

2020 Sustainability Report

Stronger Together

Embedding sustainability for a stronger future





ArmstrongFlooring™

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Our Leadership

// working
together to
build a stronger
and more
connected
organization //



I am pleased to share Armstrong Flooring's first, enterprise-wide sustainability report. While this is our first Global Reporting Initiative (GRI) compliant report, the associated company initiatives are not new. Armstrong Flooring was founded and built on the principles of sustainability. Sustainability makes good business sense and strengthens our company. Our sustainability commitments begin with our employees and extend through our products and operations.

For more than a century, we have provided our customers with inspiring designs, unparalleled durability, uncompromising quality, and superior service. Our steadfast commitment to sustainability throughout our history has served to strengthen and elevate our legacy of excellence.

Today, we proudly advance on our sustainability journey. As a flooring industry leader, we are dedicated to continuously reinventing and innovating for the future. This effort starts with embedding sustainability in every business function and working together to build a stronger and more connected organization.

While the global pandemic of 2020 challenged our business, it also reinforced the importance of our company's values and sustainability efforts, and the sheer resilience of our organization. I would like to thank our Armstrong Flooring team members for contributing to the achievements reflected in this report and for their continued efforts as we work together to reach our sustainability goals.

Sincerely,

Michel S. Vermette

Michel S. Vermette
President and CEO

Our Company

Create a stronger future for our customers and company through adaptive and inventive solutions.

About Armstrong Flooring

Armstrong Flooring is a leading global manufacturer of flooring products and one of the industry's most trusted and celebrated brands. The company continually builds on its resilient, 150-year legacy by delivering on its mission to create a stronger future for customers through adaptive and inventive solutions. Headquartered in Lancaster, Pennsylvania, Armstrong Flooring safely and responsibly operates seven manufacturing facilities globally.

Committed to the Environment

One of the reasons we have been able to stand the test of time is our devotion to our operating principles and our commitment to acting responsibly and with integrity everywhere we work. That commitment starts with respect for our people, our partners, and our planet.

2020 Awards and Recognitions

- > **US DOE Better Plants**
Best of the Betters Award
- > **Energy + Environment Leader**
E+E Leader Award – Top Product of the Year
- > **Green Building Magazine**
Greenest Flooring Brand
- > **Keep Oklahoma Beautiful**
Environmental Excellence Awards – Business Winner
- > **Floor Covering Weekly**
GreenStep Award – Process Category

This Sustainability Report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended and Section 21E of the Securities Exchange Act of 1934, as amended. These statements include, among other things, information concerning our sustainability strategies and objectives, including projected water use, waste, energy consumption, and other forward-looking data. In some instances, forward-looking statements can be identified by the use of forward-looking terminology such as "expect," "future," "will," "would," "pursue," or "project" and variations of such words and similar expressions that do not relate to historical matters. Forward-looking statements are based on Armstrong Flooring Inc.'s current expectations, beliefs and assumptions and are not guarantees of future performance. Forward-looking statements are inherently subject to uncertainties, risks, changes in circumstances, trends and factors that are difficult to predict, many of which are outside of Armstrong Flooring Inc.'s control. Accordingly, actual performance, results and events may vary materially from those indicated in the forward-looking statements and you should not rely on the forward-looking statements as predictions of future performance, results, or events. Numerous factors could cause actual future performance, results and events to differ materially from those indicated in the forward-looking statements, including, among others: global market and general economic conditions and their effect on our liquidity and financial conditions; costs to comply with government regulations, including environmental remediation; the availability of cash for distribution and debt service; and uncertainties regarding the impact of the COVID-19 pandemic on our business and economy generally. These factors are not exhaustive and additional factors could adversely affect our business, sustainability program and financial performance. For a discussion of additional factors that could materially adversely affect Armstrong Flooring's sustainability program and financial performance, see the factors included under the caption "Risk Factors" in the Armstrong Flooring, Inc. Form 10-K for the year ended December 31, 2020 and its other filings with the Securities and Exchange Commission. All forward-looking statements are based on currently available information and speak only as of the date on which they are made. Armstrong Flooring, Inc. assumes no obligation to update any forward-looking statement made in this Sustainability Report that becomes untrue because of subsequent events, new information or otherwise, except to the extent we are required to do so in connection with our ongoing requirements under federal securities laws.

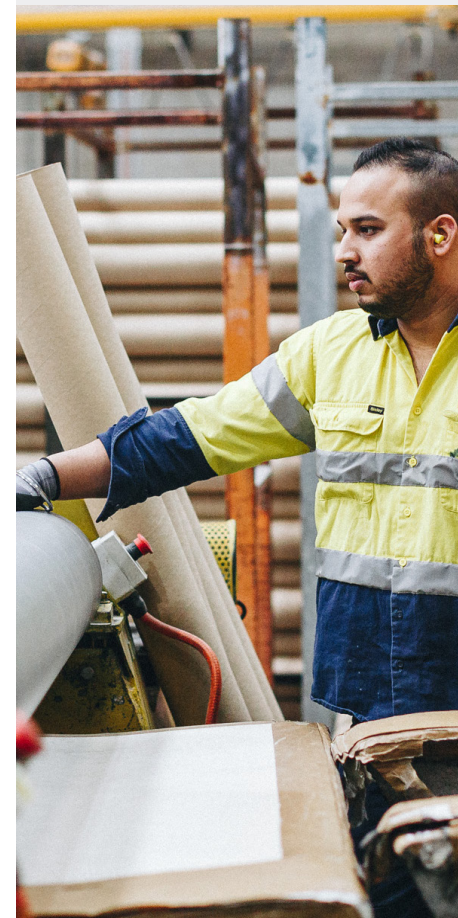
Company Mission

Create a stronger future for our customers and company through adaptive and inventive solutions.

Company Values

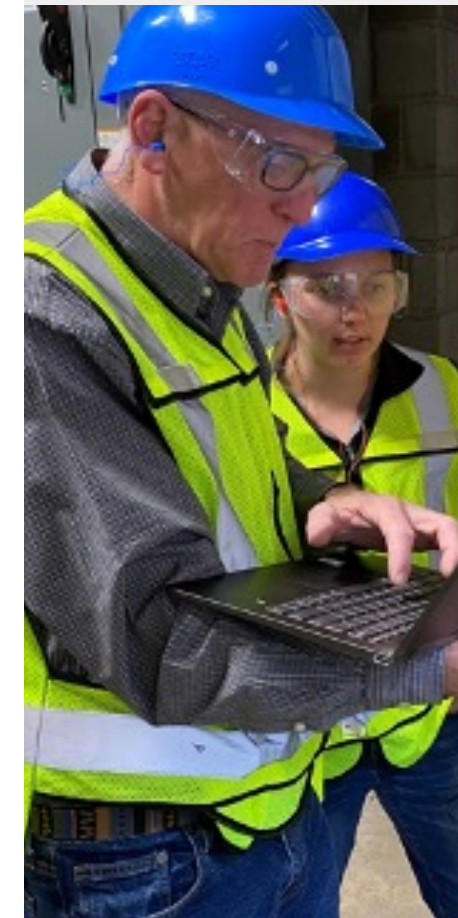
Building with Integrity

We apply excellence and safety in everything we do. We take pride in our work and give others our best.



Adapting Together

We adopt a 'one team' mentality and embrace collaboration to achieve better outcomes. We are humble and open to learning from others.



Reinventing through Resilience

We persevere with grit and grace. We create opportunities to grow ourselves, each other, and our company.



Our Company

We take corporate governance seriously, ensuring that:

- > Our board of directors consists of all outside directors except for our CEO.
- > Our board holds regular executive sessions without management present and has regular access to employees.
- > Our audit, compensation, and governance committees all have charters to guide their activities.
- > We comply with the NYSE Listing Standard and the Sarbanes-Oxley Act.

We believe that good corporate governance practices serve the long-term interests of our investors, strengthen our board and management, and further enhance the public trust we have earned from doing business the right way for more than 150 years. Integrity is at the core of how Armstrong Flooring operates. We take corporate governance seriously, ensuring that:

- Our board of directors consists of all outside directors except for our CEO.
- Our board holds regular executive sessions without management present and has regular access to employees.
- Our audit, compensation, and governance committees all have charters to guide their activities.
- We comply with the NYSE Listing Standard and Sarbanes-Oxley Act.

Our corporate governance guidelines govern how we do business daily, enabling us to outperform and lead the way to sustainable growth. These principles provide a framework that defines the roles and responsibilities of different groups within the organization.

Our global Sustainability Steering Committee provides governance and sets business direction regarding material sustainability issues. The committee meets at least quarterly, is composed of senior leadership, and is championed by our CEO. Sustainability updates are regularly provided to the board's Nominating and Governance Committee, which has responsibility for Environmental, Social and Governance issues.

Ethics

Our Code of Business Conduct provides a summary of our policies for conducting business in a legal and ethical manner. Our

fundamental policy is that all business conducted by Armstrong Flooring and its subsidiaries must comply with all applicable laws and regulations and meet high ethical standards. The purpose is to:

- Prevent unethical or unlawful behavior;
- Discover and stop any such behavior that may occur as soon as possible; and
- Discipline those who violate the standards contained in the code and related policies.

Strategic Framework

We believe that sustainability simply means good business. Over 150 years ago, a simple, sustainable innovation — recycling cork into flooring — launched our flooring business. Since our beginning, we have continuously looked for opportunities to be more environmentally, economically, and socially sustainable. Today, the same mentality drives us forward as we deliver on our mission to create a stronger future for our customers through adaptive and innovative solutions. Our durable flooring products transcend generations and inspire cherished memories of places and people. Flooring connects us, and together we will continue to rethink and reimagine flooring for generations to come.

- > **Rethink Operations** — We strive to create value by rethinking how we operate and embracing a circular economy.
- > **Reimagine Transparency** — From content to carbon footprint, we commit to providing the information required to make smart, sustainable flooring choices.
- > **Reconnect Communities** — We aim to improve lives and create a better-connected future for our employees, communities, and planet.

Our Actions in 2020:

In 2020, we strengthened our sustainability commitment by requiring a Sustainability Assessment for all products entering the new product development process. By embedding sustainability into our development process, we collectively took a step forward to advance our commitment to improving business, planet, and every life. Additionally, in 2020, we developed greenhouse gas targets, expanded our recycling capabilities, and came together as a community to support and thrive during a global pandemic.

Our Actions Moving Forward:

Moving forward, our Strategic Sustainability Framework will enable us to break down barriers and work across functions to better collaborate with suppliers, customers, and communities. By working together, we can build a stronger, more resilient world. Through passion and collaboration, we plan to leverage our framework to enhance and grow our sustainability commitments, goals, and initiatives.

Our customers and the communities in which we operate deserve it. Our people are motivated by it, and our future depends on it.



