



# MAKING THE DIFFERENCE

2023 OWENS CORNING SUSTAINABILITY REPORT



Photo submitted by:  
**Phil Casey | Ontario, Canada**  
 Flowers in bloom in Canada.

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# A MESSAGE FROM OUR CEO & CSO

Preparing this Sustainability Report every year is an opportunity to reflect on our progress. As we do this, one point is clear: our people's commitment to sustainability is unwavering as they take our ambitions and put them into action.



Our theme this year — Making the Difference — pays tribute to our approximately 18,000 employees around the world, who are driving our mission to build a more sustainable future through material innovation and helping to ensure that we are living our core values, acting in ways that are global in scope and human in scale.

Owens Corning has five strategic sustainability priorities:

- Operationalize Sustainability
- Reinforce Our Foundation
- Build a Circular Economy Model
- Live Our Values
- Lead in Key Regions

Across our enterprise, our people have taken these priorities to heart, helping reduce waste and emissions. They're also working to help keep their colleagues safe, engaging with their communities, and creating inclusive workplaces.

Chief Sustainability Officer (CSO) Dave Rabuano (left) and CEO Brian Chambers.

## Our 2023 Progress

In our work to reduce our environmental impacts, we have made significant achievements in two areas — reducing greenhouse gas emissions and waste to landfill.

**Reduce emissions.** We are working to combat climate change by reducing our greenhouse gas (GHG) emissions across our operations, and we have made considerable progress to date compared to our 2018 baseline. We have reduced our absolute Scope 1 and Scope 2 GHG emissions by 28% since 2018, which puts us more than halfway to our goal of 50% by 2030. In addition, we reduced them by approximately 6% compared to 2022. As it stands, we have a clear line of sight to how we can achieve the goal we have set.

**Reduce waste.** Waste-to-landfill (WTL) is another critical footprint measure that must be addressed, and it's one that has proven to be a challenge over the years. In 2023, we experienced a breakthrough — a 14% absolute reduction in WTL compared to 2022. While there were some tailwinds in 2023 related to production volume, progress was still made due to such drivers as reduction, recycling, and diversion. Although we recognize that we are still a long way from our goal of zero WTL, we believe we can repeat our performance this year as we make our way to 2030.

Across the entire enterprise, people at every level are working together to deliver the innovations that can help us continue to reduce our environmental footprint. Their progress has been inspiring, and it is a testament to the way they embody our core values — caring, curious, collaborative, and committed.

## Safer Together

Our approach to sustainability extends beyond our efforts to reduce our environmental footprint. We also strive to protect our employees by working to ensure their safety and well-being. One way we're doing that is through Safer Together, a refreshed safety identity created by our employees, for our employees. Safer Together reminds employees and leaders of our expectations around safety, outlined in our refreshed safety commitment, which is as follows:

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I commit to work safely and to speak up when I see something unsafe. I will value your feedback and trust you will accept mine — because I know you care. Today, and every day, we are committed to working safely for ourselves, our colleagues, and our loved ones. We are Safer Together.

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By continuing to invest in both our safety culture, and processes and systems, we are ensuring that our commitment to safety permeates everything we do.

## Looking Ahead

Our 2030 sustainability goals are growing ever closer, and we believe that the targets we have set for ourselves are well within our reach. New insights and focus have given us confidence that we will be able to drive sustained performance improvements as more of our solutions are tested, implemented, and continuously improved. Importantly, our employees consistently express unparalleled engagement and enthusiasm for our mission, as 77% of employees agree that their work has a direct impact on achieving our sustainability goals.

As we strive to make continued progress and maintain our success, we recognize the need to attract, develop, and retain the best talent in the world. To do that, we must operate in an inclusive environment, one in which our people feel connected, valued, and respected for what they bring to our company.

As it is every year, this report is filled with stories demonstrating our progress toward our 2030 goals for sustainability. Behind every one of these stories is a team of Owens Corning employees coming together to help ensure a more sustainable future. This report is a celebration of their ingenuity, talent, and dedication.

We thank all our stakeholders for their continued interest in Owens Corning, and we hope that every reader of this report is inspired by the many ways that our people make a difference.



**Brian Chambers**

Chair and Chief Executive Officer



**David Rabuano**

Senior Vice President and Chief Sustainability Officer

# ABOUT OWENS CORNING

Owens Corning is a global building and construction materials leader dedicated to leveraging our unique material science, manufacturing, and market knowledge to provide durable, sustainable, energy-efficient solutions that help our customers win and grow.

Our achievements are thanks in large part to our employees around the world. These individuals share their talents – and share our vision – as we strive to build a sustainable future together. This report is a tribute to all 18,000 people, each of whom is helping Owens Corning make a real difference.



Photo submitted by:

**Nathaniel Bauer | Denver, Colorado, U.S.**

The Denver skyline with the Denver Trumbull plant in the foreground.



Across all three of our integrated businesses – Roofing, Insulation, and Composites – we are guided by the following principles:

## OUR MISSION

To build a sustainable future through material innovation.

## OUR PURPOSE

Our people and products make the world a better place.

## OUR VALUES

Global in scope, human in scale.

### Caring

- We keep each other safe and healthy.
- We offer an inclusive environment where diverse perspectives are valued and appreciated.
- We actively support our communities and protect our environment.

### Curious

- We challenge the status quo for greater impact and innovation.
- We listen and learn from one another's different skill sets and experiences.
- We relentlessly pursue solutions that exceed customer expectations.

### Collaborative

- We work together in an open, transparent, and respectful way.
- We foster highly connected teams across the global enterprise.
- We partner with our customers and other stakeholders to drive the best outcomes.

### Committed

- We are accountable to deliver financial and operational results that outperform the market.
- We empower our people to make decisions and act like owners.
- We remain resilient to achieve our goals and best serve our purpose.



Melissa Zabarain, TPM Lead at our plant in Besana, Italy.

## OWENS CORNING BUSINESS SEGMENTS



### Roofing

**Roofing products and systems help protect and preserve homes and commercial buildings while enhancing curb appeal.**

Our primary products in this segment are laminate and strip asphalt roofing shingles. Additional products in this segment include roofing components and oxidized asphalt.

Owens Corning® shingles and roofing components are sold mainly through distributors, centers, and lumberyards in the U.S., while oxidized asphalt is a significant input used in the production of our roofing shingles.

We are vertically integrated and have manufacturing facilities that process asphalt for use in our roofing shingle manufacturing. In addition, we sell processed asphalt to other shingle manufacturers, to contractors for built-up roofing asphalt systems, and to manufacturers in other industries such as automotive, chemical, rubber, and construction.



### Insulation

**Insulation products help conserve energy while improving acoustics and fire resistance in the places where we work, live, and play.**

Our insulation segment includes a diverse portfolio of high-, mid-, and low-temperature products; a market mix of residential, commercial, industrial, and other markets; and a channel mix of retail, contractor, and distribution.

Our products in the residential channel include thermal and acoustical batts, loosefill insulation, spray foam, and foam sheathing accessories. In the commercial and industrial channel, our products include glass fiber pipe insulation, energy-efficient flexible duct media, bonded and granulated mineral wool insulation, cellular glass insulation, and foam insulation used in above- and below-grade construction applications.

We sell our insulation products primarily to insulation installers, home centers, lumberyards, retailers, and distributors in the U.S., Canada, Latin America, Europe, and Asia Pacific.



### Composites

**Composite materials make products lighter, so less energy is needed to transport and operate them. They also help make products stronger and more durable, which reduces the need to repair or replace them.**

Glass reinforcement materials are used downstream by our Composites business to manufacture and sell glass fiber products in the form of nonwovens, fabrics, and composite lumber. Composites are used in more than 40,000 end-use applications primarily within three markets: building and construction, renewable energy, and infrastructure.

We serve a range of market segments: building and construction, power and energy, industrial, and consumer products. Examples of end-use applications include building structures, roofing shingles, tubs and showers, pools, decking, flooring, pipes and tanks, poles, electrical equipment, and wind-energy turbine blades.



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Owens Corning has manufacturing and research and development facilities in 30 countries around the world.

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Our world headquarters are located at  
**One Owens Corning Parkway,  
Toledo, Ohio, 43659, U.S.**

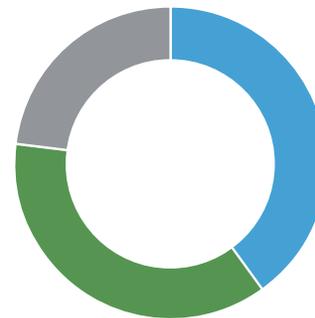
We aim to capitalize on our position as market leaders, delivering substantial free cash flow and sustainable shareholder value.

Owens Corning posted 2023 net sales of \$9.7 billion, and we have been a Fortune 500 company for 69 consecutive years.

Owens Corning is a publicly traded company on the New York Stock Exchange. Beneficial ownership entities can be found in our [Proxy Report](#).

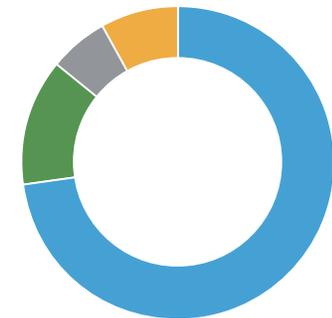
More information about our businesses can be found in the Owens Corning Annual Report on [Form 10-K](#).

**2023 Revenue by Segment**



- Roofing **40%**
- Insulation **37%**
- Composites **23%**

**2023 Revenue by Region**



- United States **73%**
- Europe **13%**
- Asia Pacific **6%**
- Rest of World **8%**

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Photo submitted by:

**Stacy DeWalt | Toledo, Ohio, U.S.**

Detail of our world headquarters in Toledo, taken by Stacy's husband, Jeremy Wilcox, using a vintage camera.

# CORPORATE AWARDS & DISTINCTIONS

Owens Corning believes that working toward the greater good is its own reward. Even so, we are grateful for the accolades we have received for our efforts, as they demonstrate our leadership in corporate citizenship and inspire companies everywhere to remain committed to sustainability in all its forms. The following are among the awards and distinctions Owens Corning received in 2023.

## Best Corporate Citizens List

Owens Corning was ranked number 10 on 3BL Media's list of the 100 Best Corporate Citizens. This marks the sixth consecutive year that Owens Corning has been ranked in the top 10, including an unprecedented four-year run as the top-ranked company. Owens Corning was ranked first in the Capital Goods category on this year's list.



The list recognizes outstanding global ESG (environmental, social, and governance) performance among the 1,000 largest U.S.-based public companies. Companies are ranked based on a blend of performance and disclosure. This is the ninth year Owens Corning has been named to the list.

## CDP Lists

In 2023 Owens Corning earned a place on the CDP A list for Water Security for the fifth year in a row as well as being recognized on CDP's Supplier Engagement Leaderboard for our efforts to reduce climate risk in our supply chain. CDP uses a detailed and independent methodology to assess companies based on the comprehensiveness of disclosure, awareness, and management of environmental risks, and demonstration of best practices associated with environmental leadership, such as setting ambitious and meaningful targets.



## Fair360 Companies for Diversity

After three years on the Fair360 Noteworthy Companies list, Owens Corning was named No. 44 on their Top 50 list for the first time in 2023. The Top 50 list honors companies for their workplace fairness and inclusion practices and policies. Fair360 measured our performance and progress across six key areas of inclusion and diversity management: leadership accountability, talent programs, workforce practices, supplier diversity, philanthropy, and human capital diversity metrics.



## Dow Jones Sustainability Indices

In 2023, for the 14th consecutive year, Owens Corning earned placement in the Dow Jones Sustainability World Index (DJSI) in recognition of our sustainability initiatives. The DJSI World Index is an elite listing of the world's largest companies based on long-term economic, environmental, and social criteria. The company is also on the DJSI North America list for the sixth consecutive year.



## EcoVadis

In our last assessment, in 2023, Owens Corning received a score of 77/100, earning us a Gold rating with EcoVadis, a company that provides holistic sustainability ratings for businesses worldwide. The rating comes after analyzing our responses to an extensive questionnaire in comparison with over 65,000 other companies. Owens Corning was ranked among the top 1% of all companies rated by EcoVadis.



## ENERGY STAR®

Our world headquarters in Toledo, Ohio, U.S., earned the Environmental Protection Agency's ENERGY STAR® rating for 2023.



## Ethisphere Institute: World's Most Ethical Companies

Owens Corning was recognized as one of the 2023 World's Most Ethical Companies by Ethisphere, a global leader in defining and advancing the standards of ethical business practices. This marks the sixth consecutive year the company has been recognized with this honor.



Owens Corning was one of just two honorees in the Construction and Building Materials industry, underscoring our commitment to leading with integrity and prioritizing ethical business practices. In 2023, 135 honorees were recognized spanning 19 countries and 46 industries.

## Fortune 500

As of 2023, Owens Corning has been recognized as a Fortune 500 company for 69 consecutive years. This year, we moved up 13 places on the list to No. 395.

## Green Power Partnership – National Top 100

In its most recent rankings, Owens Corning placed at No. 24 on the U.S. Environmental Protection Agency's (EPA's) National Top 100 List of the largest green power users from the Green Power Partnership. The company was also No. 17 on the list of Green Power Partners from the Fortune 500.



## Investor's Business Daily

On their 100 Best ESG Companies in 2023 list, Investor's Business Daily ranked Owens Corning No. 23 overall and the top company in the Building – Construction Projects industry.

## ISS QualityScore

Institutional Shareholder Services (ISS) awards QualityScore ratings based on a range of criteria related to environmental, social, and governance performance. A lower score, on a scale from one to 10, indicates lower risk and/or better disclosure on the part of the company. In 2023, our ISS QualityScore ratings were 1 in environmental and 1 in social.



## JUST Capital

Owens Corning was ranked No. 96 in the JUST 100, our fourth year in this ranking. Companies are rated based on their performance across a range of categories, including the treatment of employees and customers, product quality, sustainability, jobs, and community support, as well as company leadership.



## MSCI Ratings Report

In 2023, Owens Corning received an AA rating from MSCI, which measures a company's resilience to long-term, financially relevant sustainability-related risks.

## Newsweek's Most Responsible Companies

Owens Corning placed No. 24 on Newsweek magazine's America's Most Responsible Companies 2023 list. Companies were selected based on publicly available key performance indicators derived from CSR and Sustainability reports. KPIs focused on company performance in the areas of environment, social, and corporate governance. Additionally, an independent survey was conducted to evaluate companies' reputations by asking U.S. citizens about their perception of company activities related to corporate social responsibility. The list recognizes the top 500 most responsible companies in the United States, spanning 14 industries.

## S&P Global ESG Rankings

Owens Corning received a top 1% S&P Global ESG score in its 2023 Sustainability Yearbook. S&P Global is a leading provider of credit ratings, benchmarks, and analytics in the global capital and commodity markets. The S&P Sustainability Yearbook looks at performance across factors such as volunteerism, energy and emissions reduction, production efficiency, customer and supplier collaboration, and talent development.

## Science Based Targets Initiative

Our 2030 goal to reduce Scope 1 and Scope 2 greenhouse gas emissions by 50% is in line with standards set to hold global warming to 1.5° Celsius. The Science Based Targets initiative, which set these standards, has approved our goal.



In addition, our commitment to reducing Scope 3 greenhouse gas emissions by 30% by 2030 has been approved by the Science Based Targets initiative.

## Sustainalytics

Sustainalytics Peer Performance Insights provide analysis of a company's sustainability-related strengths and weaknesses within its industry. Owens Corning received a risk score of 19.1, ranking us 18th among building products manufacturers.

## WSJ Management Top 250

Owens Corning has made the WSJ Management list since its inaugural year in 2017 and ranked No. 53 in 2023. The ranking, developed by the Drucker Institute, measures corporate effectiveness by examining performance in five areas: customer satisfaction, employee engagement and development, innovation, social responsibility, and financial strength. The Management Top 250 ranking is based on an analysis of 34 indicators based on data obtained from a variety of third-party providers.



# SUMMARY AND HIGHLIGHTS

We continue to make important strides toward our 2030 sustainability goals, thanks to the talent and dedication of 18,000 Owens Corning employees worldwide. Behind every story and number highlighted, there is a team of people, united on one mission: To build a sustainable future through material innovation.



Photo submitted by:  
**Nathaniel Bauer | Denver, Colorado, U.S.**  
Sunset view from Mount Blue Sky, Colorado.

The social data in this chapter marked with a + sign was independently assured to a moderate level by SCS Global Services. The social data in this chapter marked with a ^ sign was independently assured to a high level by SCS Global Services.

Energy and greenhouse gas emissions data were independently assured to a high level by SCS Global Services. Waste, air, and water data were assured to a moderate level by SCS Global Services.

For more information on the assurance process see [About the Report](#), and for our verification statement please see [Appendix I](#).

# PEOPLE HIGHLIGHTS

At Owens Corning, thousands of people are working together to make the world a better place. They are creating a culture based on caring, curiosity, collaboration, and commitment. They're building a workplace where people feel valued, appreciated, and empowered to be their most authentic selves every day. They're also taking this culture out into the world and working to improve lives in our communities. In this section, we share the many ways we're improving people's quality of life in our workplace and in our communities.



Photo submitted by:

**Victor Garcia Magana | Tlaxcala, Mexico**

Employees present our refreshed safety identity – Safer Together – at the Tlaxcala plant.

# SAFER TOGETHER

As a company, we are committed to promoting safety for all. We believe that all accidents are preventable, at work and at home.

## Relevant United Nations Sustainable Development Goals



## 2030 GOALS

By 2030, we aspire to:

- Make it impossible for injuries and illnesses to occur.**  
 We apply the hierarchy of controls to first eliminate risks before they are able to exist by modifying designs and processes. When we have minimized baseline levels of risk through elimination, we can look to substitute out the risk by using a safer alternative to the source of the hazard. When a hazard cannot be eliminated and an engineering solution is not possible, we will evaluate and implement appropriate controls. These include administrative controls, which establish work practices to reduce the duration, frequency, or intensity of exposure to hazards through policies, processes, procedures, and more.
- In new or newly acquired sites, achieve a level of safety at least equivalent to the rest of Owens Corning within one year.**  
 In recent years, Owens Corning has acquired several companies and entered into a joint venture in which we are responsible for safety. We are working diligently to ensure that these companies adhere to our standards and apply our safety processes to their operations. This involves ensuring that these companies have environmental, health, and safety (EHS) leaders on staff, either by hiring for the position or assigning EHS responsibilities to existing personnel. Our Integration Management Office facilitates the overall integration process, and EHS representatives are participating in this effort.
- Emphasize the elimination of risks that could lead to the most serious injuries, rather than concentrate only on the most frequently occurring risks.**  
 We aspire to eliminate all employee, contractor, and visitor injuries and occupational illnesses at work and at home, beginning with those that have the most serious consequences. This includes a focus on serious injuries and fatalities (SIF).

## Progress Toward Our 2030 Goals

In 2023, there were 127 recordable injuries among Owens Corning employees, our supervised contractors, or temporary employees.\* Quantitative occupational health and safety performance metrics for full-time employees and contractors can be found in [Appendix B](#).

## Safety Performance

Powered industrial vehicles were involved in 43% of our SIF or SIF potential recordable incidents.

In 2023, our **recordable incident rate** (the number of injuries x 200,000 /total labor hours) was

**0.60<sup>+</sup>**

This is **81% below the industry average**, as reported by the U.S. Bureau of Labor Statistics for 2022 (the most recent data available).

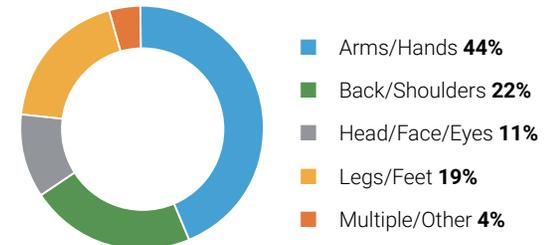
**48%**

of our global facilities were **injury-free** in 2023.

The **severity of our incidents**, measured by our lost-time injury frequency rate (lost workday cases x 1,000,000/total labor hours), was

**1.92<sup>+</sup>**

## 2023 Recordable Injuries by Affected Body Part\*



# SAFER TOGETHER: ESTABLISHING OUR SAFETY IDENTITY

Moving forward on the march to zero injuries requires us to create a culture that inspires people to remain focused on safety in everything they do. That requires an understanding of our safety culture at every site and across our enterprise, so we can take meaningful action to strengthen our processes and employee engagement. To that end, we partnered with a vendor to conduct anonymous site-wide employee safety perception surveys to gain insight about site and company safety culture and identify improvement opportunities. The survey was made up of 24 questions divided into three categories:

- Leadership
- Structure
- Processes and actions

After the surveys, the vendor provided the results with detailed reports that identified site-specific strengths and opportunities which roll up for an enterprise view. The survey results provided:

- A snapshot of the safety culture as viewed by all employees
- A benchmark of our safety culture against other industry peers
- An analysis of differences in safety culture perception among our different personnel categories (e.g., primary, supervisors, leadership, support function, etc.)

Based on the results, the vendor provided recommended actions to take that will positively impact each of the three categories.

From the survey research discussed above, we see that people's attitudes toward safety exist on a continuum. At one end, people's mindsets are based on compliance — they follow the rules of safety because it is a condition of their employment. While this can produce results, it is not the ideal. A better safety culture is one in which people have an internal motivation and a commitment to both their own safety and the safety of others.

The employee perception surveys we have conducted among our employees indicate that we are making progress toward that internal motivation, and it is important that we maintain that momentum as we strive to reduce incidents. One way we are working to do that is through our reimagined communications strategies. This includes updated materials, messages, and leadership engagement that has been informed by these surveys, as well as focus groups.

One of our outreach efforts has involved our employees submitting their responses to two key questions:

- Why do you want to stay safe?
- Who are you being safe for?

These questions offer employees an opportunity to share their personal stories about staying safe for the people who matter the most to them — family, friends, and colleagues. Many people have mentioned that by avoiding injury, they can do the things they love outside of work, such as volunteering and caring for their families. Others have described seeing the effects that injuries can have, both on the individual and on the people who rely on them.

Our Safety team gathered employees' ideas through thousands of survey responses and multiple focus groups. A series of brainstorming sessions consisted of nine workshops involving more than 180 employees spanning four continents. The result of this effort is a refreshed safety identity: Safer Together.

Similar to a brand, a safety identity is a phrase that creates awareness and serves as a rallying point for our people. The phrase Safer Together not only came from our people, but it calls upon their strength and their dedication to a safe working environment. With Safer Together, we have a renewed sense of optimism that we can transform our corporate culture toward a fuller, deeper commitment to safety and make even greater strides on our march to zero injuries.



**Top left:** Paul Ouedraogo and Alessandro Perrone, Besana, Italy.

**Top right:** Shontrice Harris, Memphis, Tennessee, U.S.

**Bottom left:** Employees at the plant in Springfield, Tennessee, U.S., celebrate the kickoff of the Safer Together campaign in 2023.

# HEALTH & WELLNESS

We promote a healthy and tobacco-free lifestyle for all our employees and their families. We are committed to ending lifestyle-induced disease in our employees, as well as promoting mental, physical, and financial well-being.

## Relevant United Nations Sustainable Development Goals



## 2030 GOALS

By 2030, we aspire to eliminate all lifestyle-induced disease and enable the best possible quality of life — where people flourish and are healthier because they work for Owens Corning.

## Progress Toward Our 2030 Goals

### The Six Key Pillars of Health & Wellness

Our approach to health and wellness builds on six key pillars, each of which addresses a specific element of overall well-being.



#### 1. Know Your Numbers

We will enable all Owens Corning employees and their families to obtain their age-appropriate preventive health screenings and immunizations annually and understand the health consequences related to their personal biometric health numbers.



#### 2. Healthy Mind

We aspire to help all Owens Corning employees enjoy meaningful work and life experiences in an environment that supports and inspires them. We believe that it is everyone's responsibility — especially our leaders' — to foster that environment.



#### 3. Physical Activity

We will enable all Owens Corning employees and their families to be active and to counter the negative health consequences of low physical activity and lack of movement on and off the job.



#### 4. Nutrition

We aspire to help all Owens Corning employees and their families eliminate key health risks that may result from poor nutritional education and unhealthy food choices.



#### 5. Tobacco-Free

We aspire to be a company that helps our employees and their families lead tobacco-free lives.



#### 6. Financial Health

We will help our employees confidently manage their financial lives today, while preparing for the future and dealing with the unexpected.

# EMPLOYEE EXPERIENCE

We believe our employees should grow as people and as professionals while working at Owens Corning. We seek to attract the best people and provide every employee with the opportunity to develop and reach their full potential, in a work environment full of both challenge and optimism.

## Relevant United Nations Sustainable Development Goals



## 2030 GOALS

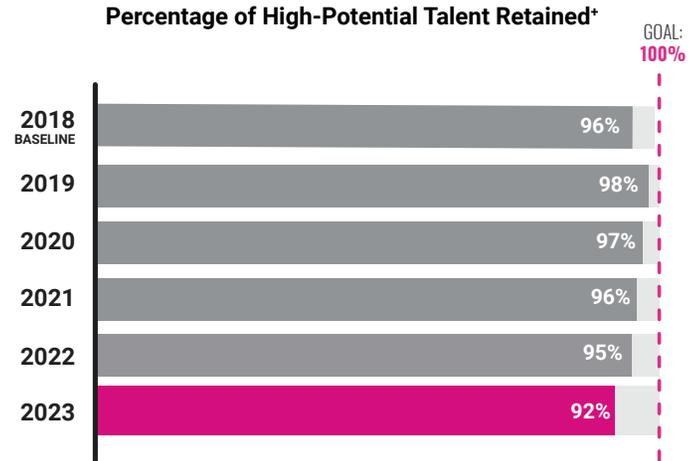
**By 2030, in conjunction with our inclusion and diversity goals, we will make continuous improvements in recruiting, retention, training and development, mentorship and sponsorship, professional growth, and employee engagement.**

To that end, we have established a number of specific targets to measure the effectiveness of our talent strategy.

- 100% retention of high-potential talent between annual talent reviews.\*
- 75%–85% internal fill rate for leadership roles.\*

## Progress Toward Our 2030 Goals

By 2030, our goal is to retain 100% of our high-potential talent between annual talent reviews.\*

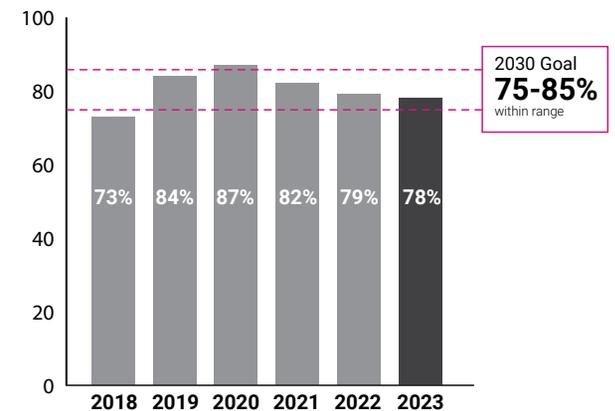


We have also set targets for succession planning that we intend to achieve by 2030:

### Internal fill rate of 75%–85% for leadership roles.\*

We aspire to have mid-level, director, and vice president level roles filled by Owens Corning employees, either through promotion or as a lateral move, as a percentage of all internal fills and external hires for these roles. As we build our diverse talent pipeline, promoting from within strengthens our inclusive environment as employees see diversity among our leaders.

### Percentage of Leadership Roles Filled from Within



# EMPLOYEE EXPERIENCE (CONT.)

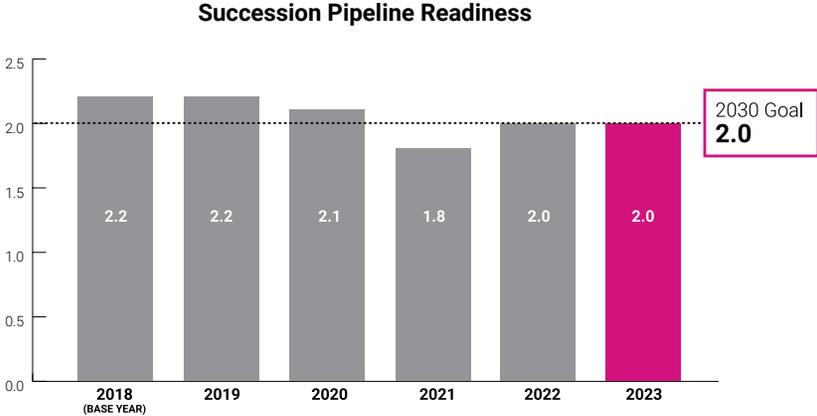


## 2030 GOALS

- Two “ready now” internal succession candidates for key leadership roles.\*
- >80% of our employees report feeling engaged in their work.^
  - This replaces a past measure of employee engagement and moves us toward a more holistic, modern score that includes personal accomplishment, engaging work, and recommending Owens Corning as a great place to work. This new way of measuring also allows us to compare benchmarks and gives us access to data across both primary and staff employees.
- >70% of our global workforce shares their voice each year through our employee listening program.^
  - This replaces our previous survey strategy, which was centered around one large, highly enforced survey every two to three years. This strategic program enables us to listen to our workforce more frequently and across multiple channels every year. As we try to catch employees in moments that matter and offer more frequent pulse checks, the pressure to participate is also lessening. We want employees to feel comfortable and empowered to share their voice and to see value in it without any expectations or top-down pressure to meet response rates.

