation will increase training capabilities.

LancasterHistory, Thaddeus Stevens & Lydia Hamilton Center for History and Democracy

\$100,000 toward LancasterHistory's Thaddeus Stevens & Lydia Hamilton Center for History and Democracy, rehabilitating Congressman Thaddeus Stevens' home and law office, preserving a critical piece of Lancaster's history and providing invaluable information to present and future generations.

Charitable Giving

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 2022–2023 giving season, our employees contributed more than \$125,000.

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

Plant Grants:

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

Together We Grow Community Gardens

\$5,000 Newark, Ohio

Manna

\$5,000 Pensacola, Florida

Community Foundation of Jackson County

\$10,000 Millwood, West Virginia

Mid-Ohio Food Collective

\$10,000 Hilliard, Ohio and Johnstown, Ohio

Maintenance Grants:

Each of the following organizations received \$25,000 grants toward maintenance projects in their building spaces.

Lancaster Cleft Palate Clinic

Bright Side Opportunities Center

Lancaster Science Factory



Better Building Grant Empowers Future Innovators

CHICAGO, OHIO

To shape lasting community change in the built environment, we're fostering the growth of its future leaders. Recently, we granted \$55,000 to Mobile Makers, a nonprofit dedicated to making design education accessible to all.

The grant and product from Armstrong helped to renovate a warehouse space (donated by the Chicago Bulls) where Mobile Makers can host children and the community and create additional learning opportunities.

By supporting transformative nonprofits like Mobile Makers, we're investing in the next generation of innovators—those who will carry our work forward to inspire a more sustainable future.

“Because of Armstrong, our build-out is fully funded! We're so incredibly excited to be one step closer to constructing our dream space.”

—MOBILE MAKERS TEAM

Shaping a Diverse and Inclusive Workforce

At Armstrong, we strive to create a culture 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 and inclusion, 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 diverse talent pools for hiring, we are creating a workplace that reflects the communities we serve.



WHO WE ARE TODAY

Here's a snapshot of our demographics as of December 31, 2023, compared with previous years.

LEADERSHIP

Gender (% Female)



Diversity (% People of Color)



PRODUCTION

Gender (% Female)



Diversity (% People of Color)



MID-LEVEL MANAGERS AND STAFF

Gender (% Female)



Diversity (% People of Color)



TOTAL COMPANY

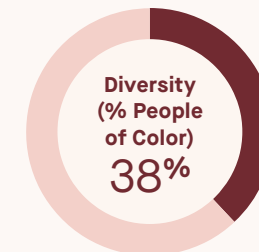
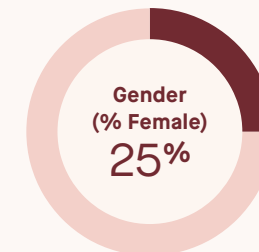
Gender (% Female)



Diversity (% People of Color)



2023 BOARD OF DIRECTORS



Note: All data reflects U.S. employees only. Leadership refers to director level and above. Mid-level managers and staff represent senior managers, early career and remaining salaried and hourly non-production staff. Production workers represent hourly production plant employees.

Shaping a Diverse and Inclusive Workforce (Continued)

How We Build Our Inclusive Culture:

- Embed diversity and inclusion initiatives into our overall strategy, with policies that prioritize equal opportunities and a dedicated Vice President of Talent Sustainability & Acquisition 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, performance management, succession planning and access to on-demand learning
- Offer comprehensive benefits* that support holistic physical, financial and mental health, with access to programs that enhance overall well-being.



100%

of salaried employees received recurring inclusion training in 2023.



75

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

A Bilingual Approach Fosters a Culture of Inclusion

Creating a diverse and inclusive workplace goes beyond hiring. It's about continuously welcoming, respecting and valuing each employee for their unique contributions. In Chicago, two of our Architectural Specialties facilities are leading the way, helping the city's sizable Spanish-speaking population feel at home.

With bilingual signs posted around facilities, supervisors fluent in both Spanish and English, and translated policy and safety information, the plants ensure that each employee can access essential resources. Both locations also find ways to celebrate cultural differences in casual, everyday interactions. Managers regularly chat in Spanish with employees and host employee luncheons featuring cuisines that honor Latin American cultures.

