



sustain[HUMAN]ability®

SUSTAINABILITY REPORT 2024



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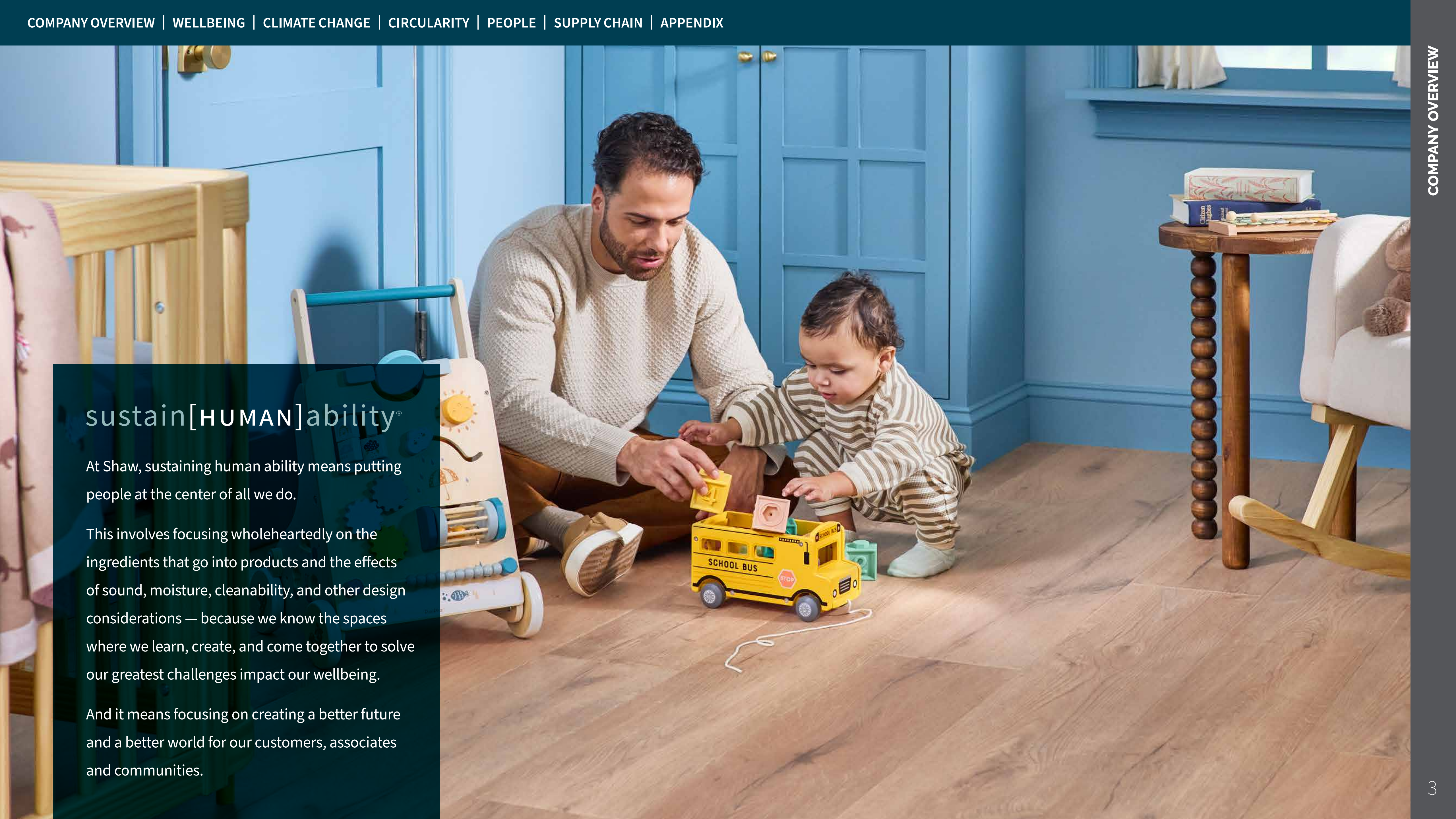
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A man with dark hair and a beard, wearing a light-colored sweater, is sitting on a wooden floor, playing with a young child. The child is wearing a striped shirt and pants. They are playing with a yellow toy school bus and some blocks. In the background, there is a wooden crib and a small wooden table with books on it. The room has blue walls and a wooden floor.

sustain[HUMAN]ability®

At Shaw, sustaining human ability means putting people at the center of all we do.

This involves focusing wholeheartedly on the ingredients that go into products and the effects of sound, moisture, cleanability, and other design considerations — because we know the spaces where we learn, create, and come together to solve our greatest challenges impact our wellbeing.

And it means focusing on creating a better future and a better world for our customers, associates and communities.



THE
EXPONENTIAL
POWER OF
PARTNERSHIP

Dear Stakeholders,

Shaw’s annual corporate sustainability report offers a valuable moment to reflect on the progress we’ve made — and to look ahead with optimism, purpose, and a deep belief in what we can achieve together.

I’m proud of the achievements highlighted throughout this report, but more than any metric, award, or success story, I’m struck by the exponential power of partnership — a theme that defines who we are and how we lead.

When we work together, we amplify our impact. The exchange of ideas, the blending of perspectives, and the shared commitment to common goals allow us to move faster, think bigger, and solve more complex challenges. It’s through partnership that we transform intent into action, and ambition into outcomes.

At the core of every great partnership is human connection.

Whether with customers, suppliers, or among our teams, our progress is rooted in empathy, curiosity, and a willingness to learn from one another. That mindset drives innovation, strengthens our resilience, and positions us for long-term success. This people-centered approach has enabled us to bring new products and services to market, build a more diversified and adaptable supply chain, and foster an environment where fresh thinking and growth can thrive.

Our long-term success isn’t built on short-term gains — it’s built on a belief in people, the power of innovation, and a shared commitment to doing what’s right for our customers, associates, and communities.

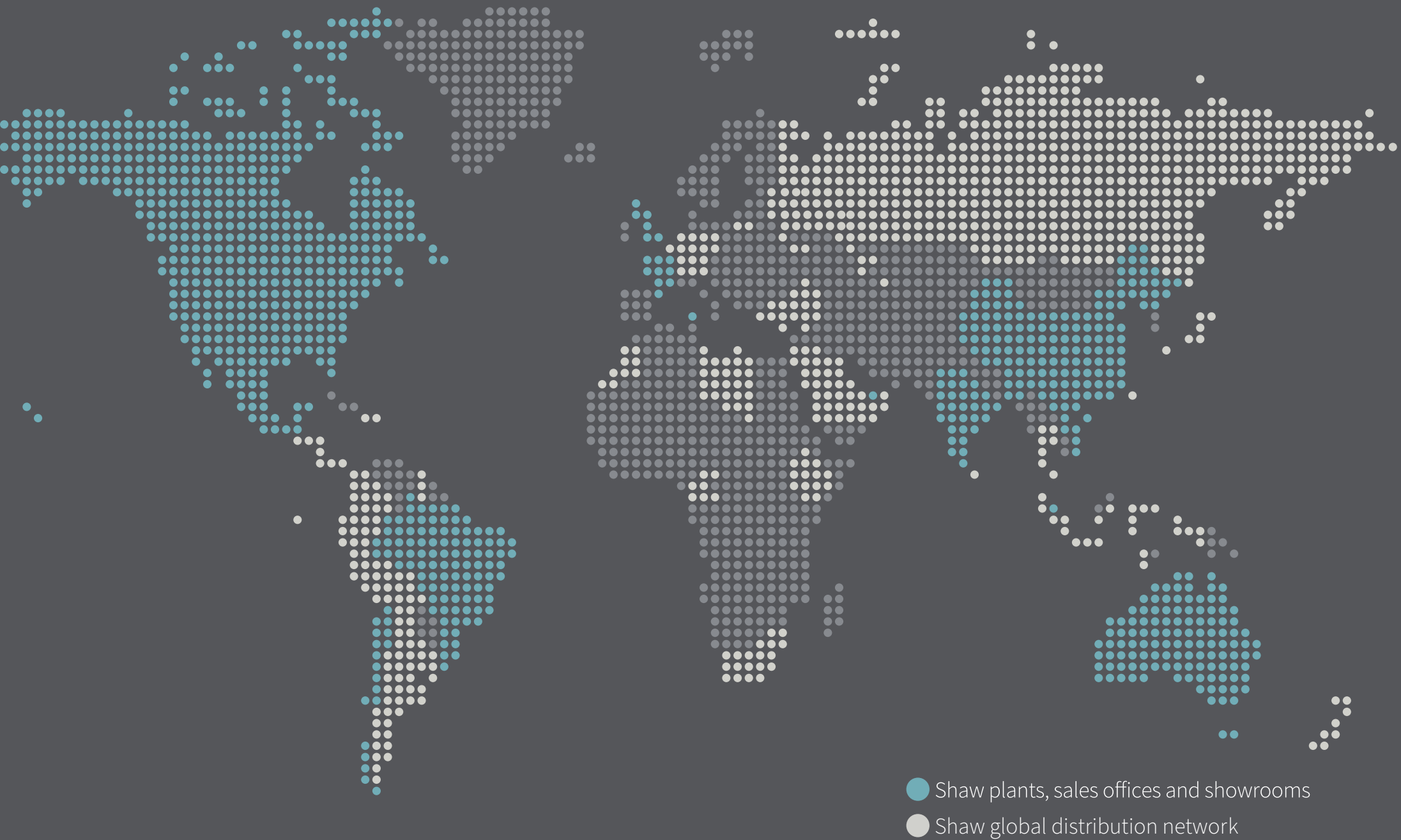
I have no doubt that it will be the power of partnership that allows us to continue to innovate and create a better future for our customers, associates and communities.