In 2023, 70% of our employees participated in our most recent employee engagement survey, with 70% of them reporting that they are engaged in their work.

## Progress Toward Our 2030 Goals



### Ensure two “ready now” internal succession candidates for key leadership roles.\*

We calculate this by taking the number of unique candidates who are ready for promotion into the key leadership role divided by the number of succession roles in that business unit. Although strong candidates may be on multiple succession lists, each individual is counted only once. In addition, we have set succession targets to help increase representation of women and people of color in director and above roles. More information about our progress in this area can be found beginning on [page 18](#).

### Review and Appraisal Percentages\*

	2020	2021	2022	2023
Men	99.5%	99.9%	99.8%	99.5%
Women	99.6%	99.9%	99.9%	99.6%
<b>TOTAL</b>	<b>99.5%</b>	<b>99.9%</b>	<b>99.9%</b>	<b>99.6%</b>

Of the 0.4% of staff employees who did not receive reviews, most were either on leave during the year, recently promoted into a staff role, or hired after November 1, 2023. Employees are not required to undergo a review until after three months of employment.

# INCLUSION & DIVERSITY

We aim to foster an environment in which all our people are engaged and working together to create an equitable, healthy, and high-performing organization. We define diversity broadly to include race, ethnicity, nationality, gender, religion, sexual orientation, and language, as well as family background, socioeconomic background, interests, and experience. Inclusion enables employees to feel valued, understood, and inspired to bring their whole selves to work.

## Relevant United Nations Sustainable Development Goals



## 2030 GOALS

We have established four aspirational goals for inclusion and diversity that complement our overall talent strategy goals.

- Build and support diverse workforce and leadership teams that reflect the communities in which we live, work, and serve.
- Retain diverse employees proportional to the communities in which we live, work, and serve.
- Increase internal succession with an emphasis on expanding the representation of women, people of color, and cultures from around the world.
- Demonstrate transparency regarding pay equity through third-party reviews and ongoing internal analytics.

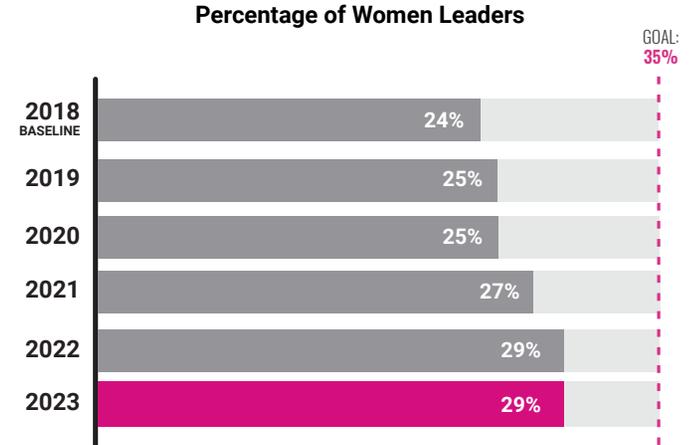
As part of these goals, Owens Corning has set quantifiable targets related to women and people of color in leadership, including plans for succession. Our progress toward these targets is discussed in detail throughout this chapter.

In addition, we are committed to providing all our employees with competitive compensation and benefits, as well as incentives based on individual and company performance. We also align our hiring strategy with local labor markets, especially as we grow outside the U.S. Other programs, such as flexible work arrangements, are designed to help all our employees maintain a healthy work-life balance.

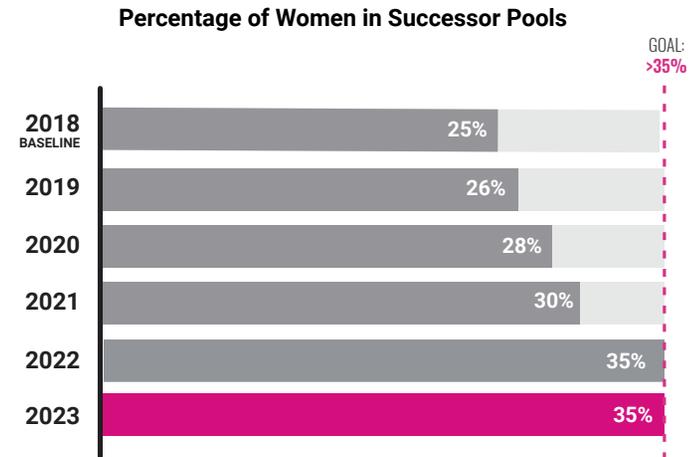
## Progress Toward Our 2030 Goals

A diverse workforce provides us with the different experiences and unique perspectives needed to deliver better results for our customers. We work to increase gender equality in the workforce and expand diversity in our leadership. In addition, greater diversity helps colleagues from all walks of life envision their own career paths. In conjunction with our leadership targets for women and people of color, we have set targets related to succession into leadership roles.

**By 2030, we intend to have women fill 35% of global mid-level leader, director, and vice president roles.\* In 2023, our representation in these roles was 29%.\***



**In addition, we have a target for 35% representation by women among successors for identified key roles, which is part of our overall succession goals for 2030.\***



# INCLUSION & DIVERSITY (CONT.)

## Percentage of Roles Across the Company Filled by Women



**19%**

Women in the organization



**30%**

Women in management positions in revenue-generating functions



**26%**

Women in junior management position out of total junior management workforce



**27%**

Women in management positions out of total management workforce



**27%**

Women in top management positions (maximum two levels away from the CEO or comparable position) out of total top management workforce



**25%**

Women in STEM-related positions (as a percentage of total STEM positions)

## Percentage of Women in Middle and Upper Management\*

● Staff Employees

● Mid-level, Director, and VP

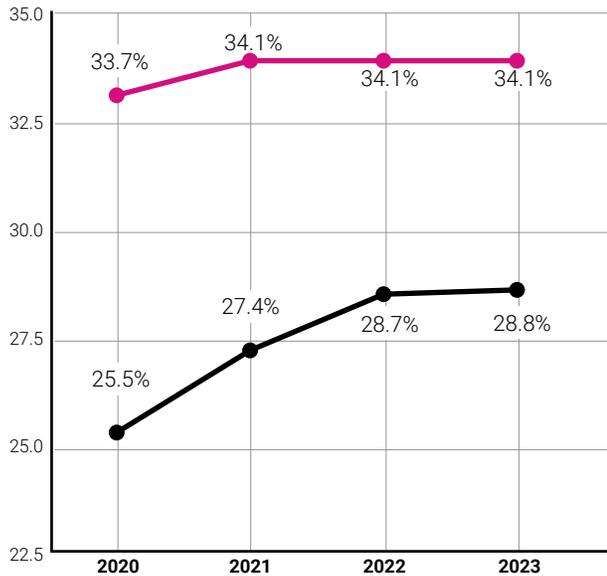


Photo submitted by:

**Sara Bowyer | Toledo, Ohio, U.S.**

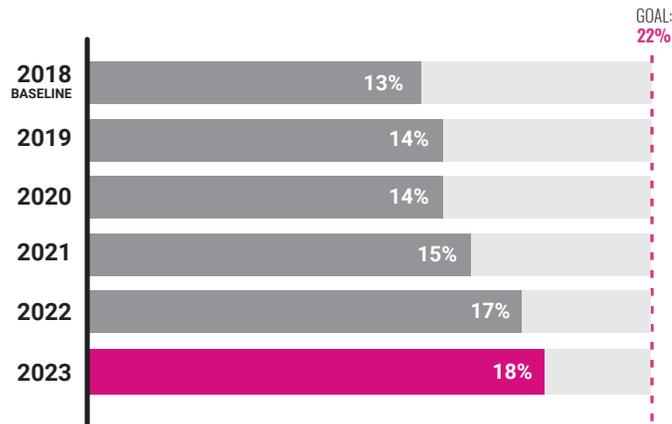
Participants in the 2023 Women's Build in conjunction with Maumee Valley Habitat for Humanity.

# INCLUSION & DIVERSITY (CONT.)

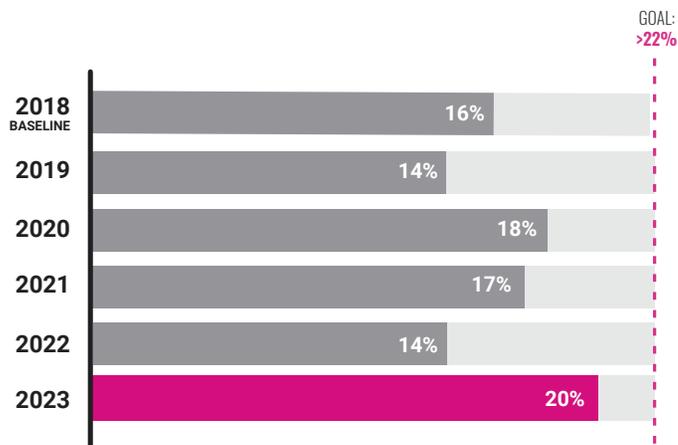
As part of our 2030 goals, we have set a target that people of color will fill 22% of our U.S. mid-level leader, director, and vice president roles. In 2023, our representation for these roles was 18%, while overall, approximately 50% of U.S. hires were people of color.\*

This voluntarily disclosed data is only available for our U.S. workforce.

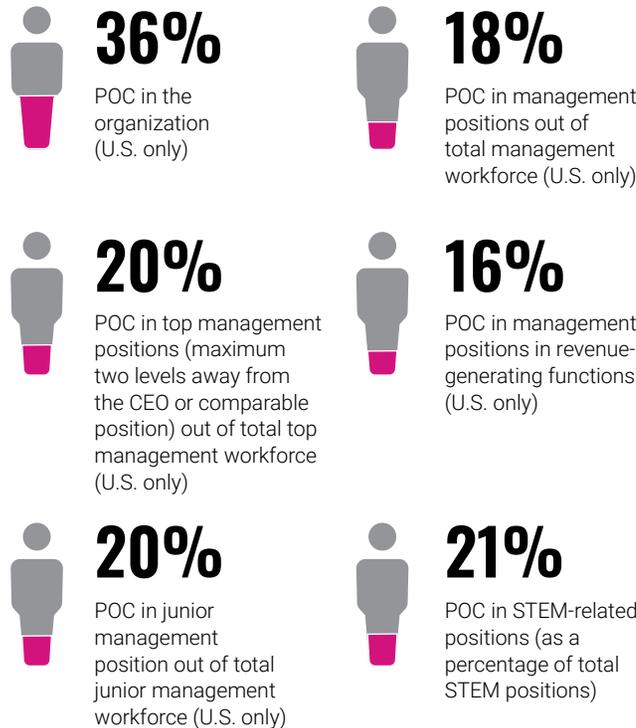
Percentage of People of Color Leaders in the U.S.



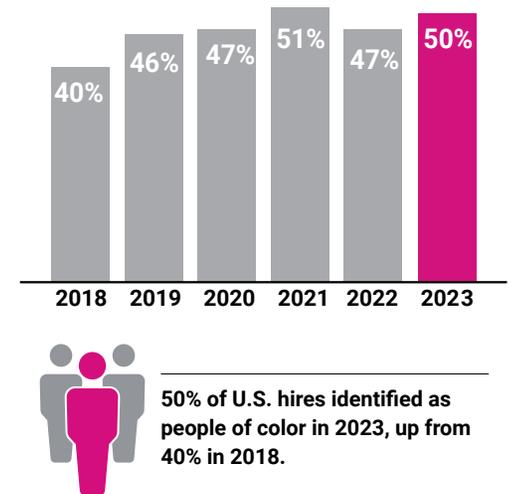
Percentage of People of Color in U.S. Successor Pools



Percentage of Roles in the U.S. Filled by People of Color (POC)



Percentage of 2023 U.S. Hires (Staff and Primary) Who Identify as People of Color



# COMMUNITY ENGAGEMENT

Owens Corning strives to contribute to thriving communities where we work, where we live, and where we have the potential to make a positive impact.

## Relevant United Nations Sustainable Development Goals



## 2030 GOALS

By 2030, 100% of our employees will be actively engaged in their communities through company-sponsored activities.

## Progress Toward Our 2030 Goals

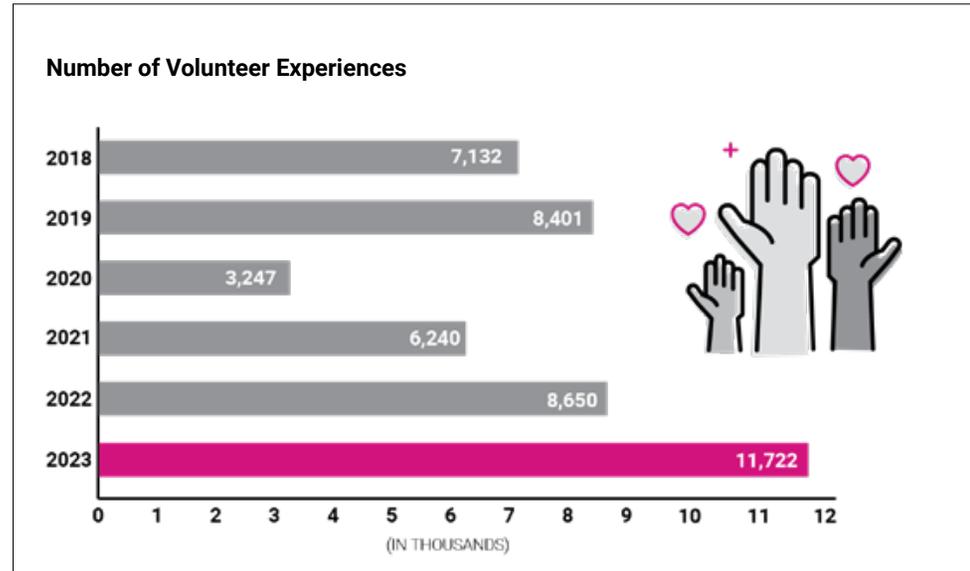
### Employee Volunteerism in 2023

Our employees tell us that working for a company that supports volunteerism is important to them, and that is reflected in their support for our activities throughout the year – both at individual and site levels.

In 2023, Owens Corning employees volunteered 11,722 times, up 36% from 2022. While our ability to track and measure employee volunteerism improves every year, we are currently only able to track the number of volunteer experiences and not individual volunteers. This number, however, provides us with a valuable reference as we expand our reach to all global sites. Volunteerism at Owens Corning-sponsored events totaled 43,532 hours, increase of 40% from the 31,067 hours in 2022. The work is valued at \$31.80 per hour, totaling \$1,384,302.

At the facility level, we are proud to have achieved engagement at 100% of our sites in North America and 87% of our sites globally. This engagement includes both volunteerism and financial support.

Our employees' dedication to volunteerism is still a driving force in our financial support. In 2023, 22% of our donations were charitable contributions and 78% were community investments. Cash contributions totaled \$6,247,032. In-kind giving totaled \$1,436,549, including \$1,350,002 in product donations.



# SAFEGUARDING HUMAN RIGHTS

Owens Corning has the privilege of working with people all over the world. We believe that this privilege comes with the responsibility to treat all people with dignity and respect and to protect their fundamental rights. We are committed to being a leader in setting and upholding the highest standards for safeguarding human rights.

### Relevant United Nations Sustainable Development Goals



### Progress Toward Our 2030 Goals

Progress toward this goal is calculated each year through a sampling of suppliers, using our supplier sustainability survey. In 2023, 159 suppliers from around the world participated in this survey. They are asked to report their own policies regarding a range of topics, including human rights.

Of the suppliers who have responded to our survey assessments over the past three years, **95%** reported that they meet the standards set by our Supplier Code of Conduct.



Photo submitted by:  
**Nathaniel Bauer | Denver, Colorado, U.S.**  
Near Standley Lake Regional Park, Colorado.

## 2030 GOALS

By 2030, 100% of our suppliers will meet our Supplier Code of Conduct requirements, with special attention on human rights issues such as safety and forced labor.\*

# PURPOSE HIGHLIGHTS

We are inspired by one purpose: Our people and products make the world a better place. Our Insulation products help people save energy, our Roofing products protect the places where we live and work, and our Composites help make other products lighter, stronger, or more durable. We are continuously seeking ways to improve how our products are designed and manufactured — from their initial design to their eventual end-of-life — with a focus on sustainability that includes stewardship, transparency, and circularity.



Photo submitted by:

**Nathaniel Bauer | Denver, Colorado, U.S.**  
Salvador Limon at our Denver Asphalt plant.



# RESPONSIBLE SUPPLY CHAIN

We strive to hold our suppliers to the same high standards we hold ourselves. We see our suppliers as key contributors to our overall sustainability vision, and we seek to ensure all our suppliers fully comply with all applicable legislation, regulations, and legal requirements on human rights, labor, the environment, anticorruption, and trade and customs.

## Relevant United Nations Sustainable Development Goals



## 2030 GOALS

**By 2030, 100% of our suppliers will meet our Supplier Code of Conduct requirements, with special attention to human rights issues such as safety and forced labor.\***

We calculate our progress toward this goal through a supplier sustainability survey, administered to a sampling of our suppliers around the world.

**100% of our Global Sourcing team will be trained and recertified annually on sustainability.\***

We have implemented a standardized training process for all global sourcing positions, which is used to facilitate all global sourcing strategies. Our intranet site also provides Global Sourcing team members with the latest information on shared suppliers, such as evaluations, sustainability surveys, segmentation, and risk mitigation plans. Housing all informational materials in one location, helps category leaders more easily complete supplier performance reports, supplier segmentation, and more.

## Progress Toward Our 2030 Goals

### Supplier Code of Conduct Compliance

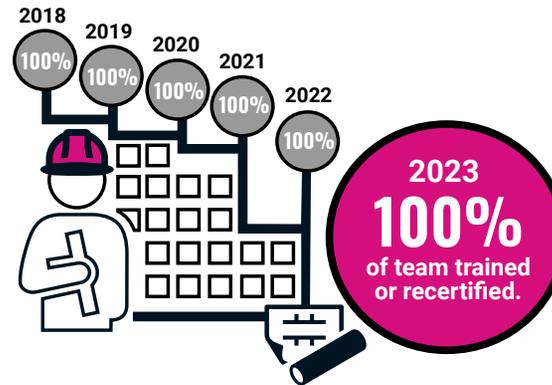


Photo submitted by:

**Andrew Thornburg | Joplin, Missouri, U.S.**

Single weed thistle in a field of golden wheat in Carthage, Missouri, U.S., with rain showers in the distance.



# OWENS CORNING SUPPLY CHAIN OVERVIEW BY THE NUMBERS



**17,000+**

Owens Corning suppliers worldwide

**44%**



Response rate in 2023 to the supplier survey



**682 COMPANIES**

included in our segmentation process, accounting for 84% of total spend



**19 COUNTRIES**

Represent >96% of spend

**\$5.6 BILLION**

\$ annual spend in supply chain

**84%**

of Scope 3 emissions relate to focus areas in our supply chain\*



\*Focus Areas refer to Scope 3 categories 1, 3, 4, and 9.

**3 YEARS**

Average length of contract with suppliers

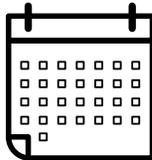


Photo submitted by:  
**Priyanka Ruparel | Mumbai, India**  
White desert in Kutch, India.



# RESPONSIBLE SUPPLY CHAIN STRATEGY

One of the key initiatives for 2023 was the establishment of an overarching structure that reflects our mission, purpose, and values and ties directly to our enterprise-level strategy, as described in the strategy outlined here.

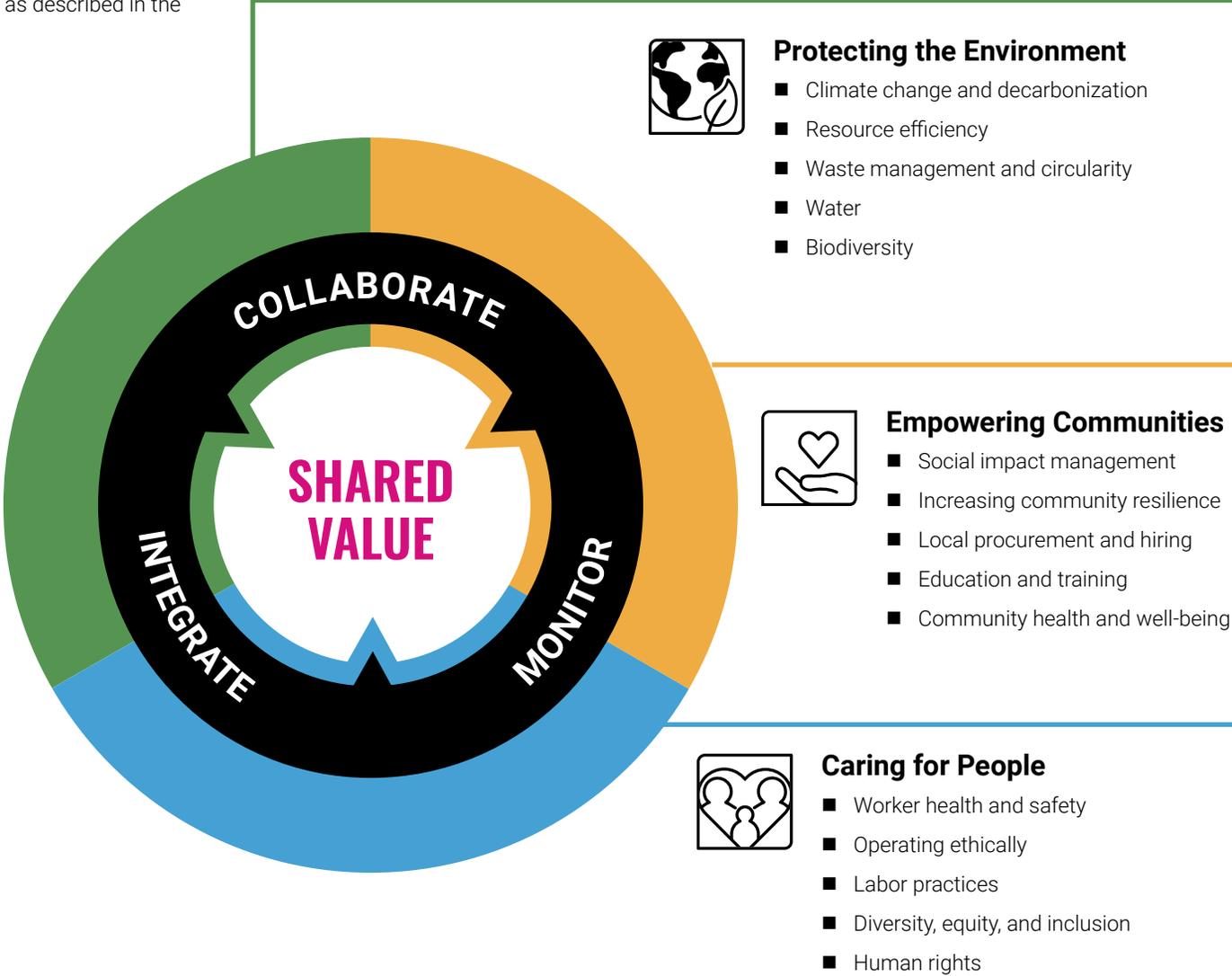
**MISSION:**

At Owens Corning, our responsible supply chain strategy is global in scope and human in scale.

We're helping to shape a global supply chain centered on shared value by protecting the environment, caring for people, and empowering communities, while enhancing the competitiveness of our business.

**PURPOSE:**

To create, protect, and grow long-term environmental, social, and economic value for all stakeholders involved in our supply chain.



# PRODUCT STEWARDSHIP

We work to utilize innovation and the principles of product stewardship to ensure that our products are fundamentally safe and sustainable in their design, creation, use, and eventual disposal. We also seek to drive continual improvement in the sustainability of the products we offer, both in their creation and in their ability to help the world meet its sustainability needs.

## Relevant United Nations Sustainable Development Goals



## 2030 GOALS

By 2030, we intend to offer the most recognized and preferred products for sustainability.

## Progress Toward Our 2030 Goals

### Product Stewardship Center of Excellence

In August 2023, the Legal, Sustainability, and Research and Development (R&D) functions announced a new enterprise capability combining Product Stewardship and Product Compliance. The new and cross-functional Product Stewardship Center of Excellence (PSCOE) serves as a natural complement to our enterprise strategy. The new function's mission is to facilitate product design quality and product compliance capabilities as the company expands adjacencies and develops multi-material systems.

### Our Product Stewardship Center of Excellence Purpose

The PSCOE at Owens Corning owns the health, safety, and environmental impact of our products to ensure they are safe to make, use, and perform as claimed. This requires that every product is evaluated for health, safety, environmental codes and regulations, quality, and performance.

### Our Product Stewardship Infrastructure

Owens Corning's approach to product stewardship is a truly collaborative effort – individuals across our organization bring their collective expertise together to achieve our aspirations. The PSCOE provides counsel, guidance, and direction as we work to build a more sustainable future through material science innovation.

### Product Stewardship Center of Excellence Organization

#### ■ Executive Sponsors

- Executive Vice President and Chief R&D Officer
- Executive Vice President, General Counsel and Corporate Secretary

#### ■ Director, Product Stewardship and Compliance

#### ■ Product Stewardship Leader

- Manages the day-to-day tasks of PSCOE
- Leverages the expertise of the Product Stewardship Review Board

### Product Stewardship Review Board

- In alignment with our Environmental, Health, Safety, and Product Stewardship Policy, this board meets weekly to evaluate all new and modified products with consideration given to development, test market, manufacturing, and launch stages of a product's life cycle. The group consists of members across the organization with a range of expertise, including:

- Materials Science
- Building Science
- Manufacturing Processes
- Product Performance Testing
- Intellectual Property
- Sustainability
- Product Quality and Compliance
- Marketing and Advertising
- Environmental, Health, and Safety
- Sourcing
- Other Technical Subject Matter Experts

### Failure Mode and Effects Analysis

To help ensure that our products are safe to make and use, we develop a risk mitigation plan based on the results of failure mode and effects analysis (FMEA) for every product we produce. The FMEA process offers a systematic way to identify, evaluate, reduce, or eliminate problems in products or processes. It is conducted by cross-functional teams to ensure that it reflects different perspectives and knowledge.

## New Sustainable Innovations for 2023

### New Composites Innovations

- **OC™ Lumber** structural framing is a rotproof, rustproof composite, reinforced with Advantex® Fiberglas™, a proprietary technology that adds strength and durability as well as thermal resistance. By providing a longer-lasting alternative to traditional wood and steel, OC™ Lumber reduces the amount of deck framing boards that can end up in the landfill.
- **Advances in Wind Blade Manufacturing**  
The demand for renewable energy continues to increase, and along with it comes a need for larger turbines that can deliver more wind power. To maximize power, longer, stiffer, stronger wind blades are required. In 2023, Owens Corning launched a new product, **H2**, which delivers up to 5% greater stiffness than traditional H glass.  
H2 joins a range of other products that help maximize wind power's potential. **WindStrand®** combines design and reliability to create long, light wind blades that are able to operate at low operating costs. **WindStrand® 4000, Ultrablade® 2, and Ultraspar™ 2** help wind blade manufacturers facilitate cost-effective wind energy by developing blades with optimal length, stiffness, and strength.