These seemingly small gestures—a bilingual sign or familiar dish—have had a substantial impact on our workplace. They've improved job performance and increased Spanish-speaking employees' retention rates. More than simply welcoming employee differences, we're celebrating them actively and intentionally.



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

Shaping a Diverse and Inclusive Workforce (Continued)

Expanding Our Employee Resource Groups

Our volunteer-driven Employee Resource Groups (ERGs) provide spaces for employees to connect based on shared backgrounds or identities. This year, our employees established two new ERGs, and we plan to further expand our range of ERGs in the coming years. Current groups include:



AWARE: Armstrong Women Achieving Real Excellence

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



BOLD: Black Organization of Leaders and Doers

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



AQUA: Armstrong Queer Unity Alliance

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



Appendix

- 37** About This Data
- 38** Our Governance
- 40** 2023 Performance Summary
- 44** GRI Content Index
- 53** SASB Index
- 55** TCFD Index
- 56** UN Global Compact Index
- 57** UN SDGs

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 (TCFD). This report also serves as Armstrong World Industries United Nations Global Compact Communication on Progress.

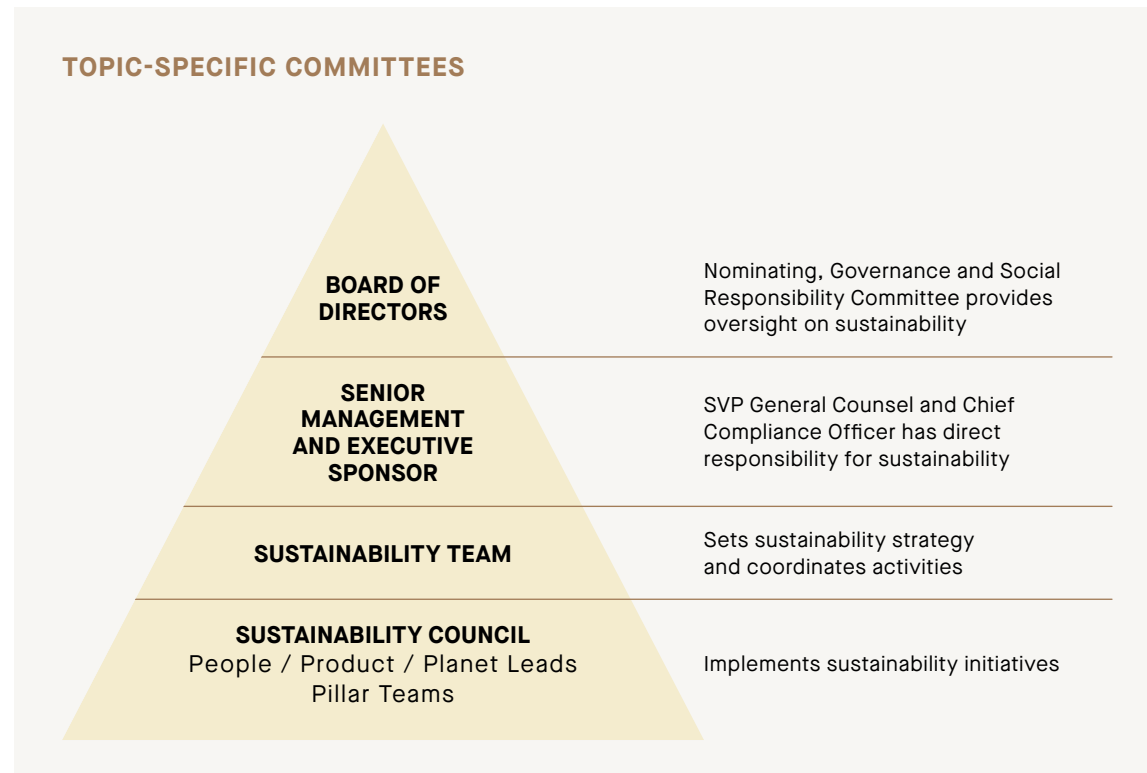
Forward-looking Statement

Our 2030 Sustainability Goals, KPIs, projects, plans, targets and expectations are long-term, directional and aspirational, and, by their nature, include forward-looking statements as such term is defined in Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, and such statements are intended to be covered by the safe harbor provided by the same. Statements of aspiration, future events or conditions, including forward-looking statements, are sometimes identified by the words “will,” “should,” “intend,” “expect,” “estimate,” “believe,” “could,” “project,” “target” or other similar words or expressions. Forward-looking statements in this document may include, but are not limited to: statements regarding our sustainability goals, KPIs, projects, plans, metrics, affiliations, pledges, commitments and strategies. By their nature, they are based upon current plans, estimates and expectations that are subject to risks, uncertainties and assumptions. As such, no guarantees or assurances are made that they will be achieved or successfully executed. Additionally, the Sustainability data, statistics and metrics included herein, unless otherwise specifically indicated, are non-audited estimates, were not prepared in accordance with U.S. generally accepted accounting principles (GAAP), apart from limited external assurance on 2019, 2022 and 2023 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 Principles and ongoing stakeholder engagement form the backbone of our sustainability program. We empower our teams with ongoing sustainability education, training and hands-on collaboration opportunities that help us continue to provide product solutions that leave a positive impact.



Corporate Governance

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

Learn more about:

[Corporate Governance Codes & Policies](#)

[Armstrong World Industries Board of Directors](#)