A handwritten signature of Tim Baucom in black ink.

Tim Baucom, President and CEO

Shaw Industries Group, Inc. offers a diverse portfolio of carpet, resilient, and hardwood flooring as well as tile & stone, synthetic turf and other specialty items for residential and commercial markets worldwide via our brands Anderson Tuftex®, COREtec®, Patcraft®, Philadelphia Commercial®, Shaw Contract®, Shaw Floors®, Shaw Sports Turf®, Shawgrass®, Southwest Greens®, Watershed Geo® and more.

Headquartered in Dalton, Georgia, Shaw has annual revenues of approximately \$6 billion and is a wholly-owned subsidiary of Berkshire Hathaway, Inc. The company employs approximately 18,000 associates in research and development, manufacturing, warehousing and distribution locations, and product showrooms throughout the U.S., as well as Australia, Belgium, Brazil, Canada, Chile, China, France, India, Mexico, the Netherlands, Singapore, United Arab Emirates, the United Kingdom and Vietnam.



WE ARE ~18,000 INDIVIDUALS BOUND TOGETHER BY A
COMMON VISION TO CREATE A BETTER FUTURE. BY COMBINING
DEEP MARKET KNOWLEDGE WITH NEW WAYS OF THINKING.

OUR MISSION

Great people,
great products,
great service.
Always.

OUR VISION

Creating a better future:
for our people,
for our customers,
for our company and
for our communities.

OUR VALUES

Honesty,
integrity
and
passion.

17,689

ASSOCIATES WORLDWIDE

32

MANUFACTURING FACILITIES

37,760

SKUs

52

DISTRIBUTION FACILITIES



RESIDENTIAL FLOORING



COMMERCIAL FLOORING



SYNTHETIC TURF



AND MORE





WHEN YOU
KNOW MORE,
YOU DO MORE

Dear Stakeholders,

While our business and the world around us have changed significantly since we released our first report 17 years ago, our commitment to people and the planet remains steadfast and core to who we are.

By putting people at the heart of our sustainability efforts and all that we do at Shaw, we’ve been able to maintain our sustainability leadership — to advance toward our 2030 sustainability goals, to offer innovative new products to our customers and to help create a better future for our associates, customers and communities.

Throughout this report, you will find details of our ongoing efforts and progress. I’m particularly proud to share that:

- As our portfolio of products continues to evolve, almost 90 percent of the products we make are Cradle to Cradle Certified having been assessed for material health, clean air and climate protection, product circularity, water and soil stewardship and social fairness.
- In 2024, we introduced EcoWorx Resilient — an innovative fully recyclable, PVC-free resilient flooring product that meets customer priorities for performance, design and sustainability all at a competitive price point. (Learn more in our case studies for wellbeing, climate change and circularity on pages 14, 18 and 22).
- We’ve reduced our operational carbon footprint (Scope 1 and 2) by 64 percent compared to 2010 — making steady progress toward our goal of achieving net zero enterprise operations by 2030.
- We’ve recycled almost a billion pounds of carpet since 2006 — while continuing to add more flooring types (like EcoWorx Resilient) to our product takeback program.
- Shaw provided more than 1 million hours of training and education to our associates and customers yet again in 2024 as part of our effort to help people achieve their full potential.
- We became one of the first organizations in the world to achieve the WELL Equity Rating, a global standard from the International WELL Building Institute for transforming how places are designed, operated and managed. (Learn more on page 28.)

We’ve made great strides, but we know the journey’s never over. When you know more, you do more. We’re invigorated by that continued quest to create a better future and welcome you to join us on that journey.

A handwritten signature in black ink, reading "Kellie Ballew". The signature is fluid and cursive.

Kellie Ballew, Chief Sustainability and Innovation Officer

SETTING LONG-TERM STRATEGY REQUIRES CAREFUL MONITORING OF THE WORLD AROUND US, DEEP ENGAGEMENT WITH STAKEHOLDERS AND A SOLID UNDERSTANDING OF WHO WE ARE AS A COMPANY.

To ensure we appropriately focus our resources where we can have the greatest impact in alignment with our stakeholders’ expectations, we periodically conduct a comprehensive materiality assessment.

In 2024, we completed our first double materiality assessment, which looks at how a business is affected by sustainability issues (“outside in”) and how a business’ activities impact society and the environment (“inside out”). Previous materiality assessments (conducted in 2015, 2018 and 2021) took an “inside out” approach only.