Our Company

Key Performance Indicators

Energy Intensity

Goal: 25% reduction in energy intensity over 2014 base year by 2025

-23%



Energy Intensity Disclosure	2014 ¹	2020
Energy Intensity - GJ/m2 (GJ/ft2)	0.0206 (0.0019)	0.0159 (0.0015)

Greenhouse Gas (GHG) Emissions Intensity

Goal: 25% reduction in GHG intensity over 2014 base year by 2025

-21%



GHG Intensity Disclosure	2014 ¹	2020
GHG Intensity - metric tons/m2 (short ton/ft2)	0.0016 (0.0002)	0.0013 (0.0001)

Water Intensity

Goal: 25% reduction in water intensity over 2014 base year by 2025

-45%



Water Intensity Disclosure	2014 ¹	2020
Water Intensity - L/m2 (gallons/ft2)	0.0206 (0.0019)	0.0159 (0.0015)

Waste Intensity

Goal: 25% reduction in waste intensity over 2014 base year by 2025

+104%



Waste Intensity Disclosure	2014 ¹	2020
Waste intensity - kg/m2 (pounds/ft2)	0.090 (0.018)	0.184 (0.038)**

**Increase driven by clean out associated with closure of our South Gate plant and at other facilities. Processes have been put in place to eliminate long-term storage of potentially recyclable materials and to eliminate waste.



¹2014 data reflects the AWI flooring business. Values have been adjusted to reflect current manufacturing footprint.

Our Approach to Sustainable Growth

Armstrong Flooring is committed to transparency, engagement, and consistent communication of our Environmental Social and Governance (ESG) strategies and programs to all stakeholders.

About this report

Our 2020 Sustainability Report gives us an opportunity to demonstrate our commitment to environmental, social, and governance issues that are material to our business, important to stakeholders, and vital for the protection of our planet and its people — as well as the actions we are taking to make our company a net-positive force in the world.

This annual report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option and is designed to address disclosures and material issues related to United Nations Sustainable Development Goals (SDGs) and the Sustainability Accounting Standards Board (SASB) requirements for our industry sector.

This approach provides an integrated, comprehensive view of our commitments, progress, and activities related to sustainability and social responsibility. We are focused on creating robust business and reporting strategies that effectively align with the needs and priorities of our company and our stakeholders. We do this by investing substantial time and effort into understanding, prioritizing, and addressing material topics — and reporting on them accurately and transparently.

Armstrong Flooring is committed to transparency, engagement, and consistent communication of our Environmental Social and Governance (ESG) strategies and programs to all stakeholders. While we regularly update the Sustainability section of our website, this is our first GRI-compliant Sustainability Report, and we welcome feedback and questions on this report or any of our ESG disclosures at media@armstrongflooring.com.

Our Priority Sustainability Issues

To inform the development of our 2020 global sustainability strategy, we assessed our priority issues in collaboration with internal and external stakeholders. This assessment included inputs from employees, customers, contractors, suppliers, and community organizations. Additionally, our executive leadership team and board reviewed results and provided input.

Safety remained high priority since our last analysis; however, we saw an evolution in stakeholder expectations and potential impacts to our business in several key areas. For example, waste management and climate change risk emerged as priority issues.

Additionally, employee well-being grew in importance for our stakeholders, and with the COVID-19 pandemic, we further recognized this issue could potentially impact our business. These insights continue to shape and influence our work.

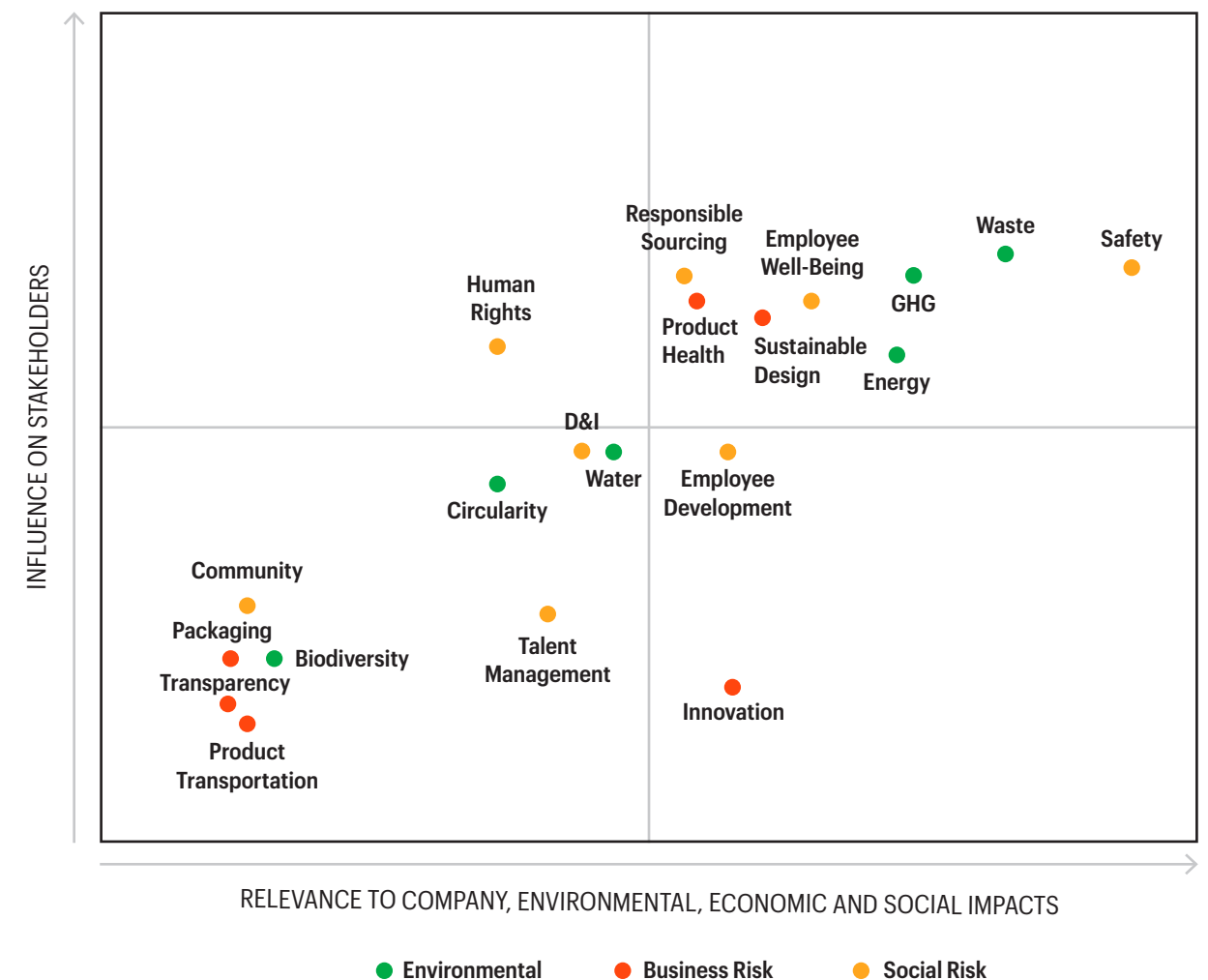
This priority issues assessment will ensure that we take into consideration the changing social, environmental, and economic context as our business evolves.

Though our assessment, our internal and external stakeholders identified three key topics:

- > **Safety**—Protecting workers from illness and injury at production sites, through preventative programs and measures
- > **Waste**—Minimizing manufacturing waste and waste sent to landfills

- > **Energy and Carbon Emission**—Managing energy and greenhouse gas (GHG) reduction strategies through real business change and innovation, including efficiency improvements, renewable energy, materials reductions, and other reduction and elimination strategies

Figure 1. Priority Issues Assessment





45% reduction
in water intensity



2020

Key
Performance
Indicators

Our Approach to Sustainable Growth

Advancing sustainability is a priority for Armstrong Flooring and for our stakeholders.

Stakeholder Engagement

Armstrong Flooring interacts with a wide range of stakeholders on a regular basis as shown in Table 1 below. These stakeholders include employees, customers, contractors, suppliers, and community organizations. Through these engagements we seek accurate, transparent discussions of our efforts and concerns so that we can work together on solutions. Our sustainability strategy targets every stage of our value chain. We are working together to provide a safe workplace, reduce energy and greenhouse gas (GHG) emissions, and to eliminate waste and our stakeholders play a vital role in these efforts as highlighted below:

- > Our employees are the heart of our organization and are on the front lines of our sustainability efforts.

> Our customers have high expectations and push us to deliver more sustainable, responsible products.

> Our investors recognize the financial benefits of responsible, sustainable companies and encourage disclosure of ESG data.
- > Our supplier impacts are reflected in the life cycle impacts of our products; therefore, it is in our best interest to be sustainable.

> Our distributors are an extension of our company. We regularly interact, educate, and innovate together.

> Improving lives in the communities where we operate directly links to the health of our business. We have a strategic interest in developing a pipeline of talent proficient in science, technology, engineering, arts, and math (STEAM).

Table 1. Approach to stakeholder engagements.

Approach to Stakeholder Engagement	Customers	Suppliers	Investors	Employees	Trade and Industry Associations	Media	Communities	Potential Employees
Social Media	✓	✓	✓	✓	✓	✓	✓	✓
Website	✓	✓	✓	✓	✓	✓	✓	✓
Informational Meetings/Calls	✓	✓	✓	✓	✓			
Conferences, speaking engagements	✓	✓			✓	✓		
Surveys, focus groups	✓			✓				
Visits/account management/ Outreach	✓	✓	✓	✓			✓	
Education/ summits	✓			✓		✓		
Internal communications				✓				
Volunteer and Community projects	✓	✓		✓	✓	✓	✓	
Membership, Sponsorship, Board Service, or Support	✓	✓	✓	✓	✓	✓	✓	✓
1-888-ARMSTRONG	✓	✓				✓		



Our Approach to Sustainable Growth



United Nations Department of Economic and Social Affairs, The 17 Goals, THE 17 GOALS | Sustainable Development (un.org).

Helping to Solve Societal Challenges

We believe responsible businesses help make the world a better place. We are committed to applying our resources and energies to seek solutions for societal challenges.

Our approach to sustainable development is guided by the internationally recognized United Nations Sustainable Development Goals. This report details how our commitments align with relevant UN goals.

- > From a safe work environment to quality health care, the health and well-being of our employees and their families is a priority.

> Our commitment to inclusive and quality training and development aligns with our belief that education is one of the most powerful vehicles for progress.

> We promote equal opportunity. Equal opportunity is not only a human right, but also has a multiplier effect across all other development areas.

> Promoting inclusive and sustainable economic growth, full and productive employment, decent work, and equal pay for everyone is at the heart of our business philosophy.
- > We believe sustained investment in infrastructure and innovation are crucial drivers of economic growth and development.

> Reducing environmental footprint and ensuring responsible health and safety management are key to achieving sustainable development. We are focused on meeting both the short and long-term challenges we face.