### New Insulation Innovations

- **VidaWool™** is a portfolio of mineral wool growing media designed to support plant growth by providing a predictable water retention range, ideal water distribution and availability, and structural support for plant roots. VidaWool™ provides porous material innovation for plant-growing media, facilitating water management and crop steering in controlled environments. This is especially important as climate change may lead to concerns about water availability around the world.
- **FireSpan® 120** offers a solution for fire containment in tall buildings, delivering strong performance with up to three hours of fire containment. As a dense product, it can be installed in limited space – enabling builders to maintain the sleek look preferred for today's modern structures. FireSpan® 120 is part of a new system called the **Thermafiber® Impasse Zero Spandrel System**, a patent-pending design that revolutionizes the way zero spandrel systems are built with sturdy Thermafiber® FireSpan® 120 mineral wool insulation and innovative Thermafiber® Impasse® 2.0 Hanger technology. This robust system eliminates the need for costly and bulky back pans in zero spandrel applications, accommodates various curtain wall anchors, allows for low penetrations in the curtain wall framing, and offers flexibility for various shadowbox designs.



**From Top:**  
OC Lumber™, wind turbines, FireSpan® 120, VidaWool™.

# PRODUCT TRANSPARENCY

## 2023 In Product Transparency

### We have conducted LCAs and issued EPDs for the following products:

- PINK Next Gen® Fiberglas™ insulation
- EcoTouch® insulation for Flexible Duct and Metal Building products
- Metal Building Insulation (MBI)
- Loosefill insulation
- FOAMULAR® XPS insulation
- FOAMULAR® NGX™ XPS insulation
- FOAMGLAS® cellular glass insulation
- PAROC® stone wool insulation
- Thermafiber® mineral wool insulation
- Thermafiber® formaldehyde-free mineral wool insulation
- Owens Corning® asphalt roofing shingles
- Fiberglas™ pipe insulation
- 700 Series Fiberglas™ insulation
- QuietR® duct board
- SOFTR® duct wrap
- Aishogor® Insulation

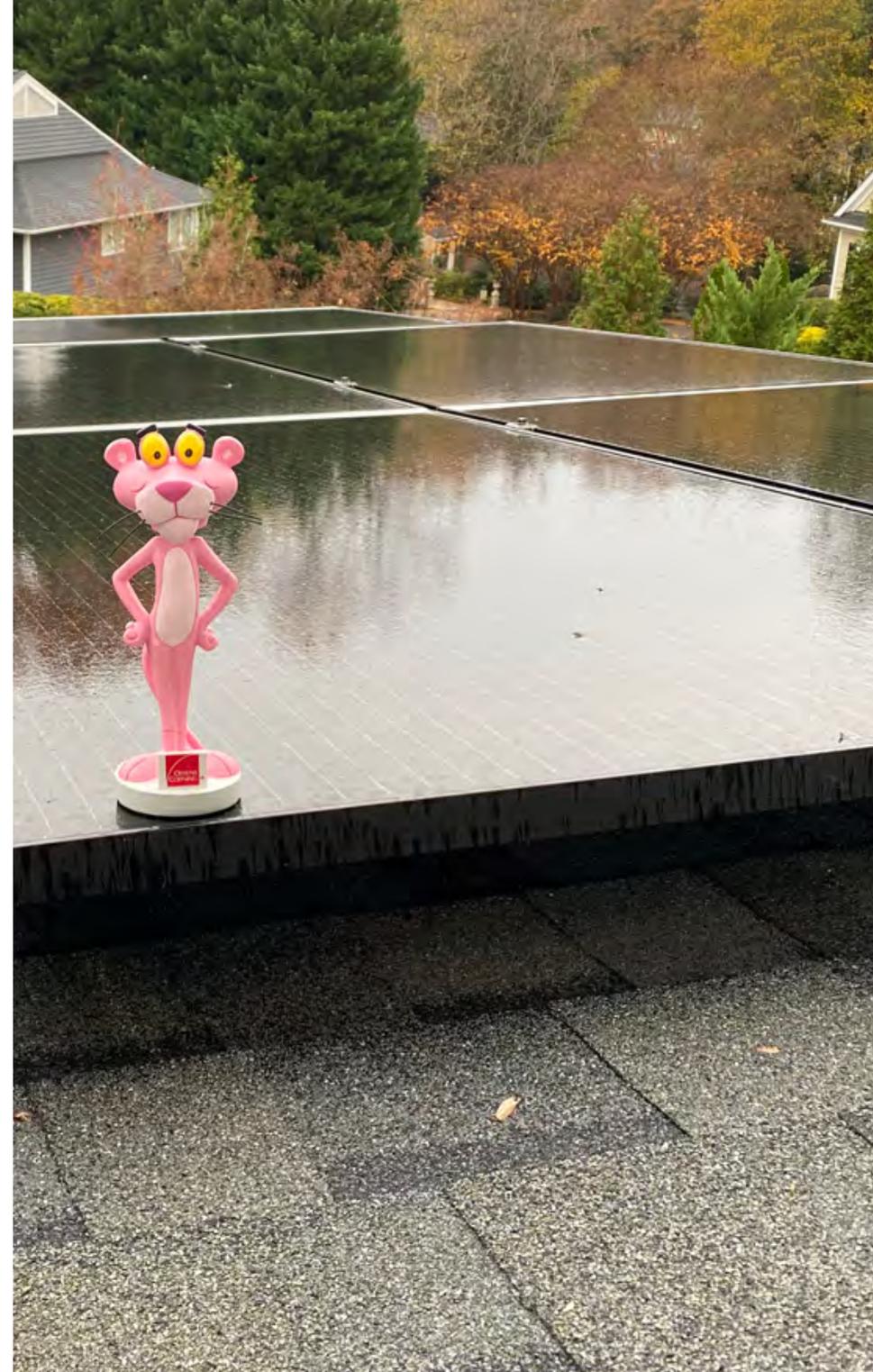
In 2023, we updated our LCAs and EPDs for PINK Next Gen® Fiberglas™, Loosefill insulation, FOAMULAR®, and FOAMULAR® NGX®. We also updated EPDs for our Paroc mineral wool insulation products, based on new LCA data.

Two HPDs, SelectSound® Black Acoustic Blanket Board and FOAMULAR® NGX™ XPS insulation, were renewed in 2023.

Photo submitted by:

**John Pickard | North Carolina, U.S.**

Solar panels on John's house over Owens Corning® Duration® Williamsburg Gray shingles.



# CIRCULAR ECONOMY

A circular economy is one in which virgin raw materials, waste, energy, and emissions are minimized through smart design, renewable and recycled inputs, energy-efficient production, and enabling the recyclability of products at the end of their life cycles. We are committed to supporting the global transformation to a circular economy.

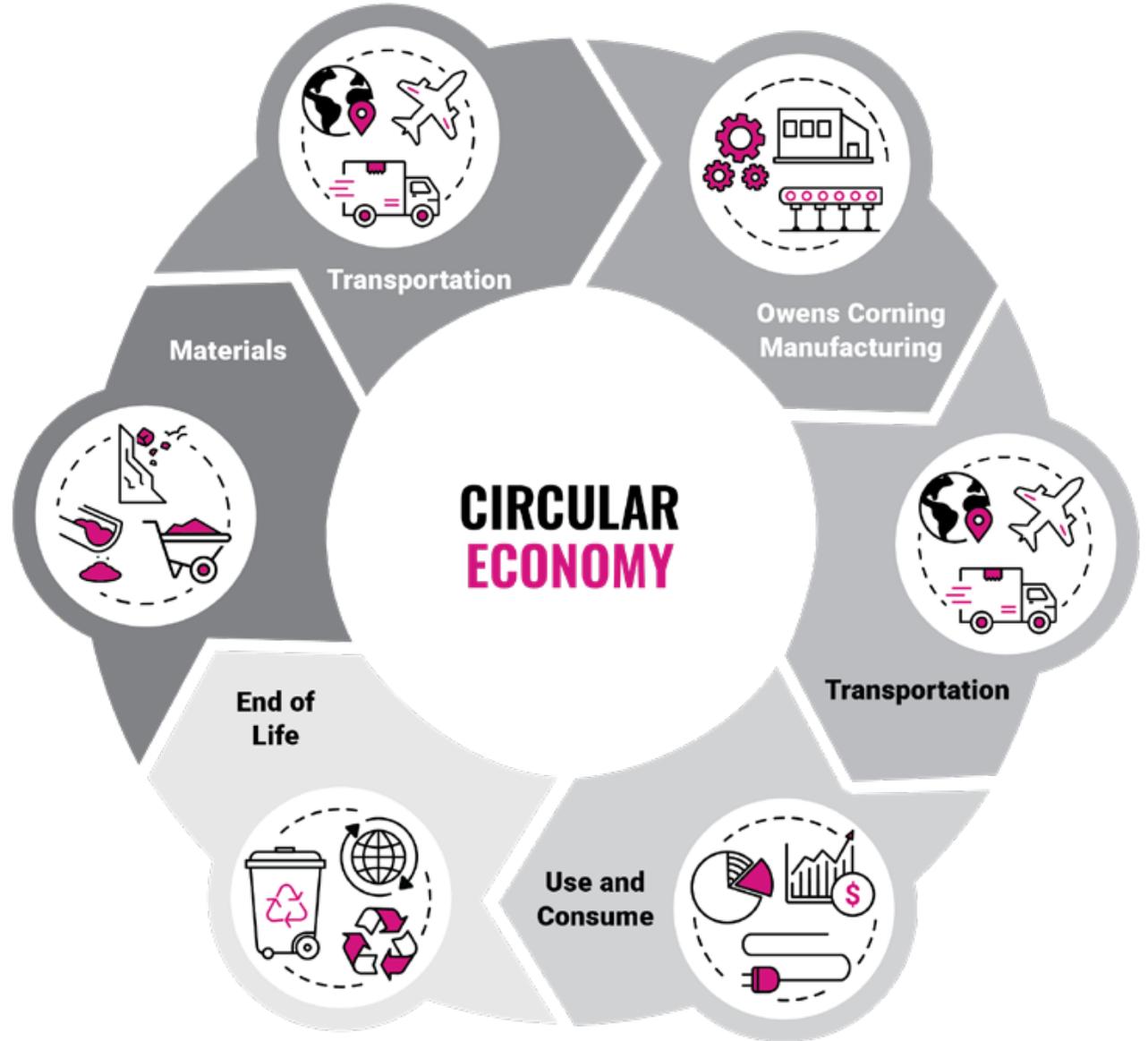
## Relevant United Nations Sustainable Development Goals



## 2030 GOALS

By 2030, we will develop viable circular economy business models involving our materials and how they are used. We will accomplish this by:

- Increasing recycled content and decreasing virgin raw materials used in our products.
- Developing technical solutions and practical business models for our products and packaging so they can be used for beneficial purposes even after they are no longer used for their original purpose.
- Collaborating up and down the supply chain with customers, suppliers, communities, academics, policymakers, government entities, and other organizations to drive improvements to circularity.





## CIRCULAR ECONOMY RECYCLING TECHNOLOGY INNOVATION LABORATORY

Recycling processes start with the ability to convert material waste into a convenient form, which requires cutting, shredding, and grinding capabilities. Without the capability to perform these initial processes internally, they are typically done by third parties, which result in significant inefficiencies — shipping samples back and forth in multiple iterations of specification and process development.

In order to accelerate our internal recycling capabilities, we have built our first Circular Economy Recycling Technology Innovation Laboratory at our Science & Technology Center in Granville, Ohio, U.S., bringing these capabilities in house. In addition to material handling and particle sizing, we are building out pilot capabilities for new recycling processes. As we develop and learn from these programs, we will industrialize these capabilities into our production environment and into our asset network across the globe, which will be a significant lever in our overall strategy to reduce landfill to zero. In addition, the recycling capabilities developed in this lab will be the foundation that will enable us to build out more elaborate takeback programs and end-of-life solutions for our customers.

## Take-Back Models

Collecting used materials or products from customers, known as take-back models, is an essential component of the circular economy. For Owens Corning, this includes waste generated during construction, subsequent fabrication, or installation. We are actively working to include take-back models — beginning with the examples included below in our strategies.

### FOAMULAR® Take-Back

Our take-back program in Gresham, Oregon, U.S., was established to meet customer demand for recycling clean XPS material. Following the initial success of a trial program, an official take-back partnership was established in October 2022. The material is transported between the two facilities by a logistics company in regularly scheduled loads, where it is then ground and introduced into our manufacturing process. Having established the feasibility of the take-back model, the FOAMULAR® team is looking into ways to help other customers with similar waste problems in the future.

### Paroc REWOOL Take-Back System

The Paroc REWOOL customer waste take-back and recycling system is an important part of our work to achieve a circular economy and a sustainable future. With the REWOOL system, the stone wool offcuts from construction and production sites can be effectively sorted, transported, and recycled.

For customers, the REWOOL take-back and recycling system has many advantages. It reduces the amount of waste sent to landfill, which can also reduce the cost of waste management.

At Paroc factories, offcuts redeemed by the REWOOL system can be recycled and manufactured into blowing wool or stone wool fiber, giving the offcut material a whole new life.

The REWOOL system has been in place since 2020 in Finland, where customers' offcuts are recycled in cooperation with partner companies.



PAROC® stone wool.

## Progress Toward Our 2030 Goals

### Shingle Recycling

Each year, typically 12 to 13 million U.S. tons of shingle waste is generated. Less than 10% of that is manufacturing waste, and the remaining balance consists of shingles removed at the end of their life. Over the years, Owens Corning has taken varied approaches to address this issue, in collaboration with other players in the Roofing business value chain, and we continue to advance toward our aspiration to create a circular shingle economy and divert waste from landfills.

In 2023, we announced that we had made progress on two key shingle recycling workstreams, which are essential as we seek to reach our goal of recycling 2 million tons of shingles per year in the U.S. by 2030.

#### ■ Recycling used shingles into new shingles.

In late 2022, Owens Corning and our partners launched an asphalt shingle recycling pilot program developed to deconstruct residential and industrial waste shingles and extract their component materials. After less than one year, the facility successfully achieved shingle deconstruction, extracting asphalt, granules, and filler. The process is designed to reclaim the entire shingle to avoid any components of the product going to waste.

We will continue to modify and enhance the pilot process to optimize the resulting components for various future applications, with a plan to stage plant trials where we will utilize the extracted materials in the development of new prototype shingles.

#### ■ Recycling used shingles into asphalt pavement.

Owens Corning also remains committed to accelerating the use of recycled shingles in asphalt paving applications. To support this effort, we have partnered with the National Center for Asphalt Technology (NCAT) to conduct research studies on the use of recycled shingles in pavement.

Working with NCAT, we are evaluating the performance of asphalt mixtures made with a balanced mix design using recycled asphalt shingles (RAS). We are also measuring the environmental impact of RAS in paving applications and will generate full life cycle assessment data on RAS into pavement for the first time. This information can be published in industry-wide guidelines to educate asphalt contractors across the U.S., with the goal of promoting the use of RAS in the future.



### Partnerships That Help Close the Loop in Wind Power

#### ZEBRA Project

Owens Corning is a leading partner in the ZEBRA (Zero wastE Blade ReseArch) consortium in Europe, launched in 2020, along with such partners as Arkema, LM, Engie, Suez, and IRT, to develop the first 100% recyclable wind turbine blade. The first prototype blade was produced in 2022, and our wind Science and Technology team is developing new high-performance glass that is compatible with the resin used to manufacture the blade.

In 2023, the consortium achieved two key milestones that help demonstrate the potential that exists for recyclable blades. The first prototype, a 62-meter-long blade made in 2021, successfully passed all mechanical tests. This blade, manufactured from recyclable materials, performed better than blades using virgin input materials. A second blade, measuring 77.4 meters and using carbon-fiber pultruded planks as the main reinforcement, was also manufactured this year and is being tested.

These prototype blades were made using several new products, including new fabrics design and WindStrand® roving input from Owens Corning. The next and final key milestone — proving the blade materials' recyclability — is expected to be completed in the next year.

Photo submitted by:

**Eric Dallies | Chambéry, France**

Two key milestones were achieved this year within the framework of the ZEBRA consortium, which is working to develop recyclable wind turbine blades.

# SUSTAINABLE GROWTH

As a company with sustainability at our core, we aim to align our company's growth with sustainable trends and positive global impact. We achieve sustainable growth through serving our customers, fulfilling their need for quality, sustainable products. We are working to build a financially successful company with sustainability at its core.

## Relevant United Nations Sustainable Development Goals



## 2030 GOALS

**By 2030, we will design our products for recycling or reuse to optimize the impact of our products over their entire life cycle from raw materials to disposal.**

## Addressing Secular Trends in Our Industry

Owens Corning is committed to meeting the needs of our customers around the world. Increasingly, there appears to be an emphasis on products that are manufactured sustainably and provide optimal energy efficiency. At the same time, we are monitoring additional trends that are shaping our industry. Some of these are industry-specific, such as modular building trends and a shortage of skilled labor. Others are more generalized, including digital acceleration and customer and channel consolidation. In either case, our continued leadership depends on our ability to meet these trends – and be aware of further trends as they emerge.

The following are among the primary trends we are monitoring:

- **Increased premium on living spaces.** The rise of remote work, initially a function of the COVID-19 pandemic, has changed the way many people think about their homes. We are seeing a demand for functional, comfortable homes that can serve as both a workspace and a living space. We expect homeowners to continue to prioritize efficiency and indoor comfort – benefits that insulation delivers.
- **Demand for sustainable solutions.** Homeowners are becoming increasingly knowledgeable about sustainable building solutions, and this awareness is informing their decisions as they build or renovate homes. In addition to energy efficiency, homeowners are prioritizing greenhouse gas reductions and renewable energy sources. At the same time, many governments are requiring increasingly stringent standards for sustainability, which is driving new specifications throughout the industry.
- **Changing construction practices.** Labor shortages have continued to impact construction practices and cycles. As a result, we are seeing a continued demand for multi-material and prefabricated construction solutions that can drive efficiencies, both in terms of the labor required for installation and the energy savings it can deliver. We expect this trend will continue as the labor market remains tight, especially as it relates to skilled labor. Since 2021, we have had commercial and technical teams in place to outline business opportunities and determine the best ways to move forward in this space.
- **Investment in infrastructure.** We expect that upgrades to roads and bridges will continue to be prioritized everywhere over the next decade. These investments will likely call for sustainable building solutions that will be durable over time. Our emphasis on resilience becomes especially meaningful here, as we consider our position as leaders in the development and implementation of sustainable infrastructure. As we look at the overarching trends that are shaping our industry, we see many opportunities to innovate in ways that can help ensure net resilience across all life cycle stages of infrastructure and maintain continuity of service, even in the face of disruptions.

# PLANET HIGHLIGHTS

Together, our people are striving to ensure that Owens Corning operations produce less waste, generate fewer emissions, and source and use water and energy responsibly. We believe we have what it takes to drive sustained performance improvements and fulfill the goals we have set to reduce our environmental footprint. The achievements chronicled in this section are a testament to the dedication of our people all around the world.



Photo submitted by:

**Sylwia Kaszyńska | Poland**

Flowers bloom along the Polish seaside.

In 2019, our executive team began to develop our 2030 goals, aligning them with the U.N. Sustainable Development Goals, with special attention on current and future needs. The intent was not to set targets we know we can reach; instead, the emphasis is on key areas where work is needed to ensure a sustainable future for the world. We selected 2018 as our base year as it was the most recently completed calendar year.

# ENERGY EFFICIENCY & SOURCING RENEWABLE ENERGY

We are determined to continue decreasing our dependence on fossil fuels, both by improving efficiency in our operations and by meeting more of our energy demands through renewable sources.

## Relevant United Nations Sustainable Development Goals



## 2030 GOALS

By 2030, we intend to achieve the following:

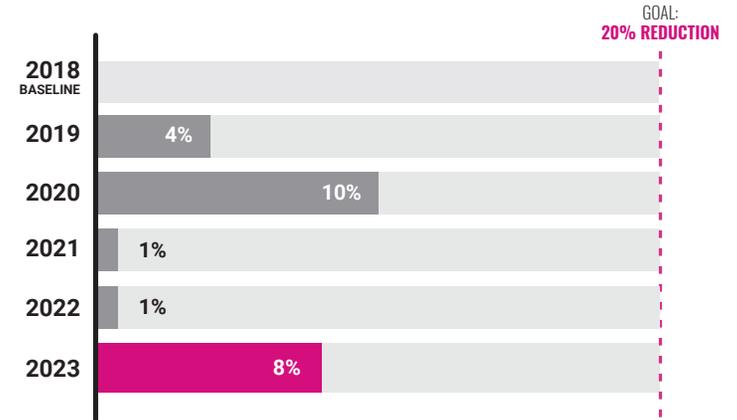
- Reduce our energy use by 20% over our baseline year of 2018. This includes both renewable and non-renewable electricity, as well as other forms of non-renewable energy.\*
- Source 100% renewable electricity and work to reduce emissions from our processes.

*\* Non-renewable energy includes, but is not limited to, natural gas, fuel oil, gasoline, diesel, propane, and liquefied petroleum gas.*

## Progress Toward Our 2030 Goals

Reduce our energy use by 20% over our baseline year of 2018. This includes both renewable and non-renewable electricity, as well as other forms of non-renewable energy.\*

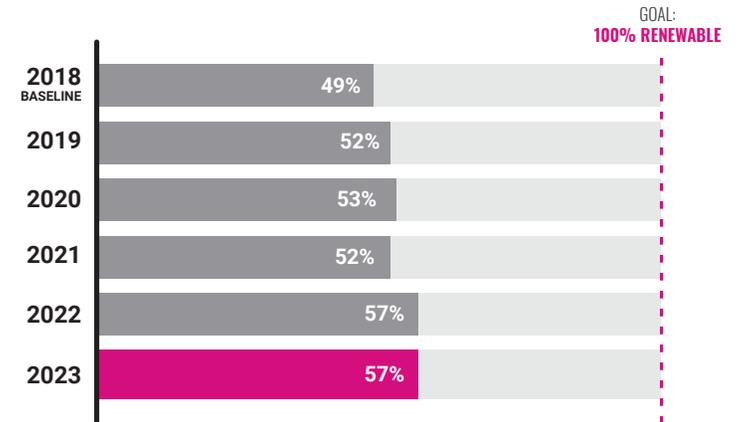
### 2030 Energy Efficiency (MWh)



*\* Non-renewable energy includes, but is not limited to, natural gas, fuel oil, gasoline, diesel, propane, and liquefied petroleum gas.*

Source 100% renewable electricity and work to reduce emissions from our processes.

### 2030 Renewable Electricity



# COMBATING CLIMATE CHANGE

Owens Corning understands the importance of climate action, and we take our role in the fight against climate change seriously. We have embraced a science-based target for our greenhouse gas emissions in line with the most stringent standard, designed to limit global warming to 1.5° Celsius. We also have a target to reduce our Scope 3 emissions, representing emissions from our supply chain.

## Relevant United Nations Sustainable Development Goals



## 2030 GOALS

We intend to achieve the following by 2030:

### A 50% reduction in absolute Scope 1 and Scope 2 market-based GHG emissions from the base year of 2018.

- Scope 1 includes the direct emissions from our own manufacturing operations.
- Scope 2 include indirect emissions from the generation of purchased energy.

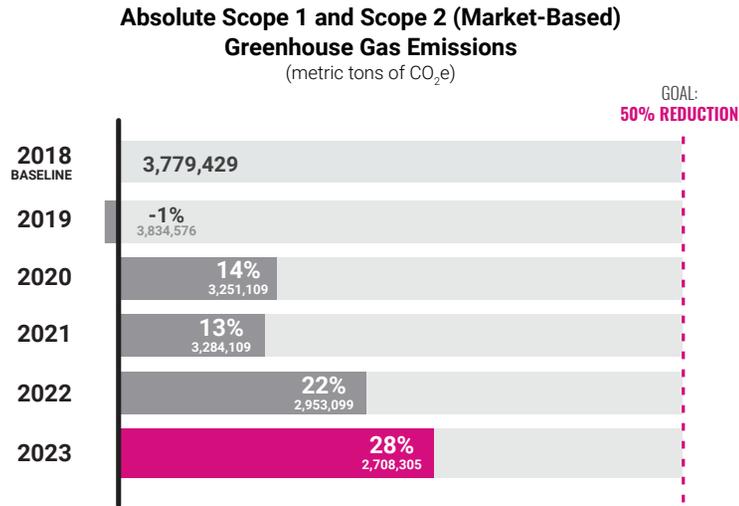
### A 30% reduction in absolute Scope 3 emissions, compared to the base year of 2018.

- Scope 3 refers to other indirect emissions, primarily those from our supply chain.

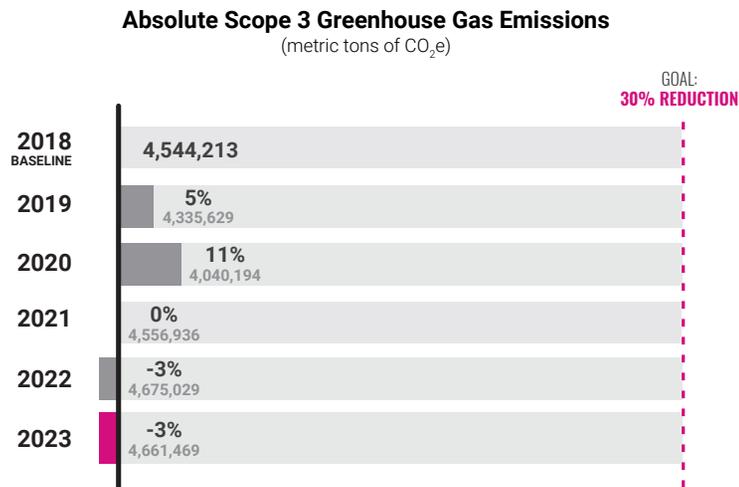
The Intergovernmental Panel on Climate Change (IPCC) has established that temperature increases must be held to below 1.5° C above pre-industrial levels in order to avoid the worst impacts of climate change. Our 2030 Scope 1 and Scope 2 goals have been approved by the Science Based Targets initiative (SBTi) as meeting these standards. Concurrently, the SBTi has approved our Scope 3 GHG reduction goal as being aligned with the IPCC's pathway to achieve well below 2.0° C temperature increases.

## Progress Toward Our 2030 Goals

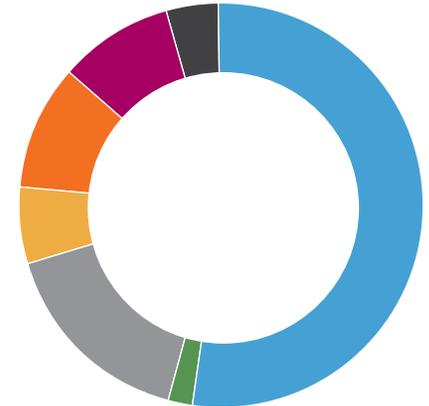
28% reduction in absolute Scope 1 and market-based Scope 2 emissions.



-3% reduction in absolute Scope 3 emissions.



## 2023 Scope 3 GHG Emissions



- Purchased goods and services ^ **52%**
- Capital goods + **2%**
- Fuel and energy-related activities (not included in Scope 1 or 2) ^ **16%**
- Upstream transportation and distribution ^ **6%**
- Business travel ^ **<1%**
- Employee commuting ^ **<1%**
- Downstream transportation and distribution ^ **10%**
- Processing of sold products + **9%**
- End-of-life treatment of sold products ^ **4%**

^ Assured to a high level by SCS Global Services  
+ Assured to a moderate level by SCS Global Services

# WASTE MANAGEMENT

Our ambition is to mitigate the waste that we produce by redesigning the process to avoid its creation, then repurposing it whenever possible. We are committed to redefining waste, continuously looking for beneficial uses for our byproducts and other waste materials.

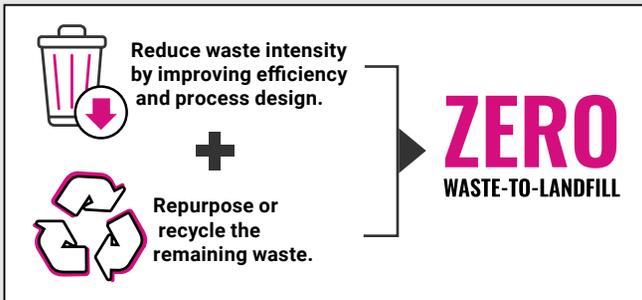
## Relevant United Nations Sustainable Development Goals



## 2030 GOALS

We aspire to send zero waste-to-landfill by 2030.

We have made waste management one of our top strategic priorities for sustainability, and we have established a two-part approach to achieve it.



## Progress Toward Our 2030 Goals

Waste-to-Landfill in Metric Tons by Year



## Drivers of Progress Toward Our 2030 Goal

Changing market conditions and associated network optimization actions have resulted in reductions in our WTL. In addition, shifting product mixes and increased throughput have resulted in increased scrap production.