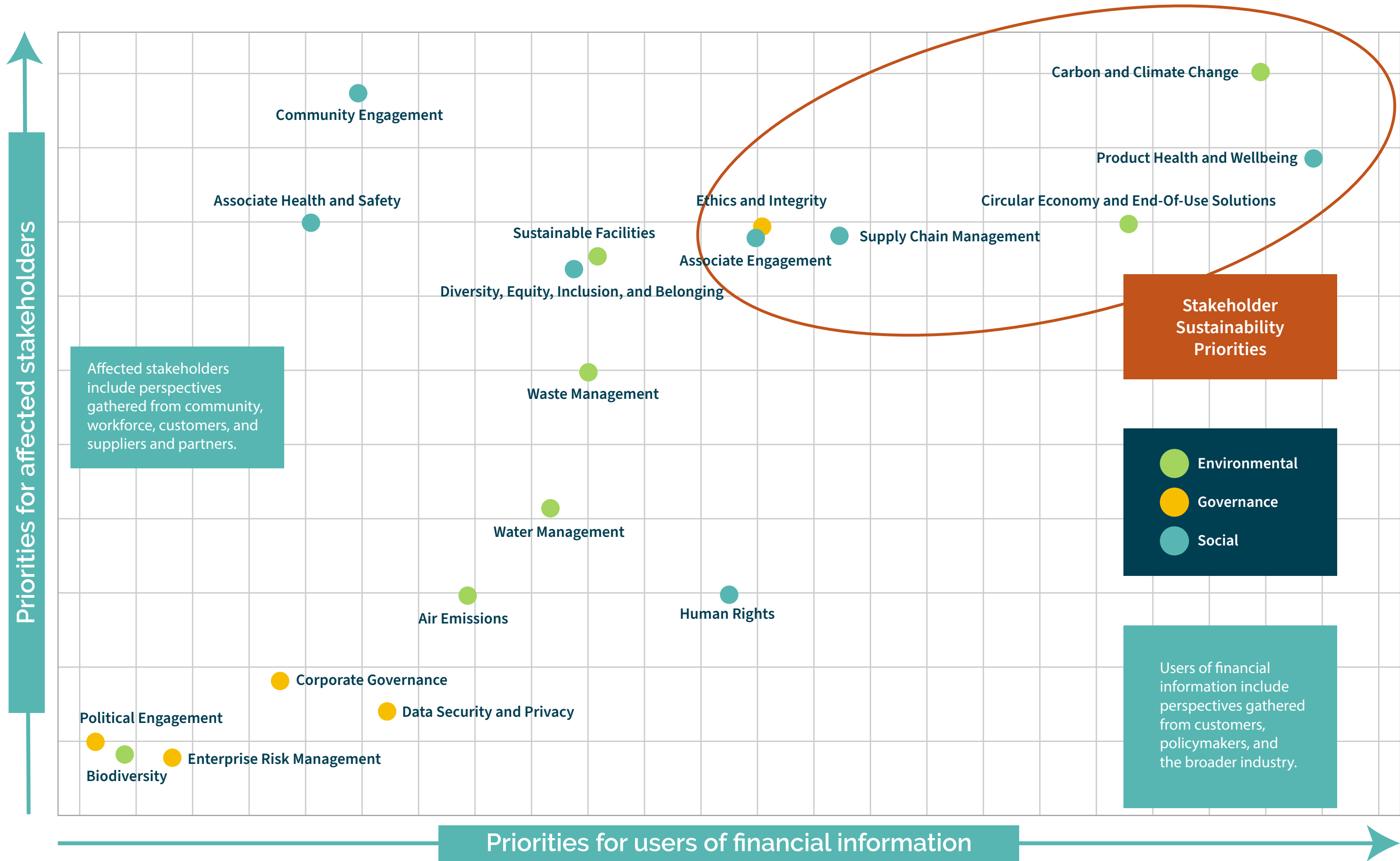
Our engagement with customers, associates, our communities and other stakeholders showed they continue to prioritize:

- carbon and climate change
- product wellbeing
- the circular economy and end-of-use product solutions
- supply chain management
- ethics and integrity

While our methodology has evolved slightly, and we continue to expand our stakeholder groups for a comprehensive perspective, our latest materiality assessment echoes themes we’ve seen since our initial materiality assessment in 2015.

Our sustain[HUMAN]ability strategy addresses each of these key sustainability priorities while putting people at the heart of all we do.

This stakeholder input guides our work and how we report our efforts and progress. As such this report is divided into five primary sections: wellbeing, climate change, circularity, people, and supply chain.



At Shaw, we strive to create a better future and a better world. A world in which we collectively value and invest in the health, wellbeing, and success of **all people AND our planet**. A future that's safe and safeguarded for generations to come.

OUR PROMISE

Design products focused on the **wellbeing** of the planet and its people.

Be a positive force in the global effort to mitigate **climate change**.

Fuel the **circular economy** with safe, sustainable, cradle-to-cradle inspired products.

Help people **achieve their full potential**.