> We are committed to reducing our contribution to climate change by reducing the carbon intensity of our operations. We are also working in partnership with suppliers, industry, and government stakeholders to achieve our ambitious energy reduction goals.

> At Armstrong Flooring, we leverage partnerships and work together as responsible citizens to meeting societal and environmental challenges.

Summary of Our Approach

Table 2. REVEAL – Our Collective Focus on Sustainability for What’s Now & What’s Next

Strategic Framework	Rethink Operations We strive to create value by rethinking how we operate and embracing a circular economy	Reimagine Transparency From content to carbon footprint, we commit to providing the information required to make smart, sustainable flooring choices.	Reconnect Communities We aim to improve people’s lives and create a better-connected future for our employees, communities, and the planet
Key Priorities Focused Aligned with UN Sustainable Development Goals	<ul style="list-style-type: none">• Climate Action• Responsible Consumption• Decent Work and Economic Growth	<ul style="list-style-type: none">• Innovation & Infrastructure• Partnerships for the Goals	<ul style="list-style-type: none">• Health & Well-Being• Gender Equality• Good Jobs & Economic Growth
Goal	<ul style="list-style-type: none">• Reduction in Energy, Green House Gas, Water and Waste Intensity• Circular Systems & Products	<ul style="list-style-type: none">• Disclose Product Contents• Provide Environmental Impact Information	<ul style="list-style-type: none">• Diverse & Inclusive Workforce• Safe & Healthy Employees• Community Engagement
Actions that Drive Us Forward	<ul style="list-style-type: none">• Extended Producer Responsibility• Water Stewardship Target• Total Waste Generation Target	<ul style="list-style-type: none">• Chemical Management Policy• Investing in Renewable Energy• Enact Supplier Principles• Certification Strategy (EPD, HPD, FloorScore)	<ul style="list-style-type: none">• Philanthropy & Volunteer Programs• DE&I Council & In Good Company Pledge• Safety Policy• Supplier Diversity Program
Supported & Challenged by Our Stakeholders	Employees, customers, contractors, investors, suppliers and community organizations. Key focus areas based on priority issues assessment: safety, waste, energy & carbon Emission		
Governing Body	Our global Sustainability Steering Committee provides governance and sets business direction regarding material sustainability issues		



2020

Key
Performance
Indicators

21% reduction green
house gas emissions

Our Communities

At the core of our values is a commitment to help communities thrive by giving back.

Philanthropy & Volunteer Programs

At the core of our values is a commitment to help communities thrive by giving back. We do this by devoting our time, talents, and resources to the communities where we live and work, and by supporting our colleagues and communities in their time of need. Armstrong Flooring strives to have only a positive impact on our local communities, and we are proud that our employees regularly and willingly give of their time and talents to support the efforts of local organizations.

Through strategic partnerships with 501(c)(3) non-profit organizations, our philanthropic efforts champion programs that contribute to and celebrate the resiliency of individuals and communities by:

- > Promoting and enabling safe, efficient and affordable housing solutions for those in need;
- > Aiding those in need of basic shelter, including those rebuilding after disasters; and
- > Supporting programs that champion innovation and reinvention, and those that creatively reimagine solutions to society's challenges.

To achieve this, we:

- > Provide responsible financial contributions to community organizations;
- > Make product donations to strategic charitable partners; and
- > Encourage employee volunteer activities.

Financial Contribution

Responsible financial contributions are made through the Armstrong Flooring Community Fund, our donor-advised fund at the Lancaster County Community Foundation. Through our Fund, we strive to make a meaningful impact in communities where we operate U.S. business and manufacturing facilities.

We do this by supporting organizations and programs in our areas of focus that are working to:

- > Create vibrant, sustainable communities;
- > Promote diversity, equity and inclusion; and
- > Empower people and the communities in which we live and work.

Product Donations

As a global leader in innovative flooring solutions, we recognize that our products can make a substantial impact in critical-needs shelters and safe, efficient housing. To facilitate most product donations into the communities we serve, we strategically partner with two outstanding organizations committed to building resiliency every day—Habitat for Humanity and Good 360. Additionally, we consider product donations for local projects based on location, need, and excess inventory availability.

Flooring donations are focused in several key areas:

- > Building and rehabilitation of safe, efficient housing for those in need;
- > Community revitalization projects; and
- > Disaster relief.

Volunteerism

Our employees serve the communities in which they work and live. Volunteerism is a central component of our civic engagement, and through our strategic partnerships, we support our team members in their local community by promoting opportunities for teams and individuals to serve.

Our Actions in 2020

Although the COVID-19 pandemic limited many of our 2020 volunteer activities, we continued to support our communities responsibly. Through our Armstrong Flooring Community Fund, we invested significantly in organizations focused on community housing, health and safety, including more than \$50,000 in grants across our footprint to organizations specifically providing urgent support for critical needs caused or exacerbated by the devastating effects of the pandemic. Additionally, we donated hundreds of thousands of feet of our product to Good 360, Habitat for Humanity, and other community non-profits providing essential services to our local communities.

Our Actions Moving Forward

We intend to continue to support our local communities through grants from our Armstrong Flooring Community Fund and product donations. We also look forward to resuming company-wide volunteer activities as soon as health and safety conditions permit.





2020

Key
Performance
Indicators



23% reduction
in energy intensity

Health & Safety

Protecting our employees at home and work.

In 2020, 100% of Armstrong Flooring manufacturing sites worldwide had active employee safety and health committees

Our commitment

Workplace health and safety is a top priority at Armstrong Flooring. We firmly believe that the health and safety of every individual working at or visiting one of our locations is our responsibility. Our health and safety systems, policies, procedures, and training empower employees to put safety first in all their activities. As an enterprise with approximately 1,800 employees working around the world, we are always taking steps to further advance the safety, health, and wellbeing of our employees. We believe in our commitment to act safely, responsibly, and with integrity everywhere we work throughout the world.

Employee Safety and Health

The Armstrong Flooring Safety Policy applies to our global operations. Hazards in our workplaces must be well understood and effectively managed to protect our employees, visitors, sites, and surrounding communities. In addition, we continually evaluate opportunities to raise our safety and health standards. We audit our sites regularly to identify and manage environmental, health, and safety (EHS) risks, as well as evaluate compliance with regulatory requirements and conformance to Armstrong Flooring policies and standards. Additionally, we actively work to identify continuous improvement opportunities and share exemplary practices among our employees. We follow applicable U.S. Occupational Safety and Health Administration (OSHA) record keeping rules and formulas to record and measure injury and illness rates worldwide. All workers at our sites are covered by an occupational health and management system.

We believe accidents can be preventable and we are unconditionally committed to the health and safety of our employees, which is why safety is one of our core values. Safety is

more than a workplace initiative for us; it is part of a larger culture of caring for our employees and their families.

Through a range of approaches, we engage all our employees to foster an environment of health and safety. Together, we work to identify hazards, and then reduce the risk of injury by eliminating or controlling those hazards. We believe this commitment enhances our employees' quality of life, and that we all share the responsibility to help each other stay safe. We encourage our employees to carry the health and safety knowledge they gain at work into their personal lives, to their families, homes, and communities.

Our Actions in 2020

We spent 2020 helping our employees stay safe from the COVID-19 virus in the workplace. While our plants initially closed for a brief period, they re-opened to help with demand for flooring as hospitals expanded to handle growing COVID-19 cases. To keep our employees safe, face masks became mandatory, temperatures were checked prior to entering our facilities, lunch/break times were staggered, seating in break areas was limited and distanced, hand sanitizer was provided at all work stations, COVID-19 safety training was provided, enhanced cleaning routines at our plants were implemented, and outside visitors were restricted.

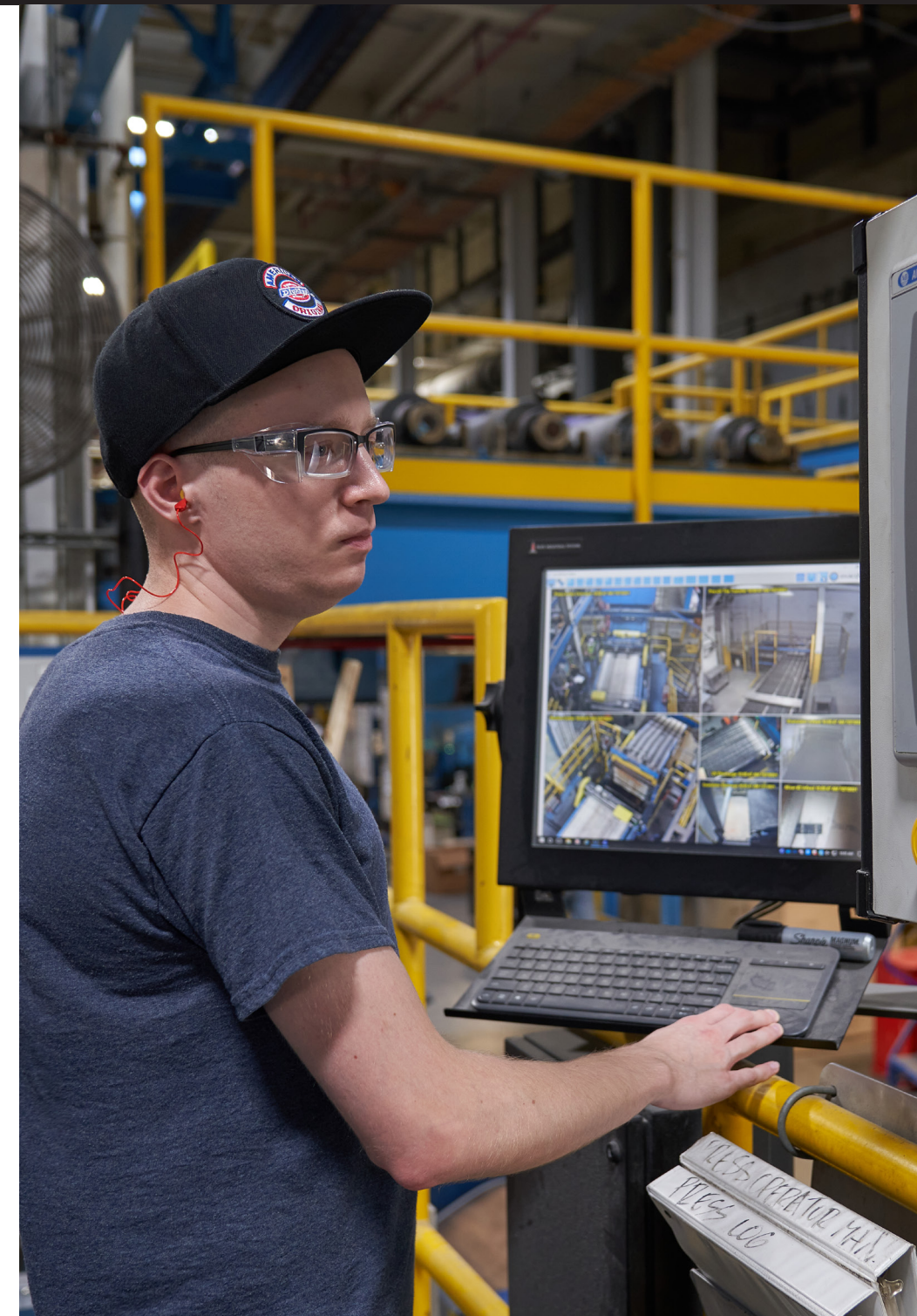
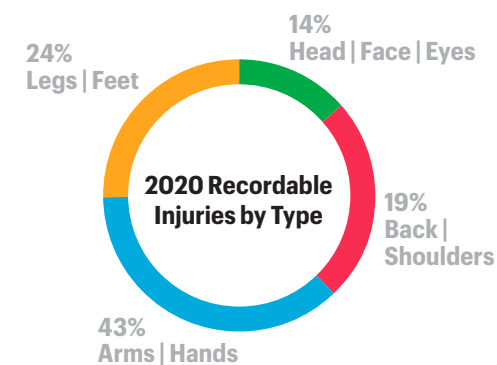
While COVID-19 was a focus in 2020, we saw an increase in our Recordable Incident Rate which is one of the measures of effectiveness for our health and safety programs. This rate reflects injuries and illnesses, or lost workdays,

per 100 full-time workers. We strive to continuously improve this rate year over year.

