

# Values in Action







#### Dedication

For more than 30 years, Dave Kitts, Vice President, Environment, was Mannington's champion of environmental sustainability. Dave led a wide array of environmental initiatives and partnerships over the course of his career. The lasting impact he made will continue to serve our company, customers and industry as we strive to steward environmental, social and governance priorities across our operations.

In 2022, Dave was honored by [Floor Covering Weekly](#) with its Pinnacle Award in the GreenStep Sustainability Awards program for his many contributions to the industry. The publication said, "Dave's been a leader and a champion; he's brought positive change throughout our entire industry and truly exemplifies what it means to be a pinnacle of success in the area of sustainability." Dave retired at the end of 2022, and we dedicate this, our first formal Corporate Responsibility Report, to him.

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#### About This Report

This report provides information on the 2022 initiatives of Mannington Mills, Inc. North American operations, including our Mannington Residential, Mannington Commercial, Phenix and Burke brands. Some information is also included from late 2021 and early 2023. We intend to report annually and next year will provide a full materiality matrix and Global Reporting Initiative (GRI) index in our 2023 report. The corporate responsibility efforts of our U.K.-based Amtico division are available on [Amtico's website](#).

## 2022 Corporate Responsibility Report

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## Generations

Five generations of Campbell family members who have guided or are stewarding Mannington as we look toward the next 100 years.

4

## Principles

Four principles of [United Nations Global Compact](#) assessed company-wide: human rights, labor, environment and anti-corruption.

0

## Emissions

Mannington has committed to net zero greenhouse gas (GHG) emissions by 2050.

36,580

## CO<sub>2e</sub> Offset

36,580 tonnes of carbon dioxide equivalent offset in 2022.

46

## Members

Fellow members of the [Drawdown Georgia Business Compact](#) consortium developing climate solutions and addressing other social priorities.

58%

## Positions Filled

Open positions filled by associates ready to advance in their careers.

324

## Patents

Patents held by Mannington and our associates for flooring innovations.

40

## Years

Years Mannington has donated flooring for new homes built by [Habitat for Humanity of Salem County, New Jersey](#).

\$57,500

## Raised

Money raised by associates and a 50% company match to support [World Central Kitchen's](#) hunger-relief efforts for Ukrainian refugees in Poland.

3%

## Donated

Amount of Bloom Collection sales donated to [Mercy Medical Angels](#) to help provide free transportation to clinical care for people in need.

# Mannington by the Numbers

## 2022 Highlights



## Cleaning the Garage (And Other Business Imperatives)

When I was 7 or 8 years old, we were vacationing at my grandparents' home. We were getting ready to leave, and my dad, Johnny Campbell, handed me a broom and asked me to help him sweep out the garage. As we were sweeping, he explained to me that we should always leave things in a better place than we found them. I didn't know it then, but he was preparing me to someday lead our now fifth-generation family business.

Many years later after my dad died, our then CEO Tony Kelly, and Tom Davis, our next CEO, and I decided to put pen to paper and articulate what Johnny taught us. After 15 minutes of working independently, we shared our notes and – no surprise – identified the same four values that are the bedrock of Mannington Mills to this day: Care, Do the Right Thing, Control Our Own Destiny, and Work Hard / Play Hard.

My goal has always been to pass on a strong family business prepared to go forward well into the future. We didn't miss a beat on corporate responsibility or any other front this year during the seamless CEO transition from Russell Grizzle, who retired, to Tom Pendley, who took the helm in January. This shows that we continue to follow my dad's advice to leave things in an even better place than we found them.

Thank you for your interest in our 100-plus year corporate responsibility journey.

Sincerely,



**Keith Campbell**  
Chairman of the Board



### Care

We work hard to care for the 3,000 families of our Mannington associates around the globe, our customers and the communities where we work and live. Our responsibility to each other, our neighbors and the Almighty guide how we run our business.

### Do the Right Thing

This is often more difficult and expensive than the alternative. It requires us to look at the entire 360° compass of the enterprise to first determine what is right.

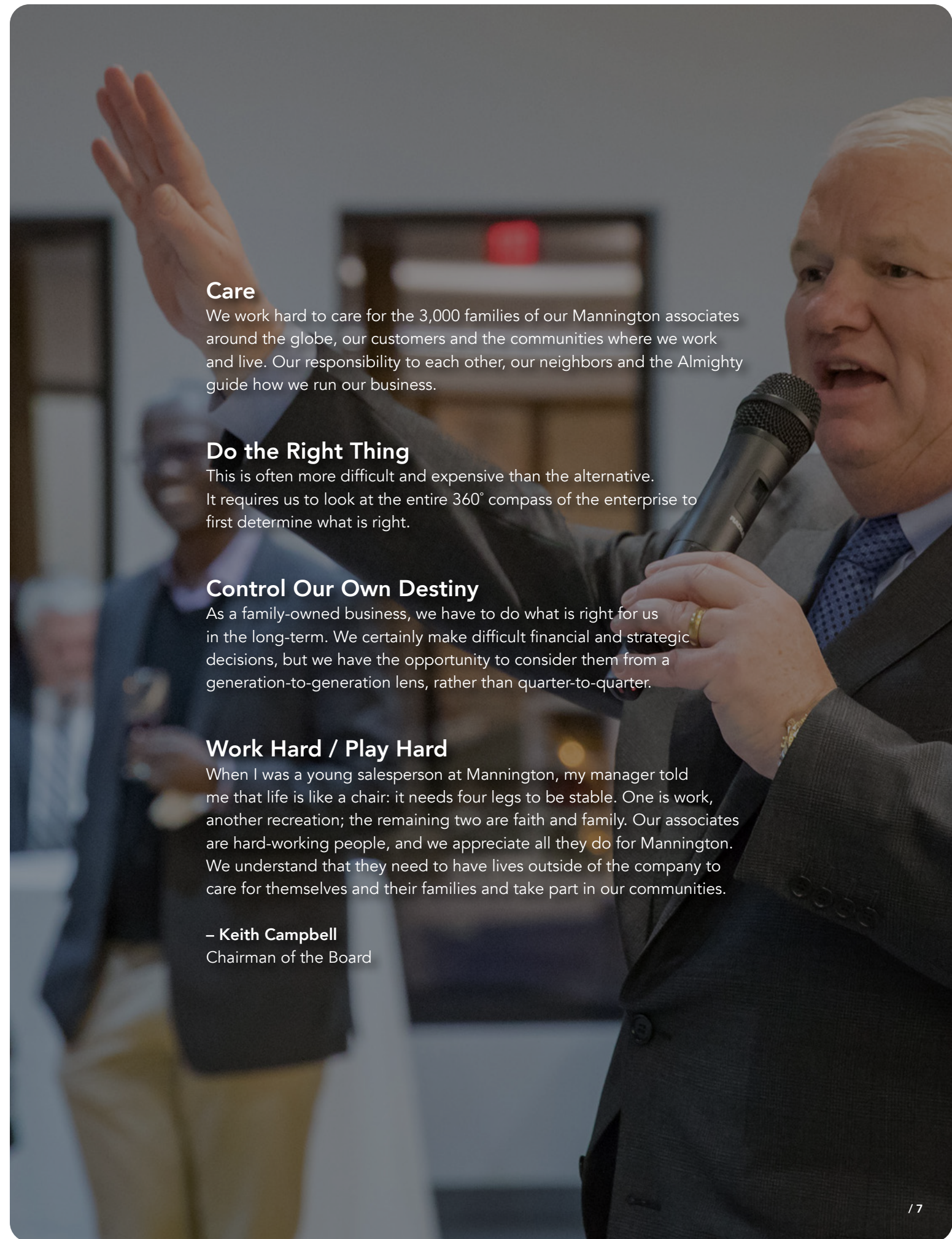
### Control Our Own Destiny

As a family-owned business, we have to do what is right for us in the long-term. We certainly make difficult financial and strategic decisions, but we have the opportunity to consider them from a generation-to-generation lens, rather than quarter-to-quarter.

### Work Hard / Play Hard

When I was a young salesperson at Mannington, my manager told me that life is like a chair: it needs four legs to be stable. One is work, another recreation; the remaining two are faith and family. Our associates are hard-working people, and we appreciate all they do for Mannington. We understand that they need to have lives outside of the company to care for themselves and their families and take part in our communities.

– Keith Campbell  
Chairman of the Board







## The Expectations of Stewardship

At Mannington, we take stewardship very seriously. After all, as associates of a family-owned company, we are entrusted with a 108-year legacy of caring for people and our communities. It began when John Boston Campbell formed a small oil cloth manufacturing company in 1915 and continues today with things like our commitment to net zero greenhouse gas emissions by 2050.