OUR 2030 GOAL OPTIMIZE 100% OF OUR PRODUCTS TO CRADLE TO CRADLE® DESIGN PRINCIPLES



material health



clean air & climate protection



product circularity



water & soil stewardship

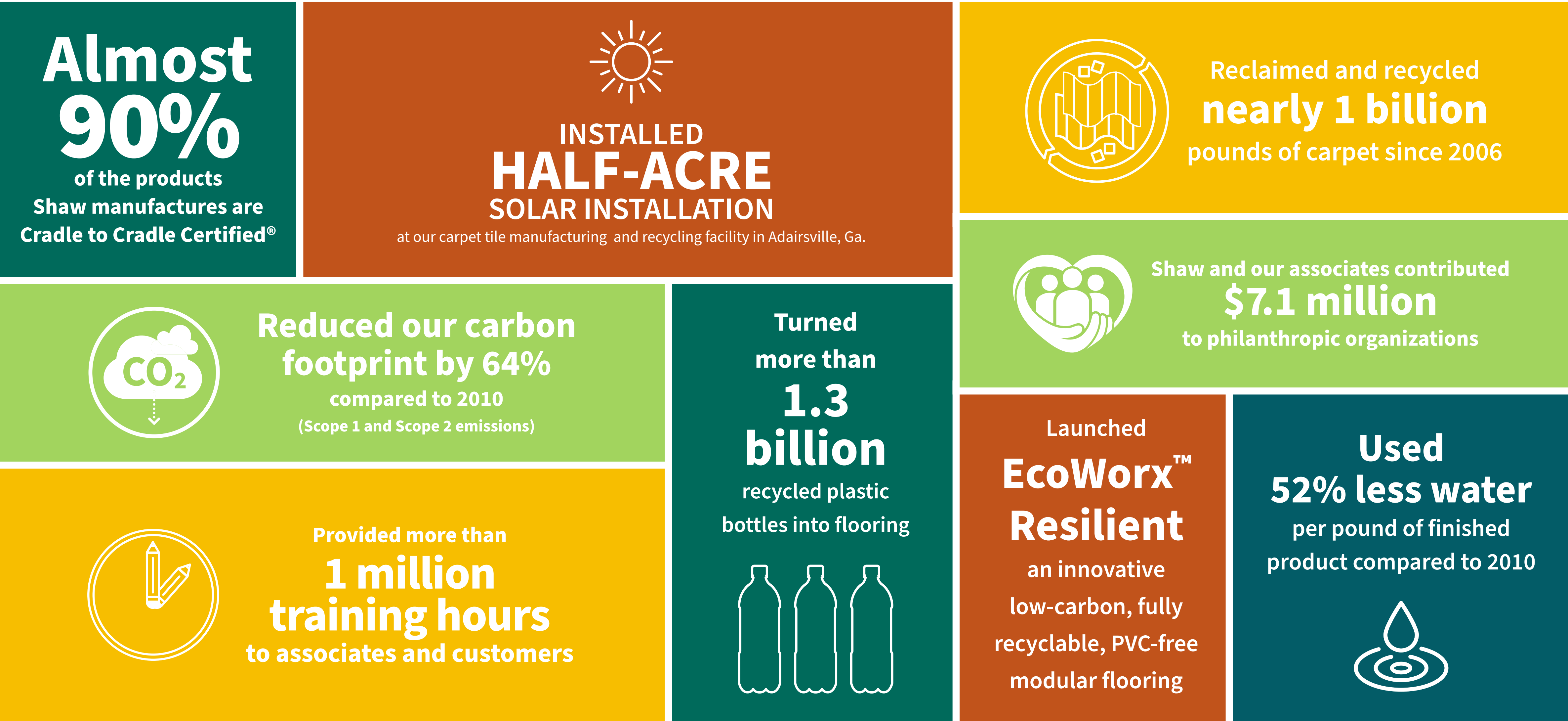


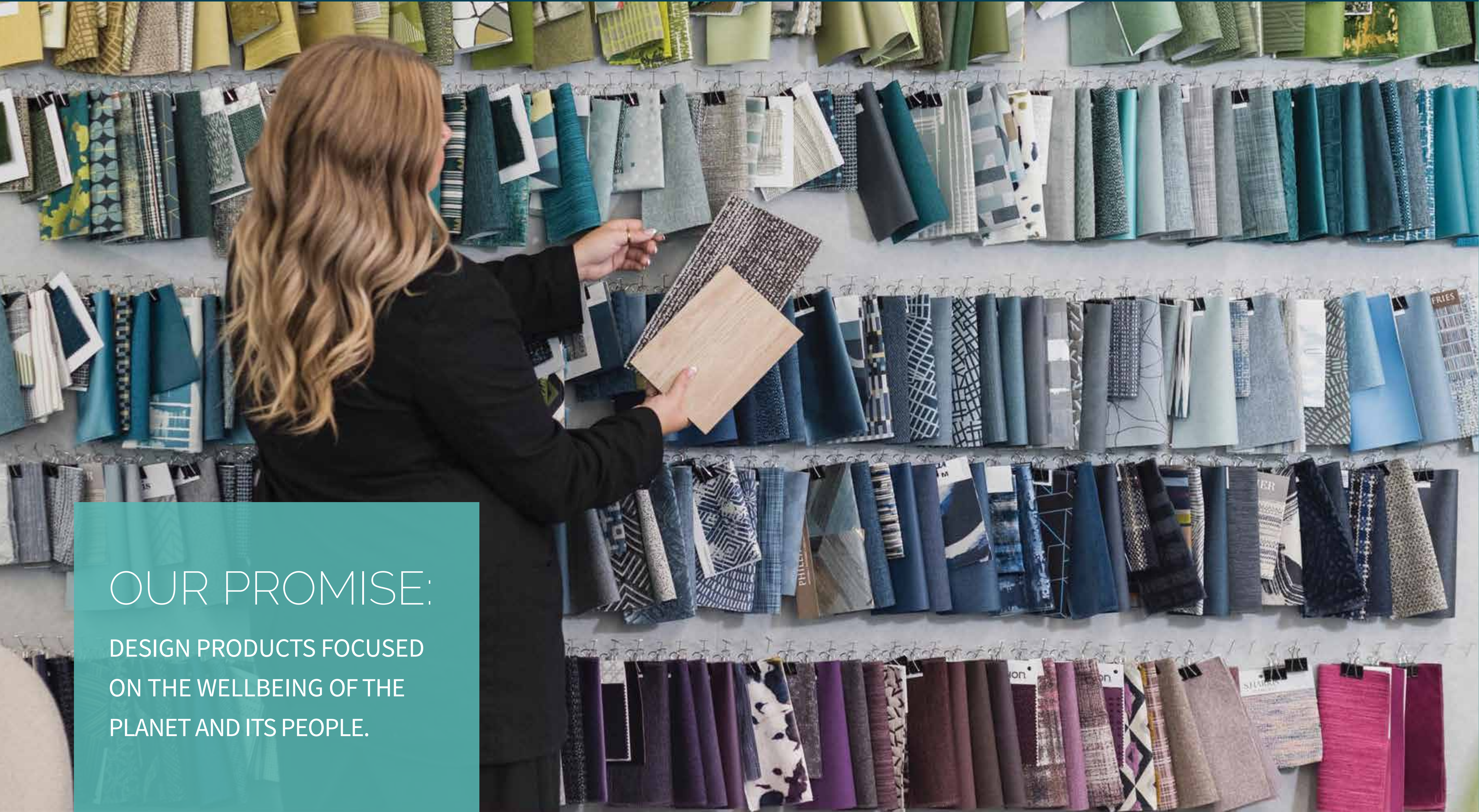
social fairness

The UN Sustainable Development Goals (SDGs) were adopted by the United Nations in 2015 as a **universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity**. Shaw's sustain[HUMAN]ability efforts contribute and align most significantly to the following SDGs.



AS WE WORK TOWARD OUR GOAL TO OPTIMIZE 100 PERCENT OF OUR PRODUCTS TO CRADLE TO CRADLE DESIGN PRINCIPLES, WE HAVE ESTABLISHED KEY PERFORMANCE INDICATORS (KPIs) TO MEASURE OUR PROGRESS AND ADJUST OUR APPROACH AS NEEDED.





OUR PROMISE:
DESIGN PRODUCTS FOCUSED
ON THE WELLBEING OF THE
PLANET AND ITS PEOPLE.



**ALMOST 90% OF
THE PRODUCTS
WE MAKE
ARE CRADLE
TO CRADLE
CERTIFIED®**

Recognizing the significant impact the built environment has on both people and the planet has always shaped our approach to product design.

For over two decades, we’ve embraced Cradle to Cradle principles, driving our commitment to sustainability through a focus on material health, clean air and climate protection, product circularity, water and soil stewardship, and social fairness.

It all started with our EcoWorx-backed carpet tile — a groundbreaking innovation that laid the foundation for everything we do today. Nearly 90 percent of the products we make are now Cradle to Cradle Certified, reflecting our dedication to sustainable practices at every level. These principles also guide our sourcing policies and supplier agreements. Our goal: No matter where or by whom a product or ingredient is made, they meet Shaw’s rigorous sustainability standards. (Discover more about our supply chain management on page 29.)

AT SHAW, OUR APPROACH IS TO:

- AIM TO KNOW AS MUCH AS POSSIBLE ABOUT OUR PRODUCTS
- SEEK THIRD-PARTY CERTIFICATION
- EMPLOY A SUSTAINABLE SOURCING POLICY
- EMPOWER PRODUCT INNOVATION AND DESIGN TEAMS



INGREDIENTS

We strive to thoroughly understand our products. This commitment starts with the careful selection of raw materials. Shaw’s stewardship process features a rigorous, enterprise-wide workflow and strict raw material ingredient approval.

Our Chemical Management Policy and Restricted Substances List provides clear guidance to our stakeholders, ensuring they understand our high standards and expectations. This includes suppliers of raw materials and finished goods.

PRODUCT R&D AND DESIGN

Shaw’s product research and development, design, and technical teams stay at the forefront of trends in color, texture and technical capabilities, and the growing demand for sustainable products. Guided by the Cradle to Cradle design philosophy, our product development process is validated through the Cradle to Cradle Products Certification Program, which offers third-party assessment and verification of our sustainability efforts. We value this approach for its science-based, consensus-driven framework that advances material health, product circularity, clean air and climate protection, water and soil stewardship, and social fairness.

THIRD-PARTY CERTIFICATION

Shaw values third-party verification as a vital component of our sustainability journey. These certifications not only validate our efforts but also communicate our products’ sustainability attributes with credibility, helping us build trust and avoid the skepticism that can accompany self-disclosed claims. The Cradle to Cradle Product Standard is central to our sustainable product design strategy, offering the right balance between ingredient transparency and the protection of intellectual property.

As a result of this commitment to Cradle to Cradle, Shaw became the first flooring solutions provider to obtain the International WELL Building Institute’s Works with WELL mark (via our EcoWorx carpet tile in 2024).

We also prioritize indoor air quality by ensuring our products meet VOC (volatile organic compounds) emission standards through certifications such as Green Label Plus, FloorScore®, and GREENGUARD. Additionally, we provide product ingredients and disclosure information via Health Product Declarations (HPDs) and Declare labels.

SUSTAINABLE SOURCING POLICY

Whether or not a product is seeking certification, we adhere to Cradle to Cradle design principles, supported by hazard screening and risk assessment.

We are committed to holding the products we source to the same high standards as those we manufacture, integrating our principles into our sustainable sourcing policy and supplier agreements. This approach not only benefits Shaw but also supports our customers and the broader industry as new, alternative options emerge.

NATURAL RESOURCES

Our commitment to people and the planet extends to protecting natural resources. The Cradle to Cradle Certified Products Program requires manufacturers to report water usage, and chemicals are evaluated for their potential impact on water quality according to material health assessment criteria.

Further, the Cradle to Cradle certification mandates that manufacturers research ecosystem health, identify watershed threats near production sites, and demonstrate effective management practices to prevent industrial contamination.

Additionally, we have made substantial progress in reducing water use in our operations and manufacturing processes.

As a result, we’ve now met our 2030 goal of cutting water intensity by 50 percent compared to 2010 — five years early. In 2024, we used 52 percent less water (per pound of finished product) than if we were operating as we did in 2010, significantly reducing our impact over the past decade.