[Armstrong World Industries Board Committees](#)

Enterprise Risk

Our risk management process is overseen by the Board and Audit Committee and led by the Internal Audit Team. An internal risk council, composed of executive leaders from several business segments, identifies and develops risk mitigation measures. See the Risk Factors section of the [Company's 2023 Annual Report](#) for more information.

In 2023, we conducted a company-level physical asset risk analysis for climate change scenarios within the TCFD framework.

Data Integrity

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

Our Governance (Continued)

Ethical Policies and Practices

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

Comprehensive Compliance Oversight

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

Investing in Compliance Training

All employees receive Code of Business Conduct training on workplace behavior, including anti-harassment. Employees in sensitive areas also receive periodic anti-corruption and/or antitrust training. Our Compliance Team continuously 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](#).

2023 Performance Summary

Our Sustainability Goals and Targets

We have established nine goals under our three sustainability pillars. They reflect our evolving materiality analysis and align with the UN SDGs and other reporting frameworks. Armstrong continues to work toward our 2030 targets.

GOALS			TARGETS	TARGET DATE		
Healthy and Circular Products	Sustainably sourced products	We aim to create products and solutions from healthy, sustainably sourced materials by eliminating chemicals of concern through sustainable supply chains.	100% of our products are free of chemicals of concern.	2030		
			100% of our products have verified transparency.	2030		
			100% of our material sourcing activities are evaluated for social, ethical and environmental performance.	2030		
Healthy Planet	Circular products	We aim to design our products to be recycled, reused or repurposed and drive circularity in our operations, with customers and throughout our value chain.	50% of our products have a viable path to be recycled, reused or repurposed at end of use.	2030		
			Reduced carbon and water footprint	We aim to make a positive contribution to spaces and the environment by decreasing our products' carbon and water 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 2°C scenario.	2030		
			100% of our electricity needs are sourced directly or indirectly from renewable electricity.	2030		
			Circular systems	We aim to eliminate waste through innovative manufacturing processes and by creating circular systems from order to delivery.	50% reduction in absolute waste from our operations, compared with a 2019 baseline.	2030
Thriving People and Communities	Protecting Water and Biodiversity	We aim to optimize our use of water and contribute to water management and restoration efforts by reducing our reliance and impact on local water systems.	100% of our water management practices include measures designed to minimize usage and environmental discharge.	2030		
			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					
Thriving People and Communities	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		
Thriving People and Communities	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		