In our Composites business, there was an increase in process waste generated due to disruptions caused by sub-standard raw material quality and weather. We are managing impacts from raw material quality by testing raw input materials to ensure they meet quality standards. We also worked with our suppliers to ensure sufficient raw material quality.

Although our Roofing business has lost a number of recycling outlets in recent years due to the pandemic, we accelerated diversion in 2023 by securing new outlets, including more shingle recyclers. We have also been working with our waste haulers to find recycling outlets for our sand and granule waste.

# RESPONSIBLE WATER SOURCING & CONSUMPTION

We are committed to using water in an intelligent, sustainable way across the company. We operate in a number of different regions across the world, some of which are in areas of higher water stress than others. Through reuse, recycling, and efficiency, we strive to consume less water in our operations. We also must understand where our water use is most impactful, to set informed targets for water reduction.

### Relevant United Nations Sustainable Development Goals



## 2030 GOALS

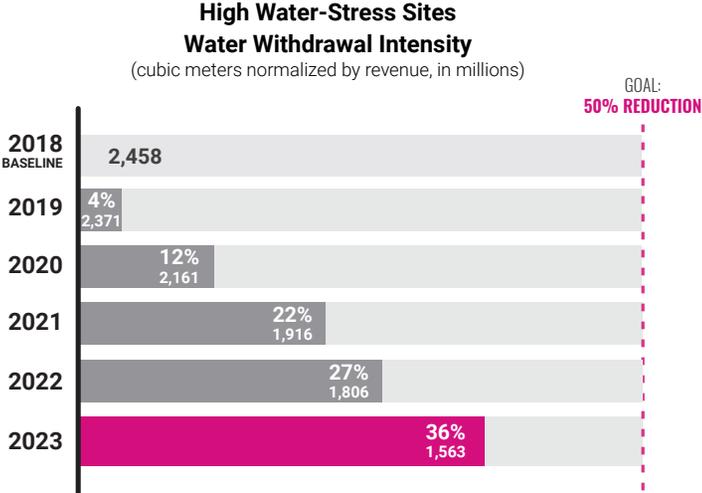
**By 2030, we will cut in half the amount we take from local water supplies in places where water is limited in quantity or quality. In addition, we intend to ensure that our other facilities remain at the same water intensity as our base year of 2018, or lower when aggregated.**

We have established the following targets to guide our water conservation efforts:

- At high water-stress sites, achieve a 50% aggregate intensity reduction of water withdrawal in high water-stress sites, compared with the base year 2018.
- In all other locations, maintain or reduce aggregate water withdrawal, compared to the base year 2018.

### Progress Toward Our 2030 Goals

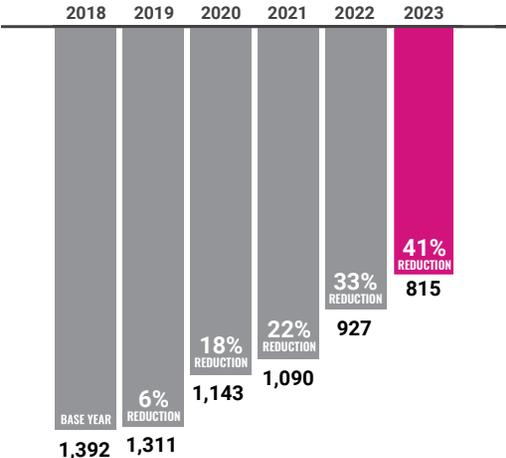
The progress we have made toward these targets is due to our work to promote continued water use efficiencies through prioritizing fixture upgrades and repairs.



#### All Other Sites Water Withdrawal Intensity

(cubic meters normalized by revenue, in millions)

GOAL: REMAIN FLAT OR REDUCE



# AIR QUALITY MANAGEMENT

As a manufacturer, we have the opportunity to improve our processes and, in doing so, reduce our impact on air quality in the areas where we operate.

## Relevant United Nations Sustainable Development Goals



## 2030 GOALS

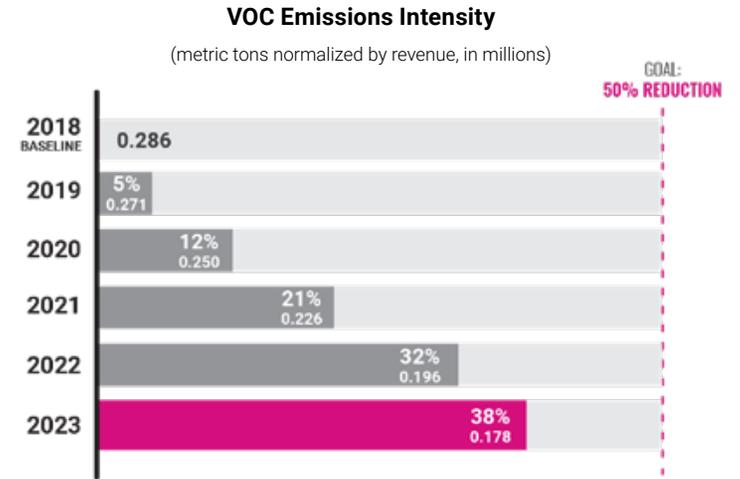
**A 50% aggregate intensity reduction in VOC emissions (metric tons normalized by revenue, in millions) from the base year of 2018.**

VOCs are certain carbon compounds that evaporate into the air at room temperature and contribute to ground level ozone formation. They are found in manufacturing processes and are used in many types of products, including building materials. VOCs represent a broad category of emissions, including formaldehyde and other toxic air emissions.

## Progress Toward Our 2030 Goals

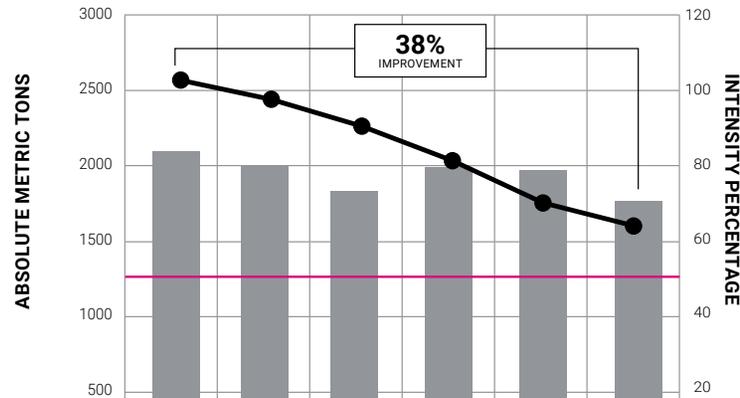
**Reduce the aggregate intensity reduction in volatile organic compounds (VOC) emissions by 50% from the base year of 2018.**

This improvement of 38% is due to equipment upgrades and improved efficiencies.



## VOC Footprint

■ VOC Emissions ● Aggregate Intensity Percentage — 2030 Goal



	2018	2019	2020	2021	2022	2023
Absolute Metric Tons	2,049	1,960	1,789	1,945	1,923	1,720
Aggregate Intensity Percentage	100%	95%	88%	79%	68%	62%
Aggregate Intensity (Metric Tons Normalized by Revenue, in Millions)	0.286	0.271	0.250	0.226	0.196	0.178

# AIR QUALITY MANAGEMENT (CONT.)

As a manufacturer, we have the opportunity to improve our processes and, in doing so, reduce our impact on air quality in the areas where we operate.

## Relevant United Nations Sustainable Development Goals



## 2030 GOALS

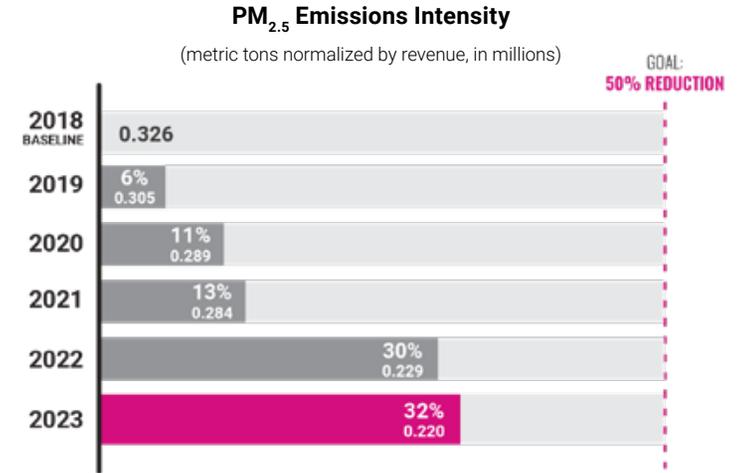
A 50% aggregate intensity reduction in PM<sub>2.5</sub> emissions (metric tons normalized by revenue, in millions) from the base year of 2018.

PM<sub>2.5</sub> refers to tiny, inhalable particles that can be released during chemical reactions and mechanical processes, including those that can occur in the manufacturing process. The number denotes the aerodynamic diameter of the particulate matter, in this case 2.5 microns or less.

## Progress Toward Our 2030 Goals

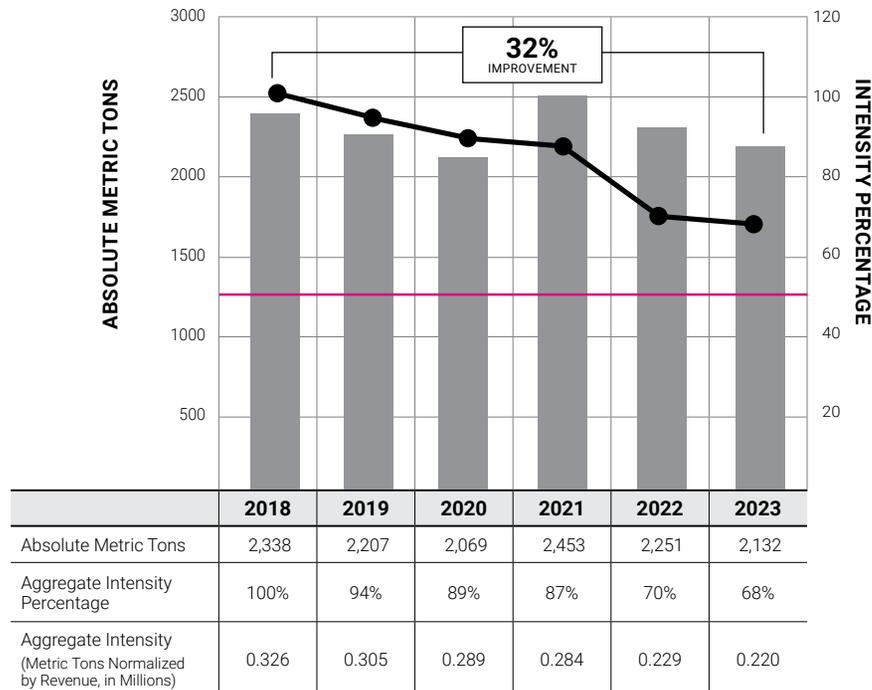
Reduce the aggregate intensity of fine particulate matter (PM<sub>2.5</sub>) emissions by 50% from the base year of 2018.

This improvement of 32% is due to equipment operations and maintenance optimization.



## PM<sub>2.5</sub> Footprint

■ PM<sub>2.5</sub> Emissions ● Aggregate Intensity Percentage — 2030 Goal



# PROTECTING BIODIVERSITY

Biodiversity describes the variety of life that keeps nature's ecosystems in balance. Owens Corning is committed to preserving and enhancing biodiversity and the natural habitats that surround our operations around the world. We seek to understand and manage the biodiversity impact of all our own operations, as well as gain insights into the impacts of our supply chain on biodiversity.

### Relevant United Nations Sustainable Development Goals



## 2030 GOALS

We are currently working to gain a complete picture of our impacts, and based on our findings, we intend to establish our specific 2030 goals for biodiversity by 2025. We are collaborating with non-governmental organizations (NGOs) to enable corporations to set science-based nature targets. Our goals will include the management of impacts in our own operations as well as throughout our value chain.



Photo submitted by:  
**Alan Chan | Toronto, Canada**  
African elephants able to roam safely at a private reserve in South Africa.

# STAKEHOLDER ENGAGEMENT & MATERIAL SUSTAINABILITY TOPICS

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Owens Corning is committed to objectively identifying material issues and evaluating their impact across our value chain. In support of this, we assess our materiality matrix on a five-year cycle in accordance with AA1000 methodology. As our most recent Materiality Assessment was conducted in 2019, the next one will be conducted in 2024. Each year between Materiality Assessments, we conduct a refresh for each region and for the company as a whole.

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As part of our ongoing processes, we continue to evaluate significant changes to our operations for potential risks or areas that could impact our stated goals, either positively or negatively. We have also developed a process of stakeholder engagement, reviewing input from both internal and external groups.

Photo submitted by:

**Grace Esser | Toledo, Ohio, U.S.**  
A view of sails against the sky.

## Stakeholder Engagement

Owens Corning interacts with a wide range of stakeholders on a regular basis, including investors, customers, suppliers, community members, trade associations, and non-governmental organizations (NGOs). Through these engagements, we have an opportunity to present information about our efforts accurately and transparently, listen to stakeholder concerns, and work together to achieve solutions. These stakeholders and the methods we use to engage with them are outlined in the table below.

	CUSTOMERS	SUPPLIERS	NGOS	GOVERNMENTAL AGENCIES	EMPLOYEES	INVESTORS	TRADE AND INDUSTRY ASSOCIATIONS	MEDIA	COMMUNITIES	POTENTIAL EMPLOYEES
Social media	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Website information	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Meetings and conference calls	✓	✓	✓	✓	✓	✓	✓	✓		
Conferences, speaking engagements	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Surveys, focus groups	✓	✓			✓					
Visits and account management	✓	✓								
Education/summits	✓	✓			✓	✓				✓
Internal communications					✓					
Volunteer and community projects	✓	✓	✓		✓				✓	
Memberships, sponsorship, board service, or project support			✓				✓		✓	
1-800-GET-PINK and GETTECH@owenscorning.com	✓	✓							✓	

### Stakeholder Consultation and Communication

To better understand our stakeholders' expectations and priorities, we actively engage and consult with individuals, groups, and organizations that are impacted by our business operations. We rely on stakeholder guidance and direction to choose our business strategies and priorities, and from them we learn what is and is not working. We invite stakeholders to communicate with us on any economic, environmental, or social topic related to our business. The collective stakeholder input helps inform the Board's identification and management of economic, environmental, and social matters, as well as their impacts and opportunities, to help the board fulfill its oversight duties.

We also invite all our stakeholders and other interested parties to communicate with our Board on any critical concerns they might have about our business. Interested parties may communicate with the Lead Independent Director or any other Non-management Director by sending an email to [non-managementdirectors@owenscorning.com](mailto:non-managementdirectors@owenscorning.com). All such communications are promptly reviewed for evaluation and appropriate follow-up by our General Counsel and/or our Vice President, Internal Audit. A summary of all communications is reported to the Non-management Directors. This does not include communications

considered to be advertisements or other types of "spam" or "junk" messages unrelated to the Board's duties or responsibilities, which are discarded without further action.

In addition, stakeholders and other interested parties may communicate sustainability concerns with the Senior Vice President/Chief Sustainability Officer (CSO) via his email address, his assistant, our sustainability email address, or telephone. All business-appropriate inquiries are handled by the CSO directly, or they are passed on to Corporate Communications, Legal, or other company function for appropriate action or response.

Complaints regarding business conduct policies, corporate governance matters, accounting controls, or auditing are managed and reported in accordance with our existing Audit Committee Complaint Policy or Business Conduct Complaint Procedure, as appropriate.

## Material Sustainability Topics

We have selected the following issues as our Material Sustainability Topics. They were selected after close review of the company's prior work in sustainability and materiality, research into best practices, examination of peer companies within our industry, and interviews with subject matter experts. Each topic is addressed in detail throughout this report. For each of these Material Sustainability Topics, we have established goals or aspirations to be achieved by 2030.

SUSTAINABILITY MATERIALITY DEFINITION	MOST RELEVANT SDGS
<p><b>Air Quality Management</b></p> <p>As a manufacturer, we have the opportunity to improve our processes and, in doing so, reduce our impact on air quality in the areas where we operate.</p>	
<p><b>Protecting Biodiversity</b></p> <p>Biodiversity describes the variety of life that keeps nature's ecosystems in balance. Owens Corning is committed to preserving and enhancing biodiversity and the natural habitats that surround our operations around the world. We seek to understand and manage the biodiversity impact of all our own operations, as well as gain insights into the impacts of our supply chain on biodiversity.</p>	
<p><b>Circular Economy</b></p> <p>A circular economy is one in which virgin raw materials, waste, energy, and emissions are minimized through smart design, renewable and recycled inputs, energy-efficient production, and enabling the recyclability of products at the end of their life cycles. We are committed to supporting the global transformation to a circular economy.</p>	
<p><b>Combating Climate Change</b></p> <p>Owens Corning understands the importance of climate action, and we take our role in the fight against climate change seriously. We have embraced a science-based target for our greenhouse gas emissions in line with the most stringent standard, designed to limit global warming to 1.5° Celsius. We also have a target to reduce our Scope 3 emissions, representing emissions from our supply chain.</p>	
<p><b>Community Engagement</b></p> <p>Owens Corning strives to contribute to thriving communities where we work, where we live, and where we have the potential to make a positive impact.</p>	
<p><b>Employee Experience</b></p> <p>We believe our employees should grow as people and as professionals while working at Owens Corning. We seek to attract the best people and provide every employee with the opportunity to develop and reach their full potential, in a work environment full of both challenge and optimism.</p>	
<p><b>Energy Efficiency &amp; Sourcing Renewable Energy</b></p> <p>We are determined to continue decreasing our dependence on fossil fuels, both by improving efficiency in our operations and by meeting more of our energy demands through renewable sources.</p>	

SUSTAINABILITY MATERIALITY DEFINITION	MOST RELEVANT SDGS
<p><b>Health &amp; Wellness</b></p> <p>We promote a healthy and tobacco-free lifestyle for all our employees and their families. We are committed to ending lifestyle-induced disease in our employees, as well as promoting mental, physical, and financial well-being.</p>	
<p><b>Safeguarding Human Rights &amp; Upholding Ethical Standards</b></p> <p>Owens Corning has the privilege of working with people all over the world. We believe that this privilege comes with the responsibility to treat all people with dignity and respect and to protect their fundamental rights. We are committed to being a leader in setting and upholding the highest standards for safeguarding human rights.</p>	    
<p><b>Inclusion &amp; Diversity</b></p> <p>We aim to foster an environment in which all our people are engaged and working together to create an equitable, healthy, and high-performing organization. We define diversity broadly to include race, ethnicity, nationality, gender, religion, sexual orientation, and language, as well as family background, socioeconomic background, interests, and experience. Inclusion enables employees to feel valued, understood, and inspired to bring their whole selves to work.</p>	    
<p><b>Safer Together</b></p> <p>As a company, we are committed to promoting safety for all. We believe that all accidents are preventable, at work and at home.</p>	  
<p><b>Product Innovation &amp; Stewardship</b></p> <p>We work to utilize innovation and the principles of product stewardship to ensure that our products are fundamentally safe and sustainable in their design, creation, use, and eventual disposal. We also seek to drive continual improvement in the sustainability of the products we offer, both in their creation and in their ability to help the world meet its sustainability needs.</p>	     
<p><b>Responsible Water Sourcing &amp; Consumption</b></p> <p>We are committed to using water in an intelligent, sustainable way across the company. We operate in a number of different regions across the world, some of which are in areas of higher water stress than others. Through reuse, recycling, and efficiency, we strive to consume less water in our operations. We also must understand where our water use is most impactful, to set informed targets for water reduction.</p>	 
<p><b>Responsible Supply Chain</b></p> <p>We strive to hold our suppliers to the same high standards we hold ourselves. We see our suppliers as key contributors to our overall sustainability vision, and we seek to ensure all our suppliers fully comply with all applicable legislation, regulations, and legal requirements on human rights, labor, the environment, anticorruption, and trade and customs.</p>	   
<p><b>Sustainable Growth</b></p> <p>As a company with sustainability at our core, we aim to align our company's growth with sustainable trends and positive global impact. We achieve sustainable growth through serving our customers, fulfilling their need for quality, sustainable products. We are working to build a financially successful company with sustainability at its core.</p>	    
<p><b>Waste Management</b></p> <p>Our ambition is to mitigate the waste that we produce by redesigning the process to avoid its creation, then repurposing it whenever possible. We are committed to redefining waste, continuously looking for beneficial uses for our byproducts and other waste materials.</p>	  

# EVALUATION OF OUR MATERIALITY ASSESSMENT

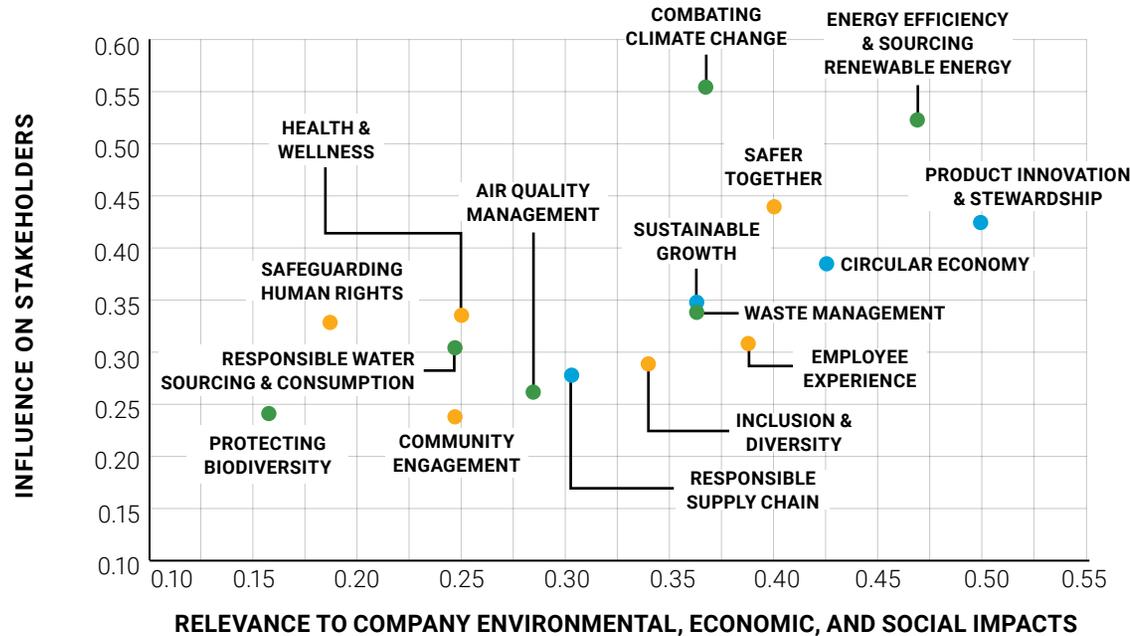
As stated earlier, Owens Corning conducted an annual refresh of our most recent Materiality Assessment in 2023. Through this process, we seek to confirm the continued relevance of the existing Material Sustainability Topics and their relative positioning within materiality matrices. In each Materiality Assessment, the refresh and review process consists of three steps:

- Reassess scopes and input data of Material Sustainability Topics
- Refresh the AI-driven aspects of the assessment to incorporate new benchmark, regulatory, policy, and media data from our industry and peers into the models
- Perform a sustainability review to determine if the 2022 Materiality Assessment continues to accurately represent our sustainability strategy, impacts, and goals, or if changes have been significant enough to the company, strategy, or model inputs to require further revisions

Based on the reviews in 2023, no change to our company's sustainability materiality was required, and the topic list and relative positioning were assessed and deemed to continue to be accurate representations of sustainability themes for Owens Corning. The only changes made were to align the material topic list with the chapter titles from this year's report. For the complete Materiality Assessment by region see [2019 Sustainability Materiality Assessment](#).

## Global Materiality

● Product Sustainability (Purpose) ● Environmental Sustainability (Planet) ● Social Sustainability (People)



## Kicking Off a Double Materiality Assessment

In addition to the refresh we conduct during years in which a full assessment is not scheduled, in 2023 Owens Corning kicked off the next full assessment of sustainability materiality. The next full assessment will be a Double Materiality Assessment, which will meet the requirements of the Corporate Sustainability Reporting Directive (CSRD). This Double Materiality Assessment will remain focused on sustainability, and we will assess the impact of our operations on the world – environmental and social – as well as the impact of the world's environmental and social impacts on our operations. Our Sustainability team is collaborating with our Finance and Legal teams to work with an external consultant to respond to new regulations, such as the CSRD Double Materiality Assessment that are on the horizon in Europe. These new European standards will provide Owens Corning with a framework that can be applied across our global enterprise.

# UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT

Owens Corning’s sustainability aspirations are rooted in the Sustainable Development Goals (SDGs) established by the United Nations (U.N.) in 2015. The SDGs serve as a framework that can be used by governments, businesses, and individuals as they come together to address the world’s most pressing issues, including the fight against climate change.

## The 17 UN SDGs are as follows:



### NO POVERTY <sup>3</sup>

End poverty in all its forms everywhere.



### QUALITY EDUCATION <sup>2</sup>

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



### AFFORDABLE AND CLEAN ENERGY <sup>1</sup>

Ensure access to affordable, reliable, sustainable, and modern energy for all.



### REDUCED INEQUALITIES <sup>2</sup>

Reduce inequality within and among countries.



### CLIMATE ACTION <sup>1</sup>

Take urgent action to combat climate change and its impacts.



### PEACE, JUSTICE, AND STRONG INSTITUTIONS <sup>2</sup>

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.



### ZERO HUNGER <sup>3</sup>

End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.



### GENDER EQUALITY <sup>1</sup>

Achieve gender equality and empower all women and girls.



### DECENT WORK AND ECONOMIC GROWTH <sup>1</sup>

Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.



### SUSTAINABLE CITIES AND COMMUNITIES <sup>2</sup>

Make cities and human settlements inclusive, safe, resilient, and sustainable.



### LIFE BELOW WATER <sup>3</sup>

Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.



### PARTNERSHIPS FOR THE GOALS <sup>1</sup>

Strengthen the means of implementation and revitalize the global partnership for sustainable development.



### GOOD HEALTH AND WELL-BEING <sup>1</sup>

Ensure healthy lives and promote well-being for all at all ages.



### CLEAN WATER AND SANITATION <sup>1</sup>

Ensure availability and sustainable management of water and sanitation for all.



### INDUSTRY, INNOVATION, AND INFRASTRUCTURE <sup>1</sup>

Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.



### RESPONSIBLE CONSUMPTION AND PRODUCTION <sup>1</sup>

Ensure sustainable consumption and production patterns.



### LIFE ON LAND <sup>2</sup>

Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss.

Definitions taken from the [Global Goals for Sustainable Development website](#).

1 SDGs for which we believe we have the most direct impact or influence through our core business competencies and which are also material to our business.

2 SDGs for which believe we have a lesser and less direct impact, but which nonetheless reflect our values, policies, and outreach work. These may also have a significant impact on stakeholders’ decisions and perceptions about our company.

3 SDGs for which we perceive the least direct influence or impact, although these SDGs do have some overlap with others, our sustainability efforts, and our business. We do still measure and report on some of the indicators.

Below, we detail our progress on the SDGs where we believe we have the most direct impact. More information can be found throughout the report.



## Good Health and Well-Being

We are committed to the idea that our people can be healthier because they work for Owens Corning. Our goals and aspirations reflect this, and our efforts align with many of the following SDG targets.

### **SDG Target 3.4 | By 2030, reduce by one-third premature mortality from noncommunicable diseases through prevention and treatment, and promote mental health and well-being.**

According to data aggregated from our U.S. employees, there is a high correlation between participation in our Healthy Living platform and reduction in our disease burden, which makes increased international engagement especially encouraging. In Latin America, Europe, and Asia Pacific, regionally appropriate, fit-for-purpose systems have been developed, which are parallel to those we have in the U.S.

To help improve mental health outcomes through our Employee Assistance Program (EAP), we have created a network of EAP Navigators. These employees voluntarily offer their support for peers who may be experiencing mental health challenges and need help taking advantage of the EAP.

In 2023, we moved away from using a third-party company to train our EAP navigators and provided funding for two Owens Corning employees to become Mental Health First Aid instructors. These internal trainers are better equipped to deliver trainings throughout our organization. Sessions have been conducted in Europe, Canada, and Latin America, with over 200 EAP Navigators trained by the end of 2023.