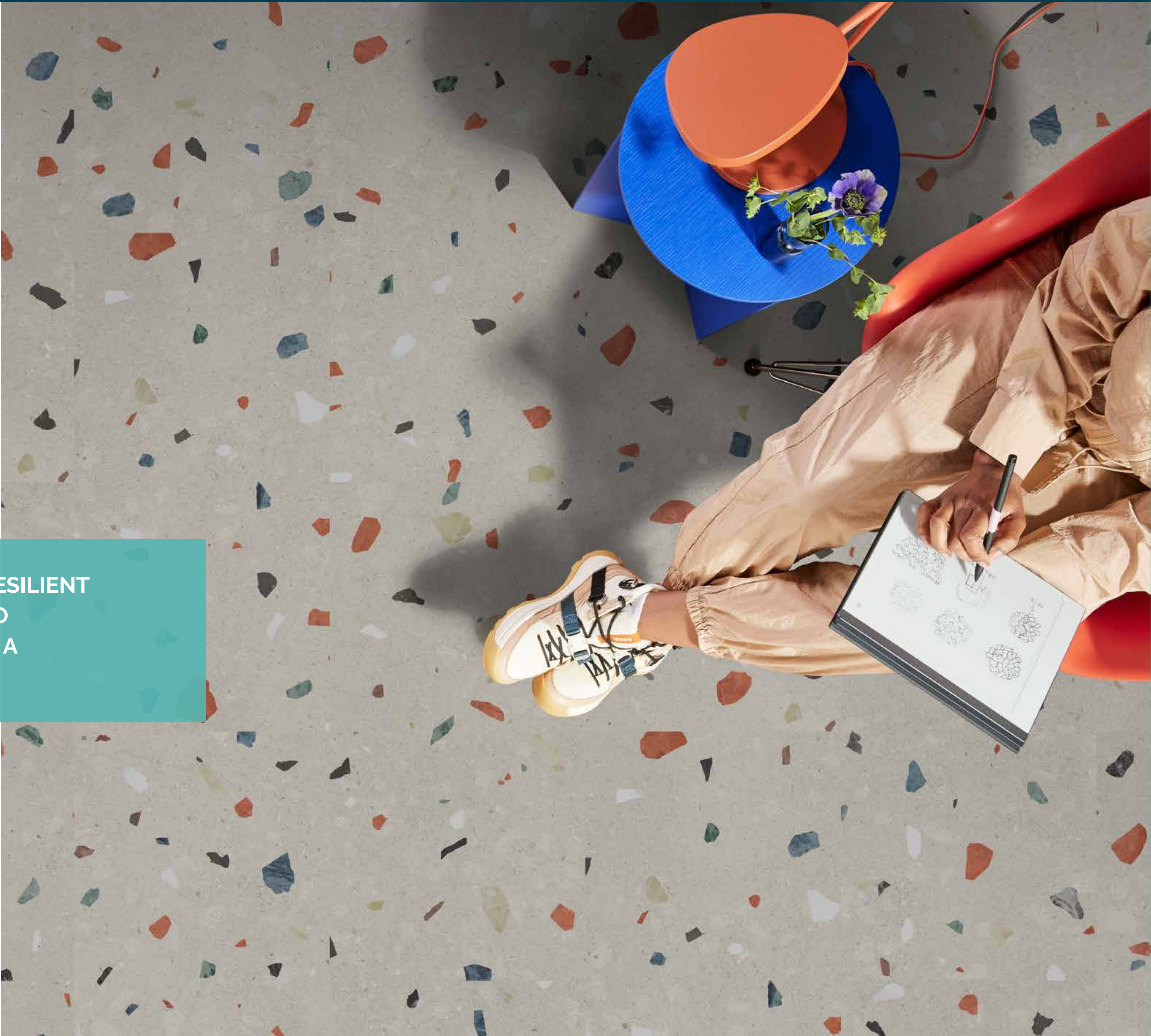
ECOWORX™ RESILIENT

In 2024, Shaw Industries launched EcoWorx™ Resilient, a fully recyclable, PVC-free flooring solution designed for commercial spaces. This innovative product offers unparalleled design, performance, and sustainability attributes at an achievable price point.

Featuring Shaw’s ExoGuard+® technology, EcoWorx Resilient is resistant to scratches, stains, and scuffs and offers exceptional durability and dimensional stability. This modular resilient flooring also delivers next-level design with minimal pattern repeats.

Learn about how EcoWorx Resilient supports our focus on climate change and circularity on pages 18 and 22 respectively.

AS ONE PART OF ITS SUSTAINABILITY ATTRIBUTES, ECOWORX RESILIENT FEATURES MULTIPLE THIRD-PARTY CERTIFICATIONS RELATED TO MATERIAL HEALTH AND INDOOR AIR QUALITY AND COMES WITH A HEALTH PRODUCTION DECLARATION FOR TRANSPARENCY.





OUR PROMISE:
BE A POSITIVE FORCE IN THE
GLOBAL EFFORT TO MITIGATE
CLIMATE CHANGE.



**OUR GOAL:
NET ZERO
ENTERPRISE
OPERATIONS
BY 2030**

At Shaw, our vision is to create a better future for our customers, associates, company and communities. The challenges we all face in creating a more sustainable world — both for people and the planet — are multifaceted and complex. Addressing the challenge of climate change requires action and collaboration across a wide range of sectors.

As a product manufacturer our goal is to help drive positive action by reducing our own carbon footprint and by enabling our customers to meet their sustainability objectives.

In 2021, we achieved a significant milestone, surpassing our original goal of reducing greenhouse gas (GHG) emissions intensity by 40 percent by 2030 — nearly a decade ahead of schedule. This success was driven by a combination of energy efficiency initiatives, cleaner fuels, and a commitment to renewable energy. In 2022, we raised the bar even further, setting an ambitious target: net zero operations by 2030.

As we enter 2025, we remain steadfast in our commitment to this target and are accelerating efforts to reach it. Over the next five years, we will continue to drive reductions in our operational emissions (Scope 1 and Scope 2) while examining our Scope 3 emissions and making significant strides in reducing the embodied carbon footprint of our products.

At Shaw, we understand that the path to net zero is not without challenges, but we are fully committed to navigating these complexities with urgency, transparency, and determination. Together, we can shape a sustainable future for generations to come.

AT SHAW, OUR COMPREHENSIVE APPROACH TO REDUCING OUR CARBON FOOTPRINT INCLUDES:

- OPERATIONS
- PRODUCTS
- VALUE CHAIN



**OUR GLOBAL COMMERCIAL CARPET OPERATIONS
HAVE BEEN CARBON NEUTRAL SINCE 2018**

OUR OPERATIONS

Shaw is committed to achieving net zero operations by 2030 across our entire enterprise, encompassing Scope 1 and Scope 2 emissions. With more than 90 manufacturing, distribution, and corporate facilities worldwide, we understand the critical role our operations play in reducing our carbon footprint.

Since 2018, our commercial carpet operations have been carbon neutral, and across all our facilities and fleet, we prioritize energy efficiency, transitioning to cleaner fuels, utilizing renewable energy where possible, and offsetting any remaining operational footprint. In 2024, Shaw invested in renewable energy from the Flat Top wind farm in Texas. This investment effectively reduces Shaw’s operational footprint by approximately 15 percent annually over the next 15 years, building on our operational achievements of reducing Scope 1 and Scope 2 GHG emissions by more than 50 percent since 2010.

As a result, in 2024, our Scope 1 and Scope 2 GHG emissions were 0.3 and 0.29 (GHG in millions of metric tons of CO2 equivalents) respectively — that’s a 64 percent reduction compared to 2010. Within this progress, we’ve reduced our energy intensity (BTUs per pound of finished product) by 35 percent as of 2024 (compared to our 2010 baseline).

OUR PRODUCTS

Since 2004, we have been systematically measuring the carbon footprint of our products through lifecycle assessments (LCAs) and sharing this information with customers via Environmental Product Declarations (EPDs). This data has helped us identify key opportunities for reducing embodied carbon across our product portfolio and helps our customers evaluate product purchase decisions with a product’s environmental footprint in mind.

A prime example is our EcoSolution Q100® yarn. By utilizing post-industrial recycled content allocated from waste minimization and collection efforts, we’ve been able to reduce the carbon footprint in our EcoWorx carpet tiles by more than 60 percent since its inception. This yarn system is available across our Patcraft, Shaw Contract and Philadelphia Commercial brands, offering customers a plethora of low-carbon options.