Our dedication to responsible stewardship is at our core. In 1931, at the height of the Great Depression, fire destroyed our factory and nearly put us out of business. But John Boston Campbell had other plans. He not only rebuilt but insisted that Mannington associates be hired to do the construction, keeping local families employed during this extremely challenging time.

Fast forward to today, and you begin to understand what makes Mannington tick. Our vision of stewardship is summed up as our corporate responsibility efforts to add value for our associates and their families, customers and communities. Certainly, sustainability is part of this; so are social responsibility and governance. That's why we're excited to share and energized to be acting on our evolving corporate responsibility strategy.

My belief is that when we live our values of Care, Do the Right Thing, Control Our Own Destiny and Work Hard / Play Hard, success follows. With this success, we can dream of a bigger and bolder future for all of us.

So yes, corporate responsibility is a reminder of where we've come from. More importantly, it's a beacon guiding us as we continue to support our customers and grow our business in exciting ways. For example, one of our most instructive efforts thus far was completing the United Nations Global Compact self-assessment developed to help companies like ours align strategies and operations with universal principles on human rights, labor, environment and anti-corruption.

Later this year, we will establish corporate responsibility goals and action plans. We look forward to sharing these with you in our next report. In the meantime, we are excited to illustrate where we are today.

Sincerely,

**Tom Pendley**  
President and CEO



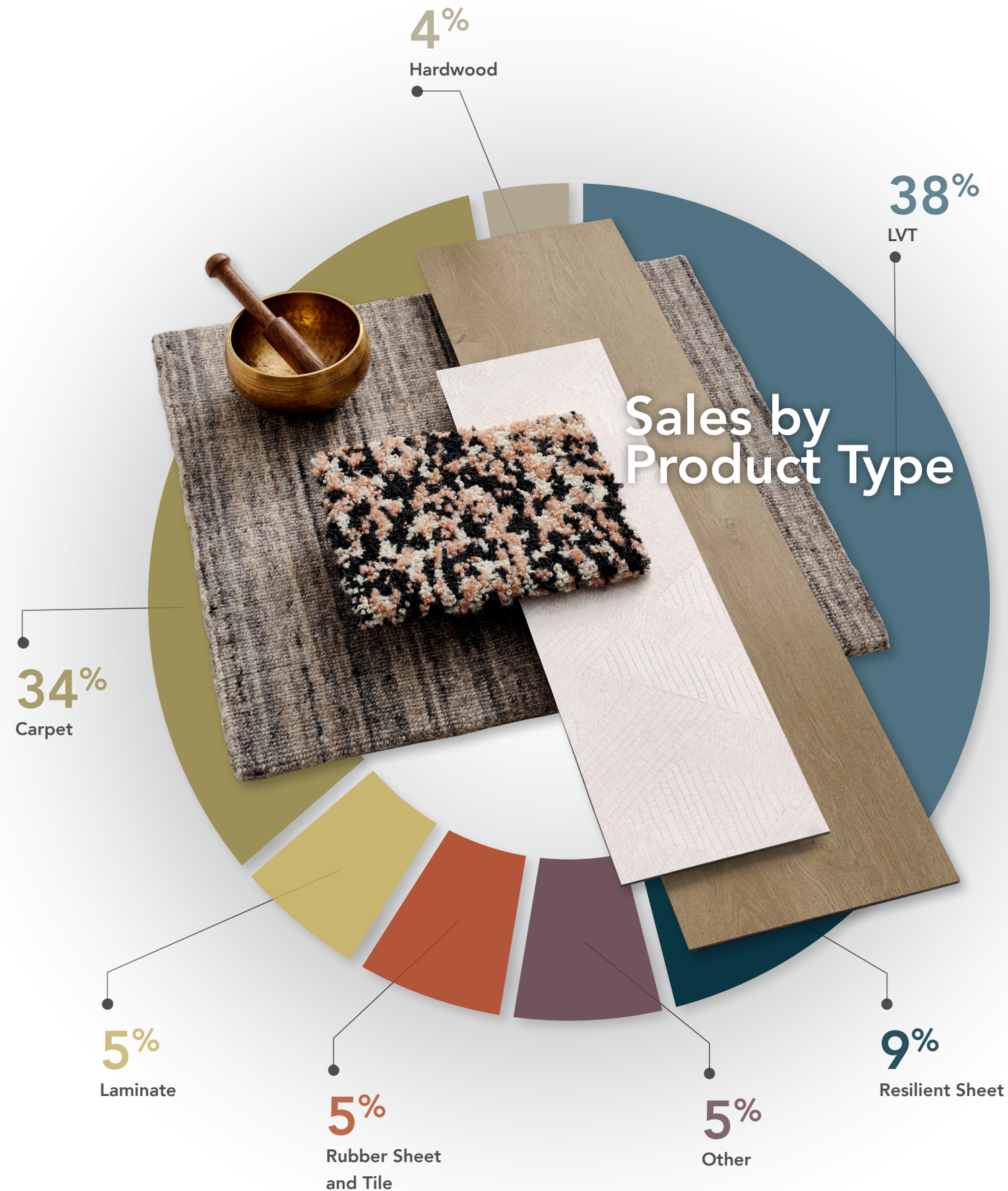


## About Mannington Mills, Inc.

We strive every day to fulfill our mission to be the best people to do business with in the flooring industry. We are a fifth-generation, family-owned company making carpet and hard surface flooring in communities across the United States and in the United Kingdom. Headquartered in Salem, New Jersey, Mannington is deeply committed to U.S. manufacturing and offers residential and commercial carpet, sheet vinyl, luxury vinyl, laminate and hardwood floors, as well as carpet yarns and commercial rubber sheet and tile under the Mannington Residential, Mannington Commercial, Burke Industries and Phenix brands. Our Amtico business offers a wide range of flooring options across Europe from its U.K. headquarters. Amtico's corporate responsibility efforts are detailed on its [website](#).

*"Mannington's 13-word mission statement – To be the best people to do business with in the flooring industry – is based on people. It says nothing about our products. It says nothing about return on equity. It says nothing other than our belief in people and the importance of being the best company for people to work for and work with."*

**Keith Campbell**  
Chairman of the Board



## Mannington by the Numbers

Mannington was founded in 1915 by John Boston Campbell, and the company is still privately held and owned by the Campbell family. We have approximately 3,000 associates, 96% of whom are employed full-time, at our North American operations in:

### California

- San Jose – Custom rubber compounding and environmental liners and covers, 3% of associates

### Florida

- Eustis – Rubber sundries and moldings, 3% of associates

### Georgia

- Calhoun – Mannington Commercial offices, broadloom carpet, modular carpet tile, rubber, rigid core flooring and central distribution, 35% of associates
- Chatsworth – Carpet finishing, 4% of associates
- Dalton – Residential carpet tufting and distributing, 8% of associates
- Madison – LVT (luxury vinyl tile) manufacturing, finishing and warehousing, 11% of associates

### New Jersey

- Salem – Mannington Mills corporate headquarters, Mannington residential offices, warehousing and distributing, and resilient sheet manufacturing, 8% of associates

### North Carolina

- High Point – Laminate, 1% of associates
- McAdenville – Fiber extrusion and yarn processing, 17% of associates

### Field Sales

- 10% of associates





### Congratulations, Shane!

We're proud that our Director of Sustainability, Shane Totten, is one of just 33 people selected to join the 2023 class of the Institute for Georgia Environmental Leadership's (IGEL) immersive environmental education and leadership development program. IGEL introduces participants to the vast potential that exists in the region to collaboratively help resolve environmental challenges now and in the future. IGEL is a program of The Center for Ethics and Corporate Responsibility at the Robinson College of Business at Georgia State University.

## Corporate Responsibility

Mannington's corporate responsibility strategy aligns with the core values that have guided our business for generations, since our founding in 1915 – Care, Do the Right Thing, Control Our Own Destiny and Work Hard / Play Hard. To build on our strong legacy of responsible operations and position our business for the future, we continue striving to live these values for our associates, customers and communities.

Today, our corporate responsibility approach is informed by the 10 principles of the [United Nations Global Compact \(UNGC\)](#), the [Global Reporting Initiative \(GRI\)](#) and numerous [Sustainable Development Goals \(SDGs\)](#) where we can have the greatest impact.



## Governance

Mannington continues to advance a culture where corporate responsibility is everyone's job. These efforts are led by a director who works with executive leadership and manufacturing teams across business units and the parent corporation to create a formal and rigorous environmental, social responsibility and governance framework. These priorities and initiatives are regularly discussed with the Board of Directors.