To address the incident rate increase that we started to see in the first half of 2020, we updated our safety investigation process, revitalized our safety committees, and expanded employee safety engagements. As part of this engagement, we implemented an "I Care" Safety Engagement Process to help employees frame and initiate safety discussions as well as encourage a culture of safety. As part of this process, we developed an *I Care Observation Card* to help employees initiate safety conversations. Competitions and events were held to encourage employee use of the cards.

Our Actions Moving Forward

Going forward we will continue to drive a strong safety culture by increasing employee safety engagements and improving training programs for new and current employees.



Employee Diversity, Equity, and Inclusion (DE&I)

Valuing Diversity

Leveraging these different perspectives, experiences, and backgrounds will enable unique idea generation, drive innovation and result in a better understanding of our customers’ needs.

Our Commitment

We believe that diversity — in all its forms — leads to innovation. For this reason, it’s imperative that we continue to build a creative and inclusive culture, where all voices can be heard. Leveraging these different perspectives, experiences, and backgrounds will enable unique idea generation, drive innovation and result in a better understanding of our customers’ needs.

We respect the attributes that make each individual unique, including those that can be seen and those that are acquired or learned. Our DE&I purpose is to evolve the organization and our culture to reflect the customers and communities we serve, where employees can be their authentic selves and where differences in background, thought, and experience are welcomed, valued, and celebrated. We demonstrate purposeful actions and incorporate intentional practices to drive these inclusive behaviors in our daily work. One key example is through changes to our recruiting program, where we have digitally enabled our process to broaden the applicant pool to diverse groups that have traditionally had difficulty accessing job opportunities. This has increased the diversity of our candidate pool and our hires.

We are committed to continually reviewing our operational practices and aligning DE&I initiatives with business objectives. Our DE&I commitment is demonstrated by the establishment of our Diversity, Equity & Inclusion Council which considers all parts of our employee experience to ensure that DE&I principles are incorporated into our talent acquisition strategies, development offerings and employee services. The Council is composed of and led by our employees, with executive sponsorship up to and including our CEO.

Our Actions in 2020

In 2020, we launched an effort to improve diversity and equity within our company along with plans to continue building an even stronger culture of inclusion. As a first step, in July 2020 we added our voice to "In Good Company," a movement to build a stronger, healthier, and more equitable world through business with the goal of ensuring we are doing all we can to:

- Create a more equitable, diverse, and inclusive workplace and world through our hiring practices and community investments.
- Make intentional purchasing decisions to include more local, ethical, and diversely owned businesses.
- Invest in the growth and advancement of our employees.
- Advance the well-being of our customers and communities.

As an outcome of that pledge, in the fall of 2020 we began a partnership with ASSETS, a Lancaster, Pa.-based nonprofit organization focused on transforming the community through ethical and inclusive business. With their help, we have established a Diversity, Equity & Inclusion (DE&I) Council with the goal of building a culture where all employees can be their authentic selves and contribute meaningful voices to the organization, and where differences in background, thought, and experience are welcomed, valued, and celebrated. Our DE&I Council serves as an internal advisory board to identify areas for

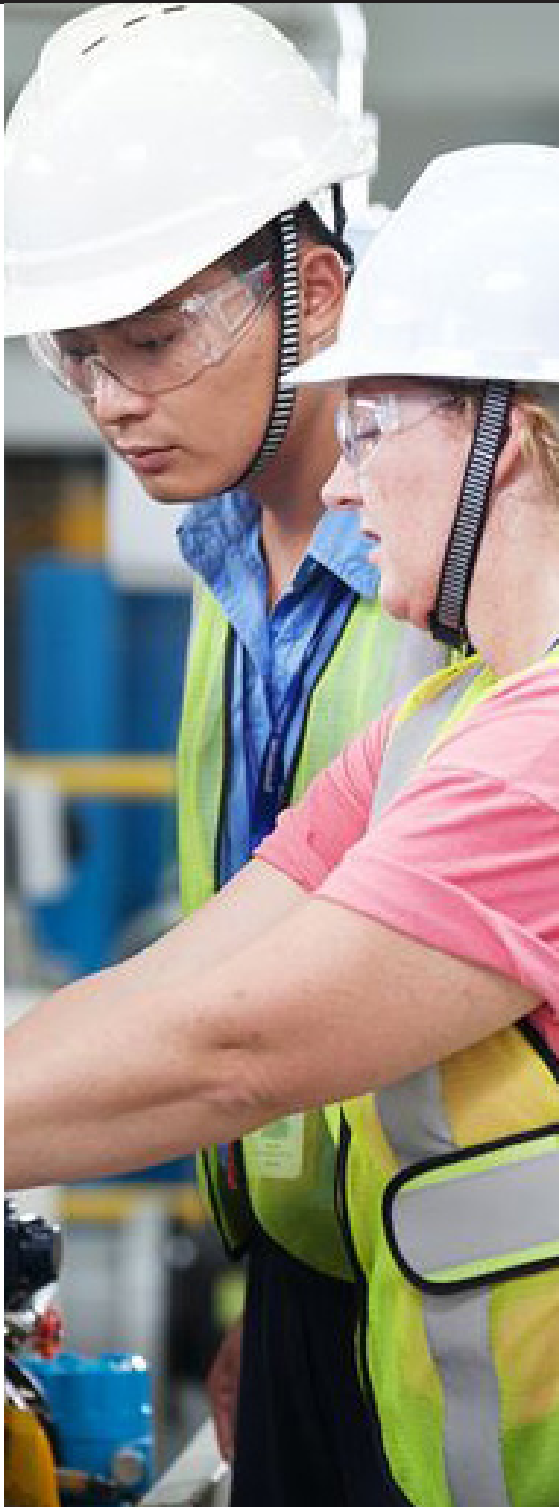
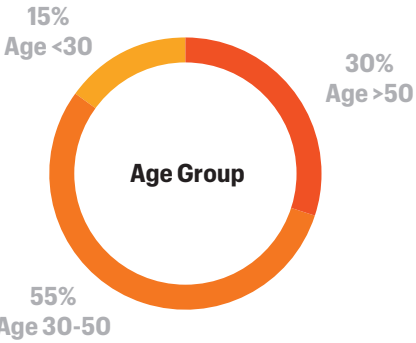
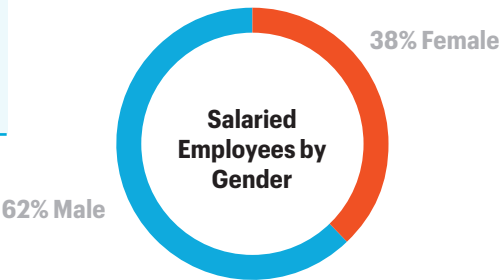
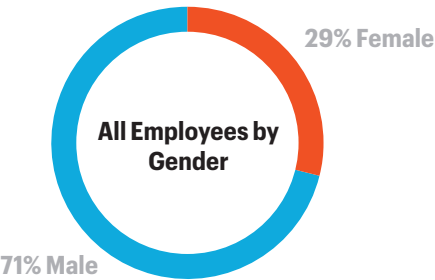
improvement, monitor progress, and provide overall recommendations for action regarding diversity, equity, and inclusion in the organization. In 2020, females comprised 29% of our global workforce which is comprised mainly of Armstrong Flooring employees.

Our Actions Moving Forward

Moving into 2021, our DE&I Council has defined key focus areas and will begin their work to identify and recommend specific areas for improvement. We know that together we can contribute to a better world for all.

Status	Female	Male
Part-time	6	18
Reg. Full-time	489	1223
Total	495	1241

Region	Gender		Age		
	Female	Male	Under 30	30-50	Over 50
Asia	108	249	38	314	5
Australia	22	89	4	53	54
North America	365	903	217	583	468
Total	495	1241	259	950	527





25% reduction
goal in waste
intensity by 2025



2020

Key
Performance
Indicators

Our Environment

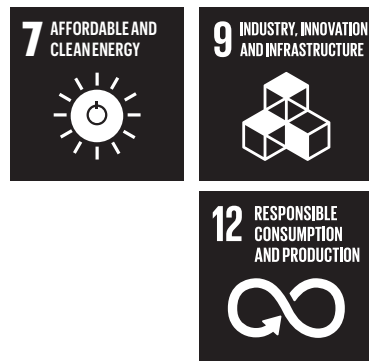
Reducing Environmental Impacts



Armstrong Flooring is committed to helping ensure that our planet is a sustainable home for current and future generations. We have set bold goals of a 25% reduction in energy, greenhouse gas emission, and water and waste intensity by 2025 over a 2014 baseline. We realize that reducing impacts at our plants reduces the environmental impacts of our products.

Circular Economy

Valuing the life cycle of materials



Our Circular Economy efforts align with the following UN SDGs

Our Commitment

We are committed to keeping products and materials in use at their highest utility and value. This means that we strive to eliminate traditional waste to landfill pathways and instead continuously seek ways to eliminate or upcycle traditional waste streams. Upcycling waste into productive loops maintains value while minimizing waste and the extraction of finite resource reserves.

Our bold 2025 goal to reduce our waste intensity by 25% from a 2014 baseline has been a challenge; however, we successfully recovered 86% of waste generated in 2020. Many of our facilities have made progress in reducing waste, and while we are proud of our efforts, we continue to focus on this challenge and identify internal and external opportunities to reduce waste throughout our operations.