### **SDG Target 3.5 | Strengthen prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.**

In response to the U.S. opioid crisis, Owens Corning's policy limits short-acting opioid prescriptions to a three-day supply. Any pills dispensed beyond the three-day limit must be authorized. This policy decision, initiated in 2018, was informed by a report from the Centers for Disease Control and Prevention indicating that addiction rates to a prescribed opioid can double after four to five days of continued use.

### **SDG Target 3.6 | By 2030, halve global deaths and injuries from road traffic accidents.**

We continue to implement our policy banning cell phone use while driving for company business, and we encourage employees and their families to avoid distracted driving.

### **SDG Target 3.8 | Achieve universal health care coverage (UHC), including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all.**

Promoting basic health and wellness is one of our priorities for community engagement, as we seek to extend our culture of wellness beyond our workplaces and into the communities where we serve.

Within Owens Corning facilities around the world, we promote participation in our Healthy Living platform; in 2023, we had 77% participation. In addition, we offer flu shots at select Owens Corning locations.

### **SDG Target 3.9 | By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination.**

We continue to make progress on our goals to reduce our emissions footprint worldwide. In addition, our product stewardship process helps ensure that every product is evaluated for health, safety, environmental codes and regulations, quality, and performance.

### **SDG Target 3.A | Strengthen implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate.**

Owens Corning offers our employees many tobacco-cessation resources, including on-site groups, small group discussions, and nicotine replacement therapy and medication. We have established a goal of being 100% tobacco-free, and as of the end of 2023, 94% of our employees work in tobacco-free facilities.



## Gender Equality

We gauge our progress toward gender equality across our workforce, and our inclusion and diversity efforts include programs for ensuring equity and increasing the participation of women in our business, including efforts that align with the following targets.

### **SDG Target 5.1 | End all forms of discrimination against all women and girls everywhere.**

Owens Corning believes that an inclusive and diverse workforce leads to high engagement and innovative thinking in the workplace. We have a number of programs throughout our operations designed to promote equity in our workplaces and in the communities where we serve.

We have also implemented a robust pay equity gap review, which includes multiple processes and controls that are executed during hiring and annual merit review. This program is designed to prevent pay equity gaps. We ensure the success of this review by performing a biennial pay equity review with the assistance of a third-party vendor. The third-party review includes a robust statistical analysis of pay equity across our global salaried workforce. Consistent with our commitment to “equal pay for equal work,” Owens Corning remediates all identified and substantiated pay gaps through pay increases.

The review conducted in 2023 demonstrated that less than 3.6% of its approximately 5,700 global staff employees required remediation, at a total cost of less than 0.1% of annual global salaries. Further, we have implemented processes and policies to avoid inheriting unequal pay biases of prior employers.

### **SDG Target 5.2 | Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.**

We continue to strengthen our processes to ensure our Human Rights Policy is implemented worldwide.

### **SDG Target 5.5 | Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.**

In keeping with our commitment to creating an inclusive and diverse work environment, Owens Corning operates programs that foster gender equality throughout our operations, including the Women’s Inclusion Network (WIN) affinity group, a group of highly engaged, empowered, and compassionate people committed to developing outstanding women through professional development and community involvement. In addition, Women in Operations (WIO) in the U.S. and its Composites EU counterpart, WOOPS, support and elevate the role of women in the operations team.

Women hold 29% of mid-level leader, director, and vice president roles at Owens Corning, and currently there are three women serving as directors on our Board, representing 30%.



## Clean Water and Sanitation

We are working to ensure we source and use water responsibly, so there is enough for nearby communities and the species with which we coexist. Our efforts align with these specific SDG targets.

### **SDG Target 6.4 | By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.**

By 2030, we aim to cut in half the amount we take from local water supplies in places where water is limited in quantity or quality. In addition, we intend to ensure that our other facilities remain at the same water intensity as our base year of 2018, or lower when aggregated. We have developed context-based targets to address our potential impact on water conditions around the world. Location-based targets address both our need for water and the needs of the communities where we operate.

### **SDG Target 6.6 | Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers, and lakes.**

Owens Corning continues to deepen our understanding of the biodiversity that exists in the areas where we maintain a presence. Through this work, we will be better equipped to discover how we can preserve and enhance biodiversity and the natural habitats that surround our operations around the world. We will develop biodiversity goals based on an understanding of the full impact of our operations and supply chain on biodiversity by 2025.

### **SDG Target 6.B | Support and strengthen the participation of local communities in improving water and sanitation management.**

Part of our prioritization of basic health and wellness includes ensuring clean water and sanitation. In Mumbai, India, we have worked to set up sanitation and clean water stations, which benefit migrant children attending schools located around our plants. This is especially meaningful for girls reaching puberty, as the addition of bathroom facilities makes it possible for them to remain in school. By continuing their education, they move further toward gaining independence and success as adults.



## Affordable and Clean Energy

By improving our efficiency across our operations and sourcing more renewable electricity, we can achieve our ultimate goal of eventually eliminating our use of fossil fuels. Our efforts align with the following SDG targets.

### **SDG Target 7.2 | By 2030, increase substantially the share of renewable energy in the global mix.**

Owens Corning is working to bring more renewable electricity into the grid through power purchase agreements (PPAs) or virtual power purchase agreements (VPPAs), which support the development of large renewable energy projects.

We have entered into four VPPAs that have added 341 megawatts (MW) of annual capacity. These include 125 MW of wind energy in Texas and 125 MW of wind energy in Oklahoma (both signed in 2015), as well as 43 MW of wind energy in Finland and 48 MW of wind energy in Sweden. The VPPA in Sweden reached its commercial date of operation in 2021, and Finland reached commercial date of operation in 2022.

Owens Corning aspires to have contracts in place covering 100% of our global enterprise electricity in the coming years, with those contracts operational by 2030. In early 2024, a VPPA in Spain came fully online, involving three separate VPPAs with a contracted capacity of 81.9 MW, which are collectively expected to produce 223 GWh per year.

As of 2023, we have sourced renewable electricity for all of our European sites through a combination of PPAs, VPPAs, physical contracts, and unbundled GOs from site energy suppliers to cover shortfalls from contracts.

As we work to cut our greenhouse gas emissions in half, purchasing energy only from renewable sources is essential. In addition, we must work to reduce emissions from our processes and improve energy efficiency. In 2023, approximately 57% of our electricity came from renewable sources, which represents continued progress toward our goal.

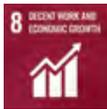
### **SDG Target 7.3 | By 2030, double the global rate of improvement in energy efficiency.**

Throughout this goal cycle, we are working to reduce energy use from both renewable and non-renewable electricity, as well as other forms of non-renewable energy, by 20% from our baseline year of 2018. In 2023, Owens Corning decreased our overall consumption of direct energy, including fuel usage in operations, by 8% from 2022. We decreased consumption of indirect energy, which includes the use of electricity, steam, and district heating, by 7%. With regard to energy efficiency, we are currently at a 8% energy use reduction in 2023 compared to our 2018 base year.

Overall, our reduction can be attributed to the conservation measures we have taken to significantly reduce energy consumption and improve plant efficiency. Since 2006, Owens Corning has implemented over 1,290 energy efficiency projects in our facilities around the world. The result has been a reduction in estimated usage of more than 1.49 million MWh per year. Additionally, we offer an extensive portfolio of products that can help our customers save energy and avoid emissions. In 2023, 59% of our revenue came from this category of products.

### **SDG Target 7.A | By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil fuel technology, and promote investment in energy infrastructure and clean energy technology.**

In 2023, approximately 57% of our electricity across our portfolio came from such renewable sources, such as wind, hydro, solar, and geothermal.



## Decent Work and Economic Growth

Our vision for a sustainable enterprise includes attention to environmental and social progress, human rights, and an employee experience that provides an environment with a healthy balance of challenge and optimism.

### **SDG Target 8.2 | Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including a focus on high-value added and labor-intensive sectors.**

To promote technological innovation, Owens Corning has 11 Science & Technology Centers located in key markets around the world. These facilities play a vital role in the development of solutions that meet customer needs and address global concerns regarding sustainability. In addition, we are committed to the digital transformation throughout our operations. We have developed a digital framework to address some of our key aspirations, enabling us to improve manufacturing, drive efficiency, and generate revenue.

Across our portfolio, we have made innovations that help end users meet their own sustainability goals, including the following:

**PINK Next Gen® Fiberglas™** has the highest certified recycled content in the industry, based on third-party certified recycled content certifications for unfaced fiberglass insulation products in North America<sup>1</sup>. It is also certified as made with 100% renewable electricity through the use of power purchase agreements. In addition, it has earned Underwriters Laboratories (UL) GREENGUARD® Gold certification for low volatile organic compounds.

**FOAMULAR® NGX™** insulation contains a proprietary blowing agent blend that demonstrates a greater than 80% reduction<sup>2</sup> in global warming potential compared to legacy FOAMULAR® insulation products. In 2024, we aspire for all Owens Corning Insulation plants in the U.S. and Canada to convert to manufacturing NGX insulation.

**DuroStrand Type 30® Single-End Roving** product uses corrosion-resistant **Advantex®** glass fiber for use in a variety of rebar manufacturing processes. Its increased fiber content and high bar modulus maximizes the mechanical properties of rebar systems, increasing the service life of rebar and increasing productivity for customers in select markets.<sup>3</sup>

**Duration®** asphalt shingle products feature SureNail® technology, with up to 2.5 times the nail pull-through resistance compared to the top two competitors. All Duration® shingles offer at least UL 2218 Class 3 impact resistance, with two product lines meeting UL 2218 Class 4. These products also meet high performing industry standards for wind, fire, and tear resistance in the U.S. and Canada.

### **SDG Target 8.4 | Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programs on sustainable consumption and production, with developed countries taking the lead.**

Owens Corning is pursuing opportunities to transform our operations to a circular economy model, one in which virgin raw materials, waste, energy, and emissions are minimized through smart design, renewable and recycled input, energy-efficient production, and recycling of products at the end their life cycles. In doing so, we are better positioned to achieve more sustainable economic growth – ensuring that we have a net-positive impact by reducing our environmental footprint and increasing the positive impacts of our products.

Our goal is to establish viable circular economy business models by 2030, involving our materials and how they are used by collaborating up and down the supply chain with customers, suppliers, communities, academics, policymakers, government entities, and other organizations. We recognize the need to increase the recycled content and decrease the virgin raw materials used in our products. We plan to develop technical solutions and practical business models for our product materials and packaging to continue their use beyond their original purpose.

We are calling on our partners throughout our value chain to help us in our transition to a circular economy model and meet our 2030 science-based Scope 3 goal to reduce

greenhouse gas emissions. We will rely on the companies with which we do business to help us develop strategies that will limit the extraction of virgin raw materials and seek new opportunities to keep products at the end of their life out of the landfill and remain useful within the global economy.

### **SDG Target 8.5 | By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.**

We ensure equitable treatment for all employees independent of gender, age, race, or status as a member of an underrepresented population through a consistent philosophy in the design, application, and administration of total compensation programs globally. We conduct biannual pay reviews to ensure that our employees are paid equitably.

Specific to the treatment of individuals with disabilities, we sponsor an affinity group, Abilities, that provides a community within Owens Corning to foster the inclusion and growth of employees impacted either directly or indirectly by both seen and unseen physical or mental health disabilities.

### **SDG Target 8.7 | Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking, and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms.**

### **SDG Target 8.8 | Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.**

Both of the above U.N. SDG targets are addressed by our Human Rights Policy. In addition, to further reinforce the importance of human rights among our people, Owens Corning initiated a training program on forced labor, child labor, and modern slavery. This training was administered to all 117 Sourcing Department employees in 2023.

<sup>1</sup> Total recycled content for unfaced fiberglass insulation products in North America based on current third-party certified recycled content for Owens Corning, Knauf, CertainTeed, and Johns Manville, 2020.  
<sup>2</sup> Environmental Product Declaration – Optimization Summary – FOAMULAR NGX XPS Insulation.  
<sup>3</sup> Comparison testing performed and verified in an Owens Corning technical facility, 2021.



## Industry, Innovation, and Infrastructure

All three Owens Corning businesses (Composites, Insulation, and Roofing) engage in research and innovation to deliver products and services that bring performance and durability to infrastructure and the built environment.

**SDG Target 9.1 | Develop quality, reliable, sustainable, and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.**

**SDG Target 9.4 | By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.**

Regarding targets 9.1 and 9.4, we develop materials and systems that create resilient buildings and infrastructure. Fourteen of our products have received “Made with 100% Renewable Electricity” certification. These products give commercial architects and specifiers the option of low-carbon products to build energy efficient structures. Owens Corning manufactures several products designed for sustainable upgrades to infrastructure. More information about these products can be found beginning on [page 237](#) of this report.

**SDG Target 9.5 | Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.**

We have established Science & Technology Centers in key markets worldwide. Our global Science & Technology Centers employ scientists and engineers with expertise in a wide range of disciplines, including glass science, chemical engineering, fundamental chemistry, and much more.



## Responsible Consumption and Production

The sustainability practices we have in place throughout our operations and supply chain reflect the attention to product sustainability and reducing our manufacturing footprint.

**SDG Target 12.4 | By 2030, achieve environmentally sound management of chemicals and all wastes throughout their life cycle in accordance with agreed international accords with agreed international frameworks and significantly reduce their release to air, water, and soil to minimize adverse impacts on human health and the environment.**

At the end of 2023, 37% of our locations were certified to ISO 14001, which accounts for approximately 46% of our employees. In addition, 52% of our locations use our internal Owens Corning EMS, which is based on the principles of ISO 14001, accounting for approximately 43% of our employees. Thus, 89% of our locations have implemented an environmental management system, accounting for approximately 89% of our employees. Further, 44% of our locations were certified to the ISO 9001 standard for a Quality Management System (QMS) in 2023, representing approximately 53% of our employees.

We conduct life cycle assessments (LCAs) according to the ISO 14040, 14044, and 14025, as well as ISO 21930 and EN 15804, followed by a third-party review and verification of appropriate product category rules. We have conducted full LCAs on 86% of our products.

**SDG Target 12.5 | By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.**

Our goal is to send zero waste to landfill by 2030. We have a two-part plan to achieve this. First, we aim to reduce waste intensity by improving efficiency and process design. We will then repurpose or recycle the remaining waste, as well as recycle waste back into our own processes wherever possible.



## Climate Change

Owens Corning recognizes the importance of taking action to mitigate the impacts of climate change through improving energy efficiency, increasing our use of renewable energy, and reducing greenhouse gas emissions. Our efforts are aligned with the following targets.

### **SDG Target 13.1 | Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.**

The Intergovernmental Panel on Climate Change (IPCC) states that global warming must be limited to 1.5° C to avoid the worst impacts of climate change. Consistent with this call to action, Owens Corning is committed to decarbonization. Our 2030 goals for greenhouse gas emissions have been approved by the Science Based Targets initiative as being aligned to the IPCC’s recommendation.

### **SDG Target 13.3 | Improved education, awareness raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.**

Owens Corning has made sustainability central to our corporate identity, beginning with our mission statement, “Building a sustainable future through material innovation.” As we raise awareness about sustainability among our employees, we have seen real engagement — 77% of our employees agree that they work they do at Owens Corning has a direct impact on achieving our sustainability goals.



## Partnerships for the Goals

To fulfill our mission of building a sustainable future, Owens Corning relies on collaboration throughout our entire value chain, and through our growth we are able to improve the lives of people around the world.

### **SDG Target 17.3 | Mobilize additional financial resources for developing countries from multiple sources.**

In 2023, the Owens Corning Foundation distributed over \$6.2 million in cash contributions to nonprofit organizations. We work with several global charitable partners to identify appropriate charities in our regions around the world, perform necessary due diligence as required by the U.S. Internal Revenue Service, and then distribute the funds.

### **SDG Target 17.6 | Enhance North-South, South-South, and triangular regional and international cooperation on and access to science, technology, and innovation, and enhance knowledge sharing on mutually agreed terms, in particular at the United Nations level, and through a global technology facilitation mechanism.**

### **SDG Target 17.16 | Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.**

### **SDG Target 17.17 | Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships.**

Owens Corning is a global corporation with facilities in 30 countries and a base of suppliers located all around the world, and these partnerships have made it possible for us to engage and collaborate with a wide range of stakeholders. We have used this opportunity to facilitate the transformation to a circular economy model, in which virgin raw materials, waste, energy, and emissions are minimized through smart design, renewable and recycled input, energy-efficient production, and recycling of products at their end of life. This transformation includes a great deal of collaboration, with customers, suppliers, communities, academics, policymakers, government entities, and other organizations.

We have also set ambitious goals for the reduction of our Scope 3 greenhouse gas emissions, the indirect emissions that come primarily from our supply chain. The strategies we have in place to achieve these goals are outlined on [page 184](#) of this report.

# BOARD LEADERSHIP

Owens Corning people are driven by a shared purpose — in which our people and our products make the world a better place. Our commitment to sustainability can be found at every level of the organization, starting with our Board of Directors. The individuals who serve on the Board are dedicated to helping us achieve our guiding aspirations for sustainability: increasing our positive impacts, reducing our negative impacts, protecting our people, advancing inclusion and diversity, and having a positive impact in the communities where we serve.



## Current Leadership Structure

Owens Corning's Board of Directors (referred to as the Board) consists of one Executive Director and nine Independent Non-executive Directors.

The Board has five committees, each with its own responsibilities:

- Audit Committee
- Compensation Committee
- Executive Committee
- Finance Committee
- Governance and Nominating Committee

Information about these committees and their responsibilities can be found in the Board and Committee Membership section in our most recent [Proxy Statement](#) and on the [Owens Corning website](#).

The Board has complete access to the company's management, with an ongoing ability to review the Board's leadership structure and make changes as it deems necessary and appropriate. This gives them the flexibility to meet varying business, personnel, and organizational needs over time.

All Board members, other than our Board Chair and CEO, are independent under all applicable legal, regulatory, and stock exchange requirements. Six Board members have relevant experience in industrials and materials sectors where our products are sold. Average tenure on the Board is currently eight years. The Board believes that the current and future leadership structure is appropriate for Owens Corning considering our company's governance structure, current needs, and business environment, as well as the unique talents, experiences, and attributes of the individuals in these roles. More information about the individual Board members and their competencies can be found in our most recent [Proxy Statement](#).

Photo submitted by:

**Stacy DeWalt | Toledo, Ohio, U.S.**

Detail of our world headquarters in Toledo, taken on a vintage camera by Stacy's husband, Jeremy Wilcox.

## Nominating and Selection of Qualified Board Members

The Board is responsible for nominating candidates to the Board, who are then elected by stockholders. They also fill vacancies that may occur between annual meetings of stockholders.

Owens Corning has formal procedures in place for the nomination and selection of potential Board members. The Governance and Nominating Committee is authorized to recommend only those candidates who meet our Director Qualification Standards, which are used to assist in determining Director independence. Nominees for Director are selected based on a wide range of criteria, including:

- Experience
- Knowledge
- Skills
- Expertise
- Mature judgment
- Acumen
- Character
- Integrity
- Diversity
- Ability to make independent analytical inquiries
- Understanding of our business environment
- Willingness to devote adequate time and effort to Board responsibilities

As outlined in our bylaws, each Board member is elected individually on an annual basis and must receive a majority of votes cast for that Director. All our current Non-executive Directors have no more than four additional mandates to public boards and no more than two additional public boards for Directors that are employed full time as an executive, as required by our Corporate Governance Guidelines.

The Governance and Nominating Committee examines principal skills to evaluate an individual's experience and qualifications to serve as Director. The effectiveness of this process is assessed annually by the full Board as part of its self-evaluation. With respect to sustainability, the committee assesses experience in or management responsibility for furthering sustainable business practices that address environmental, social, or ethical issues.

We believe diversity enhances the Board's ability to manage and direct Owens Corning, and the committee considers diversity when identifying Director nominees, as required by its charter and Corporate Governance Guidelines. In this context, diversity refers to gender, race, ethnicity, nationality, national origin, or other elements of an individual's identity.

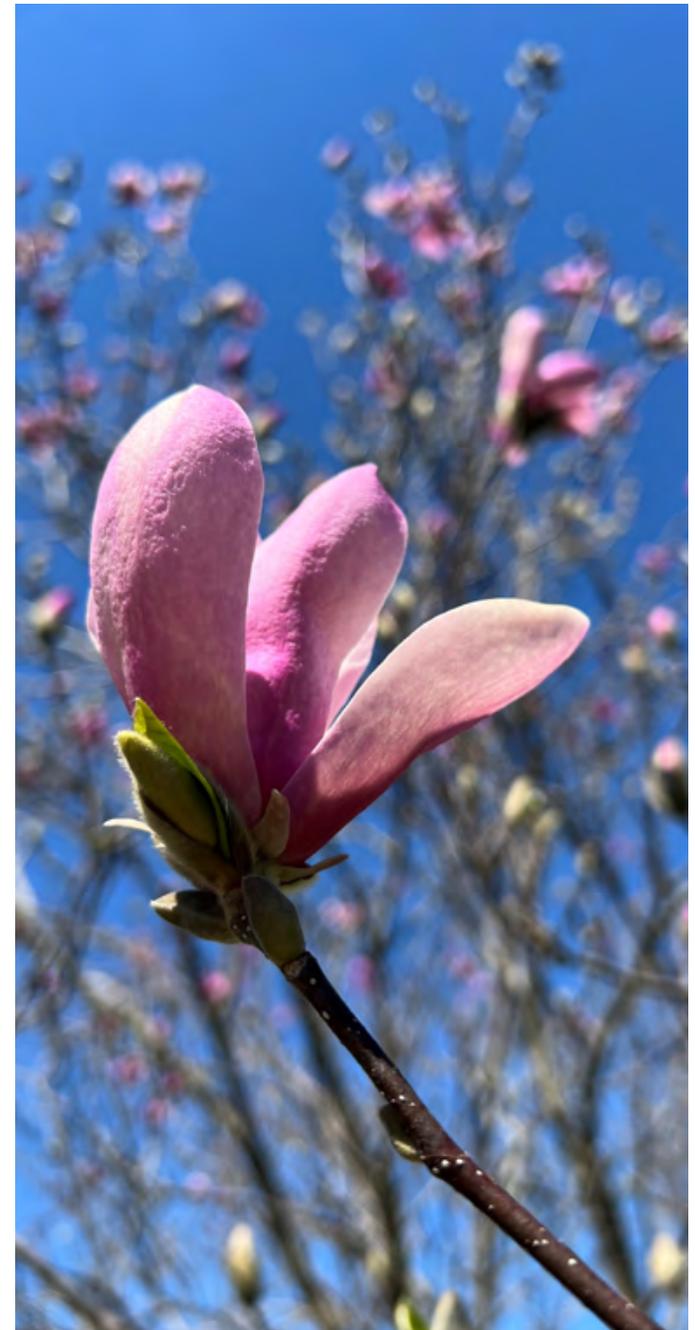


Photo submitted by:

**Carrie Sim | Toledo, Ohio, U.S.**  
Magnolia tree in Sylvania, Ohio, U.S.

## Board Education

New Directors undergo an orientation program covering a wide range of topics, including strategic plans and significant issues related to finance, accounting, and risk management, to ensure they are fully knowledgeable about our company. They also review compliance programs, conflict policies, codes of business conduct and ethics, and corporate governance guidelines. The orientation also includes opportunities to become familiar with principal officers, internal auditors, and independent auditors, and receive briefings from the CEO and management.

Following the orientation process, Directors are expected to continue learning about our business and related issues, enabling them to maintain the necessary expertise and competency to perform their responsibilities. This continued learning includes consultations with our executive officers, reviews of relevant materials, visits to offices and plants, and participation in third-party educational programs. The Board and its committees regularly participate in education sessions presented by outside advisors, including periodic updates on environmental, social, and governance issues.

## Board and Committee Evaluation

Our Corporate Governance Guidelines specify that each year, the Governance and Nominating Committee administers the annual self-evaluation process to assess the effectiveness of the Board, its committees, and the Board Chair and CEO. The evaluation process is as follows:

- The Board and its committees complete annual self-assessment questionnaires and have individual discussions with the Lead Independent Director to evaluate effectiveness in several areas, including the composition, structure, and process of the Board.
- The completed questionnaires are submitted to a third-party law firm, which summarizes the results.
- The Governance and Nominating Committee circulates the summarized results to all Directors, except for results related to evaluation of the Board Chair and CEO. Those are sent to the independent Directors, to be discussed in an executive session of the Non-management Directors.

## Conflicts of Interest

We have written policies and procedures in place related to avoiding, managing, and disclosing conflicts of interest by Directors, officers, employees, and members of their immediate families.

As indicated in our Directors' Code of Conduct, a Director who has an actual or potential conflict of interest must disclose the following to the Board Chair and the chair of the Governance and Nominating Committee:

- The existence and nature of the actual or potential conflict of interest
- All facts known to the individual regarding the transaction that may be material to a judgment about whether to proceed with the transaction

Directors wishing to make transactions related to company shares must first request and receive approval from the Governance and Nominating Committee. In our annual [Proxy Statement](#), we disclose transactions between Board members and their immediate families. For related-party transactions (RPTs) that are subject to the Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) Topic 850, we comply with additional disclosure requirements. We also disclose with suppliers and other stakeholders all other conflicts of interest, such as the existence of controlling shareholders, cross-board membership, and cross-sharing.



Owens Corning's Board of Directors are among those who signed the company's refreshed safety commitment, Safer Together.

# OVERSIGHT OF SUSTAINABILITY

## Management Oversight of Sustainability

According to our Directors' Code of Conduct, sustainability includes the following concepts:

- Environmental compliance
- Product stewardship
- Personal safety
- The environmental and social impacts of our global operations and the products we make and sell

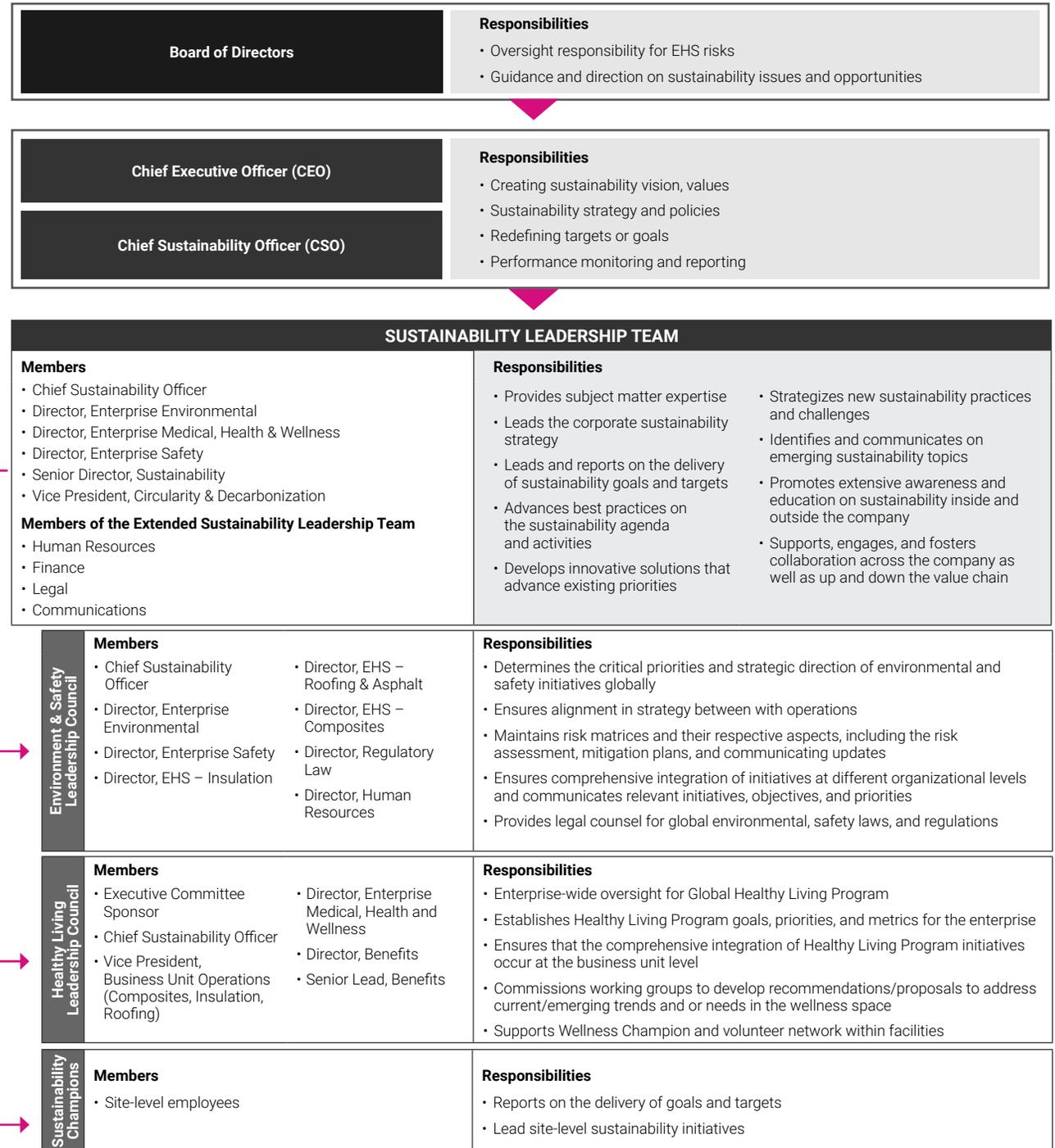
Oversight, guidance, and direction on sustainability matters – including our 2030 sustainability goals – are provided by the Board, who oversee management's execution of our sustainability strategy.