2023 Performance Summary (Continued)

Key Sustainability Data

HEALTHY AND CIRCULAR PRODUCTS		2019	2020	2021	2022	2023
Percentage of product sales free of chemicals of concern		55%	58%	57%	58%	61%
Percentage of product sales with verified transparency		55%	58%	57%	58%	68%
Product carbon footprint (Mt CO ₂ e)		1,291,000	1,116,000	1,146,000	1,129,000	1,173,000
HEALTHY PLANET		2019	2020	2021	2022	2023
Carbon¹ in metric tons CO ₂ e:	Scope 1 emissions	214,000	199,000	206,000	196,000	198,000
	Market-based Scope 2 emissions	108,000	93,000	91,000	88,000	86,000
	Total market-based Scope 1 & 2 market-based emissions	322,000	292,000	297,000	284,000	284,000
	GHG intensity for Scope 1, 2 & 3: Mineral Fiber only (metric tons CO ₂ e/million ft ²)	1,190	1,180	1,130	1,100	1,130
	Location-based Scope 2 emissions				103,000	97,000
Energy¹ in megawatt hours	Percentage of renewable electricity	0%	0%	10%	13%	17%
	Direct energy consumption	1,179,000	1,096,000	1,137,000	1,085,000	1,094,000
	Indirect energy consumption	260,000	246,000	258,000	257,000	250,000
	Energy intensity for Scope 1 & 2: Mineral Fiber only (MWh/million ft ²)	1,530	1,590	1,600	1,570	1,610
Waste² in metric tons	Total waste	21,180	20,960	23,110	20,970	20,243
	Nonhazardous waste landfill	20,860	20,550	22,820	20,770	19,433
	Nonhazardous waste incinerated	270	320	190	120	752
	Hazardous waste	50	90	100	90	58
Water³ Mgal	Water used	733	687	713	733	699
Air Quality⁴ in metric tons	Nitrous oxides (NOx)		150	130	129	147
	Volatile organic compounds (VOCs)		550	530	503	501
	Particulate matter (PM)		240	240	230	232
	Hazardous air pollutants (HAPs)		90	80	79	86
	Carbon monoxide (CO)		2,410	2,170	2,026	2,034
	Sulfur oxides (SOx)		40	60	62	49
	Ammonia (NH ₃)		70	60	57	54

2023 Performance Summary (Continued)

THRIVING PEOPLE AND COMMUNITIES			2019	2020	2021	2022	2023
Health and safety⁵	OSHA recordable injuries		37	38	51	39	31
	OSHA total recordable incident rate		1.62	1.55	1.76	1.30	1.03
	Fatalities		0	0	0	0	0
Charitable giving U.S. dollars in thousands				\$544	\$834	\$623	\$600
Employee data by gender (global) Percent (%)	Total employees	Male	75%	73%	73%	73%	
		Female	25%	27%	27%	27%	
	New hires	Male	71%	69%	72%	74%	
		Female	29%	31%	28%	26%	
	Employee turnover	Male	9%	12%	16%	9%	
		Female	7%	12%	16%	10%	
	Leadership	Female		23%	24%	24%	
	Mid-level managers and staff	Female		38%	38%	36%	
Production	Female		15%	16%	17%		
Employee data by age (global) Percent (%)	Total employees	<30	15%	15%	15%	15%	
		30-50	43%	43%	43%	44%	
		50+	41%	41%	42%	42%	
	New hires	<30	33%	37%	35%	36%	
		30-50	45%	44%	45%	46%	
		50+	22%	19%	20%	18%	
	Employee turnover	<30	13%	10%	15%	9%	
		30-50	5%	10%	15%	9%	
		50+	10%	10%	11%	8%	
Employee data by minority status (U.S. only) Percent (%)	Total U.S. employees		23%	25%	28%	31%	
	New employee hires		20%	34%	37%	42%	
	Employee turnover		7%	13%	15%	9%	
	Leadership			12%	12%	11%	
	Mid-level managers and staff			15%	18%	19%	
	Production			15%	16%	44%	
Board of Directors Percent (%)	Gender	Male	78%	78%	78%	75%	
		Female	22%	22%	22%	25%	
	Minority status		22%	22%	33%	38%	
Independent status		88%	88%	88%	88%		
Senior leadership Percent (%)	Gender	Male		57%	57%	67%	
		Female		43%	43%	33%	
	Minority status		14%	29%	33%		

2023 Performance Summary (Continued)

Notes About Data

- Certain 2019, 2020, 2021 and 2022 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 recent acquisitions of BÖK Modern or Insolcorp, discontinued operations (our international businesses in Europe, the Middle East and Africa, including Russia, and Asia-Pacific, which we sold to Knauf International GmbH in Sept. 2019) or the WAVE joint venture.
- Unless otherwise noted, data related to acquired entities is included in the figures disclosed only for the time periods after acquisition.
- We have limited external assurance of 2019, 2022 and 2023 Scope 1 and 2 GHG emissions. We have not obtained any third-party assurance for the other data presented in this document.
- Data within this report represents our best attempt at collecting accurate information about our performance on key issues. As we improve and formalize our data tracking systems, we may retroactively adjust figures in future reports.
- All data reflects U.S. employees only. Leadership refers to director level and above. Mid-level managers and staff represent senior managers, early career and remaining salaried and hourly non-production staff. Production workers represent hourly production plant employees.