Extender Producer Responsibility

Moving from a linear (take, make, dispose) model to a circular (make, use, return) model, makes business sense today just as it did more than 100 years ago when Thomas Armstrong began using cork scrap as a raw material feedstock to make linoleum flooring. Armstrong Flooring is committed to creating and perpetuating a simple, rewarding post-consumer recycling option. Our On&On™ Recycling Program, which collects flooring at the end of its useful life and recycles it back into new flooring, has successfully recycled more than 150 million pounds of material since the program's inception in 2009 and affirms our commitment to a circular economy and a closed-loop manufacturing process.

This program offers an alternative to traditional flooring product disposal and a flexible, end-of-life recycling solution for commercial building owners and contractors. What began as a recycling program for vinyl

composition tile (VCT) has expanded into a comprehensive program that includes Luxury Vinyl Tile (LVT), BioBased Tile (BBT) and other vinyl flooring products. This national program helps keep flooring materials out of landfills through a closed-loop process that accepts and recycles post-consumer materials back into new Armstrong Flooring products.

The recycling program has significant short and long-term environmental benefits including waste reduction, greenhouse gas reduction, and water, energy, and raw material conservation. By leveraging return loops such as dematerialization, optimization, service, recovery, and recycle, we believe that we will be stronger together.

Life Cycle Assessment

From our recycling program to product design, we use life cycle data to evaluate and quantify environmental improvements to products and processes. Though life cycle assessment (LCA) modeling, we have identified and understand the environmental impacts at each product life cycle stage from raw materials to end of life. Our LCA reports have been independently verified through Critical Review processes in accordance with ISO 14044. The environmental impacts resulting from the LCA have been documented in ten (10) environmental product declarations (EPD) which have been third party certified to comply with ISO 14025, EN 15804 and ISO 21930. An increasing number of customers are requesting EPD for documentation for Green Globes, LEED, Green Star and other green building rating systems around the globe.

In 2020, we received the Environmental + Energy Product Award for redesigning our VCT to include a coating which would reduce life cycle impacts during the use phase of the products. We also completed a life cycle assessment and developed an Environmental

Product Declaration for our new MedinPure™ PVC-Free sheet product.

Recycled materials

Armstrong Flooring continuously looks for ways to recover, reuse, and recycle byproducts and other surplus material, and we include renewable and recycled materials in our products whenever possible. Increasing usage of renewable and recycled raw materials through product design and operational considerations helps assure our products support the circular economy.

Total Waste Generation and Disposal

Armstrong Flooring separates waste into hazardous and non-hazardous categories. In 2020, we generated 123,237 metric tons of total waste, however the overwhelming majority, 123,034 metric tons, was non-hazardous waste. Most of the waste generated in our facilities is either recycled or sent to landfill. Depending on the type of waste and plant location, some waste is incinerated for energy recovery.

Our Actions in 2020

In 2020, we completed waste audits at our Lancaster and Beech Creek plants to further identify ways to reduce traditional waste pathways and our audits resulted in new recycling partnerships. For example, our Lancaster, Pennsylvania plant identified a new local pallet recycling partner to re-use our old pallets or turn un-usable pallets into mulch. This partnership eliminated over 300 tons of pallets from going to the county incinerator.

Similarly, at our Kankakee, Illinois plant, we started partnering with a third party to recycle hard-to-recycle process

waste. This partnership will bring our Kankakee plant closer to a zero-waste facility. Our Beech Creek, Pennsylvania plant, which generates less than 0.25 pounds of waste per 1000 square feet of product produced, was able identify an additional opportunity to recycle coated paper following their 2020 waste audit.

Our Lancaster plant recycles its sheet flooring trim scrap into luxury vinyl tile backing, which is made on the same site and installed signs sharing this and other facts about sustainable practices to encourage and promote on-site sustainable practices.

A circular economy does not just happen. It is the result of commitments and planning. In 2020, we re-engineered our felt-backed vinyl sheet flooring product which had been manufactured in Stillwater, Oklahoma since 1987. The redesign, which was completed in August 2020, replaced the traditional felt backing with a fiberglass scrim. By changing the backing, we were able to reduce, if not eliminate, process waste. As part of the project, we installed a new granulator to recycle sheet flooring scrap. Sheet flooring with fiberglass scrim can be recycled back into new products, unlike sheet flooring with felt scrim. By the end of 2020, the redesign project eliminated approximately 150 tons of sheet flooring process waste to the landfill and improved the plant's overall annual waste recovery rate.



Energy and Emissions

We have had an active energy reduction target since 2007.



Our Energy and Emissions efforts contribute to the following UN SDG

Our Commitment

Energy management and its associated impacts on climate change are important to Armstrong Flooring and our stakeholders. To reduce the impact of our operations on global climate change, we are focused on accelerating energy efficiency improvements, renewable energy deployment, and greenhouse gas (GHG) emission reductions. We have had an active energy reduction target since 2007. In 2015, we joined the U.S. Department of Energy Better Plants Program to encourage and further our efforts to reduce energy.

Armstrong Flooring continues to assess the potential risks associated with climate change to understand how climate-related risks can impact our operations across our value chain. As weather conditions shift, severe weather could slow or limit residential or commercial construction activity, which could adversely affect demand for our products. Within our operations, extreme weather could lead to manufacturing disruptions, facility damages, or supplier impacts, hindering our ability to obtain materials needed for our operation.



Our Actions in 2020

We kicked off 2020 by hosting a U.S. Department of Energy treasure hunt at our Lancaster plant. Employees from multiple plants and our corporate office attended this event. The purpose was to teach employees practical and simple ways to identify and quantify energy and water-saving opportunities at the plant. This training event was designed to help the plants achieve their energy and water reduction goals and resulted in the teams identifying many energy reduction opportunities.

The plants focused on updating their shutdown procedure and installed numerous meters and sensors to further understand and reduce their energy use. A formal sustainability operations committee was formed to share and leverage sustainable best practices between Armstrong Flooring manufacturing plants.

Our Actions Moving Forward

We will continue to look for opportunities to further reduce energy use, source renewable energy and leverage the links between energy, emissions, and the circular economy to build a more sustainable future.

Water Stewardship

100% of our plants recirculate (recycle) water.

Solar installation provides renewable energy at our Braeside, AU facility while rainwater is collected and used in lieu of potable water in the plant.

Our Commitment

Our commitment to eliminating waste extends to our use of water. We are committed to reducing not only our water consumption, but the amount of potable water used in our manufacturing plants. We believe that employee engagement and plant-level efforts such as leak detection and repair and identification of unnecessary water usage are to essential to a successful water conservation program and to maintaining and achieving our water intensity reduction goal. In support of our water goal, we have undertaken multiple water-saving initiatives at of our facilities. Through the design of our products and processes, as well as our product stewardship program, we aim to reduce water consumption associated with the production of our products and facilities.

For example, in 2007, we installed a rainwater harvesting system at our Australia facility which reduced our potable water use by 40%. This system harvests and collects rainwater from the roof of our distribution center for use as grey water in the manufacturing plant. To date, water recirculation and rainwater harvesting projects have eliminated more than 200 million gallons of water use globally since 2008.

Our Actions in 2020

To further understand our water consumption and combat underground leaks in 2020, we installed additional water meters at key locations, such as cooling towers, throughout our manufacturing plants to help quickly identify, locate, and repair underground water leaks.

These meters enabled us to quickly identify the location of leaks. Leaks would not be detected early without our strong commitment to monitor and track monthly water consumption. Because of aging infrastructure, many leaks occur underground and can be challenging to locate. Our efforts paid off as we were able to reduce our water intensity, which is measured as water consumption per thousand square feet (ksf) of production, by 15% (52.03 gal/ksf in 2020, compared to 60.95 gal/ksf in 2019).

Our Actions Moving Forward

Moving forward, we will continue to monitor water use, replace aging infrastructure, and look for opportunities to further reduce and re-use water at our manufacturing facilities.



Chemical Management

At the core of our values is a commitment to help communities thrive by giving back.

Our Approach

Armstrong Flooring uses the principles of product stewardship to develop products that are fundamentally safe and sustainable throughout their life cycle. We work to continually improve the products we offer, both in their creation and in their contributions to the overall sustainability of the planet. Product sustainability and stewardship shape our innovations to enable the circular economy. As with all raw material inputs, some materials involve inherently higher risks, such as cost, supply availability and reputational risks. The identification of these risks is part of our product development process, and we work to reduce these risks through a variety of methods, including re-engineering, supplier diversification, and reuse and recycling efforts.

Responsible and sustainable products begin with respect for people and the environment. Our robust Product Stewardship Program serves as both a compass and a gatekeeper for product responsibility. As a compass, our Product Stewardship Steering Committee sets material directives which prohibit or restrict the use of certain chemical content. Requirements from our chemical directives are incorporated in contracts. Products are testing annually for compliance with these directives. As gatekeeper, new products and product changes go through a Product Safety Design Review. This review includes product testing, content, and claims. Through our Change Management process, changes in chemicals used in our plants will trigger a Product Safety Design Review which will include a material assessment of the proposed new chemical.

To specifically address hazards associated with chemicals, we have a material assessment process which evaluates potential risks in the manufacturing plant, in the finished product and in the market. This process results in a score. Our Material Assessment Committee evaluates, scores, and provides direction regarding chemicals/materials be used or considered for use. The score is based on five (5) criteria including the classification of a chemical/material by lists, safety concerns related to handling the chemical/materials in the manufacturing plant and a finished product chemical exposure assessment. When a score reaches an elevated level, a project is initiated to eliminate and/or safely substitute the chemical. New chemicals are evaluated, and existing chemicals are re-evaluated on a regular cadence.

Chemistry plays an essential role in product innovation and manufacturing; it can influence and elevate product performance and design and it can affect sustainability of our products and processes. Early in the development process, we review new and existing chemicals and formulations for human health and environmental hazards. Our focus goes well beyond regulated substances to identify and reduce the use of chemicals of concern.

Our Actions in 2020

- With the May launch of MedinPure™, a new PVC-Free sheet flooring product, we engaged a third party to evaluate and certify the product content to 100 ppm and certify that the product was free of International Living Futures Institute “red-list” chemicals.
- We expanded the number of Health Product Declarations, which disclose the ingredients in our products to at least 1000 ppm, to meet customer needs for product transparency.

Our Actions Moving Forward

We will continue to improve our chemical management program and increase product transparency to meet the growing needs of our customers and requirements of building standards like the WELL Building Standard, Green Globes and LEED.



Supply Chain

An extension of our sustainability commitments

Our Commitment

Each step in the supply chain includes benefits (such as employment and community-building) as well as the potential for negative impacts (such as pollution or unsafe/unfair labor practices). Our commitment is to maximize the positives and mitigate the potential negatives by aligning our supplier expectations with our own corporate values. We expect our suppliers to be transparent about their environmental and social practices, provide improvement ideas, and work with us to transform our shared value chain.