## Risk Management

Mannington regularly assesses our potential business risks and proactively works across our organization to reduce and/or manage these possible impacts in a wide variety of ways, including weekly business unit leadership meetings, monthly executive management meetings, quarterly Board of Directors meetings, semi-annual business unit reviews, annual product line reviews, 3-5 year strategic plans and regular business updates with our independent auditors.

Some of these identified risks include those related to our business, its structure and operations, plus those related to the industry. For example:

- Business-related risks – unanticipated business disruptions, attracting/retaining top talent, financial management, global supply chain volatility and adverse impacts due to climate change.
- Industry-related risks – changing consumer expectations, economic and/or social instability, transportation costs or fuel volatility, intense competition and changing retail environments.

To best mitigate and manage risks, we deploy a wide variety of approaches, including diversifying various aspects of our business, working with multiple strategic suppliers, carefully managing capital expenditures and cash flow, monthly company-wide safety reviews, understanding where we have the greatest environmental impact and opportunities to reduce this impact, and implementing insurance risk findings at each plant location following annual visits. We also engage third-party firms to conduct internal audits of functional areas, including Human Resources, Information Technology, Finance and Operations.



Mannington's corporate responsibility strategy aligns with the core values that have guided our business for generations, since our founding in 1915 – Care, Do the Right Thing, Control Our Own Destiny and Work Hard / Play Hard. To build on our strong legacy of responsible operations and position our business for the future, we continue striving to live these values for our associates, customers and communities.

*"As we publish our first formal Corporate Responsibility Report, it's important to understand that corporate responsibility is not new to us. In fact, it's an extension of these long-standing corporate values that have been passed down from generation to generation. And not just within the Campbell family, but across our entire Mannington family."*

**Keith Campbell**  
Chairman of the Board

### Care

- Career Development
- Supplier Diversity
- Associate Safety
- Maintaining High Standards

### Do the Right Thing

- Net Zero Greenhouse Gas (GHG) Emissions by 2050
- 105% Carbon Offset
- International Environmental and Quality Standards
- Environmental Conservation

### Control Our Own Destiny

- Committed to U.S. Manufacturing
- Products for a Sustainable Society
- Innovation
- Customers First
- Stakeholder Engagement

### Work Hard / Play Hard

- Corporate / Associate Philanthropy
- Community Engagement
- Product Philanthropy
- Disaster Relief and Crisis Support



## Care

How unique is it for a family-owned business to survive into the fifth generation? Only three percent make it past the third generation, so we would say that Mannington is truly one in a million<sup>1</sup>.

According to the Harvard Business Review, “rather than being obsessed with hitting quarterly earnings targets, as public companies are, family businesses tend to think in terms of generations, which allows them to take actions that put them in better position to endure<sup>2</sup>...”

This is certainly true for us at Mannington. When you’re in it for the long-term like we are, caring makes all the difference. For example, we don’t just have 3,000 associates; we care for 3,000 Mannington families who are the foundation of our company, the essence of what drives our business. Our operations are not just in nine North American communities, they are in communities where we raise our families with our friends and neighbors. We are committed to creating good-paying American jobs for the generations of associates who call Mannington their home.

Consider the Robinson family. Keith Robinson came to work at Mannington in 1978 in the Shipping Department at the Salem, New Jersey location. Over his 45 years with the company, he has spent much of his time in the Moldings and Trim Department. In 2019, Keith received Mannington’s prestigious John B. Campbell Award, which recognizes associates who exemplify our values. Keith was nominated for the award by his peers, who describe him as “the epitome of what a Mannington associate should be.”

In 2022, Keith’s grandson Keontrey Robinson-Ceaser was hired, starting off in our Stair Treads Department and now working in our Vinyl Department. Later in 2022, Keontrey’s mother and Keith’s daughter, Talicia Robinson, joined Mannington as well, as a warehouse associate, making three generations of the Robinson family valued members of our company.

<sup>1</sup> Businessweek.com, 2010.

<sup>2</sup><https://hbr.org/2021/07/do-most-family-businesses-really-fail-by-the-third-generation>



### The Robinson Family

Mannington has been honored to be part of the Robinson family’s life since 1978. We’re proud to consider all associates part of the Mannington family. But there’s a special kind of pride we feel when our associates make us part of their family as well.

Pictured: the Robinson Family at Mannington Mills, Salem, NJ



## Creating Career Development Opportunities

As a leading company in the industry, maintaining our competitive edge requires a passionate team of talented associates and a clear understanding of the leadership competencies important to success at Mannington. In addition to our nine leadership competencies, we also have identified nearly 80 job-related competencies that may apply to specific positions. Annually, we ask all associates to identify and focus on continued improvement in two leadership and two job-related competencies.

To support our team, Mannington offers opportunities to all associates for career development and performance improvement. We also provide regular, full-time associates with tuition reimbursement for approved courses that are job- or career-related.

Our Front Line Leadership Program coaches associates who run our shop floors in the fundamentals of leadership, giving them deeper insight into our business. In turn, they are better prepared to coach and empower the associates in our manufacturing facilities to do their best work and reach new standards of excellence. We also hold a variety of education programs for associates.

Mannington has a long history of filling open positions from within and, in 2022, filled 58 percent of open positions with current associates ready to advance in their careers. Our average associate has been with Mannington for 9.14 years, and our longest tenured associate has been with us for 60 years.

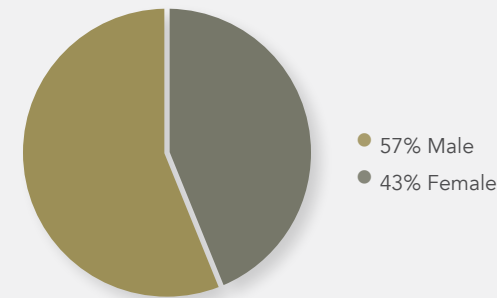
*"I started at Mannington working in maintenance. With the company's help, I completed my college degree and now, 32 years later, I've been promoted 15 times. Mannington gave me a path to grow professionally and personally."*

### Dave Wisor

Senior Director, Shared Services,  
Human Resources

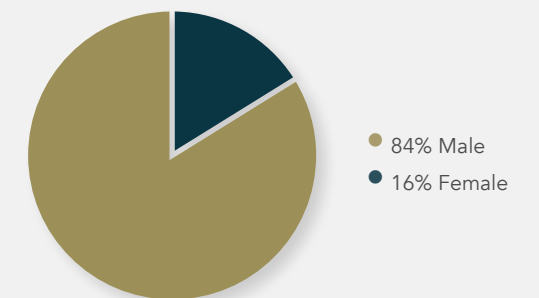


Associates by Gender

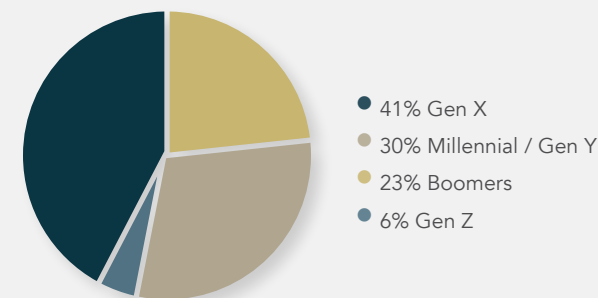


Leadership by Gender

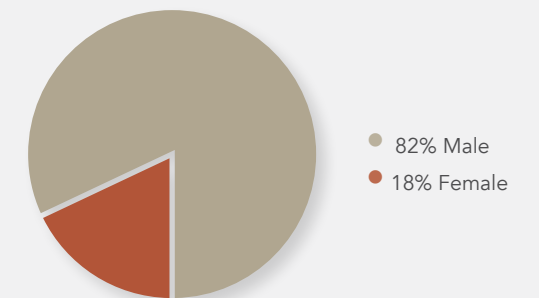
(Beginning at the Director Level)



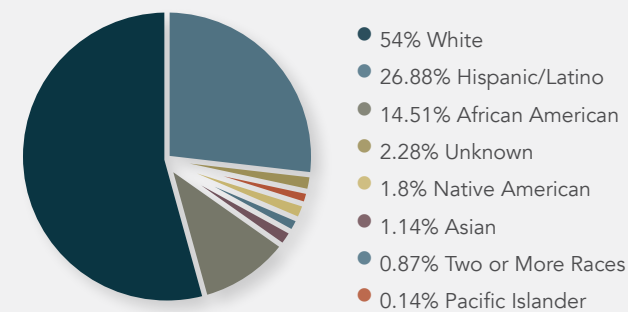
Associates by Generation



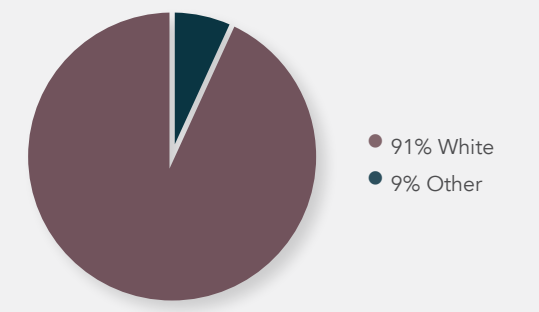
Board of Directors by Gender



Associates by Race



Board of Directors by Race



\* All data is self-reported.