Over the past year, we’ve also continued to expand our carbon-neutral product offerings available in the commercial market, enabling customers to make more sustainable purchasing decisions.

OUR VALUE CHAIN

Reducing the carbon footprint of our products and operations requires a deep understanding of our entire value chain.

In 2023, Shaw began delving further into that value chain by more systematically collecting data that would allow us to measure, report and set goals to reduce our Scope 3 emissions using science-based targets. Scope 3 emissions include those from the production of purchased materials, business travel, employee commuting, transportation and distribution, waste disposal, recycling of materials and products, and more.

In 2024, we continued to fine tune our efforts using additional supplier specific data rather than category averages where possible, and re-evaluating certain emission factors for specific categories. This change led to an increase in our reported emissions from purchased goods and services — but reflects a more accurate picture of our impact. As a result, our total Scope 3 emissions for 2024 were 3.12 million metric tons of CO2 equivalent.

Our efforts verified that purchased goods and services are the most significant portion of our Scope 3 emissions — providing us with a roadmap to reduce our Scope 3 impacts while we continue to refine our measurements.

ECOWORX™ RESILIENT

EcoWorx Resilient, which launched in mid-2024, boasts a low carbon footprint of 5.21 kg CO2e/m2 — significantly lower than the average commercial luxury vinyl tile (LVT) product on the market today thanks in part to its use of recycled content.

This innovative product is also among the numerous carbon neutral products available from Patcraft and Shaw Contract.

Learn about how EcoWorx Resilient supports our focus on wellbeing and circularity on pages 14 and 22 respectively.



LEARN MORE
VIA THIS VIDEO





OUR PROMISE:

FUEL THE CIRCULAR ECONOMY
WITH SAFE, SUSTAINABLE,
CRADLE-TO-CRADLE
INSPIRED PRODUCTS.



**NEARLY
1 BILLION
POUNDS
OF CARPET
RECYCLED
SINCE 2006**

At Shaw, we’re committed to reusing materials that might otherwise become waste, giving them new life through thoughtful design and sustainable practices.

For us, circularity is about more than just diverting waste from landfills — it’s about selecting materials that are not only safe and sustainable but also capable of being reused again and again. And by using thoughtfully selected recycled content, we can minimize the need for virgin raw materials, which in turn reduces the carbon footprint of that new product.

It’s all interconnected. That’s why we’ve long embraced Cradle to Cradle design principles, offering a holistic approach to building a truly circular economy.

What started with the launch of our EcoWorx-backed carpet tile in 1999 has grown to influence every aspect of our business and form the foundation of our product design. Today, nearly 90% of the products we manufacture — and an increasing number of the products we source — are Cradle to Cradle Certified, thanks to our ongoing commitment to sustainable innovation.

Shaw has made significant strides in circularity by recycling nearly a billion pounds of carpet since 2006 and converting billions of single-use plastic bottles into carpet each year for over a decade. Our re[TURN] Reclamation Program includes ReWorx hybrid flooring, Shaw-made resilient products, EcoWorx carpet tiles and our newly introduced EcoWorx Resilient — a PVC-free, recyclable flooring solution designed for commercial use.

These efforts are all part of our mission to drive the circular economy with safe, sustainable, cradle-to-cradle inspired products.

OUR CIRCULARITY JOURNEY BEGAN IN EARNEST IN THE LATE 1990s.

Our flagship EcoWorx® backed carpet comes with an Environmental Guarantee — our way of saying, “We want it back.” All EcoWorx carpet tile, ReWorx, EcoWorx Resilient, and Shaw-made resilient products have a toll-free number (800-509-SHAW) and/or URL (ShawRecycles.com) printed on the back to make the recycling of these products simple and hassle-free.

FLOORING RECYCLING

At Shaw, we’re constantly exploring new ways to overcome the technical, economic, and logistical hurdles of creating a more circular economy. Our focus is on finding sustainable, innovative solutions through ongoing research and development, partnerships within the industry, academic collaboration, and bold new ideas.

A prime example of our commitment is Shaw’s re[TURN]® Reclamation Program, which has recycled nearly 1 billion pounds of carpet since 2006. But we’re not stopping there. We’ve broadened our recycling initiatives to include ReWorx hybrid flooring, Shaw-made resilient products and our newly introduced EcoWorx Resilient to our takeback program. These products are covered by Shaw’s Environmental Guarantee for free reclamation and recycling — providing our customers with an easy solution for landfill avoidance and helping to lower the embodied carbon footprint of our products by creating a stream of post-consumer recycled content.

FROM THE GROUND UP

Driven by our dedication to sustainability and innovation, we also transform end-of-use synthetic turf fields into patented NXTPlay® high performance shock pad available from Shaw Sports Turf. Since the product’s launch, we’ve already reclaimed almost 12 million pounds of synthetic turf, keeping the cycle of sustainability going strong.

TRANSFORMING PLASTIC WASTE

At Shaw, we’re always exploring ways to turn challenges into opportunities for innovation. One example of this is our work with single-use plastic bottles. For over a decade, we’ve been turning plastic bottles into carpet fiber.

Innovation happens when we ask “What if?” and “How might we?”

For example, clear Polyethylene Terephthalate (PET) has the highest value and widest variety of applications for recycling. Meanwhile, color-enhanced PET is appealing and distinctive in its first use, but it is often unwanted by recyclers and manufacturers due to the color limitations. By asking ourselves, “How might we use the harder-to-reuse green or amber plastic bottles in our products? What if we used ones with a bit of soda residue or debris from the collection process?” we’ve been able to continually turn materials historically seen as waste into a resource.

What began in 2003 as an effort to incorporate hard-to-recycle green plastic bottles into our EcoLogix® commercial carpet backing has expanded into other product categories. Today, our innovation and commitment to a more circular economy shines through in products like Anderson Tuftex’s high performance PET carpet products, COREtec’s Soft Step flooring, which features an attached underlayment made from recycled plastic bottles.

STRIDES IN WASTE REDUCTION/REUSE

This commitment to a more circular economy means continuously seeking new ways to minimize waste and maximize the use of recycled materials. We consistently categorize, measure and channel waste toward the best possible use, whether repurposed within our own manufacturing processes or used by other industries. This ongoing effort helps us identify areas for improvement, driving us toward even greater waste reduction. In 2024, our landfill waste intensity was 3.58 percent. Recycled input materials make up more than 15 percent (by weight) of what goes into manufacturing Shaw’s products.

WE’VE RECLAIMED ALMOST 12 MILLION POUNDS OF SYNTHETIC TURF INTO OUR NXTPLAY HIGH PERFORMANCE PAD SINCE 2020

ECOWORX™ RESILIENT

Launched at NeoCon 2024, EcoWorx Resilient is fully recyclable. This innovative, PVC-free modular flooring can be converted into new EcoWorx Resilient or our flagship EcoWorx carpet tile at the end of its useful life on the floor.

As part of Shaw’s Environmental Guarantee, we’ll facilitate the free pick up and return of the product via our Shaw’s re[TURN]® Reclamation Program — a product takeback program that underscores our long-standing commitment to the circular economy.

Learn about how EcoWorx Resilient supports our focus on wellbeing and climate change on pages 14 and 18 respectively.



CIRCULAR
DESIGN

OUR PROMISE:
HELP PEOPLE ACHIEVE
THEIR FULL POTENTIAL.



**WE SUPPORT EACH
OTHER AND OUR
COMMUNITIES**

At Shaw, we leverage the power of partnership to unlock human potential. That begins with our associates and continues throughout our value chain including in the communities where we operate, across our supply chain, and with our customers.

We diligently work to attract and retain top talent who bring fresh perspectives, unique strengths and varied experience into the organization, which sparks growth and innovation. And we foster a culture of continuous improvement — one that helps each associate achieve their full potential and creates a rewarding work experience.