We set a high bar for our company regarding environmental and social governance, and we expect the same from our suppliers. Our Supplier Principles are based on Armstrong Flooring corporate values for sustainable and responsible operations and aligns with the 10 Principles of the United Nations and outlines our foundational social and environmental expectations in the following areas:

- > **Labor:** Requirements align with our Code of Business Conduct and include important concepts like freely chosen employment (no forced, bonded, or trafficked labor), restrictions on working age (no child labor), and appropriate working hours and wages. Setting these expectations helps assure our suppliers' actions will reflect Armstrong Flooring's values on human rights, as well as the values underlying the International Labour Organization (ILO) and laws, such as the California Transparency in Supply Chains Act, the United Kingdom Modern Slavery Act 2015, and the U.S. Federal Acquisition Regulation (FAR) on forced labor and human trafficking.

- > **Environment, health, and safety (EHS):** We expect our suppliers to care as much about the health and safety of their workers and their communities as Armstrong Flooring does and to implement proper procedures and controls to protect them as well as the environment in which we live.
- > **Ethics:** Expectations align to the Armstrong Flooring Code of Conduct and hold our suppliers to the same high standards of honesty and integrity. Suppliers must prohibit any form of bribery and corruption and prevent conflicts of interest.
- > **Management systems:** We expect our suppliers to establish processes to systematically conform to our Supplier Principles as well as all legal requirements, and to commit to continuous improvement.

Our Suppliers

We partner with a variety of raw materials suppliers, including minerals, chemicals, energy, and packaging to manufacture our resilient products. Our global manufacturing facilities perform processes to convert our principal raw materials, which include polyvinyl chloride resins and films, plasticizers, fiberglass backings, limestone, pigments, inks, stabilizers, and coatings, into finished products for both the commercial and residential marketing. These products include:

- > Luxury Vinyl Tile
- > Vinyl Composition Tile
- > Vinyl Sheet Flooring



Additionally, some of our products are sourced from third parties. Our primary sourced products include LVT, vinyl sheet, and installation and maintenance materials and accessories. We purchase most of our sourced products from suppliers that are located outside of the U.S., primarily from Asia. With operations in three countries, we manage inbound and outbound freight transport via truck, ship, and rail. In 2020, our North American transportation logistics partners participated in the U.S. Environment Protection Agency's

(EPA's) SmartWay program which helps companies advance supply chain sustainability by measuring, benchmarking, and improving freight transportation efficiency.

Most of our supply spend goes toward raw material suppliers, with the next greatest spend being sourced products. In addition, we work with distributors and service suppliers for capital goods, machinery, and a myriad of technical, consultative, and management services. In 2020, we worked with

approximately 2,000 suppliers and spent approximately \$400 million. We have active management processes in place to evaluate, segment, and engage with all top-spend suppliers.

Wrap Up

Third Party Validation

Charters, Principles, Initiatives

- > Armstrong Flooring has sought third-party assurance of our first GRI report to confirm the quality and completeness of the disclosure. A copy of our Independent Assurance statement can be found in the Appendix.
- > This sustainability report and our SASB disclosures have been externally assured by SCS Global, Third-Party assurance provider, unaffiliated with Armstrong Flooring. The Independent Assurance Statement can be found on page 46.
- > To ensure that our reporting meets the highest standards for transparency, this report is externally assured in accordance with the AccountAbility 1000 Assurance Standard (AA1000AS 08).
- > Our executive leadership team and senior leadership from the following departments finance, risk management, sustainability, and public affairs, were involved in the external assurance process.

Conclusion

Thank you for reading our first our GRI-compliant sustainability report. The following appendices contain additional details and specific information related to this report. Appendix A contain the Independent Assurance Statements. Appendix B provides the SASB Tables, Appendix provided a GRI Index and Appendix provided a list of global, corporate memberships.

We value your feedback and welcome any questions, comments, or suggestions on this report and our performance.

For any questions pertaining to this report, please contact media@armstrongflooring.com. More information about our sustainability programs and corporate responsibility practices is available on our website at <http://ArmstrongFlooring.com>.

Appendix A
Assurance Statement

Assurance Statement

SCSglobal SERVICES Independent Assurance Statement

To Armstrong Flooring's Stakeholders

The management of Armstrong Flooring, Inc. (AFI) has prepared their 2020 Sustainability Report (Report) and are responsible for its content. SCS Global Services' (SCS) has carried out a limited level of assurance, in accordance with AAL000 Assurance Standard (AAL000 AS), on the key performance indicators specified in Appendix 1 of this statement and disclosed in AFI's 2020 Sustainability Report.

Scope: The geographic scope of SCS' work included AFI's global operations and assets under their operational control for the calendar year 2020 (Jan 1 - Dec 31, 2020). A full list of indicators evaluated along with the verified results, standards, and criteria can be found in Appendix 1. In addition, SCS evaluated the conformance of the Report to Global Reporting Initiative's (GRI) Standards 101, 102, 103, 200, 300 and 400; 2016 and SASB's Building Products and Furnishings Standard 2018.

Summary of Work Performed: SCS' Assurance Team undertook the following summarized activities:

- Performed a risk-based analysis of inventory data to develop a verification plan targeted at the most likely areas of discrepancy
- Reviewed and analyzed material performance data collected for select indicators at the corporate and site-levels to identify potential material misstatements or process calculation errors.
- Reviewed and analyzed data management processes and procedures through documentation review and remote interviews of management and staff, and
- Reviewed the assessed indicators against the corresponding criteria (see Appendix 1) for conformance with prescribed data reporting methodologies

Limitations: The results of this assessment are based upon the criteria of a limited level assurance engagement, and materiality threshold of +/-5% for the calculated figures.

Conclusions: Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the AFI indicators summarized in Appendix 1 are not, in all material respects, fairly stated. In addition, the team concluded that Armstrong Flooring's 2020 Sustainability Report was prepared in adherence with the GRI Standards and SASB's Building Products and Furnishings Standard.

Independence: SCS Global Services complies with quality assurance procedures which are accredited by independent bodies and are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. All members of the assurance team were reviewed to ensure they were free from conflicts of interest. SCS has no financial dependence on AFI beyond other independent product certifications and the scope of this assurance engagement.

Declaration


Neil Mendenhall, Associate Certified Sustainability Assurance Practitioner (ACSAP)
SCS Global Services, Emeryville, California – August 12, 2021

SCSglobal SERVICES Appendix 1: Assurance Indicators

Indicator Name	Unit	Reported Value			Criteria																								
Scope 1 Greenhouse Gas ("GHG") Emissions	Metric tons of carbon dioxide equivalents (tCO2e)	97,454.33			World Resources Institute ("WRI") / World Business Council for Sustainable Development's ("WBCSD") The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard; ISO 14064-3: 2006 Specification with guidance for the validation and verification of GHG assertions; AFI's Carbon Accounting Manual																								
Scope 2 GHG Emissions (Location-Based)	tCO2e	76,378.70																											
Scope 2 GHG Emissions (Market-Based)	tCO2e	75,880.94																											
GHG emissions intensity	Metric tons/m2	<table><tr><th colspan="2">GHG Intensity Disclosure</th><th>2014</th><th>2020</th></tr><tr><td colspan="2">a. GHG intensity (metric tons/m2)</td><td>0.0017</td><td>0.0013</td></tr></table>			GHG Intensity Disclosure		2014	2020	a. GHG intensity (metric tons/m2)		0.0017	0.0013	GRI 305-4: - GHG emissions intensity																
GHG Intensity Disclosure		2014	2020																										
a. GHG intensity (metric tons/m2)		0.0017	0.0013																										
Scope 1 Energy	GJ	738,228.44			World Resources Institute ("WRI") / World Business Council for Sustainable Development's ("WBCSD") The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard; ISO 14064-3: 2006 Specification with guidance for the validation and verification of GHG assertions; AFI's Carbon Accounting Manual																								
Scope 2 Energy	GJ	502,623.43																											
Energy consumption within the organisation	(GJ)	<table><tr><th colspan="2">Energy Disclosure (GJ)</th><th>2014</th><th>2020</th></tr><tr><td colspan="2">a. Total fuel consumption from non-renewable sources</td><td>1,083,045</td><td>738,228</td></tr><tr><td colspan="2">b. Total fuel consumption from renewable sources</td><td>0</td><td>0</td></tr><tr><td colspan="2">c. Total electricity consumption</td><td>600,848</td><td>502,623</td></tr><tr><td colspan="2">d. Total energy sold</td><td>0</td><td>0</td></tr><tr><td colspan="2">e. Total energy consumption</td><td>1,683,894</td><td>1,240,852</td></tr></table>			Energy Disclosure (GJ)		2014	2020	a. Total fuel consumption from non-renewable sources		1,083,045	738,228	b. Total fuel consumption from renewable sources		0	0	c. Total electricity consumption		600,848	502,623	d. Total energy sold		0	0	e. Total energy consumption		1,683,894	1,240,852	GRI 302-1: - Energy consumption within the organisation SASB's Building Products and Furnishings Standard 2018: GS-BF-130a-1
Energy Disclosure (GJ)		2014	2020																										
a. Total fuel consumption from non-renewable sources		1,083,045	738,228																										
b. Total fuel consumption from renewable sources		0	0																										
c. Total electricity consumption		600,848	502,623																										
d. Total energy sold		0	0																										
e. Total energy consumption		1,683,894	1,240,852																										
Energy intensity	(GJ/m2)	<table><tr><th colspan="2">Energy Intensity Disclosure</th><th>2014</th><th>2020</th></tr><tr><td colspan="2">a. Energy intensity ratio (GJ/m²)</td><td>0.0183</td><td>0.0142</td></tr></table>			Energy Intensity Disclosure		2014	2020	a. Energy intensity ratio (GJ/m ²)		0.0183	0.0142	GRI 302-2: - Energy intensity																
Energy Intensity Disclosure		2014	2020																										
a. Energy intensity ratio (GJ/m ²)		0.0183	0.0142																										

Indicator Name	Unit	Reported Value			Criteria
Waste	Metric tons	Total Waste Disposition (metric tons)			GRI 306-2: - Waste by type and disposal method
		2020			
		Internal Reuse/Recycle			
		102,039			
		External Recycle			
		3,834			
		Recovery, including energy recovery			
		6			
		Incineration			
		3,310			
		Landfill			
13,814					
Hazardous Waste (treated off-site)					
7					
Hazardous Waste (incinerated)					
197					
On-site storage					
1					
Other (Transferred & Treated)					
28					
TOTAL					
123,237					
Product Life Cycle Impacts: - Weight of end-of-life material recovered	Metric tons (t)	105,873			SASB's Building Products and Furnishings Standard 2018: GS-BF-410a-2
Product Life Cycle Impacts: - Percentage of recovered materials recycled	Percentage (%)	86%			
Chemical management: - Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	Percentage (%) by Revenue	99%			SASB's Building Products and Furnishings Standard 2018: GS-BF-250a-2
Diversity and Remuneration	Percentage (%)	Global Gender Information			GRI 405-1: - 2020 diversity results
		Row Labels	Count	%	
		FEMALE	495	29%	
		MALE	1241	71%	
		Grand Total	1736	100%	
		Remuneration results			GRI 405-2: Ratio of basic salary and remuneration of women to men
			US ratio of Female to Male compensation	Global ratio of Female to Male compensation	
		Non-Management positions	89%	89%	
		Management Positions	94%	97%	
		Senior/Executive Management Positions	99%	100%	