**Mike Bischer**  
Research & Development



**Sam Barnhart**  
Modular Department



**Nikki Curtis**  
Commercial Customer  
Service Expediter



**Jim Murphy**  
Vinyl Shift Lead

## 2022 John B. Campbell Awards

Congratulations to our 2022 John B. Campbell Award recipients who were selected by their fellow associates from each of our locations for best exemplifying Mannington's core values:

- Sam Barnhart, Modular Department
- Mike Bischer, Research and Development
- Ken Cleland, Store Room Clerk
- Michael Cochran, Lead Mechanic
- Nikki Curtis, Commercial Customer Service Expediter
- Leonard "Buddy" Goble, Warehouse Supervisor
- Ryan Mohammed, Plant Engineering Manager
- Jim Murphy, Vinyl Shift Lead

### Spotlight: Sam Barnhart

Sam Barnhart has been with Mannington for ten years. He is a "jack of all trades" who has worked in several departments and currently works in Mannington Commercial's Modular Department.

In the words of his peers: *Sam is always willing to step up and help anyone in need, whether it's at work, at home or anywhere. "Doing the Right Thing" is what he's made of—I honestly don't think he knows any other way. Sam always works hard for Mannington and still finds time for his family and God.*

### Spotlight: Nikki Curtis

Nikki Curtis has been with Mannington for eight years, growing to become a key team member of the Commercial Customer Service Department.

In the words of her peers: *Nikki is always willing to help new reps learn the ropes. She does a lot behind the scenes that no one knows about—without asking for anything in return. You can see her determination and dedication shine through in her personality. Nikki always puts God and family first.*



## Advancing and Maintaining High Standards

Mannington has successfully grown, evolved and thrived over the past 100-plus years by maintaining high ethical standards. These are outlined in our Standards of Professional Conduct that guide the work of all associates. By following the Standards, associates operate with integrity to help protect the company's reputation. The Standards address conflicts of interest, related-party transactions, kickbacks, protection of confidential information, financial impropriety and other information.

Separately, data privacy and security are fiercely protected by Mannington. We store no protected personally identifiable information (PPI) and provide ongoing training to help associates protect our company and customers. We had no breaches of customer privacy or losses of customer data in 2022.

Associates with concerns related to the Standards of Professional Conduct or other policies are encouraged to confidentially reach out to their immediate manager or our Chief Human Resource Officer. All complaints, issues and concerns brought forth are investigated.

## Advancing Women in the Industry

To continue encouraging a diverse and inclusive industry, Mannington was one of the charter members of [Women in the Flooring Industry \(WIFI\)](#). WIFI's mission – to attract, educate and empower women in flooring – and its mentor program are supporting the career advancement of women across the industry. We are proud of Betsy Amoroso, Mannington's Senior Director, Corporate Communications, who serves on the WIFI Board of Directors, and Whitney LeGate, Vice President, Commercial Luxury Vinyl Tile and Sheet, who helped develop WIFI's mentorship program. The organization was launched on International Women's Day in 2022.

## Supporting Diverse Suppliers

Mannington believes that historically disadvantaged groups should be given the chance to experience increased economic opportunity and advancement. We continue to encourage supplier diversity by:

- Actively developing relationships with small businesses, as well as minority- and women-owned businesses.
- Identifying minority- and women-owned businesses that supply goods and services necessary for the manufacturing of our products.
- Including minority- and women-owned businesses among our sources for goods and services.
- Selecting suppliers that maintain Mannington's standards for goods and services.

Across our company, 10 percent of our vendors are small businesses and three percent self-identify as diverse suppliers.

## Ensuring Safety for All

Safety is a 24/7 priority, not only on the job but at home and in our communities. When Mannington associates leave home, their families expect them to return safely. The same is true when they leave work – we also want them to return safely.

To this end, we have a number of safety initiatives underway.

- Associates receive monthly training on preventing common incidents like trips, slips and falls, along with the proper use of personal protective equipment (PPE). This information is as useful at home as it is on-the-job. Each month, associates complete training and take a quiz to demonstrate their understanding of these topics.

The 2022 safety calendar addressed:

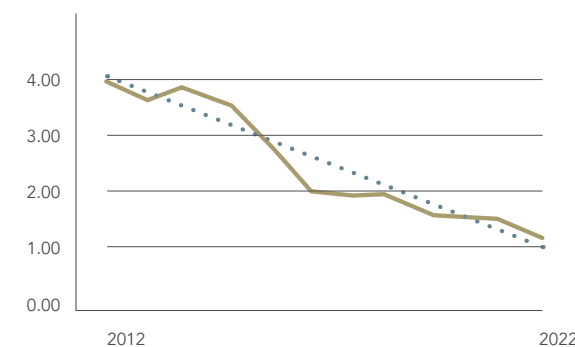
- January – Hazard Communication
- February – Hearing Conservation
- March – Forklift Safety
- April – PPE
- May – Emergency Response/Action
- June – Heat Stress
- July – Incident Investigation
- August – Slips, Trips, Falls
- September – Code Blue/Blood-Borne Pathogens/First Aid
- October – Fire Prevention/Protection
- November – Lockout/Tag-Out
- December – Machine Guarding

- Specific safety training is also regularly held at our facilities to address specific equipment like lift trucks, pallet jacks and golf carts, as well as falls prevention and electrical safety.

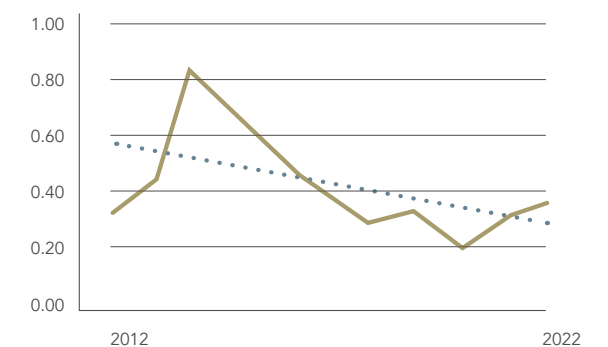
- Site operations directors at our manufacturing facilities host regular Safety Summits to discuss topics of greatest priority. Real-time safety data is shared during these sessions that include people from multiple departments to create opportunities for engagement and continual improvement.
- We conduct regular ergonomic evaluations to track and prevent soft tissue injuries like strains and sprains.
- Mannington's electronic bulletin board system regularly reminds associates of safety imperatives and other important company information.
- Our Mobile Electronic Devices Safe Use Policy prohibits the use of these technologies in our plants while walking in operational areas such as manufacturing, maintenance, utilities, warehousing and distribution centers and laboratories, or while climbing, operating equipment or driving a vehicle.
- All associates provided a Mannington vehicle for their work are required to participate in bi-annual vehicle safety training and are prohibited from using any mobile device, except in hands-free mode, unless legally parked.
- Our High Point, North Carolina facility was recognized as a SHARP Employer (Safety and Health Achievement Recognition Program) for its ongoing safety program that actively encourages associate involvement.

Overall, we believe all workplace injuries are preventable, and our safety goal is zero injuries. We track our safety data annually and see continued progress in lowering both our Total Recordable Incident (TRIR) and Lost Time Incident (LTIR) rates. In 2022, we are proud to have achieved a company milestone – the lowest TRIR in our history.