In addition, the Board committees maintain oversight of management's responsibilities for issues relevant to their respective areas. These include the following:

- Audit Committee: oversight of legal and regulatory compliance
- Governance and Nominating Committee: oversight of Board structure and stockholder rights

The Board committees periodically provide reports concerning these sustainability matters to the entire Board.

In addition, the Audit Committee and the Board as a whole retain some oversight responsibility for environmental, health, and safety (EHS) risks. Directors are expected to provide oversight, guidance, and direction on sustainability issues and opportunities that potentially impact our reputation and long-term economic viability. This includes such sustainability issues as energy reduction, renewable energy, water scarcity, and waste reduction. The Board is responsible for overseeing risk for Owens Corning; as such, they are also responsible for oversight of climate-related issues and opportunities. From a management perspective, we have a sustainability governance structure to discuss and make decisions on all issues related to economic, environmental, and social aspects.



Owens Corning created the position of Chief Sustainability Officer (CSO) in 2007 to underscore the essential role of sustainability in our overall operations. The CSO reports directly to the CEO and is responsible for our compliance with legal and company requirements related to sustainability topics. In addition, Owens Corning employs a sustainability organization made up of approximately 56 employees, reporting to the CSO. The team has a wide range of responsibilities, including:

- Circular economy and decarbonization
- Value chain sustainability
- Sustainability analytics and reporting
- Product sustainability and transparency
- Sustainability insights, research, and engagement
- Corporate environmental and operations sustainability
- Corporate health and wellness
- Corporate safety
- Decarbonization

The CEO and CSO also create vision and values related to sustainability, and they develop, maintain, and promote sustainability strategy and policies. In addition, they redefine targets and goals as needed.

The CSO and the sustainability organization are responsible for monitoring and reporting performance. We use the EcoStruxure™ Resource Advisor system from Schneider Electric to monitor our environmental metrics and data. Data is entered into the system, where it can be reviewed and analyzed. The sustainability leadership team meets regularly to:

- Review initiatives and performance against metrics
- Debate current trends in the market
- Evaluate the transparency of our product attributes and the level of information needed to satisfy customers
- Understand increasing stakeholder expectations

Climate-related issues are addressed through our risk management process. They are included in our risk registers, which are developed by the business unit and legal teams from the plant level up. Learn more about risk registers on [page 62](#).



Inside the Circular Economy Recycling Technology Innovation Lab, Granville, Ohio, U.S.

# 2023 BOARD LEADERSHIP

## The Owens Corning Board of Directors

Owens Corning's Board of Directors (the "Board") consists of one Executive Director and nine Independent Non-executive Directors.

NAME	SIGNIFICANT POSITIONS & COMMITMENTS	AGE	INITIAL YEAR AS A DIRECTOR	ROLE
Mr. Brian D. Chambers <sup>^</sup>	President, CEO, and Chair of the Board for Owens Corning; Director of Lincoln Electric Holdings, Inc.	57	2019	Executive
Mr. Eduardo E. Cordeiro <sup>^</sup>	Former Executive Vice President, CFO of Cabot Corporation; Director of FMC Corporation	56	2019	Independent Non-executive Director
Ms. Adrienne D. Elsner <sup>^</sup>	CEO of Benson Hill, Inc.; Former Interim CEO of Benson Hill; Former President, CEO, and Director of Charlotte's Web Holdings, Inc.; Former President of U.S. Snacks, Kellogg Company; Director of Benson Hill, Inc.	61	2018	Independent Non-executive Director
Mr. Alfred E. Festa <sup>^</sup>	Operating Advisor at Clayton, Dubilier & Rice; Former Chairman and CEO of W.R. Grace & Company; Director of NVR, Inc.	64	2020	Independent Non-executive Director
Mr. Edward F. Lonergan <sup>^</sup>	Executive Chairman of Zep Inc.; Former CEO of Chiquita Brands International, Inc.; Former Chairman of DRB Systems Inc.; Former Director of The Schwan Food Company	64	2013	Independent Non-executive Director
Ms. Maryann T. Mannen <sup>^</sup>	President of Marathon Petroleum Corporation; Former Executive Vice President and CFO of Marathon Petroleum Corporation; Director of MPLX LP.	61	2014	Independent Non-executive Director
Mr. Paul E. Martin <sup>^</sup>	Former Senior Vice President and Chief Information Officer of Baxter International Inc.; Director of Unisys Corporation and STERIS plc.	66	2021	Independent Non-executive Director
Mr. W. Howard Morris	President and Chief Investment Officer of The Prairie & Tireman Group; Director of Virtus Investment Partners, Inc.	63	2007	Independent Non-executive Director
Ms. Suzanne P. Nimocks <sup>^</sup>	Former Senior Partner of McKinsey & Company; Director of Ovinitiv Inc., and Brookfield Infrastructure Partners	65	2012	Independent Non-executive Director
Mr. John D. Williams <sup>^</sup>	Advisor for Domtar Corporation; Former President and CEO and Director of Domtar Corporation	69	2011	Independent Non-executive Director

<sup>^</sup> Denotes Board members who demonstrate skill in furthering sustainable business practices.

Nine of our current Board members demonstrate experience in or management responsibility for furthering sustainable business practices that address environmental, social, or ethical issues. The Board also continues to demonstrate a commitment to diversity, with 30% of Directors identifying as people of color and 30% identifying as women.

The Board met eight times in 2023. Each of our Directors attended 100% of the meetings of the Board and the Board Committees on which he or she served, except one special Board meeting where 90% of the Directors attended. In 2023, the Non-executive Directors met in executive session at all regularly scheduled Board meetings. Our Lead Independent Director (LID) presides over all executive sessions of the Board's meetings attended by the LID.



# RISK MANAGEMENT

Owens Corning identifies and manages risk across economic, environmental, and social domains. Our forward-thinking, all-encompassing approach to managing risk enables us to make effective business decisions that help us achieve long-term financial goals and shape our future success.



Photo submitted by:

**Jihua Sun | Guangde, China**

Employees at our Guangde plant review a to-do list following a huddle meeting, as part of their approach to TPM.

## Oversight and Management

Enterprise Risk Management (ERM) is owned by executive management at Owens Corning, which delegates its management to the Risk Committee. Our executive management then oversees the Risk Committee's management of ERM, culminating in a final review by the Audit Committee of the Board of Directors.

The Risk Committee is responsible for overseeing and monitoring our risk assessment and mitigation actions. The Risk Committee is not a Board committee — it is a cross-functional group that includes members with many areas of expertise and is structurally independent of our business lines. This committee identifies risks and mitigation strategies, and it provides key updates to Executive Committee and the Audit Committee.

The Risk Committee's membership is designed to ensure diversity of thought and perspective related to risk, including a range of functions and geographic representation. The committee's permanent members represent the following corporate functions: Internal Audit, Legal, Treasury, Corporate Strategy and Financial Planning, Sourcing and Supply Chain, and Information Technology. Additional members represent Operations, Human Resources, Commercial Strategy, and Science and Technology within the businesses. Safety and environmental concerns were expanded in the core risk register, which increases the extent to which sustainability issues are embedded in the enterprise-wide risk process.

The Risk Committee reports to executive management, and it is specifically sponsored by both the Chief Financial Officer and General Counsel, who are themselves members of our executive management. In support of these efforts, the independent corporate audit function systematically addresses risk throughout the enterprise. Audit results are reviewed with the Audit Committee, which has primary responsibility for assisting the Board's oversight of risk.

The Audit Committee's responsibilities include:

- Discussion of guidelines and policies that govern the process by which senior management and relevant departments assess and manage the company's exposure to risk
- Annual review of and quarterly updates on Owens Corning's key risks, major financial exposures, and related mitigation plans
- Oversight of our management of the key risks and major financial exposures that fall within the Audit Committee's specific purview
- Assurance that the Board and its committees oversee our management of key risks and major financial exposures within their respective purviews
- Quarterly evaluation of the effectiveness of the above-referenced process of oversight

Both the Board of Directors and its Audit Committee retain some oversight responsibility for environmental, health, and safety risks. In addition, Board members are expected to provide oversight, guidance, and direction on sustainability issues and opportunities that have potential impacts on our reputation and long-term economic viability.

In addition to the ERM process, three Board committees — the Compensation Committee, the Finance Committee, and the Governance and Nominating Committee — review and evaluate risks associated with their respective areas. Each Board committee reports on its respective risk management activities, and the Board then considers such reports.

Between annual reviews, the business stakeholders review their business's sub-registers, and the Risk Committee meets quarterly to discuss any applicable updates. The Audit Committee and executive management also review risk registers quarterly, regardless of any planned updates, to ensure that the Risk Committee has identified all potential risks. Any material updates made are then reviewed with the executive management and the Audit Committee.

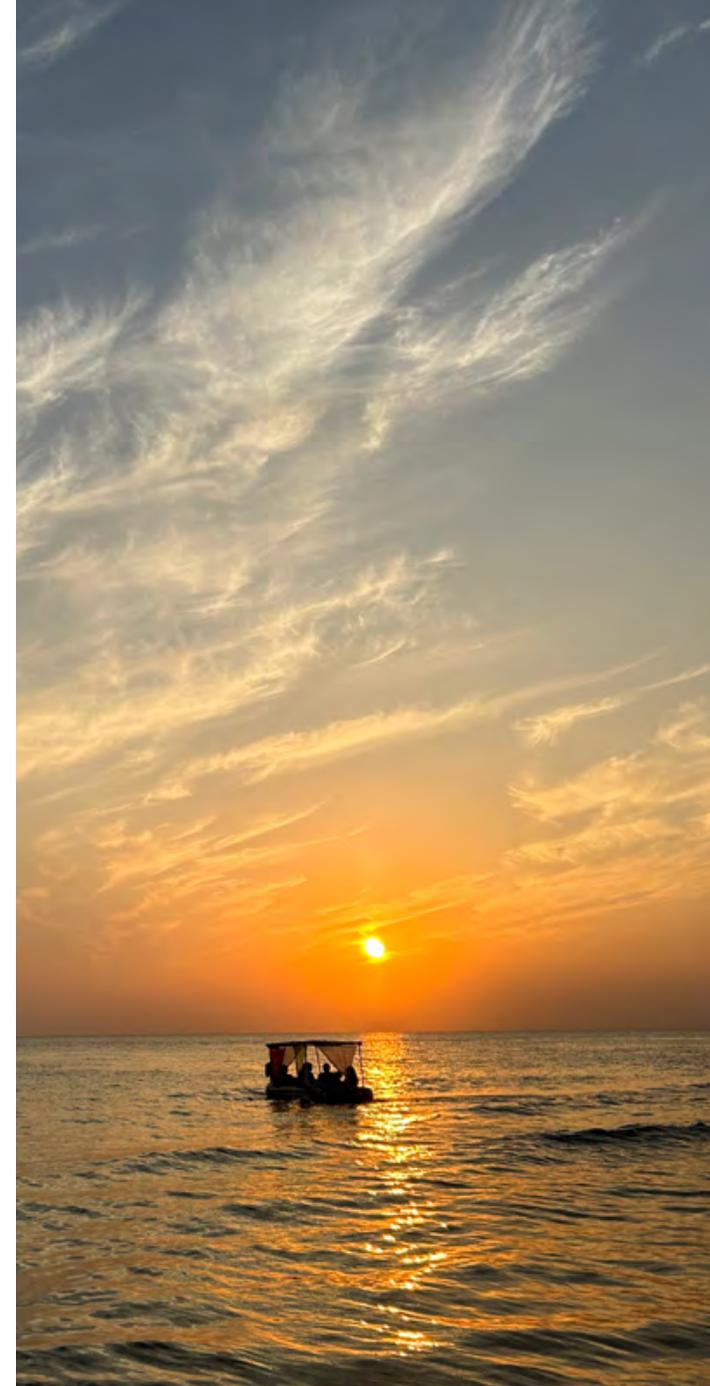


Photo submitted by:

**Priyanka Ruparel | Mumbai, India**

View of the Gulf of Kutch from Mandvi Beach, India.

## Risk Registers

Owens Corning's business units proactively analyze risks and create risk registers specific to our businesses and functions. We currently have a risk register for each of our three businesses (Composites, Insulation, and Roofing), compliance, and finance functions, which are then rolled up into our Enterprise Risk Register. This enables business units and the Risk Committee to facilitate strategic and operational planning processes while mitigating sustainability and other risks.

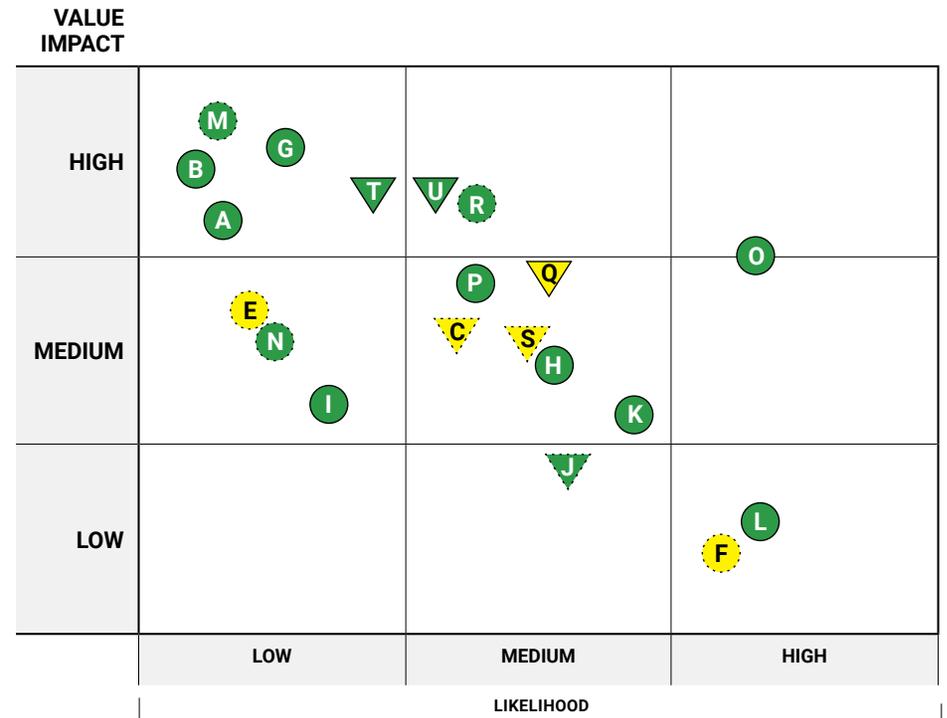
Risks are prioritized based on their placement in the risk register. The Y-axis ("Impact") represents the potential financial, reputational, compliance, or health and safety impact to Owens Corning, while the X-axis ("Likelihood") represents the probability of occurrence. Color coding (for risk acceptability) and different shapes (for trending information) offer a fuller understanding of the potential risks. We also include the concept of risk velocity in our conceptualization of risk, describing the potential rate at which a risk could impact our businesses. While risk velocity is not depicted on the risk register in an infographic manner, the concept is described in conjunction with the overall register narrative, giving us a better understanding of impending impacts and enabling us to be proactive in our approach.

To identify new risks – and update risks no longer considered important – the Risk Committee conducts quarterly reviews of results and outputs of risk assessments. The Risk Committee's quarterly meetings enable them to review and report on robust mitigation plans across businesses and corporate functions. The Audit Committee also reviews our ERM process quarterly to ensure it remains relevant and proactive.

### Risk on a Page

Owens Corning uses Risk on a Page to encourage active learning through risk mapping. This model requires each enterprise-level risk to be presented separately, with dedicated team members playing an active role in managing each individual risk. The tool is used to describe key information about the risk such as risk trend, risk velocity, mitigating actions, and the way this information links to the strategic plan. It also includes a map of the risk that depicts its status, from inherent risk to residual risk, pictorially representing the impact of mitigating actions, as well as the final mitigated position of the risk for the sub-register or the enterprise register.

Each risk has a Risk Committee sponsor, a risk owner, and a subject matter expert, while executive management sponsors the overall program. Each risk also has its own risk owner and subject matter expert, who are responsible for ensuring that we have mitigating actions in place for each risk, and that we are making consistent progress toward the acceptable/desired risk level. Risk owners are also responsible for the overall management of the risk and cross-functional and vertical communication through the organization, ensuring visibility of the risk in all elements of strategic planning. This approach enables us to drive updates to the risk register, as sub-register risks roll up to the enterprise level. Extra training on the use of the tool is required, and it is refreshed for new stakeholders each year.



### LEGEND

#### TREND

- ▲ Improving
- Stable
- ▼ Worsening

#### RISK ACCEPTABILITY

(after the impact of existing actions)

- Risk level acceptable
- Execution of management plan
- Management of risk needs improvement
- No Change
- New Risk
- ⋯ Change

Example of a risk register for demonstration purposes.



## Risk Mitigation Framework

### Risk Management Training

Our ERM function — and the philosophy behind it — is dispersed throughout Owens Corning. To ensure that risk registers remain up to date, we assign a risk liaison to each sub-register. Risk liaisons are responsible for facilitating updates to their respective sub-register. They receive thorough training in our approach to ERM from the Corporate Risk Leader, and they provide guidance to subject matter experts and risk owners in their respective businesses or corporate areas. Additionally, the Legal department initiates global annual training on our Code of Conduct and antitrust policies to broadly address key compliance risks.

### Risk Management and Human Resources

Effective risk management is considered in our human resources processes for employees who are responsible for identifying and continuously advancing mitigation strategies for risk in their daily job responsibilities. This is evidenced by our risk management process, which includes the development of risk registers at the enterprise and business unit levels, as well as finance and compliance functions. In support of our efforts to reduce risk in Human Resources, Owens Corning has implemented a review of executive management, which details talent health, leadership succession, hiring and developing capabilities, retention, and inclusion and diversity progress.

### Engaging Employees in Risk Management

Owens Corning employees at every level are encouraged to identify new risks to the organization. Potential risks regarding a range of topics, including environmental concerns, safety, sourcing, and human resources, are raised at the plant level, and the results of forum discussions are shared across the company and evaluated at the leadership team level in each facility. When appropriate, the feedback is compiled into risk registers at the business unit level. Once within the risk register, processes are established and appropriate employees are trained. Focused, web-based loss control training is also available for plant personnel.

In keeping with our culture of safety, employees are encouraged to be proactive in their management of risk. An example of this can be found in our integration of Total Productive Maintenance (TPM) into our operations. TPM emphasizes proactive and preventive activities to maintain, manage, and improve production. All employees are involved in maintaining their own process during production, which creates a shared responsibility for equipment and increases involvement from everyone. In addition, hazard recognition and near-miss reporting are significant tools within our safety culture and throughout the plant network.

This emphasis on risk also extends to new acquisitions. As part of our due diligence in the acquisition process, we evaluate the risk associated with such items as environmental issues, safety, finance, IT, product stewardship, human resources, and sourcing.

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Photo submitted by:

**Sylwia Kaszyńska | Poland**  
Lake Bled, Slovenia

# SUMMARY OF KEY SUSTAINABILITY RISKS

Owens Corning is subject to a diverse array of risks, which vary greatly in importance and likelihood. Some are directly related to the competitive nature of our business and our operations, while others are the result of external forces, including weather-related phenomena. Using correlation analysis, we assess the likelihood of an event occurring within a specific period and the potential impact on the organization, then prioritize and develop strategic plans accordingly. We apply this analysis to our key external business drivers, such as housing starts, wind-power growth rates, and hurricanes and other severe weather conditions.

For example, our analysis indicates that the North American building insulation business is highly correlated to new home starts. Based on actual and forecasted home starts, the business develops its strategic plan and makes the appropriate tactical maneuvers to right-size our capacity and workforce. Additionally, energy, commodity, and foreign currency hedging programs are routinely evaluated to provide inputs into our correlation analysis.

For purposes of this report, we will highlight potential risks that are specific to our sustainability efforts, as well as potential long-term risks that may be of interest to investors. A full summary of additional risks that directly impact our operations can be found in the most recent [Form 10-K](#), and in our 10-Q quarterly reports. These documents are available on our [investor website](#).

## Emerging Sustainability Risks

### Proposed or Future Laws or Regulations Aimed at Addressing Climate Change

We believe it is likely that the scientific and political attention to issues concerning the extent and causes of climate change will continue, with new and more restrictive laws and regulations focusing on environmental, social, and governance initiatives that could affect our financial condition, results of operations and cash flows. Foreign, federal, state, and local regulatory and legislative bodies have enacted or proposed various legislative and regulatory measures relating to increased transparency and standardization of reporting matters that may include climate change, regulating GHG emissions, water usage, recycling of plastic materials, and energy policies, including waste tax, and other governmental charges and mandates. As a result, we expect to be subject to overlapping, yet distinct, climate-related disclosure requirements in multiple jurisdictions.

Compliance with foreign, federal, state, and local legislation and regulations concerning climate-related disclosures, including compliance with the European Commission's Corporate Sustainability Reporting Directive and the SEC's proposed climate disclosure requirements, may result in the occurrence of additional costs and capital expenditures, and the failure to comply with such legislation and regulations could result in fines to us and could affect our business, financial condition, results of operations, and cash flows. We could also face increased costs related to defending and resolving legal claims and other litigation related to climate change and the alleged impact of our operations on climate change. In addition, energy prices could increase as a result of climate change legislation or other environmental mandates, which could have an adverse effect on our results of operations.

In addition, from time to time, we establish targets, strategies, and expectations related to climate change and other environmental matters. Our ability to achieve any such targets, strategies, or expectations is subject to risks and uncertainties, many of which are outside of our control. These risks and uncertainties include, but are not limited to, our ability to execute our strategies and achieve our goals within the currently projected costs and expected timeframes; availability, use, and success of on- and off-site renewable energy; evolving regulatory and other standards, processes, and assumptions; the pace of scientific and technological developments; increased costs and availability of requisite financing; market trends that may alter business opportunities; the conduct of third-party manufacturers and suppliers; constraints or disruptions to our supply chain; and changes in carbon markets. There are no assurances that we will be able to successfully execute our strategies and achieve our targets. Failures or delays (whether actual or perceived) to achieve our targets or strategies related to climate change and other environmental matters could damage our reputation and relationships with customers and investors; adversely affect our business, operations, and reputation; and increase risk of litigation.

We will be undertaking a comprehensive assessment of climate-related risks and scenarios in 2024, which will help us better quantify the financial and societal impact of climate risks as well as develop robust mitigation strategies to adapt our business.

## Climate Change and Associated Transitional Risks

Owens Corning is subject to or has chosen to voluntarily participate in Emissions Trading Schemes (ETS) around the world, such as Alberta Technology Innovation and Emissions Reduction, EU Emissions Trading System, the Canadian Federal Output-Based Pricing System, the Québec's Cap-and-Trade GHG Emissions System, and South Korea's Emissions Trading Scheme. Expansions of these schemes could impact us by reducing our carbon allowances, thus increasing our operating costs in those countries.

For example, with the further reductions in allowances through Phase 4 of the European ETS, our annual allowances were reduced, which requires us to purchase credits.

The Phase 4 period began in 2021 and will continue through to 2030. Volatility in carbon market pricing creates additional risk. Our course of action in managing these risks involves: interacting with the commission regarding the implementation of the EU Green Deal and Fit-for-55 package; pursuit of R&D initiatives involving a change in material composition or in manufacturing processes to enable emissions reductions; and implementation of energy and GHG reduction projects.

Owens Corning has strategies in place to mitigate these risks. Chief among them is our commitment to the circular economy model, in which we work to avoid the use of virgin raw materials whenever possible, manufacture products to deliver the least negative environmental impact, and ensure that materials used in our products remain in the economy indefinitely. More information about our circular economy approach can be found on [page 217](#).

Top risks at Owens Corning, regardless of their relation to sustainability, are addressed through our ERM program. Each business regularly reviews its risk register to identify new or materially changed risks and address them accordingly with appropriate risk mitigation plans. Opportunities are addressed through the long-range planning process, which has a horizon of three years forward.



Photo submitted by:

**Scott Campen | Knoxville, Tennessee, U.S.**  
Moonrise over the Little River, Tennessee.

# Additional Risks and Liabilities

## Cybersecurity Risk

We have a range of security measures that are designed to protect against the unauthorized access to and misappropriation of our information, corruption of data, intentional or unintentional disclosure of confidential information, or disruption of operations. These security measures include controls, security processes, and monitoring of our manufacturing systems. We have cloud security tools and governance processes designed to assess, identify, and manage material risks from cybersecurity threats. In addition, we maintain an information security training program designed to address phishing and email security, password security, data handling security, cloud security, operational technology security processes, and cyber-incident response and reporting processes.

Our cybersecurity strategy includes defense in depth, zero trust, and standards-based controls intended to protect our information technology systems. We perform incident response tabletop exercises that include members of the company’s senior management team to validate, test, and assess the effectiveness and adequacy of certain roles and decision-making processes in the event of a cybersecurity incident. We also assess, identify, and manage cyber risk associated with divestiture and merger and acquisition activities.

The oversight of our cybersecurity risk management process is integrated into our overall risk management process. The Risk Committee is responsible for overseeing and monitoring our risk assessment and mitigation-related actions, including with respect to cybersecurity risks. The Risk Committee is not a committee of our Board of Directors. It is a cross-functional committee that includes members across many areas of expertise and is structurally independent of our business lines. The Risk Committee’s membership is designed to provide diversity of thought and perspective related to risk, including cybersecurity risks. The Risk Committee identifies risks and mitigation strategies, and it provides key updates to executive officers and the Audit Committee of our Board of Directors.

We use third-party service providers to execute certain business processes, maintain certain information systems and infrastructure, evaluate defenses, and implement recommendations. We periodically have external information security assessments performed by third parties to analyze our information technology systems and to stay informed of information security risks. Additionally, we have a supplier validation process, which provides for review and approval by our cybersecurity group for cloud services.

Although we experience cybersecurity incidents from time to time as part of our operations, we have not experienced any information security breach that had, or is reasonably likely to have, a material impact on our business strategy, results of operations or financial condition. Any breach of our security measures, or those of our third-party service providers, could result in unauthorized access to and misappropriation of our information, corruption of data or disruption of systems, operations, or transactions, any of which could have a material adverse effect on our business strategy, results of operations or financial condition. See Risk Factors on page 9 of [Form 10-K](#) for further discussion of the risks related to cybersecurity threats.

The Board of Directors is responsible for overseeing risk for the company and has delegated to the Audit Committee responsibility for overseeing the cybersecurity risk management strategy for the company. The Audit Committee receives regular updates on our cybersecurity risk management process from members of management, including our Chief Information Officer (CIO). The Audit Committee review our comprehensive cybersecurity framework, including reviewing our cybersecurity reporting protocol that provides for the notification, escalation, and communication of significant cybersecurity events to a crisis management team and appropriate levels of management, including our CIO, as well as to the Audit Committee. Management also provides the Audit Committee with a cybersecurity dashboard, which the full Board of Directors can access as well. Additionally, the Audit Committee regularly provides updates to the Board on the status of the Company’s cybersecurity risk management process.

The Company’s cybersecurity program is overseen by our CIO, who is responsible for global information technology, including cybersecurity. Our Vice President, Global Information Security, is primarily responsible for assessing and managing material risks from cybersecurity threats, including monitoring the measures used for prevention, detection, mitigation, and remediation of cybersecurity incidents. The information security organization is comprised of internal Owens Corning employees and external security suppliers who provide security monitoring and response. Our Global Information Services team is regularly engaged in cybersecurity training and awareness and incorporates relevant reviews in technology design and development.

# UPHOLDING ETHICAL STANDARDS

We believe that a clear set of guiding principles is essential to effective corporate citizenship. To achieve our aspirations, we have established a wide range of policies and procedures that apply to everyone at Owens Corning — senior leadership and plant employee alike.