Our commitment to helping individuals excel is evident in our community giving and philanthropy. We leverage our combined talents and financial resources to fulfill fundamental community needs, to help create economic opportunity by empowering the workforce of the future, and to support causes that have a lasting impact on people and the planet.

It’s all a vital part of how we sustain[HUMAN]ability.

CARING FOR OUR ASSOCIATES

At the heart of our business are the 18,000 Shaw associates who we support in reaching their full potential to deliver quality products and fresh thinking to our customers — so that we can all create a better future together.



SAFETY

In every department, every location, and every area of our business, every future counts. That’s why we prioritize the safety and wellbeing of our associates on the job. We take time to prevent accidents, assess risk, encourage open dialogue about any potential dangers, and continually invest in new safety training, procedures and technology changes to improve workplace safety. By communicating about safety on an ongoing basis and maintaining an environment where everyone takes accountability for protecting every individual, we ensure we are united in safety. In 2024, our corporate incident rate (or OIR) was 2.00. Our goal: 0 — because even one incident is too many.

HEALTH AND WELLNESS

We are committed to supporting the health and wellbeing of our associates and their families, offering a variety of resources to help them thrive. Our holistic approach addresses physical, mental, and financial wellness through comprehensive benefits, including health insurance, retirement plans, tuition reimbursement, GED support, caregiver assistance, breastmilk shipping services, and access to virtual medical and behavioral health care. To further support our associates, Shaw operates three Family Health Centers (in Andalusia, Ala., Cartersville, Ga., and Dalton, Ga.). These centers provide a wide range of high-quality care options, including primary care, acute care, behavioral health, and wellness services. These facilities are available to all Shaw associates and their dependents — whether they participate in our health plans or not — which helps ensure convenient access to essential healthcare.

GROWTH AND DEVELOPMENT

We foster an environment where associates can pursue their passions and grow professionally, offering the tools and resources for success. Through over 1 million training hours annually and 20,000+ educational modules, we ensure our associates have access to a wide variety of high-quality learning opportunities that align with their short- and long-term goals. This focus on growth has made our associates the primary source of talent for leadership roles across the company. We’re proud to be recognized consistently for our robust efforts and commitment to helping our associates achieve their full potential. Shaw was named a 2025 Training® APEX Award winner by Training magazine for our efforts in 2024 — once again ranking as the highest flooring manufacturer on the list and marking the 21st consecutive year Shaw has been honored. Additionally, our education and training efforts contributed to Shaw being named to Forbes’ 2024 List of Best Employers in Georgia, marking our sixth consecutive year on the list.

DIVERSITY & INCLUSION

Our commitment to diversity and inclusion is about creating an environment where every individual has the opportunity to grow and contribute meaningfully. We believe that when people feel supported, they perform at their best, driving stellar results.



DIVERSE TALENT

We strive to recruit individuals who can drive innovation, collaboration, and business success. Through varied experiences and expertise, we can spark growth and innovation, bringing forth the best solutions for our customers. Thus, we are focused on attracting top talent and investing in the professional development of associates across our organization.

We are focused on people — their skills, ideas, potential, and contributions to our company’s growth. We believe our culture of belonging enhances our capacity to attract and retain top talent, drive innovation, and ensure long-term business success.

INCLUSIVE LEADERSHIP

Fostering diversity and inclusion creates a sense of belonging — a work environment where all associates feel safe, empowered, and accountable. This begins with honoring a zero-tolerance policy for discrimination or harassment of any kind, setting high expectations for treating others with respect, and upholding inclusive leadership as a core competency by which individuals are evaluated.

To this end, leaders are held accountable for demonstrating self-awareness, championing diversity and inclusion, and using diversity as an advantage. They understand their responsibility in creating a place where everyone can make a difference, where we engage in healthy debate, challenge each other, and take risks to move the organization forward.

By embedding these principles throughout our talent management processes and providing opportunities to better understand other perspectives — from education on cultural fluency to creating space for connection, reflection, and empathy — we continue to learn and grow together.

In 2024, leaders held more than 70 inclusive development sessions that engaged over 1,100 participants, equipping associates with tools for success in a diverse workplace. Ninety-six percent of participants rated the training as a worthwhile investment, citing its effectiveness in fostering understanding and a culture of learning. We are also proud to be recognized by Newsweek as one of America’s Greatest Workplaces for Inclusion & Diversity in 2025.

ASSOCIATE-LED RESOURCE GROUPS

Shaw’s commitment to fostering an inclusive and diverse corporate culture is supported by Associate Resource Groups (ARGs). These voluntary, associate-led groups help drive engagement within the company by connecting associates with both similar and different perspectives to harness and enable member’s talents and goals, foster innovation and provide insight into potential business opportunities. These groups are voluntary and open to all associates.

There are active groups focused on the needs and interests of female, Hispanic and Latino, Black and multicultural, Asian & Pacific Islanders, LGBTQ+, veterans, physical, emotional, and neurological diversity, and sales associates. By connecting thousands of associates in a variety of networking and professional development opportunities, these efforts spark growth through inclusive leadership. In every facet of our approach, we strive to build an environment where different perspectives and ideas are heard, and value is placed on both the seen and unseen characteristics and experiences our 18,000 associates bring to the organization. Learn more at <https://shawinc.com/Diversity>.

OUR COMMUNITIES

In 2024, Shaw associates along with the company donated more than \$7.1 million to community organizations.



COMMUNITY

Our commitment to helping individuals achieve their full potential is evident in our community giving and philanthropy, which includes leveraging our talents and financial resources to fulfill fundamental community needs, to help create economic opportunity by empowering the workforce of the future, and to support causes that have a lasting impact on people and the planet.

Shaw supports numerous non-profit organizations that are adept at providing education and resources that address basic needs such as access to health care and more. In 2024, Shaw associates, along with the company, donated more than \$7.1 million to community organizations.

ST. JUDE CHILDREN’S RESEARCH HOSPITAL

Shaw’s partnership with St. Jude Children’s Research Hospital® continues to strengthen as we support their mission to help children battling cancer and other life-threatening diseases. Shaw’s 12-year partnership with St. Jude, includes multiple programs, each of which has been embraced by our associates, partners and customers.

We have established co-branded product lines, are a national sponsor and exclusive flooring provider for the St. Jude Dream Home® Giveaway, and have participated in other fundraisers. Additionally, Shaw associates and customers take part in the St. Jude Memphis Marathon® Weekend each year. Through these efforts we’ve raised almost \$25 million, including more than \$2.4 million in 2024. And we were once again the top fundraising team for the St. Jude Memphis Marathon®, with our associates and marathon team members raising more than \$650,000.

UNITED WAY

Shaw believes strongly in supporting United Way’s mission to “improve lives by mobilizing the caring power of communities around the world to advance the common good.” Recognizing that the pandemic only intensified the needs in our communities, our associates rose to the challenge, and along with the company contributed almost \$2.4 million to United Way organizations and their partner agencies in 2024.

HOMES FOR OUR TROOPS

Since 2019, Shaw has partnered with Homes For Our Troops® (HFOT) — a nonprofit organization that builds and donates specially adapted custom homes nationwide for severely injured post-9/11 veterans. The organization also offers pro-bono financial planning to all home recipients to ensure their success as a homeowner and a peer mentoring program consisting of veterans and spouses in the HFOT program.

As one of our signature enterprise programs, we are the exclusive flooring provider for the homes developed for these wounded veterans. Since 2004, HFOT has built 400 specially adapted homes nationwide. All 75 completed in 2024 feature our COREtec flooring.

COMMUNITY EDUCATION

Education and opportunity are the keys to future innovation — ours and the world’s.

From reading to robotics, kindergarten to college, Shaw supports education efforts that will help create the workforce of the future — fostering greater innovation at Shaw, bolstering local economic development, and spurring rewarding careers. Shaw sees this investment in people as important as any we make in new equipment or technology. Shaw and our associates partner with a wide range of organizations including Junior Achievement, Great Promise Partnership, FIRST® Robotics, FIRST® Tech and FIRST® Lego Competition teams to fulfill this objective. High school students in our communities also have an opportunity to participate in Shaw’s formal apprenticeship program, which introduces students to mechatronics and manufacturing careers.