Total Recordable Incident Rate



Lost Time Incident Rate

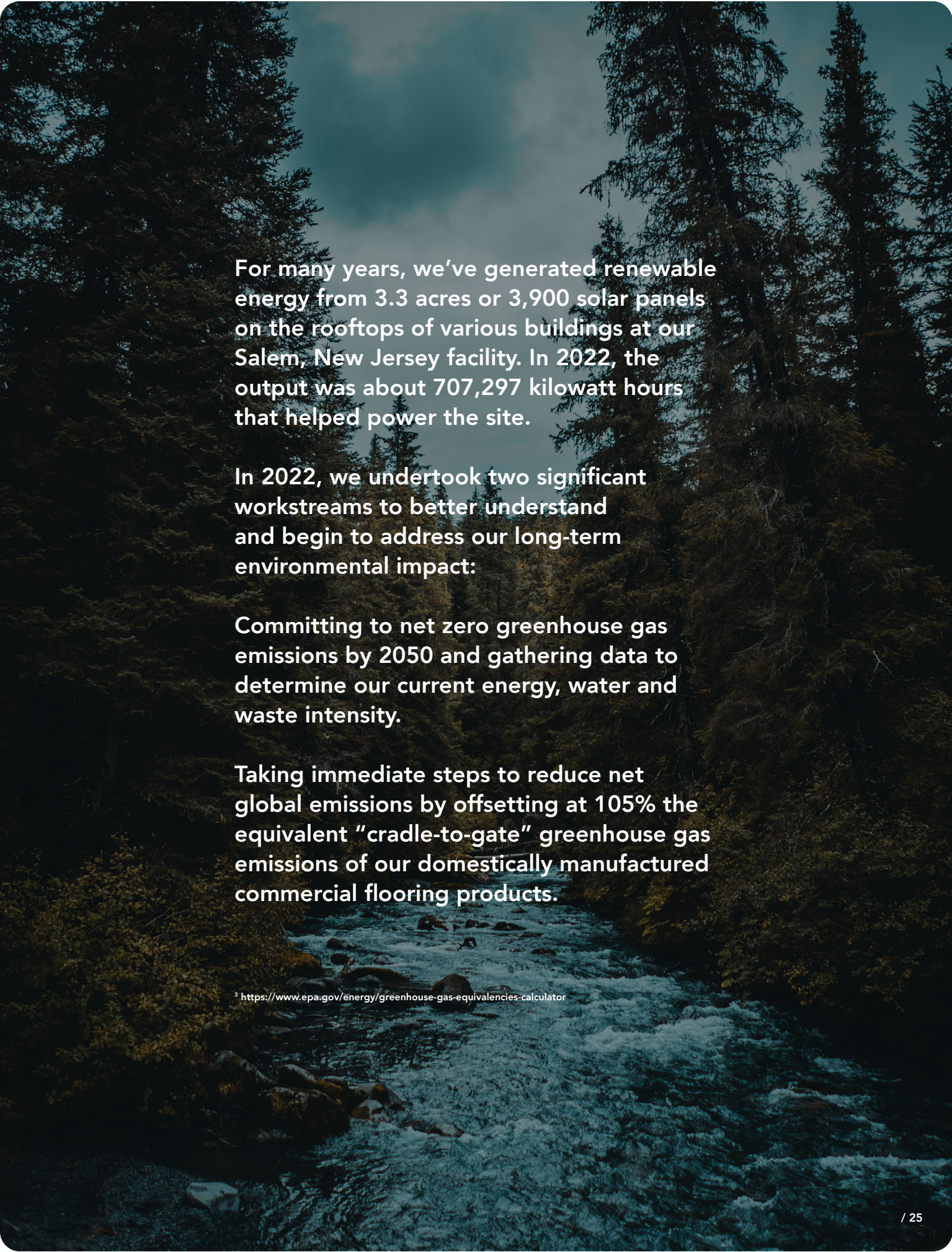




## Do the Right Thing

Recognizing the adverse impact the built environment can have on our climate and health, Mannington is committed to conducting business in a responsible, considerate and thoughtful manner.

This dedication to doing the right thing is clearly communicated in our recently revised Environmental Policy. The policy addresses the responsibility of each Mannington leader, associate and stakeholder to identify potential environmental impacts of our processes, as well as our intent to decrease energy consumption, advance circularity principles and prevent polluting the environment.



For many years, we've generated renewable energy from 3.3 acres or 3,900 solar panels on the rooftops of various buildings at our Salem, New Jersey facility. In 2022, the output was about 707,297 kilowatt hours that helped power the site.

In 2022, we undertook two significant workstreams to better understand and begin to address our long-term environmental impact:

**Committing to net zero greenhouse gas emissions by 2050 and gathering data to determine our current energy, water and waste intensity.**

**Taking immediate steps to reduce net global emissions by offsetting at 105% the equivalent "cradle-to-gate" greenhouse gas emissions of our domestically manufactured commercial flooring products.**

<sup>3</sup> <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>



**0.0003** metric tonnes  
**2022 Carbon Intensity**

0.0003 metric tonnes, or 0.66 pounds, CO<sub>2e</sub>  
(CO<sub>2e</sub> metric tonnes emitted / pound  
of product produced)

**0.21** gal  
**2022 Water Intensity**

0.21 gallons or 27 ounces  
per pound of product produced.  
(water used / pound of product produced)

**1.173** kWh  
**2022 Energy Intensity**

1.173 kWh per pound of product produced, the  
equivalent of charging 62 smartphones.  
(energy used / pound of product produced)

**0.046** lbs.  
**2022 Waste Intensity**

0.046 pounds or 0.8 ounces per pound  
of product produced.  
(waste generated / pound of product produced)

## Intensity Data Drives Net Zero Decision Making

In 2022, Mannington made the bold commitment to be net zero by 2050 and joined the [Drawdown Georgia Business Compact](#). All companies who have joined the Compact have the same goal and are focused on finding scalable solutions to positively impact Georgia's priorities such as equity, health, environmental quality and economic opportunity.

Even before 2050, Compact participants are working together to cut Georgia's carbon impact by at least a third by 2030, from 125 megatons (Mt) of carbon dioxide equivalent to 79 Mt by focusing on five high-impact areas:

- Generating more green electricity.
- Reducing the impact of building and materials.
- Rethinking food and agriculture systems to be more climate friendly.
- Increasing land sinks that capture carbon by planting more trees.
- Decreasing the impact of transportation, primarily vehicles.

To understand where we have the greatest environmental impact and opportunities to reduce this impact, Mannington has calculated its overall carbon intensity using the gold-standard [U.S. Department of Energy Greenhouse Gas Equivalencies Calculator](#). Our inputs include Scope 1 and 2 emissions for total manufacturing operations, minus renewable energy.

We then conducted further analysis to understand the total energy and water used and waste generated by our manufacturing operations. With a thorough understanding of the inputs that determine the overall energy, water and waste intensity of our operations, we are best prepared to develop goals to decrease these numbers as we work toward net zero by 2050. Gathering this data in 2022 and early 2023 across our operations gives us the insights to introduce lasting change to our supply chain, operations, manufacturing processes and products.

Some of these changes could be multi-year solutions. Rather than simply waiting for these projects to deliver results and our intensity numbers to decrease, we also are taking immediate action to offset our carbon footprint.

*In 2022, Mannington offset 36,580 tonnes of carbon dioxide, the equivalent of taking 7,882 cars off the road for one year<sup>3</sup>.*



## Offsetting 105% for Net Carbon Neutrality and Beyond

Mannington is taking immediate action to reduce the net amount of carbon released into the atmosphere by offsetting 105 percent of the “cradle-to-gate” carbon produced by all domestically manufactured flooring products from our Mannington Commercial business unit. We’re concentrating first on our commercial business because more than 90 percent of its products are produced domestically, giving us the greatest opportunity to make a difference in the short-term. We’re focused on the “cradle-to-gate” phases of the product life cycle, which include raw material sourcing, transportation of these materials to our facilities and manufacturing.

Successfully offsetting the full life cycle of a product would be prohibitively complex and expensive for us and the end-user, so we work to reduce the embodied carbon of these post-gate phases through long-term durability, ease of maintenance and product performance.