Indicator Name	Unit	Reported Value			Criteria																																											
Safety	Number or Number per hour (See Table)	<table><tr><th>Disclosure</th><th>Units</th><th>2020</th></tr><tr><td colspan="3">a. Armstrong Flooring Employees</td></tr><tr><td>i. Work-related fatalities</td><td>Total Number</td><td>0</td></tr><tr><td>ii. Work-related fatalities (excluding fatalities)</td><td>Rate per 200,000 hours</td><td>0</td></tr><tr><td>iii. High-consequence work-related injuries (excluding fatalities)</td><td>Total Number</td><td>8</td></tr><tr><td>iv. High-consequence work-related injuries (excluding fatalities)</td><td>Rate per 200,000 hours</td><td>0.44</td></tr><tr><td>v. Recordable work-related injuries</td><td>Total Number</td><td>21</td></tr><tr><td>vi. Recordable work-related injuries (excluding contract employees)</td><td>Rate per 200,000 hours</td><td>1.15</td></tr><tr><td>vii. The number of hours worked (includes contract employees)</td><td>Hours</td><td>3,654,861</td></tr><tr><td colspan="3">b. Contract Employees</td></tr><tr><td>i. Work-related fatalities</td><td>Total Number</td><td>0</td></tr><tr><td>ii. Work-related fatalities (excluding fatalities)</td><td>Rate per 200,000 hours</td><td>0</td></tr><tr><td>iii. High-consequence work-related injuries (excluding fatalities)</td><td>Total Number</td><td>0</td></tr><tr><td>iv. Recordable work-related injuries</td><td>Total Number</td><td>1</td></tr></table>				Disclosure	Units	2020	a. Armstrong Flooring Employees			i. Work-related fatalities	Total Number	0	ii. Work-related fatalities (excluding fatalities)	Rate per 200,000 hours	0	iii. High-consequence work-related injuries (excluding fatalities)	Total Number	8	iv. High-consequence work-related injuries (excluding fatalities)	Rate per 200,000 hours	0.44	v. Recordable work-related injuries	Total Number	21	vi. Recordable work-related injuries (excluding contract employees)	Rate per 200,000 hours	1.15	vii. The number of hours worked (includes contract employees)	Hours	3,654,861	b. Contract Employees			i. Work-related fatalities	Total Number	0	ii. Work-related fatalities (excluding fatalities)	Rate per 200,000 hours	0	iii. High-consequence work-related injuries (excluding fatalities)	Total Number	0	iv. Recordable work-related injuries	Total Number	1	GRI 403-9: Work-related injuries
		Disclosure	Units	2020																																												
		a. Armstrong Flooring Employees																																														
		i. Work-related fatalities	Total Number	0																																												
		ii. Work-related fatalities (excluding fatalities)	Rate per 200,000 hours	0																																												
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		ii. Work-related fatalities (excluding fatalities)	Rate per 200,000 hours	0																																												
		iii. High-consequence work-related injuries (excluding fatalities)	Total Number	0																																												
		iv. Recordable work-related injuries	Total Number	1																																												

Appendix B

SASB Table

SASB Table

This 2020 report is evidence of our ongoing commitment to provide disclosure under the Sustainability Accounting Standards Board (SASB) standards. SASB connects businesses and investors on the financial impacts of sustainability. While Wood Supply Chain Management is a metric in the SASB Building Products and Finishing Standard, Armstrong Flooring does not produce wood products, therefore the metric is not included below. All data is as of, or for, the year ended December 31, 2020, unless otherwise noted.

Table 1. Sustainability Disclosure Topics & Accounting Metrics 2020

Topic	Accounting Metric	Category	Unit of Measure	Code	Data
Energy Management in Manufacturing	(1) Total energy consumed	Quantitative	Gigajoules (GJ)	CG-BF-130a.1	1,418,333
	(2) percentage grid electricity		Percentage (%)		34%
	(3) percentage renewable		Percentage (%)		13.6%
Management of Chemicals in Products	Discussion of processes to assess and manage risks and/or hazards associated with chemicals	Discussion and Analysis	n/a	CG-BF-250a.1	As with all raw material inputs, some materials involve inherently higher risks, such as cost, supply availability and reputational risks. The identification of these risks is part our product development process, and we work to reduce these risks through a variety of methods, including re-engineering, supplier diversification, and reuse and recycling efforts. To specifically address hazards associated with chemicals, we have a material assessment process which evaluates potential risks in the manufacturing plant, in the finished product and in the market.
	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	Quantitative	Percentage (%) by Revenue	CG-BF-250a.2	99%
Product Lifecycle Environmental Impacts	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	Discussion and Analysis	n/a	CG-BF-410a.1	Includes post consumer flooring recovered through North America and Australia Flooring Recycling Programs and procured pre-consumer material.
	(1) Weight of end-of-life material recovered	Quantitative	Metric tons (t)	CG-BF-410a.2	122,486
	(2) Percentage of recovered materials recycled	Quantitative	Percentage (%)		85.8%

Table 2. Activity Metrics

Activity Metric	Category	Unit of Measure	Code	Data
Annual Production	Quantitative	Square Meters	CG-BF-000.A	94,189,322
Area of Manufacturing Facilities	Quantitative	Square Meters	CG-BF-000.B	94,189,322

Appendix C

GRI Index

Appendix C - GRI Index

Disclosure Number	Disclosure Title	2020 Disclosure	UN SDG
General Standards Disclosure			
Organization Profile			
102-1	Name of the organization	Armstrong Flooring, Inc.	
102-2	Activities, brands, products, and services	www.ArmstrongFlooring.com	
102-3	Location of headquarters	Lancaster, PA 17603 USA	
102-4	Location of operations	Form 10-K, Page 15	
102-5	Ownership and legal form	Form 10-K	
102-6	Markets served	Form 10-K, Page 2	
102-7	Scale of the organization	Form 10-K, Page 3	
102-8	Information on employees and other workers	Form 10-K, Page 6	SDG 8
102-9	Supply chain	Supply Chain	
102-10	Significant changes to the organization and its supply chain	Added four (4) Third Party Logistic (3PL) sites to warehouse and distribute product more effectively to customers.	
102-11	Precautionary Principle or approach	As discussed in the respective sections of this report, we evaluate and address risks as part of our management systems for key sustainability issues, including health and safety and chemical and product management. These issues are periodically evaluated by Armstrong Flooring sustainability team and company leadership. The company may take certain precautionary actions from time to time on a case-by-case basis; however, we do not apply the precautionary principle as a matter of policy. The precautionary principle (or approach) is a moral or political principle that was included in the Rio Declaration on Environment and Development from the United Nations Environment Programme, which defined is as follows: “Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost effective measures to prevent Environmental degradation.”	
102-12	External initiatives	Stakeholder Engagement	
102-13	Association Memberships	Memberships	
Strategy			
102-14	Statement from senior decision-maker	Message from our Chief Executive Officer	
102-15	Key impacts, risks, and opportunities	Message from our Chief Executive Officer	

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GRI Index

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Disclosure Number	Disclosure Title	2020 Disclosure	UN SDG
General Standards Disclosure			
Ethics and Integrity			
102-16	Values, principles, standards, and norms of behavior	Corporate Governance; Code of Conduct	
102-17	Mechanisms for advice and concerns about ethics	Corporate Governance; Code of Conduct	
102-18	Governance structure	Corporate Governance; Code of Conduct	
Stakeholder Engagement			
102-40	List of stakeholder groups	Our Priority Sustainability Issues	
102-41	Collective bargaining agreements	We have both unionized and nonunionized facilities. In this reporting period, approximately 20% of our global workforce was covered by collective bargaining agreements. If a facility has union representation, we honor and comply with the terms and conditions of the collective bargaining agreement. We have not identified any Armstrong Flooring operations in which the right to exercise freedom of association and collective bargaining may be at risk.	
102-42	Identifying and selecting stakeholders	Our Priority Sustainability Issues	
102-43	Approach to stakeholder engagement	Our Priority Sustainability Issues	
102-44	Key topics and concerns raised	Our Priority Sustainability Issues	
Reporting Practice			
102-45	Entities included in the consolidated financial statements	Form 10-K	
102-46	Defining report content and topic Boundaries	About the Report	
102-47	List of material topics	About the Report	
102-48	Restatements of information	There are no restatements of information.	
102-49	Changes in reporting	This is our first report, therefore no significant changes.	
102-50	Reporting period	January 1, 2020 to December 31, 2020	
102-51	Date of most recent report	This is our first GRI report. In 2019, we reported to SASB.	
102-52	Reporting cycle	Annual	

GRI Index

Disclosure Number	Disclosure Title	2020 Disclosure	UN SDG		
General Standards Disclosure					
Reporting Practice (Cont.)					
102-53	Contact point for questions regarding the report	media@armstrongflooring.com			
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standard: Core option.			
102-55	GRI content index	This GRI Index is in accordance with GRI Standard.			
GRI 302: Energy					
103	Management Approach	Energy and Emissions			
302-1	Energy consumption within the organization	Energy Disclosure (GJ)	2014	2020	
		a. Total fuel consumption from non-renewable sources	1,299,624	998,532	
		b. Total fuel consumption from renewable sources	0	0	
		c. Total electricity consumption	592,500	482,451	
		d. Total energy sold	0	0	
		e. Total energy consumption	1,892,124	1,480,983	
		f. Standards, methods, assumptions, and/or calculation tools	WRI GHG Protocols		
		g. Source of the conversion factors used	WRI, US EPA eGrid, AU National GHG factors		
302-2	Energy consumption outside of the organization	This information is not currently tracked.			
302-3	Energy intensity	Energy Intensity Disclosure	2014	2020	
		a. Energy intensity ratio (GJ/m²)	0.0206	0.0153	
		b. Organization specific metric	Square meters		
		c/d. Types of energy included	All energy within organization		