Through our community education efforts, Shaw provides an opportunity for all students to identify their passion and aptitude for STEAM careers. Mentorships and coaching from Shaw associates are instrumental in these programs, ensuring that students can see themselves and their future potential.

WELL EQUITY RATING™

In 2024, Shaw became one of the first companies in the world to achieve the WELL Equity Rating — a global standard set by the International WELL Building Institute to help organizations create people-first places. The multifaceted rating validates Shaw's actions to create sustainable spaces and a culture of belonging that fosters trust, fuels collaboration, and enables each associate to perform at their highest potential.

The WELL Equity Rating includes more than 40 strategies spanning six action areas, including:

- user experience and feedback
- responsible hiring and labor practices
- inclusive design
- health benefits and services
- supportive programs and spaces
- community engagement

Shaw achieved the rating based upon our expansive policies and an evaluation of six core corporate facilities:

- Our corporate campus and talent development center in Dalton, Ga. (buildings 7C, 19, 61, 71 and 72),
- Our commercial Create Centre in Cartersville, Ga. (building CX)



SUSTAINABLE SOURCING
AND INTEGRATED SUPPLY
CHAIN MANAGEMENT ARE
CRITICAL TO OUR SUCCESS.



**IN 2024, 59% OF
OUR SUPPLIER
SPEND WAS
WITH LOCAL
BUSINESSES.**

Sustainable sourcing and integrated supply chain management are critical to our business success and our ability to have a positive impact on people and the planet. While supply chain management has been a material issue for our stakeholders for several years now, it’s no surprise that there is increasing focus on this topic amid the supply chain uncertainty and disruptions over the past several years.

What we purchase matters — whether in our day-to-day lives as individuals or as a global manufacturer. At Shaw, we have the ability to influence markets and our supply chain with the significant purchasing power of a multi-billion dollar global company.

Each purchase we make sends a signal to the market regarding what we value. We support our communities by prioritizing local sources whenever possible. In 2024, 59 percent of our overall supplier spending occurred in the 34 U.S. states where Shaw operates facilities.

We believe inclusive practices expand our network of partners fueling competition, sparking innovation, and ensuring we are working with the best suppliers to serve our customers. We can also have a significant impact on the businesses in our community by providing access to Shaw’s purchasing opportunities to all qualified suppliers.

The UN Global Compact and its principles align with our culture and operations.
Shaw is a proud signatory, and these standards and expectations extend to our suppliers.

Having a diversified portfolio of suppliers across a variety of geographies is key to a healthy supply chain. This helps ensure we can navigate potential supply chain disruptions and offer the best products and service possible to our customers. Managing a global supply chain requires robust sourcing policies and procedures.

Thanks to our strong supply partnerships and agile sourcing practices, Shaw is well-equipped to navigate the challenges inherent in a global supply chain. While we’re not immune to supply chain disruptions, we use technology and data for scenario planning that allows us to quickly adapt and respond to potential disruptions in order to minimize impact to the customer while adhering to our code of conduct and commitment to quality.

THE UN GLOBAL COMPACT

Shaw is a proud signatory to the United Nations Global Compact, a set of principles for corporations to uphold and protect human rights, labor, environment and anti-corruption standards. The UN Global Compact and its principles align with our culture and operations. As such, we also incorporate those principles into our supplier expectations.

The principles include taking a precautionary approach to environmental challenges, taking steps to promote environmental responsibility, encouraging environmentally friendly technologies, working to effectively abolish child labor, supporting and respecting the protection of internationally proclaimed human rights, and others.

OUR SUSTAINABLE SOURCING POLICY

Since 2018, our sustainable sourcing policy has incorporated the Ten Principles of the UN Global Compact as well as Cradle to Cradle® design principles — bringing even greater transparency into our supply chain by requiring disclosures about the ingredients that go into the products we make and sell. This extends the positive impact Shaw is making beyond our own operations to a vast array of suppliers providing goods and services to Shaw.

CHEMICAL MANAGEMENT POLICY & RESTRICTED SUBSTANCES LIST

Shaw Industries has long been committed to sustainable sourcing policies and processes to monitor our supply chain and make informed decisions for creating safer and more sustainable products. Our Chemical Management Policy & Restricted Substances List (RSL) facilitates suppliers’ compliance with Shaw’s requirements, ensuring that the supply chain aligns with our sustainability goals.

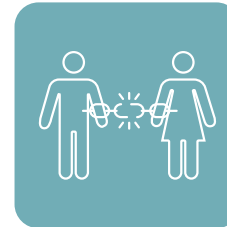
The RSL consists of chemicals and substances that Shaw either prohibits or limits in products due to potential negative health or environmental impacts. Adhering to the principles of Cradle to Cradle design, Shaw assesses the ingredients used in our products against stringent standards, helping to ensure they are safe, circular, and designed for people and the planet. By making the RSL public and easily accessible, Shaw Industries demonstrates our commitment to sustainability, material health, and environmentally responsible practices throughout our supply chain.

TEN PRINCIPLES OF THE UN GLOBAL COMPACT

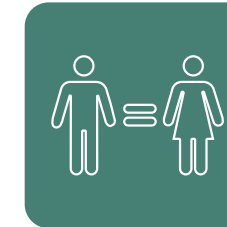
- 

1 SUPPORT
and respect the
protection of
internationally
proclaimed
human rights
- 

2 ENSURE
that your company
is not complicit in
human rights
abuses
- 

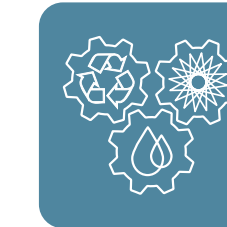
3 UPHOLD
the freedom of
association and the
effective recognition
of the right to
collective bargaining
- 

4 ELIMINATE
all forms of forced
and compulsory
labor
- 

5 ABOLISH
child labor
- 

6 ELIMINATE
discrimination in
the workplace
- 

7 SUPPORT
a precautionary
approach to
environmental
challenges
- 

8 PROMOTE
greater
environmental
responsibility
- 

9 ENCOURAGE
the development
and dissemination
of environmentally
friendly technologies
- 

10 WORK
against corruption
in all its forms,
including extortion
and bribery

REPORTING CYCLE

Our sustainability reporting follows an annual cycle based on the calendar year. This report covers January 1, 2024, to December 31, 2024. Our most recent sustainability report was published in 2024 for the calendar year 2023. Previous reports can be accessed at: shawinc.com/reports/

CONTACT

To request hard copies of this report, please email sustainability@shawinc.com.

SCOPE & BOUNDARY

This report includes data from all directly-owned operations and wholly-owned subsidiaries, as well as joint ventures in which Shaw holds at least a 50 percent financial stake. Exceptions are noted where applicable. Scope, boundary and measurement methods are consistent with prior reports. There are no limitations on scope or boundary in this report.

ADDITIONAL CONTEXT

- In 2024, Shaw had zero incidents of non-compliance with regulations and voluntary codes concerning our marketing communications.
- Shaw had no incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of our key products across their lifecycle in 2024.
- All references to currency are in U.S. dollars.

FEATURED PRODUCTS

Cover:
Shaw Floors, Simply The Best Value Collection

Page 3:
COREtec, Originals Premium Collection

Page 12:
Anderson Tuftex, European Ash and Loom Collections

Page 13:
Shaw Floors, Pet Perfect Collection

Page 14:
Shaw Contract, Art + Science Collection

Page 17:
Patcraft, Reverse Collection

Page 18:
Patcraft, ReMaterial/Wood + Wield Collection

Page 20:
Philadelphia Commercial, Expressionist

Page 23:
Shaw Contract, Active Collection
Project: Nuro, Inc. Headquarters, by Elkus Manfredi Architects
Photographer: Eric Laignel

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