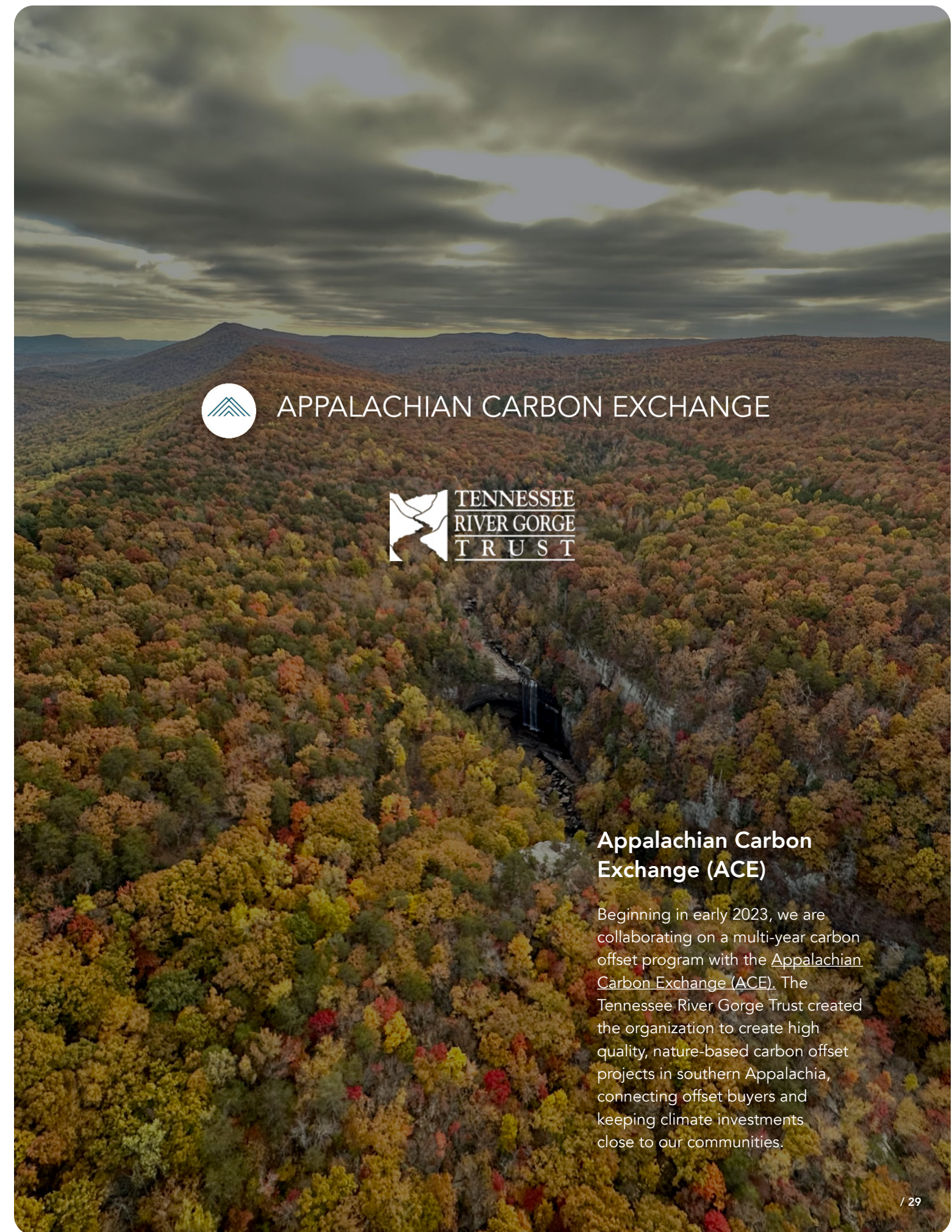
We recognize that carbon offsets are the initial step in a long and complicated journey. We are offsetting products not just to achieve 100 percent net carbon neutrality but adding an additional five percent to be conservative with our calculations. Additionally, these efforts help our customers make an immediate, positive impact with their projects.

Our 2022 offsets came from projects that align with our priority to address challenges facing the flooring industry. These projects demonstrate immediate and expansive impacts on carbon reductions, as well as benefit the communities where they occur. Prior to purchase, they are independently verified for their carbon impact, stability and legal legitimacy.

Our offset projects include:

- [Piedra Larga Wind Farm](#), Mexico (renewable energy).
- [Carbon Neutral Technology Corporation IT Asset Reuse Project for 2nd Gear](#), California (electronic waste diversion and refurbishment).
- [Phlogiston Phase I](#), Florida (nitrous oxide abatement from a nylon 6,6 resin manufacturing facility).
- [Asahan 1 Hydroelectric Power Plant 2x90MW](#), Indonesia (renewable energy).

Our offsets are permanently assigned to a product purchase. Mannington will continue to purchase more offsets as we manufacture and sell more products. Ultimately, our operations and product improvements will minimize the quantity of offsets required. Until then, offsets will continue to play a role in our achieving net carbon neutrality.



APPALACHIAN CARBON EXCHANGE



### Appalachian Carbon Exchange (ACE)

Beginning in early 2023, we are collaborating on a multi-year carbon offset program with the [Appalachian Carbon Exchange \(ACE\)](#). The Tennessee River Gorge Trust created the organization to create high quality, nature-based carbon offset projects in southern Appalachia, connecting offset buyers and keeping climate investments close to our communities.





### Working in Partnership with Nature – Birds, Buffers and Bioswales

Nature has ways to protect itself, and at Mannington, we use nature-based solutions to work together. After all, we are part of nature, so working together just makes sense!

## International Environmental and Quality Standards Guide Plant Operations

In the manufacturing environment, the highest operating standards are established by the [International Organization for Standardization \(ISO\)](#). The ISO supports innovation by providing shared solutions to global challenges.

- ISO 14001 sets global environmental standards that help facilities like ours reduce environmental impacts and waste on their journey to be more sustainable. Three of our facilities – Calhoun and Madison, Georgia and Salem, New Jersey – have achieved ISO 14001 certification, meaning their environmental management systems meet ISO's exacting global standards and their continued compliance is regularly audited.
- ISO 9001 sets global quality management standards based on a number of principles, including customer focus, motivation of top management, processes and continual improvement. Our Salem inlaid sheet operations are ISO 9001 certified.

## Housing the Birds that Protect Our People and Products

Our headquarters in southern New Jersey is located in one of the region's largest tidal wetlands. As a result, there are insects in these wetlands that can become embedded in our product components and create a quality concern. Since the 1980s, we've been using a more natural option than pesticides by installing houses for Purple Martin birds that migrate from Brazil to the U.S. for the summer months and eat massive amounts of insects each day.

This Purple Martin Project has proven to be an environmentally friendly and cost-effective way to deal with insects. Today, Purple Martins east of the Rocky Mountains are entirely dependent upon human-made houses, some of which are found adjacent to the manufacturing buildings on our property. By providing homes for the birds and continuing the use of screens and bug-proof entries, our insect challenge is now more manageable.

Mannington continues to steward one of the premier and larger Purple Martin colonies in the region. There was an increase in eggs and fledgling chicks in 2022 versus 2021 and the colony that calls this place home remains vibrant.

## Restored Wetlands and Native Species

Over time, we continue to learn more about the best ways to protect our environment and nature-based solutions for returning our planet to its natural state. Such is the case with the beautiful Pledger Creek that runs through our Salem, New Jersey property. Mannington has worked closely with the New Jersey Department of Environmental Protection (NJDEP) to restore wetlands and native species to the creek area, along with other improvements. We are proud to have been the recipient of several environmental awards and recognized by the NJDEP for proactive participation in the agency's Environmental Stewardship Program.

## Buffers and Bioswales

Sometimes, natural areas like wetlands or grasslands adjoining industrial and commercial locations lack a transition area between the land and water, called a "riparian buffer." Over many years, Mannington has incorporated these natural buffers to stop erosion and sediment runoff, provide ground cover and offer needed food and shade to fish and wildlife. Along with help from experienced nonprofit organizations and local schools, thousands of native shrubs and trees have been planted alongside our facilities.

We've also created bioswales, or landscaped areas that collect polluted stormwater runoff, soak it into the ground and filter out pollution. And to use less water, we are converting formerly mowed lawns at our facilities into natural landscaping, allowing wildflowers and grasses that attract wildlife to grow.