Over the years, the ethical infrastructure we have in place has been repeatedly recognized by organizations around the world. While we are pleased to receive accolades for our dedication to ethical leadership throughout our industry, we also realize that the true advantage of acting with integrity is the security it provides to the people who work for us as employees, with us as partners, and around us in the communities we serve.



Photo submitted by:

**Josh Strake | Granville, Ohio, U.S.**  
Overlooking Paris, France.

## The Owens Corning Code of Conduct

Our [Code of Conduct](#) is a foundational document that guides our entire approach to business. It contains the principles that guide our conduct, ensuring that we act with integrity and uphold the values that drive our behavior as a company.

- We care about health, safety, the environment, and each other.
- We are committed to lawful and high-integrity conduct.
- We are collaborative, respectful, and transparent.
- We are curious innovators, and we protect our company secrets and assets.

The policies outlined in the Code of Conduct apply to every employee at Owens Corning, regardless of position, country, business unit, or subsidiary.

The Code of Conduct and guiding principles are inspired by and aligned with the United Nations Global Compact (UNGC), the Universal Declaration of Human Rights, the U.S. Foreign Corrupt Practices Act (FCPA), and U.K. Bribery Act, and the Organisation for Economic Cooperation and Development (OECD) Anti-Bribery Convention.

To ensure worldwide compliance with these policies, Owens Corning has established the Business Conduct Council (BCC), which is chaired by the General Counsel and Corporate Secretary. Our General Counsel and the Vice President, Government Affairs and Litigation report results of the BCC's investigations and outcomes to the Audit Committee of the Board of Directors, which provides oversight.

Owens Corning maintains a confidential helpline and other mechanisms for receiving employees' questions and concerns about the Code of Conduct. Issues raised through the helpline are reviewed by the Vice President of Internal Audit and the Vice President of Compliance. Further investigation and follow-up may be conducted by the Internal Audit team or external consultants, depending on the nature of the issue.

As part of our comprehensive corporate ethics and compliance program, we have specific policies that apply to our Chief Executive Officer, senior financial officers, and members of the Board of Directors. Other business conduct policies apply to all employees on specific compliance topics.



Safety training for employees at our plant in Hangzhou, China.

## Applying Our Principles to Our People

In addition to the Code of Conduct, the policies that guide us in all our interactions can be found in these documents:

- Director's Code of Conduct
- Ethics Policy for Chief Executive and Senior Financial Officers
- Supplier Code of Conduct
- Non-Discrimination and Non-Harassment Policy
- Human Rights Policy
- Data Privacy and Data Protection Policies
- Insider Trading Policy

Our approach to ethics covers all full-time employees, part-time employees, contractors, and temporary staff of Owens Corning, the entities we own, the entities in which we hold a majority interest (including joint ventures), the facilities we manage, our franchises, and branded operations.

We also work with our suppliers, customers, and other business partners to uphold our ethical standards. We expect them to adopt similar policies within their businesses and extend the same protections to their various stakeholders. In addition to helping us review and evaluate our locations and acquisitions, our Code of Conduct and [Supplier Code of Conduct](#) are used to guide our interactions with suppliers and other business partners.

# OWENS CORNING

## ETHICS POLICIES

As part of our commitment to ethical business practices, it is our policy to make full, fair, accurate, timely, and understandable disclosures in all reports and documents the company files with, submits, or furnishes to the U.S. Securities and Exchange Commission (SEC) and in all our other public communications. Our public disclosures are in compliance with all applicable laws, rules, and regulations. The ethics policies outlined here demonstrate how we have established a solid foundation upon which we build our culture of integrity with our stakeholders around the world.

### Senior Officer Policies

#### Ethics Policy for Chief Executive and Senior Financial Officers

Our ethics policy for senior officers sets forth policies to guide the performance of the Chief Executive Officer (CEO), Chief Financial Officer (CFO), and Corporate Controller. These officers are held to legal and ethical standards even beyond those of our other employees.

#### Reporting on Violations

Senior officers are required to report any suspected legal and ethical violations to our law department or corporate audit services or to any member of our Business Conduct Council, a global team accountable for the management and oversight of the company's internal investigations protocol and escalation of concerns, where appropriate. We also maintain a confidential reporting system for receiving advice and concerns from our employees, described in more detail later in this section.

#### Conflicts of Interest

No senior officer shall make any investment, accept any position or benefits, participate in any transaction or business arrangement, or otherwise act in a manner that creates or appears to create a conflict of interest with the company, unless the senior officer makes full disclosure of the facts and circumstances to, and obtains the prior written approval of, the Governance and Nominating Committee of Owens Corning's Board of Directors. Conflicts of interest requirements also apply to members of our Board of Directors.

#### Executive Compensation

Owens Corning continually monitors the evolution of compensation best practices and reviews the relationship between company performance and compensation and the goals and targets that we set. Individual goals and targets are designed to ensure that Owens Corning meets its financial and environmental goals while operating as an ethical company. In addition, Owens Corning has fully independent voting members of the Compensation Committee.

Base salary and other fixed elements of compensation are essential to any compensation program and enable the recruitment and retention of top talent. However, we believe that variable compensation for our most senior executives should significantly outweigh that from base salaries.

For a more detailed discussion of executive compensation, including ways we apply internal and external financial success metrics, please see the Executive Compensation section of our latest [Proxy Statement](#), which will be published in March 2024.



Photo submitted by:

**Milind Vishvanath Rajpurkar | Talaja, India**  
A view from the Ooty Fern Hill Resort, India.

# Ethics Policies Throughout Owens Corning

## Open Reporting Process and Internal Investigations

Owens Corning ensures that all employees are aware of our company policies, including our Code of Conduct. Our open reporting process enables employees to voice their concerns about suspected misconduct, including harassment, discrimination, and other ethical issues. All employees are encouraged to report suspicions about violations of law or policy and are expected to cooperate in the investigation of potential wrongdoing per our Code of Conduct. They can do so without fear of retaliation, which is strictly prohibited by Owens Corning. No hardship, loss of benefits, nor penalty may be imposed on an employee as punishment for good-faith reporting of suspected misconduct, responding to a concern of suspected misconduct, appearing as a witness in the investigation of a report, serving as an investigator, or otherwise cooperating in a workplace investigation. Retaliation or attempted retaliation is a violation of our Code of Conduct, and anyone who engages in retaliation may be subject to discipline, up to and including termination.

Employees are encouraged to report their concerns to any manager, member of HR or the Law department, or any member of our Business Conduct Council. Employees may also submit their concerns (anonymously, if desired) to our Business Conduct Council through a confidential helpline (1-800-461-9330) or web portal, which are operated by a third-party service provider. Employees can also report their concerns to the Council using a designated email address or a dedicated postal mailbox.

Owens Corning takes all reports of misconduct seriously. Any concern brought to the company's attention is thoroughly reviewed and investigated by the Business Conduct Council. We make every effort to ensure that investigations are consistent, comprehensive, and confidential. If a report is substantiated, the company will respond as it deems appropriate or necessary consistent with laws, internal procedures, and best practices, and we will act swiftly to correct the problem and deter future occurrences. Depending on the circumstances, this may include training and/or disciplinary action up to and including termination. Individuals suspected of being in violation of the law may also be subject to civil or criminal prosecution. Significant breaches of our business conduct policies on the part of certain senior executives are escalated to the Audit Committee of the Board of Directors. The Audit Committee would determine the manner of investigation of any such reports, and they would disclose as applicable by law.

Internal investigations are reviewed for trends and opportunities at least quarterly and further discussed with senior business leaders. The Audit Committee receives a periodic report along with an update on the compliance program in general, including any breach of applicable law. Compliance operations will report significant highlights from the open reporting process to all employees annually, which may include the number of reported concerns received, the number of substantiated concerns, the percentage of anonymous reports, and the number of employees who were terminated for such concerns.

## Assessment of Our Compliance Program

Our annual compliance program risk assessment for 2023 consisted of three elements:

- An enterprise risk management (ERM) Compliance Risk Sub-register, which contains the catalog of our compliance risks that are assessed based on the potential likelihood and impact of a compliance failure along with key mitigations actions to prevent, detect, and respond to such risk potential.
- Internal program assessment of maturity and effectiveness assessment, which is conducted using an external tool or framework.
- External audit of one high-risk compliance area, which is selected for external audit by a legal firm or a forensic audit firm. In the past several years, these high-risk areas have included, but are not limited to, Antitrust, Anti-corruption, Anti-bribery, Trade Compliance, and Data Privacy/General Data Protection Regulation (GDPR). Gaps and opportunities identified in the internal assessment or external audits are assigned to the appropriate subject matter risk owner and tracked for completion as part of the Compliance Risk Sub-register and/or compliance program annual strategic plan.

## Employment Standards, Compensation, and Working Conditions

We provide employees with compensation, benefits, and working-hour schedules in compliance with all laws and collective agreements. We support mechanisms for employee grievances and resolution of disputes that protect employees' privacy, allow for anonymous reporting, and protect employees against retaliation.

### Industrial Relations

Owens Corning makes use of various formal and informal processes to address and resolve labor issues at each facility. All labor practice concerns raised by employees are resolved, typically through a peer review or grievance process at the local level. Occasionally, local grievances require additional input at the divisional or corporate level. Any grievance that remains unresolved is definitively decided by a neutral arbitrator. Although the company does not compile the annual number of grievances or complaints filed by employees/unions at each plant, it is not unusual for each facility to resolve dozens of such labor concerns each year.

In the unfortunate event that one of the above mechanisms of resolution is unsuccessful, an employee may choose to proceed with legal action or file a complaint with a local agency. These are handled through our Legal department following the same guidelines of investigation, remediation, and non-retaliation policies as the Business Conduct Council investigations.

### Data Privacy

We view data privacy as an element of personal safety, and our commitment to privacy extends to all Owens Corning employees and stakeholders. We comply with global privacy laws; collect, process, and transfer personal data in a transparent and trustworthy manner worldwide; and honor the rights of data subjects.

To address data privacy and protection, Owens Corning works to:

- Minimize data collection
- Adequately protect and safeguard data collected
- Limit access to personal data only to appropriate personnel
- Extensively train system owners and data handlers on privacy laws, including the GDPR
- Respond to data subjects' rights requests
- Continuously improve our processes to address and mitigate the effects of cybersecurity incidents, including personal data breaches

We also strive to strengthen our data privacy and protection program. In recent years, we have:

- Raised awareness of data privacy throughout our organization
- Applied our data protection standards globally
- Leveraged a cross-functional team of subject matter leaders to maintain and evolve our protection standards across the global privacy landscape

We have also implemented enhanced security measures designed to protect against misappropriation or corruption of our systems, intentional or unintentional disclosure of confidential information, or disruption of our operations. This includes adapting our IT systems and platforms to reflect a "privacy by design" perspective. And as Owens Corning grows, we assess the IT environment and technical security systems of companies we acquire, ensuring that data collection and processing comply with our existing policies and standards.

Owens Corning has established information security controls to prevent unauthorized access to our systems. External assessments of our security controls are conducted at least twice a year to validate the effectiveness of the controls and identify areas of continuous improvement.

## Environmental, Health, Safety, and Product Stewardship Policy

We work toward continuous improvement in our EHS performance. The Product Stewardship Center of Excellence at Owens Corning owns the health, safety, and environmental impact of our products to ensure they are safe to make, use, and perform as expected. Through these efforts, we work to ensure that Owens Corning products are evaluated for health, safety, environmental codes and regulations, quality, and performance. More information about our approach to product stewardship begins on [page 203](#) of this report.

## Non-Harassment Policies

Owens Corning intends for all employees to work in an environment free from harassment on any basis, including but not limited to race, color, sex, age, national origin, veteran or military status, pregnancy status, sexual orientation, gender identity, cultural affiliation, religion, genetic information, physical or mental disability, personal characteristics or circumstances, or any other characteristic protected by applicable law. Harassment is defined as any conduct that threatens, intimidates, or coerces another person. Regardless of whether it is committed by a co-worker, a manager, or even a non-employee, harassment will never be tolerated at Owens Corning. Employees at all our worldwide locations and at all levels have the responsibility to avoid any act or actions that suggest harassment in the workplace or in a work setting. This includes interactions with contractors, vendors, consultants, customers, and other non-employees, such as visitors, who are involved with Owens Corning.

Owens Corning also has management training in place to help prevent harassment. This includes our leadership development program, Leading Pink, which helps ensure that managers are aware of non-harassment policies and better equips them to enforce the policies when they see potential violations. Our company actively investigates allegations of harassment, evaluates the conduct and the context of the alleged behavior, and takes appropriate action.

## Anti-Corruption

Owens Corning uses many safeguards to prevent corruption within our businesses — including corruption on the part of any of our employees, members of our Board of Directors, and business partners such as third parties and independent agents. Our anti-corruption policy is overseen by our Audit Committee. This policy and other related policies align with applicable anti-corruption laws, including but not limited to the U.S. Foreign Corrupt Practices Act of 1977 (FCPA), the UK Bribery Act, and the OECD Convention on Combating Bribery.

Specific controls exist within the Owens Corning treasury policies and procedures to review vendors and assess appropriateness before payments are processed. These controls are reviewed regularly by the Internal Audit team based on audit scoping. In addition, sensitive transactions, including gifts, travel, and entertainment, are reviewed using business analytics tools, as well as by our third-party business partner, to ensure compliance with Owens Corning policies. Additionally, Internal Audit performs an annual review of travel and expenses to assess policy compliance, sensitive transactions, and potential misuse or abuse.

## Anti-Competitive Behavior

In general, Owens Corning discourages employee contact with competitors. When contact does occur, the employee must report their contact the Law department, even if business is not discussed.

- Before a scheduled meeting or call with a competitor, the Law department must review the purpose of the meeting, the written agenda, a list of participants, and any documents or information that will be shared.
- After any contact with a competitor, scheduled or unscheduled, employees must file a report with the Law department.

Owens Corning has established controls related to potential contact with competitors. These controls may be reviewed as part of a periodic audit process. We have created a mobile-friendly app to simplify reporting these interactions.

## Corporate Political Advocacy

Owens Corning incurs lobbying expenses directly through an internal registered lobbyist and four lobbying consultants, as well as indirectly through trade associations who lobby on behalf of their member companies. We are currently evaluating best practices to ensure that our lobbying is aligned with our climate aspirations.

Our political advocacy objectives support initiatives and global public policies that align with our core principles and strategic business objectives. These include but are not limited to the following:

- Government actions to address climate change
- Measures to increase the energy efficiency of buildings
- Efforts that drive the development and adoption of building energy codes

We also work in conjunction with the National Association of Manufacturers, the Business Roundtable, and similar industry organizations to advocate for affordable housing and other social justice concerns.

## Owens Corning Better Government Fund

Our employees have the option to make political contributions through the Owens Corning Better Government Fund, a nonprofit, unincorporated committee operating as a separate, segregated fund of Owens Corning. Its purpose is to offer our employees and shareholders a way to join a program of political giving, providing them with a united and constructive voice in the U.S. political process. The fund still prohibits direct or indirect contributions from Owens Corning or any other corporation or political action committee. In 2023, the Owens Corning Better Government Fund had no disbursements.

## UPHOLDING ETHICAL STANDARDS

# 2023 IN REVIEW

Throughout 2023, our people continued to work diligently to ensure that Owens Corning continues to act with integrity. These efforts are closely tied to our core values — as we maintain our ethical standards, we take a global view that can help create better lives for individuals.



### Anti-Corruption

In 2023, our anti-corruption efforts resulted in the following outcomes:

- 100% of the members of our Board of Directors received communication on our anti-corruption policies, procedures, and compliance efforts.
- 100% of our employees received communication on our anti-corruption policies and procedures, and 100% of staff employees, which is approximately 32% (5,661) of all employees, completed training.
- Our internal process calls for all new suppliers to receive a copy of our Supplier Code of Conduct, which includes anti-corruption expectations.
- 100% of our business was assessed for corruption risks, per an annual assessment cycle. Significant risks identified and assessed included customers, independent third parties (including facilitation payments), direct and indirect interactions with government officials (including gifts and entertainment), anti-money laundering, politically exposed persons, and bribery.
- Owens Corning received no fines, penalties, or settlements in relation to corruption in 2023. Furthermore, no employees were disciplined or dismissed due to non-compliance with anti-corruption policies in 2023, and there were no incidents related to insider trading. There were no confirmed incidents of corruption, termination of contracts with business partners, or public legal cases against Owens Corning or its employees related to corruption.

In 2023, we updated our insider trading policy, which applies to all Owens Corning employees, and special trainings were implemented for select employees. A working group connected to our Responsible Supply Chain Steering Committee is focused on enhancing our Supplier Code of Conduct and evaluating related continuous improvements in supplier management to further embed our ethical standards.

Photo submitted by:

#### Clint Price | Jackson, Tennessee, U.S.

The EHS team from the Memphis Roofing Plant came to Jackson for a benchmarking trip to evaluate the use of automatic guided vehicles. From left to right: Francisco Villazana, Jackie Robinson, Milton White, Ernest Smith, Marques Williams, Michael Davis, and Trinke VonBrinton.

## Anti-Competitive Behavior

After extensive review, we have found no record of any fair competition breaches in our company's history. We have also had no legal actions for anti-competitive behavior or monopoly practices.

## Freedom of Association and Collective Bargaining

We do not restrict the rights of workers to exercise freedom of association or collective bargaining in any of our operations. Independent trade unions represent 67% of our primary employees, who are also covered by collective bargaining agreements. To support employees' rights to exercise freedom of association and collective bargaining, we had 50 formal consultations (and many informal consultations) or negotiations with trade unions as of the end of 2023. These talks have included discussions on a wide variety of issues relative to our unions, including extensive negotiations regarding wages, benefits, hours, and other terms of employment. We also extend these principles to our suppliers, as outlined in our [Supplier Code of Conduct](#).

In 2023, we had one labor concern across Owens Corning's U.S. operations that required the use of an arbitrator to reach a final disposition (i.e., grievance withdrawn, granted, or settled).

## Executive Compensation

Our CEO and our named executive officers (NEOs) have substantial "pay at risk," with 88% of our CEO's and 74% of our NEOs' target compensation being tied to annual and long-term incentives (as opposed to base salaries). Actual annual incentives and long-term incentive awards are subject to the achievement of pre-established performance requirements and designed to align with stockholder value. In 2023, these requirements were specified to include progress toward several sustainability goals: greenhouse gas emissions, waste management, safety, and inclusion and diversity. This is considered a best practice for building internal accountability around sustainability issues.

## Non-Harassment

We have begun to expand our training, including non-harassment training, following disruptions related to COVID-19. In 2023, 48% of U.S. primary employees were trained on non-harassment.

The Business Conduct Council reviewed and investigated 13 reports of harassment in 2023. Corrective action and improvements were taken as applicable.

## Open Reporting Process

In 2023, there were no substantiated reports that had an actual or potential material financial impact on the company. Most reported concerns reviewed were employee-related matters, with a smaller number of business integrity reports. Fewer than 15% of the reports resulted in a finding of substantiated policy violations. Even if reports were not substantiated, many presented opportunities for improvements in management systems. Identified trends led to enterprise-level changes, including policy updates, targeted training, and improved communication. Since no concerns reported in 2023 were critical, no concerns advanced through our escalation process, nor was the Board of Directors called upon to respond.

## Data Privacy

Owens Corning received no substantiated complaints of customer data breaches between 2020 and 2023.

## Corporate Political Advocacy

In 2023, our advocacy-related expenses totaled \$3,703,368. Those overall expenditures include direct and indirect lobbying expenses totaling \$614,776.

Our three largest trade association or lobbying expenses totaled \$2,218,260, for the following:

- North America Insulation Manufacturers Association (NAIMA)
- Asphalt Roofing Manufacturers Association (ARMA)
- European Insulation Manufacturers Association (EURIMA)

In 2023, energy efficiency advocacy accounted for approximately \$300,000 in related expenses, and expenses in support of improved building energy codes totaled approximately \$150,000, with some overlap of spending between these areas.

Owens Corning does not permit the use of corporate funds to support any political candidate, political organization, or campaign.

## Political Advocacy and Trade Expenditures

TYPE OF CONTRIBUTION	2020	2021	2022	2023
Lobbying, interest representation, or similar	\$599,150	\$564,390	\$689,090	\$614,776
Local, regional, or national political campaigns/organizations/candidates	0	0	0	0
Trade associations or tax-exempt groups (e.g., think tanks)	\$2,358,915	\$2,635,614	\$2,976,509	\$3,088,592
Other (e.g., spending related to ballot measures or referendums)	0	0	0	0
<b>TOTAL CONTRIBUTIONS AND OTHER SPENDING</b>	<b>\$2,958,065</b>	<b>\$3,200,004</b>	<b>\$3,665,599</b>	<b>\$3,703,368</b>
<b>Data coverage (as % of denominator)</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



## A UNIFIED APPROACH TO ETHICAL BUSINESS

Our commitment to responsible corporate citizenship runs deep – and it extends throughout our entire enterprise. We recognize the many ways our ethical aspirations touch on multiple functions within our organization, and we have sought out ways to develop integrated policies that include a responsible supply chain, human rights protections, and more. We have continuously refined the policies and procedures that guide us, ensuring that there is collaboration throughout our organization as we uphold our dedication to our consistently high standards for ethical behavior.

Photo submitted by:

**Susan Raneri | Toledo, Ohio, U.S.**  
Sankaty Head Lighthouse, Siasconset, Massachusetts, U.S.

# ENVIRONMENTAL MANAGEMENT & COMPLIANCE

As a global company with operations in 30 countries, Owens Corning is subject to a wide range of environmental laws and regulations. Even as these legal requirements vary from region to region, we are committed to achieving a level of compliance that is in keeping with our position as a leader in corporate sustainability. In fact, in situations where there is a difference between an external requirement and an internal requirement, it is our policy to follow the requirement that is the more stringent of the two.

We are able to accomplish this with policies and procedures designed to ensure that we are acting in accordance with our principles and those of the jurisdictions where we operate. This includes our Environmental, Health, Safety, and Product Stewardship Policy, as well as our Environmental Management System.



Photo submitted by:

**Carrie Sim | Toledo, Ohio, U.S.**

Close-up view of a tulip, Sylvania, Ohio, U.S.

## Environmental, Health, Safety, and Product Stewardship Policy

Owens Corning is committed to the safety and health of our employees, the principles of environmental sustainability, and product stewardship. To ensure an ongoing commitment to these principles, Owens Corning is dedicated to continuous improvement of EHS (environmental, health, and safety) management systems, EHS performance, and meeting the aspirations outlined below.



### Safety and Health

- Providing safe working conditions
- Promoting the health and well-being of our employees
- Consulting with primary and staff employees and encouraging their participation with management in EHS committees and a variety of safety and wellness teams
- Developing and prioritizing action plans at each site to eliminate or reduce its top risks



### Environmental Protections and Sustainability

- Creating environmental awareness while conserving resources
- Preventing waste
- Reducing greenhouse gases
- Protecting the environment and local communities
- Continuously improving our EHS performance and pollution-prevention efforts



### Product Stewardship

- Owns the health, safety, and environmental impact of our products to ensure that they are safe to make and use and that they perform as expected
- Requires that every product is evaluated for health, safety, and environmental codes and regulations, quality, and performance
- Supports our commitment to sustainability by collecting data and internally reporting on our products' carbon impact, use of recycled content, and end-of-life impact

The full Environmental, Health, Safety, and Product Stewardship Policy can be found on our [website](#).

## Environmental Management System

Our Environmental Management System (EMS) is designed to support adherence to the principles in our Environmental, Health, Safety, and Product Stewardship Policy, and to ensure our compliance with the national, regional, and local laws and regulations to which our facilities are subject. These include laws and regulations related to the protection of the environment, such as presence and management of hazardous materials, air emissions, discharges to water, handling and disposal of solid wastes, and remediation of contaminated sites.

The EMS is a collection of policies and procedures regarding the management of environmental performance in our facilities, including compliance and impact reduction. It is based on the principles of ISO 14001 and helps our facilities track progress toward our long-term sustainability goals. Through our EMS, we can set and review the environmental objectives and targets that drive corrective actions, support continuous environmental improvement, and ensure compliance with regulations. All our facilities are required to implement the system and track their progress.

Our EMS includes the following elements:

- EHS policies that provide a framework for setting and reviewing our environmental objectives, as well as a commitment to continuous improvement and pollution prevention
- An action plan to achieve objectives and targets based on our policies and environmental aspects and impacts
- Identification of legal and other obligations, including regulatory requirements, Owens Corning standards, and other needs, such as ISO certifications
- A system wherein all required environmental tasks are assigned to appropriate personnel and completed correctly and on time
- An organizational structure that identifies specific environmental authorities and responsibilities
- Assurances that personnel have the training and competency needed to carry out assigned work related to environmental impacts
- Procedures that outline how environmental information is communicated internally and externally
- Processes for the storage, retrieval, and retention of environmental records
- Operating procedures to control environmental impacts, updated according to the Management of Change process
- Documented emergency procedures and plans for responding to known and potential emergency situations that could impact the environment, in alignment with an EHS Emergency Response Plan
- A process for identifying, reporting, investigating, and correcting nonconformities
- Periodic assessments to ensure the effectiveness of the EMS and its progress toward meeting environmental objectives and targets

## Environmental Risk and Remediation Actions

Owens Corning defines significant environmental actions as those in which the total cost of fines or penalties are equal to or greater than \$300,000 USD.

Regulatory environmental activities of particular importance for our operations include those addressing the management of air pollution, water pollution, waste, and chemical control. Over the next two to five years, we expect passage and implementation of new laws and regulations specifically addressing climate change, toxic air emissions, ozone-depleting substances, and fine particulate matter.

New air pollution regulations could impact our ability to expand production or construct new facilities in certain regions in North America and around the world. We continue to monitor these potential impacts on our manufacturing operations and ensure that we have evaluated any new laws, regulations, and/or activities that could potentially have a material adverse effect on our current operations, financial condition, or long-term strategy. In support of these efforts, we continue to make progress in the reduction of our footprint.

As part of Storm Water Pollution Prevention and Spill Prevention Countermeasure and Control in the U.S., and according to local legal requirements, we train our employees on best practices for avoiding and addressing spills, releases, or disposal of wastes and other substances. Response procedures for managing spills, as well as other emergencies, are in place for our facilities. In the event of an incident, we recognize our responsibility to complete environmental remediation, maintain remediated sites, and provide funding support at multi-party disposal facilities.

## Sustainability Toward a Common Purpose

With the systems and policies we have in place, we are well positioned to meet the various requirements in place around the world. These systems and policies also prepare us for the future as governing bodies everywhere establish increasingly stringent regulations in the face of the detrimental impacts of climate change.

While regulatory compliance is essential, our commitment to sustainability is rooted in a deeper sense of environmental justice and corporate citizenship. We recognize the responsibility we have to people, the planet, and the future, and that recognition drives the work we are doing every day to create a more sustainable future. Recently, we have begun to integrate these ideas into our operations, working toward robust community engagement on issues of environmental concern — learn more on [page 179](#).



Photo submitted by:

**Jihua Sun | Guangde, China**

Employing the TPM methodology at our plant in Guangde, China.

## ENVIRONMENTAL MANAGEMENT & COMPLIANCE

# 2023 IN REVIEW



### Our Environmental Management System in 2023

In 2023, we implemented a standard for site-specific EHS policies that align with our corporate standards. In addition to our enterprise-wide policies, each site adopts one commitment related to health and safety and one commitment related to environment and sustainability. These site-specific policies are reviewed by the site's leadership team and approved by the site leader.

The Insulation business continues to implement Environmental Foundations, which is a framework to supplement EMS by creating impactful tools, systems, and knowledge in layers. Collectively, Environmental Foundations is designed to drive sustainability in how we meet our environmental regulatory obligations and lead to world-class environmental performance. The Insulation business is committed to this as a multi-year journey, and the business made important progress in 2023.

One of the 2023 highlights of Environmental Foundations was the establishment of Insulation-wide, environmental Key Activity and Key Performance Indicators (KAIs and KPIs). These standardized KAIs and KPIs are a mix of leading and lagging indicators, so that we can both better identify risk and understand performance. The KAIs and KPIs increased plant-wide visibility of environmental performance and contributed to increased engagement, which is critical to our ongoing efforts.



**In 2023, our Paroc sites received the BES 6001 certification, the framework standard for responsible sourcing, for the first time.**

Photo submitted by:

**Jihua Sun | Guangde, China**

Women in Operations participated in a series of Autonomous Maintenance (AM) activities on the mineral wool line at our plant in Guangde, China.