See our full SCS Global Services Footprint Verification Report online.

1

- 2020 carbon and energy figures exclude data from TURF, 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. 2020 figures exclude data from TURF, MOZ and Arktura.
- 2019, 2020, 2021 and 2022 waste figures exclude our campus headquarters.
- The increase from 2020 to 2021 in hazardous waste was due to disposal of a large amount of chemicals that became unusable due to acquisitions and consolidation of operations.

3

- 2019, 2020, 2021 and 2022 water figures exclude data from our Montreal facility and our campus headquarters. 2022 figures also exclude Steel Ceilings, Inc. and TURF data. 2023 water figures exclude GC Products.

4

- Air quality data for 2020 and 2021 includes all facilities except Arktura.

5

- 2021 injury increase is attributed to missing the OSHA allowable re-test window of employee hearing tests (Standard Threshold Shift (STS) testing) due to staffing changes. Typically, this re-test would 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.
	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. The Audit Committee also oversees management's processes for validation of data prior to issuing material public sustainability disclosures.
	2-15 Conflicts of interest	Corporate Governance Principles, pages 4-6	
	2-16 Communication of critical concerns	Board Committees	Critical concerns can be sent to the Board email address at directors@armstrongceilings.com or via letter to the General Counsel's office, and employees can also report issues to the Board on the Ethics hotline, routed through the Office of Compliance.
	2-17 Collective knowledge of the highest governance body	Sustainability Governance, 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 sustainability topics.
	2-18 Evaluation of the performance of the highest governance body	Nominating, Governance, and Social Responsibility Committee Charter	On an annual basis, the Board conducts an 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	2024 Proxy statement	
	2-20 Process to determine remuneration	2024 Proxy statement	
	2-21 Annual total compensation ratio	2024 Proxy statement	
	2-22 Statement on sustainable development strategy	A Message From Our President and CEO	
	2-23 Policy commitments	Communication on Progress	We are a 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 Diverse and Inclusive Workforce, Thriving People and Communities	
	2-26	Mechanisms for seeking advice and raising concerns	Board Committees Safe and Healthy Employees Sustainability Governance, 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	2023 Annual Report	
	201-2	Financial implications and other risks and opportunities due to climate change	Reduced Carbon Footprint Circular Systems Protecting Water and Biodiversity	Although we have communicated high-level climate change risks and opportunities within the report, the exact financial implications have not been specified.
	201-3	Defined benefit plan obligations and other retirement plans	2023 Annual Report	
	201-4	Financial assistance received from government	2023 Annual Report	Armstrong receives tax credits and benefits from the U.S. government as outlined in our annual report.
301: Market Presence 2021	3-3	Management of material topics	Community Engagement	
203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Community Engagement	
	203-2	Significant indirect economic impacts	Community Engagement	

Material Disclosures (Continued)

TOPIC	DISCLOSURE		LOCATION	EXPLANATION
204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Sustainably Sourced Products	
	205-1	Operations assessed for risks related to corruption	Sustainably Sourced Products Acquisitions, Our Governance	
205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Investing in Compliance Training, Our Governance	
	205-3	Confirmed incidents of corruption and actions taken		There were no confirmed incidents of corruption in 2023.
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 2023.
	301-1	Materials used by weight or volume	Circular Systems	
301: Materials 2016	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	Protecting Water and Biodiversity	
	303-2	Management of water discharge-related impacts	Reduced Carbon and Water Footprints Protecting Water and Biodiversity	
	303-5	Water consumption	Reduced Carbon and Water Footprints Protecting Water and Biodiversity	
304: Biodiversity 2016	304-2		2022 Sustainability Report	
	304-3		2022 Sustainability Report	

Material Disclosures (Continued)