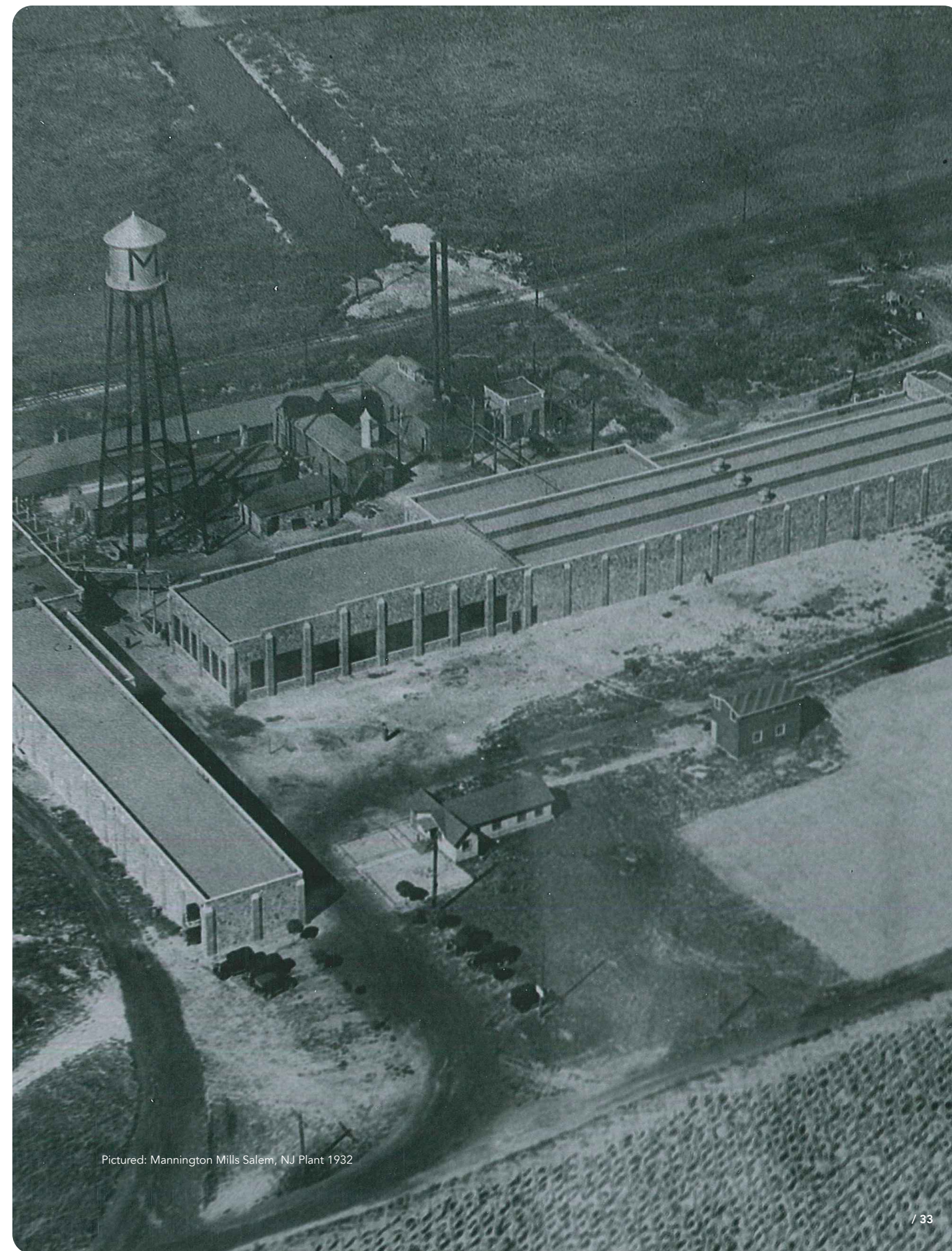
The results of these nature-based solutions are both smart and beautiful.



## Control Our Own Destiny

When John Boston Campbell emigrated from Scotland to Brooklyn, New York in 1880, he did so to control his own destiny. A few years later in Salem, New Jersey, he started the John B. Campbell Manufacturing Company that we know today as Mannington Mills.

Since our founding, controlling our own destiny has been a Mannington value. Today, this value comes to life in many ways, including where we manufacture our products, our commitment to making products for a sustainable society, our drive for innovation, and our passion for enduring customer and industry relationships.



Pictured: Mannington Mills Salem, NJ Plant 1932





## A Commitment to American Manufacturing

From the beginning, Mannington has chosen to source raw materials and manufacture domestically. Even as the option to outsource certain categories of flooring emerged, we stayed true to our core values and built or enhanced domestic factories to manufacture many of our products here at home, in America.

Today, more than 95 percent of our commercial flooring products are manufactured domestically, and less than five percent of our total finished products are produced outside the U.S. On the residential side, we also domestically manufacture all of our carpet, resilient sheet, and laminate flooring. We continue working to domestically produce as much as possible, increasingly onshoring production to bring manufacturing back to the U.S.

Being a domestic manufacturer means we truly understand the raw materials that go into our commercial flooring. In fact, we understand every part of our flooring production right down to the energy required to make it. Because we can actually see and feel the product at every step in its production, we can guarantee consistently reliable products and delivery times.

Manufacturing domestically also affords greater flexibility in design for our customers. On the commercial side we can connect with our factory teams to try new colors, textures and designs. The lines of communication are open and easily accessible. As a result, we offer a greater breadth of design than any of our competitors and can accommodate many unique design requests. On the residential side, we have an in-house design team that has its finger on the pulse of the trends in home fashion and can quickly work to translate them into flooring. All our designs are created by and unique to Mannington.

When we purchase raw materials or finished goods outside of the U.S., we personally visit with all suppliers and employ third-party inspectors to confirm that these facilities meet the high standards required in our supplier agreements. Our Labor Policy also applies to every aspect of how we conduct ourselves and do business, as well as guides how we view human rights both domestically and

abroad. To that end, we vehemently oppose child labor, human trafficking, forced or underpaid prison labor and slavery practices of any kind. As a global organization and leader in the industry, upholding our nation's values, abiding by our laws and protecting the integrity of lawful trade and the rights of the individual worker are moral imperatives for which we hold ourselves and our suppliers accountable.

## Products for a More Sustainable Society

Durability is a key attribute of sustainability. By manufacturing products that last, we help reduce waste and minimize raw material consumption. One of the ways we stay on top of responsible manufacturing is by conducting an annual chemical management inventory. This means we take a close look at our ingredients and work to remove those identified as possible concerns.

In 2016, Mannington's risk assessments recognized other industries were under public and legal pressure resulting from the use of polyfluorinated and perfluorinated (PFAS/PFOS) chemicals. They became known as forever chemicals because they are bio-accumulative and build up in organic matter over time. We assessed the PFAS/PFOS and how we used them and began looking for replacements that would have the same soil and stain resistance without detrimental health or environmental consequences. We were on the front end of efforts to find alternatives and, by the end of 2017, we had fully replaced these chemicals of concern in our products.

Here's another example: Years ago, ortho-phthalates were identified as a concern, so we voluntarily worked with our supply chain, chemists and designers to remove them from our products. It took about 18 months to completely remove ortho-phthalates from our supply chain and product inventory, but it was worth it. As a privately owned, family company, we don't take a short-term view of anything. When it comes to making products that perform well, last, and are safe for people to live with, work on and play on, we invest for the future.



## Full Transparency

Certifications help navigate the world of green marketing claims, but there are a lot of labels in the flooring industry that can be confusing – health care labels, education labels, green building labels and more. These designations are important for architects, designers and end-users, but they are often unclear. This is why we are moving to publicly disclose product-specific information through [health product declarations \(HPD\)](#) and [environmental product declarations \(EPD\)](#) on our website. We are taking steps to develop product EPDs at the specific SKU level, so that our customers have a clear understanding of the environmental impact of each of our products.

Additionally, we’re working with and sponsoring [mindful MATERIALS](#), an organization dedicated to reducing and ultimately reversing the adverse environmental impact of the built environment through positive material choices. Leveraging the [Common Materials Framework \(CMF\)](#), the mindful Materials digital portal makes it easier for designers to quickly evaluate the environmental and health implications of a product when making sourcing decisions, giving them full confidence in the products they are selecting for their designs. The CMF is the outcome of the most detailed cross-stakeholder industry effort to date to analyze and organize more than 100 of the most common building product and material certifications and disclosures.

All our commercial and residential carpet products pass CRI Green Label Plus certification for low VOC (volatile organic compound) emissions. Additionally, all commercial and residential resilient products and accessories are [FloorScore](#)-certified.

On the commercial side, all products may contribute to multiple [LEED \(Leadership in Energy & Environmental Design\)](#) and [Green Globes](#) credits. We also participate in the [Declare](#) and [Green Label Plus](#) certification programs.

Percentage of commercial portfolio with:

- HPD – 78%
- EPD – 82%
- Declare – 17%
- FloorScore – 100% of eligible products
- Green Label Plus – 100% of eligible products

## A Drive for Innovation

One of Mannington’s first patents was issued in 1929 for a process for decorating floor coverings, and our most recent was in November 2022. With 322 patents in between, Mannington and our family of companies have a long history of innovative products that address the needs of the marketplace.