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GRI Index

GRI Index					
Disclosure Number	Disclosure Title	2020 Disclosure			UN SDG
General Standards Disclosure					
GRI 302: Energy (Cont.)					
302-4	Reduction of energy consumption	a. Since 2014, Armstrong Flooring has seen a 28% reduction in absolute energy consumption. b. All energy c. Our 2014 baseline year was selected following the achievement of our 2015 reduction goals. d. WRI GHG Protocols			
GRI 305: Emissions					
103	Management Approach	Energy and Emissions			
305-1	Direct (Scope 1) GHG emissions				
		GHG Disclosure	2014	2020	
		a. Gross direct (metric tons CO ² e)	64,457	51,223	
		b. Gases included	CO ₂ , CH ₄ , N ₂ O		
		c. Biogenic CO ² emission	Zero metric tons CO ₂ e		
		d. Base year	2014		
		e. Source of the emission factors and the global warming potential (GWP)	USEPA eGRID 2019, AU National GHG Factors WRI GHG Protocol		
		f. Consolidation approach for emissions	Operational Control		
305-2	Energy indirect (Scope 2) GHG emissions				
		GHG Disclosure	2014	2020	
		a. Gross indirect (metric tons CO ² e)	53,785	34,969	
		b. Gases included	CO ₂ , CH ₄ , N ₂ O		
		c. Biogenic CO ² emission	Zero metric tons CO ₂ e		
		d. Base year	2014		
		e. Source of the emission factors and the global warming potential (GWP)	USEPA Emissions Factors, AU National GHG Factors WRI GHG Protocol		

GRI Index					
Disclosure Number	Disclosure Title	2020 Disclosure			UN SDG
General Standards Disclosure					
Emissions (Cont.)					
305-2	Energy indirect (Scope 2) GHG emissions	GHG Disclosure	2014	2020	
		f. Consolidation approach for emissions	Operational Control		
		g. Standards, methods, assumptions, and/or calculation tools used.	WRI GHG Protocols & GHG Emissions Calculator Tool		
305-4	GHG emissions intensity	GHG Intensity Disclosure	2014	2020	
		a. GHG intensity (metric tons/m²)	0.0013	0.0011	
		b. Organization specific metric	Square meters		
		c/d. Types of emission included	Includes Scope 1 & Scope 2 emissions from CO², CH4, & N²O		
GRI 306: Effluent and Waste					
103	Management Approach	Circular Economy			SDG 6, 12
302-1	Waste by type and disposal method	Total Waste Disposition (metric tons)	2020		SDG 6, 12
		Internal Reuse/Recycle	85,745		
		External Recycle	3,834		
		Recovery, including energy recovery	6		
		Incineration	3,310		
		Landfill	13,814		
		Hazardous Waste (treated off-site)	7		
		Hazardous Waste (incinerated)	197		
		On-site storage	1		
		Other (Transferred & Treated)	28		
		TOTAL	106,942		

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GRI Index

GRI Index			
Disclosure Number	Disclosure Title	2020 Disclosure	UN SDG
General Standards Disclosure			
306-3	Significant spills	There were no significant spills in this reporting period.	SDG 3, 6, 12, 14, 15
306-4	Transport of hazardous waste	a. 196.52 metric tons incinerated/treated; 6.74 metric tons transferred and treated b. No hazardous waste shipped internationally c. Hazardous waste disposal complies with State, Federal and local regulations.	
306-5	Water bodies affected by water discharges and/or runoff	Water manufacturing plants discharges to municipal sewers, not directly to water bodies.	
GRI 403: Occupational Health and Safety			
103	Management Approach	Health and Safety	
403-1	Occupational health and safety management system	a. Armstrong Flooring has a health and safety management system which ensures compliance with legal requirements such OSHA and US EPA, as well as assesses risks to continuously improve effort to prevent injuries. b. Everywhere we do business, we are committed to eliminating hazards from the workplace, including threats or acts of violence. See our Global Safety Policy.	SDG 3, 8
403-2	Hazard identification, risk assessment, and incident investigation	Armstrong Flooring conducts regular safety audits and encourages employees to report near misses. If an injury does occur, a Quick Report is sent to management which describes the incident, the corrective actions, and lessons learned so that the information can be shared with all facilities immediately. Risk assessments are also required for specific situations and are tracked as part of our Safety Index.	SDG 8
403-3	Occupational health services	Employees are trained and encouraged to report “near misses”. Our Near Miss Program helps proactively identify potential risks and take corrective action before an injury occurs. Our Corporate Incident Reporting Standard (SS-406), which is available to all employees on Corporate EHS SharePoint site, covers incident definitions, expectations and procedures for reporting, management notification, and investigation. We investigate incidents involving harm or loss, identify root causes, and develop and implement corrective actions plan to prevent future recurrence and reduce potential exposure.	SDG 8
403-4	Worker participation, consultation, and communication on occupational health and safety	Employees are encouraged to participate in our Near Miss Program, Safety Committees, and regular safety walks to identify and correct potential safety issues. Armstrong Flooring shares monthly safety newsletter with employees and in 2020 weekly COVID updates. Our Safety Manual provides expectations for our Safety Committee and/or the Safety Advocate Team which are established at all facility operations (e.g. manufacturing, corporate, R&D). The goal of these teams is to provide support to enhance Safety, Health and Wellness programs by training and empowering employees to identify and mitigate risks.	SDG, 8, 16

GRI Index																														
Disclosure Number	Disclosure Title	2020 Disclosure		UN SDG																										
General Standards Disclosure																														
GRI 403: Occupational Health and Safety (Cont.)																														
403-5	Worker training on occupational health and safety	Employees are provided with regular health and safety training and each is responsible for performing their job safely and for reporting potential workplace hazards or unsafe conditions. Our Safety Training Standard (SS-409) documents required topics and frequency for initial and refresher training. The EHS Manager at each facility owns the safety training and is responsible for coordinating the participation of employees and resources to successfully implement a compliant safety training. We encourage our employees to carry the health and safety knowledge they gain at work into their personal lives, to their families, homes, and communities.		SDG 8																										
403-6	Promotion of worker health	We develop programs to help support our employees' health and well-being. This includes offering healthcare benefits, an Employee Assistance Program, and opportunities for professional education and development. Our headquarters in Lancaster PA includes walking trails and most locations hold regular Benefits Fair where employees can learn firsthand about health and wellness.		SDG 3																										
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	We believe that each member of our team is personally accountable for safety – from employees who practice care and caution to safeguard themselves and others, to the managers who are responsible for the safety of their teams, to company leaders who ensure that employees have the tools and training they need to work safely.																												
403-8	Workers covered by an occupational health and safety management system	a. Armstrong Employees b. No exclusions c. Safety Policy																												
403-9	Impacts directly linked by business relationships	<table><tr><th>Disclosure</th><th>Units</th><th>2020</th></tr><tr><td colspan="3">a. Armstrong Flooring Employees</td></tr><tr><td>i. Work related fatalities</td><td>Total Number</td><td>0</td></tr><tr><td>i. Work related fatalities</td><td>Rate per 200,000 hours</td><td>0</td></tr><tr><td>ii. High-consequence work-related injuries (excluding fatalities)</td><td>Total Number</td><td>8</td></tr><tr><td>ii. High-consequence work-related injuries (excluding fatalities)</td><td>Rate per 200,000 hours</td><td>0.44</td></tr><tr><td>iii. Recordable work-related injuries</td><td>Total Number</td><td>21</td></tr><tr><td>iii. Recordable work-related injuries</td><td>Rate per 200,000 hours</td><td>1.15</td></tr><tr><td>iv. Main types of work-related injury</td><td>n/a</td><td>musculoskeletal ergonomic</td></tr></table>	Disclosure	Units	2020	a. Armstrong Flooring Employees			i. Work related fatalities	Total Number	0	i. Work related fatalities	Rate per 200,000 hours	0	ii. High-consequence work-related injuries (excluding fatalities)	Total Number	8	ii. High-consequence work-related injuries (excluding fatalities)	Rate per 200,000 hours	0.44	iii. Recordable work-related injuries	Total Number	21	iii. Recordable work-related injuries	Rate per 200,000 hours	1.15	iv. Main types of work-related injury	n/a	musculoskeletal ergonomic	SDG 4, 5, 8, 10
Disclosure	Units	2020																												
a. Armstrong Flooring Employees																														
i. Work related fatalities	Total Number	0																												
i. Work related fatalities	Rate per 200,000 hours	0																												
ii. High-consequence work-related injuries (excluding fatalities)	Total Number	8																												
ii. High-consequence work-related injuries (excluding fatalities)	Rate per 200,000 hours	0.44																												
iii. Recordable work-related injuries	Total Number	21																												
iii. Recordable work-related injuries	Rate per 200,000 hours	1.15																												
iv. Main types of work-related injury	n/a	musculoskeletal ergonomic																												

Appendix C

GRI Index

Appendix D

Memberships

GRI Index

Disclosure Number	Disclosure Title	2020 Disclosure			UN SDG
General Standards Disclosure					
403-9 (cont.)	Impacts directly linked by business relationships	Disclosure	Units	2020	SDG 4, 5, 8, 10
		v. The number of hours worked (includes contract employees)	Hours	0	
		b. Contract Employees			
		i. Work related fatalities	Total Number	0	
		i. Work related fatalities	Rate per 200,000 hours	0	
		ii. High-consequence work-related injuries (excluding fatalities)	Total Number	0	
		iii. Recordable work-related injuries	Total Number	1	
		iv. Main types of work-related injury	n/a	Musculoskeletal (sprain)	
403-10	Work-related injuries	2020 Armstrong Flooring and Contract Employees			SDG 3, 8, 16
		i. Number of fatalities because of work-related ill health	Total Number	0	
		ii. Number of cases of recordable work-related ill health	Total Number	0	
		iii. Main types of work-related ill health	n/a	n/a	
GRI 405: Diversity and Equal Opportunity					
103	Management Approach	Employee Equity, Diversity and Inclusion			
405-1	Diversity of governance bodies and employees	Employee Equity, Diversity and Inclusion			SDG 5, 8
405-2	Ratio of basic salary and remuneration of women to men	Non-Management positions – Global – Females are paid 89% of Males (89% in the US) Management Positions – Global – Females are paid 97% of Males (94% in the US) Senior/Executive Management Positions – Global – Females are paid 100% of Males (99% in the US)			SDG 5, 8, 10

Memberships

Our Partnerships and Collaborations with Organizations/Governing Bodies

	Member	Position in Governance Bodies	Participates in Projects/ Committees	Provides Substantive Funds Beyond Routine Membership	Views Relationship As Strategic
Communities					
United Way International/Worldwide	✓	✓	✓	✓	✓
GOOD360	✓				✓
In Good Company	✓				
Government					
Better Plants Program	✓				✓
Non-Government Organizations					
ASTM International	✓	✓	✓		✓
Australian Green Building Council	✓				✓
Candian Green Building Council	✓				✓
Health Product Declaration Collaborative (HPDC)	✓		✓		✓
U.S. Green Building Council (USGBC)	✓		✓		✓
Industry Associations					
Australian Resilient Flooring Association	✓	✓			✓
Floor Covering Institute of Australia	✓	✓			✓
International Interior Design Association	✓		✓		✓
National Association of Health Industry and Enterprise Management- Hospital Architecture Equipment Engineering Branch	✓				✓
Resilient Floor Covering Institute	✓	✓	✓		✓
Shanghai Chemical Building Materials Trade Association	✓		✓		✓
Vinyl Council of Australia	✓	✓			✓

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