TOPIC	DISCLOSURE	LOCATION	EXPLANATION
305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Reduced Carbon Footprint
	305-2	Energy indirect (Scope 2) GHG emissions	Reduced Carbon Footprint
	305-4	GHG emissions intensity	Reduced Carbon Footprint
	305-5	Reduction of GHG emissions	Reduced Carbon and Water Footprints Reduced Carbon Footprint
			2020
			2021
			2022
			2023
		Nitrous Oxides (NOx)	150
		Volatile Organic Compounds (VOCs)	550
		Particulate Matter (PM)	240
		Hazardous Air Pollutants (HAPs)	90
		Carbon Monoxide (CO)	2,410
		Sulfur Oxides (SOx)	40
		Ammonia (NH ₃)	70
			60
			57
			54
306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Circular Systems
	306-2	Management of significant waste-related impacts	Circular Systems Protecting Water and Biodiversity, Healthy Planet
	306-3	Waste generated	Circular Systems
	306-5	Waste directed to disposal	Circular Systems
307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	2023 Annual Report, Note 27 to Consolidated Financial Statements In accordance with the global standards for sustainability reporting through GRI, Armstrong follows GRI's definition of significant environmental actions as those in which the total cost of fines or penalties are equal to or greater than \$100,000 USD. There are no significant environmental actions to report for 2023.
308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	All suppliers have access to Armstrong's Supplier Code of Conduct, which includes criteria on environmental compliance.
401: Employment 2016	401-1	New employee hires and employee turnover	Diverse and Inclusive Workforce
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	See chart on page 49

Material Disclosures (Continued)

AWI Eligibility for Benefits and Programs (as of 12/31/2023)

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 12/31/2023)

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			AK Arktura LLC
Holiday Pay – Scheduled Holidays	All	All	TL, SC, AC, TF, AK		GC GC Products
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, TF, MZ	TL, SC, AC, MK, TF, MZ			
Short-Term Disability Plan	TL, SC, AC, MK, TF, AK	TF			
Travel Accident Insurance	TL, SC, AC, MK, TF, AK	TL, SC, AC, MK, TF, AK	TL, SC, AC, MK, TF, AK	TL, SC, AC, MK, TF, AK	
Vacation or PTO Pay	All	TF			
Voluntary Benefits	All	TL, SC, AC, MK, TF			
Workers' Compensation	All	All	All	All	

Note: Non-U.S. based employees comprised approximately 8% of our total workforce and therefore have been excluded from the tabular data presented.

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

Material Disclosures (Continued)

TOPIC	DISCLOSURE		LOCATION	EXPLANATION	
402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Safe and Healthy Employees		
	403-1	Occupational health and safety management system	Safe and Healthy Employees		
	403-2	Hazard identification, risk assessment and incident investigation	Safe and Healthy Employees		
	403-3	Occupational health services	Safe and Healthy Employees		
	403-4	Worker participation, consultation and communication on occupational health and safety	Safe and Healthy Employees		
	403-5	Worker training on occupational health and safety	Safe and Healthy Employees		
	403-6	Promotion of worker health	Safe and Healthy Employees		
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safe and Healthy Employees		
	403-8	Workers covered by an occupational health and safety management system	Safe and Healthy Employees	All employees, full-time and contract—are covered by an occupational health and safety management system. The system is audited internally.	
403: Occupational Health and Safety 2018	403-9	Work-related injuries	Safe and Healthy Employees	All injuries reported include all full-time and contract workers together.	
	404-3	Percentage of employees receiving regular performance and career development reviews	Safe and Healthy Employees	Currently all salaried employees receive regular performance and career development reviews. This represents 50% of our employees.	
	404: Training and Education 2016				
	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.
	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 2023.
	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	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 2023 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 2023 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) CO ₂ e	Scope 1 = 198,000 Market-based Scope 2 = 86,000, Location-based Scope 2 = 97,000
		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) NO _x (excluding N ₂ O)	Metric tons (t)	Environmental Compliance 2020: 150 2021: 130 2022: 129 2023: 147
		(2) SO _x	Metric tons (t)	Environmental Compliance 2020: 40 2021: 60 2022: 62 2023: 49
		(3) Particulate matter (PM10)	Metric tons (t)	Environmental Compliance 2020: 240 2021: 240 2022: 230 2023: 232
		(4) Dioxins/furans	Metric tons (t)	Not applicable: We do not emit dioxins/furans during the production process.
		(5) Volatile organic compounds (VOCs)	Metric tons (t)	Environmental Compliance 2020: 550 2021: 530 2022: 503 2023: 501
		(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 (m ³)	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 2023.
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 2023 Annual Report (pages 11, 12, and 17)
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	Reducing Our Carbon Footprint , Tackling Embodied Carbon 2023 Annual Report (pages 11, 12, and 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 , 2024 Proxy Statement
Metrics and Targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Not applicable: We are still defining this component within our business.
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions and the related risks.	Reducing Our Carbon Footprint
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Reducing Our Carbon Footprint : We have two climate change-related targets, including a 30% reduction in absolute Scope 1 and 2 greenhouse gas (GHG) emissions from a 2019 baseline, in accordance with the Science Based Targets initiative (SBTi), allowing us to meet a well below 2°C scenario. The second is 100% of our electricity needs sourced directly or indirectly from renewable electricity by 2030.