How do we do it? We just think differently. We work in teams, across disciplines, without silos, to identify and bring to market the very best ideas. Even when we manufacture domestically, we compete globally, which demands that we constantly hone our innovation edge. From annual ideation sessions to impromptu brainstorming, innovation is part of our day-to-day priorities. Here are some examples:

- In 1995, Mannington replaced solvent inks with more environmentally friendly water-based inks.
- In 2005, we pioneered the process of using recycled, or ground-up, carpet into material that can be used as carpet backing and in resilient sheet flooring.
- In 2010, Mannington was awarded a patent for the use of olefin-based compositions in floorcovering. These compositions are recognized for strength, colorfastness and comfort; plus, resistance to staining, mildew, abrasion and sunlight.

## Relationships Matter

In the early days, when Mannington customers came to town, there were no hotels in Salem, New Jersey, so they stayed in the Campbell family home. These same family values continue today with customer relationships that go back three to four generations. Part of controlling our own destiny is working collaboratively with customers to continually meet their needs and exceed their expectations. Our commitment to manufacturing domestically helps us do so, as does our dedication to caring for customers and associates like family and our communities like neighbors.

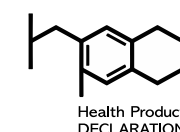
Mannington also engages with a wide variety of stakeholders to share information and address concerns along our sustainability journey. For example, we participate in technical organizations that set industry standards like the [American National Standards Institute](#), [ASTM International](#), [Decorative Hardwoods Association](#) and [NSF](#). We also benefit from our engagement with the [Cradle to Cradle Products Innovation Institute](#), [Georgia Association of Manufacturers](#), [Green Building Initiative](#), [International Living Future Institute](#), [Resilient Floor Covering Institute](#), [Carpet and Rug Institute](#), [U.S. Green Building Council](#) and [Vinyl Sustainability Council](#).

More of these stakeholder organizations are referenced throughout this report. These ongoing conversations provide insights that inform our corporate responsibility work, and we look forward to continuing them.

*“At HCA, we understand the importance of long-term partnerships built on transparency, trust and mutual respect. The collaborative efforts between HCA and Mannington have helped drive overall efficiencies, mitigate risk and guard against market fluctuations. We are grateful for our partnership.”*

### Clint Russell

Vice President, Capital Deployment  
HCA Healthcare





## Work Hard / Play Hard

No question, work is important. It allows us to serve our customers, have a thriving business and care for our more than 3,000 associates and their families. But work is just one part of the equation that explains our corporate responsibility commitment. In addition to working hard, we also encourage our associates to play hard and, together, have a positive impact on the places we call home. Mannington and our associates are proud to support the communities where we live, work and play.

## Offering a Solid Foundation for Families

Having a home where you feel safe and secure is something everyone deserves. Mannington helps make what is a dream for too many people a reality by donating products to [Habitat for Humanity®](#) and the [Gary Sinise Foundation's R.I.S.E \(Restoring Independence Supporting Empowerment\)](#) program.

For 40 years, we have supported Habitat for Humanity. Today, we do so in two ways. The first is donating flooring for new homes built by [Habitat for Humanity of Salem County, New Jersey](#). The second is donating flooring to [Habit for Humanity's ReStores](#) from trade show booths and photo shoots that, otherwise, may have been discarded and ended up in a landfill. ReStore home improvement stores and donation centers sell new and gently used items and the proceeds support local Habitat for Humanity operations.

Many Mannington associates and family members have served in the U.S. military, so we jumped at the opportunity to also work with the Gary Sinise Foundation, which builds specially adapted smart homes for severely wounded veterans in partnership with the [National Wood Flooring Association](#). Most recently, we donated hardwood flooring for the home of a U.S. Marine who served multiple deployments to Iraq and Afghanistan. When Staff Sergeant (Ret.) Stuart DiPaolo was injured in a training exercise, he lost sight in one eye and his left arm and leg were paralyzed. We are grateful for Staff Sergeant DiPaolo's service and hope that he and his family enjoy their new home for many years to come.



### The DiPaolo Family

When Staff Sergeant (Ret.) Stuart DiPaolo was injured in a training exercise, he lost sight in one eye and his left arm and leg were paralyzed. We are grateful for Staff Sergeant DiPaolo's service and hope that he and his family enjoy their new home for many years to come.

Pictured: Gary Sinise R.I.S.E. Foundation Recipient Staff Sergeant Stuart DiPaolo and his family



## Investing in the Future of Young People

Mannington is a firm believer in the power of education, as demonstrated by our scholarship initiatives. Annually, the company awards two Stand on a Better World scholarships to New Jersey graduating seniors to honor their dedication to community service, one to the child or grandchild of a Salem-based Mannington associate and the other to a Salem County student. This program was started by Salem, New Jersey-based Mannington associates in 2006 and is fully funded by their donations.

In 2022, Stand on a Better World Scholarships were awarded to:



*Alex Giudice, the son of Mannington Senior Director of Safety, Health and Environment Vic Giudice. Alex cleaned up and restored the Seeds of Hope Project, a garden used by cancer patients and survivors to grow organic vegetables that are given to chemotherapy patients.*



*Olivia Langley, who was involved in the Teen Prevention Alliance, an organization that educates elementary school children about mental health and the importance of being drug and alcohol-free.*

Mannington also awards two scholarships annually to promising high school seniors in partnership with the National Merit Scholarship Corporation. Recipients in 2022 were:



*Isabel Edwards, the daughter of Mannington Senior Vice President of Operations Michael Edwards, who plans to become an attorney.*



*Chloe Silvers, the daughter of Mannington Strategic Account Coordinator Samantha Silvers, who plans to become a veterinarian.*



## Art is Cool

Flooring design requires artistic talent, so Mannington is invested in encouraging students' artistic potential. For 20 years, the company has hosted the Art is Cool program which recognizes the talent of Salem County, New Jersey high school students and encourages them to pursue their artistic passions. Local high school teachers are invited to submit their students' work in a variety of mediums, including sculpture, photography, computer art, painting and drawing. Entries are juried by Mannington's Residential Styling team, and winners are hosted at Mannington's office for a reception with their families and teachers to receive gift cards.

*"There is nothing more valuable than a good education," said Keith Campbell, Mannington Chairman of the Board. "By investing in the future of these and many other young people, we hope to help them more fully reach their potential and contribute to the world in meaningful ways."*





### Mercy Medical Angels

For every square yard purchased from the Bloom Collection, Mannington Commercial donates three percent of the purchase price to Mercy Medical Angels (MMA), a non-profit that provides free long-distance transportation to clinical care for people in need. This includes financially struggling families, veterans, children and seniors across the U.S. In 2022, we're proud to have contributed to the 40,212 free trips MMA provided.

### Our Flooring Helps Medical Angels Fly

Mannington Commercial is an industry leader in high-quality flooring for healthcare environments, helping customers create safer, supportive spaces for healing. With our [Bloom](#) commercial sheet collection's monetary support of [Mercy Medical Angels](#), we're also making a difference in people's lives before they arrive at a medical facility – helping them get to the life-saving care they need.

### Reaching Out in Times of Challenge

When disasters or other challenges strike, it's in our nature to want to help others. In 2022, our associates held a pledge drive to support the work of [World Central Kitchen](#), a hunger-relief organization working on the front lines. The effort raised \$57,500 (Mannington provided a 50 percent match to associates' donations) for the organization's efforts to serve meals in Poland to Ukrainian refugees – mostly women, children and senior citizens. Mannington associates also raised \$12,000 for [Volunteer Florida Foundation](#) to help those impacted by Hurricane Ian in Florida.

We've also long supported the [Floor Covering Industry Foundation \(FCIF\)](#) that gets families back on their feet when battling catastrophic injuries, severe disabilities or other life-altering medical crises. Since its founding in 1981, FCIF has provided direct grants for medical care and other basic needs to those who have worked in the floor covering industry. Mannington Chairman of the Board Keith Campbell serves on the FCIF Board of Directors.

### And So Much More ...

Mannington and our associates work hard and play hard across all our operations. In addition to the above examples, we collectively support a number of other organizations in our communities, including:


- [United Way of Delaware](#)
- [United Way of Gordon County, Georgia](#)
- [United Way of Northwest Georgia](#)
- [Stand Up for Salem](#)
- [Honor Flight Network](#)
- [Read Across America Day](#)
- [South Jersey Summer Institute for Educators](#)
- [Big Brothers Big Sisters of Cumberland and Salem Counties, New Jersey](#)
- [American Heart Association Dalton Heart Ball](#)



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**We Appreciate Your Interest**

Thank you for your interest in our corporate responsibility journey. For more information, visit our [website](#) or contact [corporate.responsibility@mannington.com](mailto:corporate.responsibility@mannington.com).



**Thank  
You.**

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