United Nations Global Compact Index

AWI became a signatory to the United Nations Global Compact (UNGC) in early 2021, to demonstrate our commitment to collective action toward its principles. The chart for our Communication on Progress is included below, with references to the content in our PDF report. 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 Products
Principle	10	Businesses should work against corruption in all its forms, including extortion and bribery.	Ethical Behavior

United Nations Sustainable Development Goals

	UN SDG	HOW WE ARE SUPPORTING THIS SDG	RELATED SECTION
3	Good health and well-being	We are committed to a strong health, safety and well-being program for our employees and a product portfolio that enables healthy spaces and well-being across areas such as indoor air quality, acoustics and lighting.	Healthy and Circular Products Safe and Healthy Employees
5	Gender equality	We are committed to ensuring a representative, diverse workforce at all levels, and we are training our employees annually on diversity and inclusion.	Diverse and Inclusive Workforce
6	Clean water and sanitation	We have made a commitment to decrease the water intensity of our products by 20% by 2030 and to implement water management practices to minimize usage and protect water quality.	Reduction in Water Intensity of Our Products
7	Affordable and clean energy	We are committed to sourcing 100% renewable electricity by 2030.	Reducing Our Carbon Footprint
9	Industry, innovation and infrastructure	We offer products that can make our customers' infrastructure more resilient, such as our seismic offerings, integration solutions and renovation solutions. We have also invested in technology in innovation, green chemistry, recycling and efficiency. Lastly, our SUSTAIN® products, including our energy-saving tiles, have eliminated chemicals of concern to the 100ppm threshold.	Healthy and Circular Products Sustainably Sourced Products
10	Reduced inequalities	We are focused on reducing inequalities in several ways, including paying our employees at least a living wage across the business, supporting our employees through our affinity groups, and strengthening our communities through partnerships like the Lancaster Boys and Girls Club and others in communities where we operate.	Diverse and Inclusive Workforce Community Engagement
11	Sustainable cities and communities	As a company, we create many products for sustainable construction and energy efficiency, and we continue to expand our new product portfolio to support this mission, such as steel, radiant and high light-reflective ceiling products. Additionally, we partner with different associations, such as the U.S. Green Building Council and Canada Green Building Council, to promote environmentally sound building practices.	Healthy and Circular Products Memberships and Collaborations
12	Responsible consumption and production	We create high-quality products and encourage long-term use where appropriate, to reduce unnecessary waste. Our ceiling tile recycling program has also been running for 24 years, which converts used products into new inventory. Since 1999, 217 Mft ² of ceiling tiles 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 that have been validated by the Science Based Targets Initiative (SBTi) and aim to reduce the level of embodied carbon in our products.	Reducing Our Carbon Footprint Healthy and Circular Products
15	Life on land	We demonstrate our commitment to protecting, restoring and promoting the sustainable use of forests through our TECTUM® ceiling and tile products. We also use Forest Stewardship Council certification for wood-based products. Additionally, we contribute to the National Forest Foundation for the preservation of aspen forests and have created a number of pollinator-friendly habitats around our facilities.	Biodiversity Healthy and Circular Products
16	Peace, justice and strong institutions	We reinforce the need for effective, accountable and inclusive institutions by demonstrating our values in our Code of Business Conduct, our Supplier Code of Conduct, Corporate Governance Principles and our Human Rights Policy.	Ethical Behavior Sustainable Supply Chain
17	Partnership for the goals	We partner with several associations, nonprofit partners and multistakeholder groups to support our efforts to reach our sustainability goals.	Memberships and Collaborations



Headquarters
Armstrong World Industries
2500 Columbia Ave.
Lancaster, PA 17603
717-397-0611
armstrongceilings.com
Published: 05/23/2024



Armstrong[®]
World Industries