## EMS Assessments

In the fourth quarter of 2023, we performed an enterprise-wide Annual EMS Assessment, which enables us to assess the corrective actions needed to improve our EMS. Though facilities are required to perform a self-assessment, this enterprise-wide view of our EMS will aid in prioritizing our focus and resources in the future.

At the end of 2023, 37% of our facilities were certified to the ISO 14001 for EMS, which accounts for approximately 46% of our employees. In addition, 52% of our facilities use our internal Owens Corning EMS, accounting for approximately 43% of our employees. Therefore, 89% of our facilities have an EMS, accounting for approximately 89% of our employees. Further, 44% of our facilities were certified to the ISO 9001 standard for a Quality Management System (QMS), representing approximately 53% of our employees.

ENVIRONMENTAL MANAGEMENT SYSTEM		
	LOCATIONS	EMPLOYEES
ISO 14001 Certification	37%	46%
Internal Owens Corning EMS	52%	43%
<b>Environmental Management System</b>	<b>89%</b>	<b>89%</b>

## Environmental Actions and Remediation

There were zero significant environmental actions reported in 2023. The company has not experienced a material adverse effect on our capital expenditures or competitive position as a result of environmental control legislation and regulations.

Operating costs associated with environmental compliance were approximately \$49 million in 2023. We continue to invest in equipment and process modifications to remain in compliance with applicable environmental laws and regulations.

At the end of 2023, Owens Corning was involved in remedial activities at 22 sites worldwide, including 10 superfund and state or country equivalent sites and 12 owned or formerly owned sites. None of the liabilities for these sites are individually significant to Owens Corning. On December 31, 2023, the company had an accrual totaling \$4 million for these liabilities. Changes in required remediation procedures, timing of those procedures at existing legacy sites, or discovery of contamination at additional sites could result in material increases to our environmental obligations.



Photo submitted by:

**Jihua Sun | Guangde, China**

Frontline employees at our Guangde plant after cleaning the filter room. From left: Chen Jiawei, Wang Jingtian, Hu Shaoyun, Li Hongbing.

# TOTAL PRODUCTIVE MAINTENANCE

Total Productive Maintenance (TPM) is a management system that empowers workers to take an active role in maintaining, operating, and improving production. TPM has been instrumental as Owens Corning works to achieve zero accidents, zero defects, and zero losses.



Photo submitted by:

**Jihua Sun | Guangde, China**

Chen Shangda and Nie Pengfei assess the automated shelving device at the Guangzhou plant.

## The Principles of TPM

TPM is based on eight pillars. A multifunctional group for each pillar implements processes, provides training and coaching, leads cases, and assesses adherence to methodologies.

### T&D

#### Training and Development

- Employees are given the knowledge and skills to carry out their responsibilities safely and effectively as a member of an autonomous team.
- Skills assessments are used to identify gaps.
- Employee skills are improved through training and sharing of best practices.

### AM

#### Autonomous Maintenance

- Activities are created to restore equipment to its optimum condition and improve safety, quality, and productivity.
- Employees are involved in the daily management of their equipment and processes.
- Employees are empowered to prevent or fix problems, slow deterioration, and drive change throughout our culture and operations.

### FI

#### Focused Improvement

- TPM teams identify and quantify losses throughout the plant, and then prioritize ways to eliminate losses and assign the right resources to these tasks.
- Methodologies are deployed to address issues and ensure continuous improvement across our operations.

### PM

#### Planned Maintenance

- This pillar, combined with AM, encourages proactive behavior and facilitates stable and reliable operations.
- Supporting systems and processes enable employee engagement and data-driven continuous improvement.
- Planned maintenance enables us to extend the life of our equipment.

### EM

#### Early Management

- This pillar facilitates the development of user-friendly, sustainable equipment.
- Effective design and development of new equipment, processes, and products reduce the potential for losses and abnormalities.
- Time between development and launch is reduced, as are costs over products' life cycles.

### QM

#### Quality Maintenance

- Optimal equipment conditions are established and maintained, helping prevent losses in quality.
- Employees receive the systems, tools, and skills needed to achieve zero defects in our operations.

### O&A

#### Office and Administration

- Activities are stressed that increase the quality, usefulness, and timeliness of information for internal and external customers.
- Improvements are facilitated, and administrative resources are aligned with performance needs.

### EHS

#### Environmental, Health, and Safety

- TPM activities are combined with EHS programs, which fosters a culture of safety, health, and wellness among all employees.

These eight pillars provide a systematic way to look for the abnormalities that can lead to problems over time, enabling them to take corrective action if issues arise.

As our plants implement TPM in their operations, they follow a strategic approach that starts with a preparation plan and focuses on daily management. This includes an analysis of baseline key performance indicators that drive accountability and results, including:

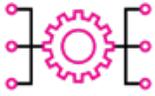
- Safety
- Quality
- Delivery
- Cost
- Production
- Morale

Each Owens Corning plant is at a different point in its TPM journey, but each is purposefully moving forward. Our progress is highlighted in the JIPM Awards section on [page 87](#).

We survey employees to help plant leaders understand their teams' readiness for TPM and identify opportunities to improve knowledge and skills. Based on this information and best practice examples, plants independently create training workshops and team-building opportunities appropriate for their stage in the journey.

# THE PRINCIPLES OF 5S

TPM builds upon the principles of 5S, which are designed to ensure that processes remain organized, disciplined, and efficient. There are five basic steps to 5S:



## Sort

Remove all unnecessary items from the work area.



## Set in Order

Organize the remaining items.



## Shine

Clean and inspect the work area.



## Standardize

Create standards that will ensure consistency going forward.



## Sustain

Maintain a culture of continuous improvement.



Photo submitted by:

**Xiaolin Shu | Changzhou, China**

Andy Maclean, Global TPM Director for Composites, visiting the Changzhou plant.

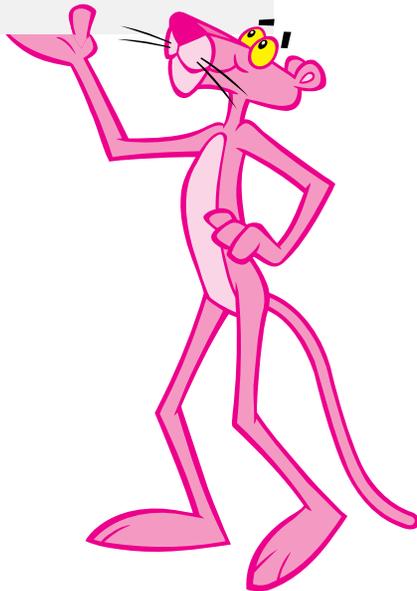
# TPM AND SUSTAINABILITY

With its emphasis on empowering employees to take necessary steps to improve conditions, TPM offers a helpful framework for ensuring sustainability throughout our operations. We implement the principles of TPM in several ways as we work toward our goals.

## TPM and Environment

We encourage our employees to use TPM to prevent and fix problems that will lead to greater efficiency in our processes. This includes measures that can lead to more efficient use of water and energy. TPM has helped us develop processes for using production waste in the manufacturing of composite materials, helping us divert more waste from landfills. In addition, TPM enables us to eliminate losses in manufacturing, which helps ensure that less waste is produced in general.

**Examples of how TPM is helping reduce our environmental footprint – including a discussion of waste reduction on [page 86](#) – can be found throughout the report.**



## TPM and Health

We have also been employing the principles of TPM to support our Healthy Living initiatives, helping employees connect TPM to health and wellness in the same way they connect it to safety issues. Sites are using TPM to build strategies and identify opportunities to make gains in employee engagement around health and wellness.

Our training of local wellness teams and wellness champions includes the principles of TPM, and regional TPM leaders help drive this work. We seek to drive continuous improvement by making TPM pillars central to discussions within our plants. We have worked to expand this approach to plants and regions around the world whenever possible.

Our global employee training and development efforts are rooted in TPM methodology, which we use to guide the capture and transfer of health and wellness knowledge and provide employees with the skills they need to improve their overall well-being. Our programming includes one-point lessons, 3D diagramming, hands-on test-and-learns, and one-on-one coaching and mentoring.

Wellness-based TPM workshops use the following structure:

- Focused Improvement (FI) exercise
- Identification of two or three workstreams for improvement
- Initial State/Future State, using actual plant data
- Creation of KPIs and KAIs
- Timelines and activities, including dates and owners
- Establishment of a governance system
  - Place on pillar board
  - Discuss at daily meetings and huddles
  - Recruit local and regional TPM coordinators to continue process
  - Follow up periodically to ensure success

In the past two years, 14 on-site workshops were completed.

## TPM and Safety

TPM has also strengthened our approach to safety throughout the company. We have assigned a senior EHS leader to each enterprise-wide TPM pillar team, ensuring that safety is an integral part of our approach to each pillar. As employees in the plants perform their daily work, for example, they are constantly monitoring the equipment and the environment for indications that maintenance or other intervention is needed. With TPM, all employees are accountable for identifying developing safety hazards.

One example of a TPM-driven practice is safety tagging.

- Equipment is inspected and audited.
- Tags are placed where safety issues are spotted, making them immediately apparent.
- Open tags can be tracked to completion, ensuring that issues are resolved.

In addition, TPM was used to help implement a 10-step quality control plan to reduce glass-in-hand injuries — sliver-like injuries that are among the most common in our Composites plants.

Photo submitted by:

**Jihua Sun | Guangde, China**

Women in Operations participated in a series of Autonomous Maintenance (AM) activities on the mineral wool line at our plant in Guangde, China.

## JIPM Excellence Awards

The Japan Institute of Plant Maintenance (JIPM), the organization that first proposed TPM and continues to advocate for its implementation around the world, has awarded several Owens Corning facilities JIPM Excellence Awards.

To be eligible for the Award for TPM Excellence, a plant must meet the following requirements:

- A minimum of three years of achievement using TPM
- The ability to demonstrate activity based on eight pillars of TPM by all staff members
- The completion of Step 4 for autonomous maintenance activity
- An infrastructure for TPM activity and obtained tangible and intangible achievements

Once a plant has received this Level 1 Award and been active in TPM for an additional two years, they are eligible for the Level 2 Award for Excellence in Consistent TPM Commitment.

This year's JIPM Excellence Award recipients can be found on [page 87](#).



## TOTAL PRODUCTIVE MAINTENANCE

# 2023 IN REVIEW

Throughout the year, Owens Corning facilities applied TPM methodologies to their EHS activities. The following are some examples of their successes.



### Environmental Initiatives

- **Jackson, Tennessee, U.S.** In February 2023, representatives from the Owens Corning Sustainability team presented a workshop at the Jackson Composites plant, aimed at establishing a waste reduction roadmap aligned with our 2030 goals. Led by the EHS pillar, with support from the FI pillar, participants were able to develop a waste map that identifies and quantifies various waste flows, which in turn enabled them to prioritize projects with a consistent approach and appropriate governance. By determining process improvements, diversion streams, and recycling opportunities, the team developed a strategic approach with specific targets that help put us in a better position to achieve zero waste-to-landfill.

### Health Initiatives

- **Newark, Ohio, U.S.** This Insulation plant incorporated wellness into their EHS/T&D pillar, enabling them to measure participation in our wellness platform and plan better wellness events. TPM has helped them increase participation in biometric screening events and accelerate their efforts to increase new-hire retention during people's first 90 days of employment.

### Safety Initiatives

- **Mexico City, Mexico.** Our Insulation plant has been using the AM pillar to improve safety throughout their operations. They have established a series of standard work processes, including an EHS checklist. These processes are deployed in small work groups, the members of which are all certified in hazard recognition and control, lock-tag-try, machine guarding, and working from heights. By developing strategies such as Kaizens (continuous improvement exercises) and one-point lessons (concise documents that provide instruction for operators), these small work groups have achieved significant reductions in risk levels, addressing over 3,100 potential opportunities for improved safety.

Photo submitted by:

**Jorge Goulart | Aiken, South Carolina, U.S.**

Employees at our plant in Gastonia, North Carolina, U.S., engage in TPM training in June 2023.

## 2023 Owens Corning JIPM Certifications

The Owens Corning locations listed below have received JIPM Excellence Award recognition:

### Special Award (Level 3)

- Hangzhou, China (Composites) \*
- Rio Claro, Brazil (Glass Reinforcements) \*
- Tlaxcala, Mexico

### Consistency Award (Level 2)

- Guangzhou, China \*
- L'Ardoise, France \*
- Rio Claro, Brazil (Technical Fabrics) \*
- Taloja, India
- Tianjin, China

### Excellence Award (Level 1)

- Apeldoorn, Netherlands
- Asan, South Korea \*
- Besana, Italy
- Changzhou, China
- Charleston, South Carolina, U.S. \*
- Fort Smith, Arkansas, U.S.
- Gastonia, North Carolina, U.S.
- Hangzhou, China (Insulation) \*
- Jackson, Tennessee, U.S.
- Kimchon, South Korea
- Silvassa, India \*
- Singapore \*
- Suzhou, China
- Yantai, China \*

\*2023 certifications



Owens Corning teams celebrating their 2023 JIPM recognition. From top: Silvassa, India; Guangzhou, China; Yantai, China.

# PEOPLE



**Guided by our values  
to build a safe environment  
and culture of appreciation.**

We are committed to ensuring that all our employees' voices and talents are heard and appreciated. We're also dedicated to providing a place where we are all working Safer Together.

Safer Together	89
Health and Wellness	110
Employee Experience	122
Inclusion and Diversity	136
Community Engagement	155
Safeguarding Human Rights	173

# SAFER TOGETHER

At its most basic level, caring for our people means ensuring that they are safe from harm. We want everyone on our global team to be able to go home every day to the people who love them. That's why we're working to create a culture where everyone understands that we always work safest when we work as a team, look out for each other, and care enough to speak up when we see unsafe conditions or behaviors.



Photo submitted by:

**Victor Garcia Magana | Tlaxcala, Mexico**

Employees present our refreshed safety identity – Safer Together – at the Tlaxcala plant.

## Sustainability Materiality Definition

As a company, we are committed to promoting safety for all. We believe that all accidents are preventable, at work and at home.

## Relevant United Nations Sustainable Development Goals



The social data in this chapter marked with a + sign was independently assured to a moderate level by SCS Global Services. For more information on the assurance process see [About the Report](#), and for our verification statement please see [Appendix I](#).

# 2030 GOALS FOR SAFETY



By 2030, we aspire to:

■ **Make it impossible for injuries and illnesses to occur.**

We apply the hierarchy of controls to first eliminate risks before they are able to exist by modifying designs and processes. When we have minimized baseline levels of risk through elimination, we can look to substitute out the risk by using a safer alternative to the source of the hazard. When a hazard cannot be eliminated and an engineering solution is not possible, we will evaluate and implement appropriate controls. These include administrative controls, which establish work practices to reduce the duration, frequency, or intensity of exposure to hazards through policies, processes, procedures, and more.

■ **In new or newly acquired sites, achieve a level of safety at least equivalent to the rest of Owens Corning within one year.**

In recent years, Owens Corning has acquired several companies and entered into a joint venture in which we are responsible for safety. We are working diligently to ensure that these companies adhere to our standards and apply our safety processes to their operations. This involves ensuring that these companies have environmental, health, and safety (EHS) leaders on staff, either by hiring for the position or assigning EHS responsibilities to existing personnel. Our Integration Management Office facilitates the overall integration process, and EHS representatives are participating in this effort.

■ **Emphasize the elimination of risks that could lead to the most serious injuries, rather than concentrate only on the most frequently occurring risks.**

We aspire to eliminate all employee, contractor, and visitor injuries and occupational illnesses at work and at home, beginning with those that have the most serious consequences. This includes a focus on serious injuries and fatalities (SIF).

## OUR COMMITMENT TO SAFETY BEGINS WITH OUR LEADERSHIP

Throughout our operations, the principles of safety are led by teams of dedicated professionals, diligently working to ensure that we continue to make progress on our safety aspirations.

### Owens Corning Safety Organization

Leadership accountability for safety sits with the Chief Sustainability Officer, who leads a team of safety professionals as an enterprise-wide function and across our three businesses. All our sites have a designated safety leader who is responsible for site-based implementation of our strategy. Ultimately, though, responsibility for safety is shared among our 18,000 employees worldwide.

### Environmental, Health, and Safety (EHS) Committees

Owens Corning recognizes the need to actively engage employees in the promotion of safety and in identifying and reducing the risk of injury. We have established a range of EHS initiatives at our plants around the world — designed to meet the specific tasks performed at different plants — and we encourage all employees and management to take part in them. Every Owens Corning manufacturing location, regardless of size, has an EHS professional on site.

Initiatives include the following:

- Safety committees (joint health and safety committees at select sites)
- Behavior-based safety observation teams
- Hazard recognition teams
- SIF prevention initiatives
- Environmental teams
- Employee wellness teams

Representative Safety teams at each plant communicate employee concerns, then review and roll out plant safety programs. The Safety team is responsible for communicating plant leadership's responses to safety concerns and programs that have been brought through the safety committee. The team is also responsible for sharing best practices at their plant, so they can be communicated and implemented across the enterprise.

## Risk Assessment and Controls

To achieve our third safety goal, we must first assess the risks our employees could face on the job. Owens Corning ranks safety risks based on the following criteria:

- Frequency of exposure
- Potential severity of an injury
- Likelihood of an accident
- Levels of control in place

This risk ranking system helps us prioritize projects, identify resource requirements, and allocate capital investment across the company. We also use the system to measure risk reduction at all levels – plant, business unit, and corporate. The measurements enable us to hold leaders accountable for reduction targets and allocate our resources in ways that deliver the greatest risk reduction benefits.

Risk identification is an ongoing process that includes the following steps:

- Detailed risk assessments prior to each task
- Detailed risk assessments of high-risk conditions within the facility
- Root cause investigations in the event of an incident
- Corrective actions to prevent incidents from reoccurring
- Learnings shared across the site and between sites, as appropriate

Risk assessments are conducted to predict and address potential health and safety issues in new facilities and on operations within existing facilities. In doing so, we can help prevent new hazards from occurring at our sites while also understanding and addressing risks at new facilities.

Our risk assessment calculator tool generates a risk score based on the complex relationships between severity and the hierarchy of controls. In addition to traditional risk assessment calculations that multiply frequency by severity, our scoring system removes frequency from our calculations when evaluating SIF risks. This helps us evaluate how to avoid situations in which a minor but common hazard might be scored higher than one that is more serious but less common. This is in keeping with our commitment to SIF prevention.

After identifying a risk, assessors take the following steps:

- Rate the potential severity of the risk: SIF, significant, or minor
- Rate their confidence in the effectiveness of each control type: passive engineering solutions, warnings, administrative measures, or PPE
- Weight and score each selection: one score for controls, another for severity, and a total risk score
- Categorize the risk based on these scores: low, acceptable, unacceptable, or dangerous

If the risk is categorized as unacceptable or dangerous, a mitigation plan is required. If incidents do occur, learning is shared within the businesses after the investigation is complete.

Owens Corning has systems in place to help us recognize, understand, and effectively mitigate potential occupational exposure to hazards throughout our operations. We achieve this through our comprehensive and rigorous focus on exposure control, as well as a traditional approach to employee health screening where appropriate.

We also work to understand and control exposure to hazards that might cause injury. Safety procedures are in place for specific hazards, including handling chemicals or hazardous substances.

# BUILDING ON THE FUNDAMENTALS OF SAFETY

Our efforts to eliminate injury and work-related illness from our workplaces are rooted in our understanding of best practices in employee safety.

## Preventing Serious Injuries and Fatalities

As part of our 2030 safety goals, we focus a great deal of attention on preventing serious injuries and fatalities (SIF). The factors contributing to SIF injuries are often complex and deep — because of this, the time and effort spent investigating and responding to SIF injuries will not only serve to reduce/eliminate these incidents, but they will also reduce many of the less severe injuries that may share common cause or contributing factors with SIF injuries. We have tracked incidents with high SIF potential as a separate category since 2018.

This focus on severity also requires us to work to eliminate precursors to SIF, even when no injury has occurred. As safety incidents — both injuries and near misses — are reported, we conduct risk assessments to evaluate how severe the injuries were or might have been. The results of these assessments are used to create and prioritize corrective actions that can help prevent future incidents.

Our SIF standards are as follows:

- Automobile safety
- Confined space
- Contractor management
- Electrical safety
- Hot work safety
- Line breaking
- Lock-tag-try
- Machine guarding
- Powered industrial vehicles
- Warehouse safety
- Working from heights

We employ a SIF assessment tool across all three of our businesses. This tool uses a proctored self-assessment to facilitate reviews and discussions that identify strengths and challenges while serving as a basis for action plans that can help drive improvement over time.

## SIF Incidents Among Our Businesses

Through our SIF tracking and analysis, we have learned that while many of our most frequent safety incidents are business-specific, SIF-potential incidents are not. For example, employees in our Composites plants handle glass fiber directly, so safety incidents involving glass fiber are likely to be more frequent than in our Roofing business, where employees do not handle glass fiber as often. Regardless of the business-specific risk level, the potential for SIF incidents exists across all our businesses.

With this in mind, each business's Safety team reviews high-frequency, low-severity incidents separately, allowing the cross-business team to spend more time reviewing SIF-potential incidents. SIF or SIF-potential cases are reviewed each week by a cross-business team of EHS leaders who share learnings from those incidents within their respective businesses and implement corrective actions to prevent similar occurrences.

At the local level, incidents are reviewed during each shift's daily meeting. These meetings, which are a regular part of our operations, allow the team to share and discuss topics ranging from plant production metrics to participation in health and wellness activities. The incoming workers are briefed on current working conditions, including safety concerns or investigations that are in progress, and they have the opportunity to ask questions and provide suggestions. At the enterprise level, we have established several key workstreams on a range of topics, including safety technology, safety training, and data and modeled analytics.

While SIF incidents are a priority, we are also working to reduce our most frequently occurring injury types. These include the following:



■ **Hand injuries.** Our Hand Safety Improvement team determines the best practices to reduce the risk of these injuries, which are frequently related to handling materials and to the use of hand tools.



■ **Glass-in-hand.** A team is working to identify factors that contribute to sliver-like injuries, which among the most common in our Composites plants, and implement practices to prevent them. Through a 10-step quality control plan and an improvement to the protective gloves we use, we have been able to significantly reduce these injuries.



■ **Slips, trips, and falls.** We are conducting risk assessments of all walking surfaces and platforms at all our Insulation facilities and sharing findings with other sites. The topic is covered in an onboarding training module, then again during periodic refresher trainings. Protection against slips, trips, and falls is also included in pre-job hazard assessments and on pre-task planning forms.

## Machine Guarding Implementation

Our operations require employees to work with and around industrial equipment. Our incident reporting and investigations indicate that these machines' moving parts, hot surfaces, high pressures, or pinch-points represent significant risk potential for injuries such as hand injuries, amputations, burns, or blindness.

Recognizing the importance of machine guarding to SIF prevention, we are working to conduct full machine guarding risk assessments at every location globally. Our first phase of implementation included locations representing different regions, businesses, and facility sizes, which helped us gain insights into the process and streamline deployment. As we identified improvement opportunities, we have developed, shared, and implemented corrective actions. In upcoming phases, we will move on to completing actions that have been identified in our risk assessments and filling in gaps.

This work is leading to machine guarding improvements throughout our operations. In addition, several of our employees across our operations have become certified as machine safety experts, making them better equipped to assess machine guarding and helping us see increased benefits in the future.

## Using Data to Improve Safety

Owens Corning's Safety team relies on a range of data — historical data, current data, and key performance indicators — to track our performance, identify trends, and tap into the real-time metrics that can help us eliminate the potential for incidents. We continue to focus on SIF incidents with cross-business review of learnings to facilitate deployment of actions globally.

Data enables us to refine our processes and make decisions with greater efficiency. We will continue to explore new insights from data and modeled analytics, and we believe data will be invaluable as we work to prevent accidents at our sites.

## Insights from Data

The data we gather has provided a great deal of valuable information. For example, data allows us to track SIF near-miss frequency rates and the number of days employees are out due to injury. Metrics such as these offer a continually updated picture of our safety. Monthly data collection and analysis give local leadership visibility into the changing level of risk, as well as the opportunity to intervene and reduce that risk before an incident occurs. Based on what we learn, we regularly review and update the metrics and scoring system.

Through data mining, exposure reconstruction, statistical analysis, corrective action tracking, and more, we can use incident reporting to generate insights and support our work toward safety standards. The machine guarding implementation described previously is an example of this, as is our work involving powered industrial vehicles.

In addition, data has indicated that new employees — those who have been at Owens Corning for less than one year — experience injuries at a higher rate than more experienced employees. This has led to improvements to our onboarding process, described in detail on [page 106](#).

## Modeled Analytics

Using modeled analytics, we are able to use current and historical data to model potential rises in risk factors, providing enough lead time to take actions that help reduce the risk and prevent injuries before they occur. For example, we have been using modeled analytics to develop a mathematical model that can help identify the relationship between factors and the risk of injuries. The ability to develop modeled risk models can help plants mitigate their risks, which can serve as an important step in reaching our goal of bringing our injury rate down to zero.

We are working to develop new ways to leverage our data, including the development of scorecards based on leading indicator information. These scorecards will enable us to use existing data more effectively without requiring sites to generate information each month.

## Health and Safety Assessments

Owens Corning has the following process in place for gauging the safety of our sites:

- The site answers a series of self-assessment questions related to safety initiatives and protocols.
- Assessors review the results prior to an on-site visit.
- During the site visit, assessors check on a sampling of responses to confirm that the information matches the assessment.

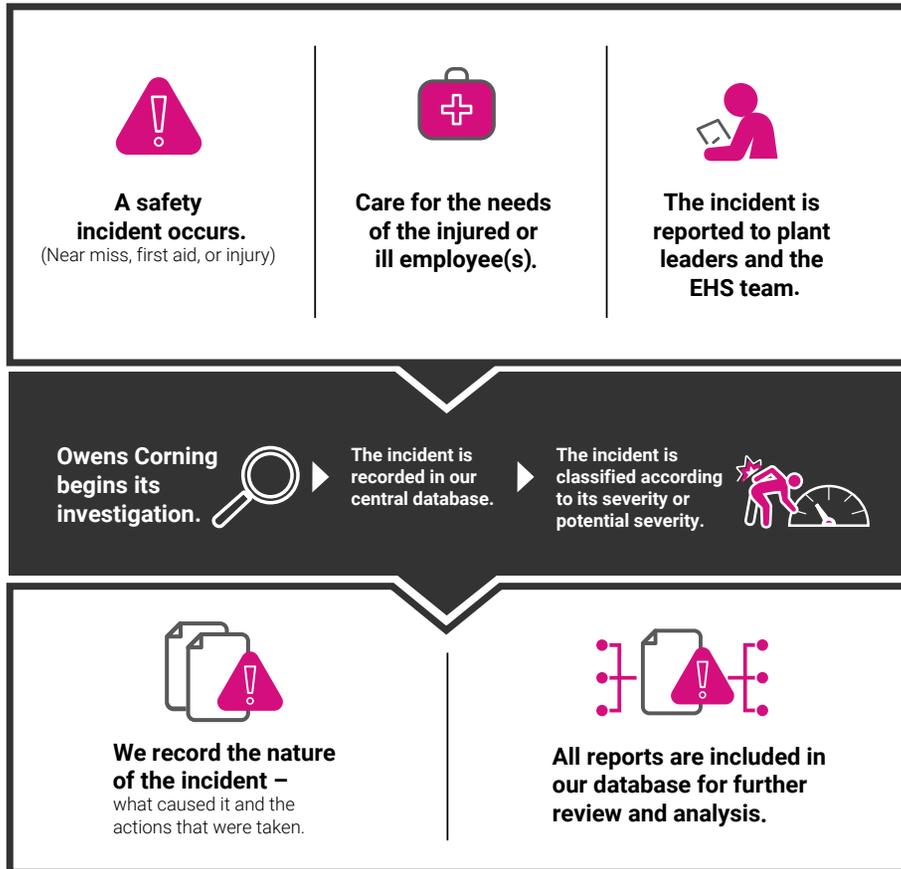
The combination of virtual and in-person elements came about as a result of restrictions imposed during the COVID-19 pandemic. We found the streamlined experience beneficial for both the sites and the Assessment teams, as it has led to increased efficiencies in the amount of time needed to complete an on-site visit.

To further help identify safety risks and hazards in our facilities, we also provided training to non-safety Audit teams to use when visiting our sites. We developed a basic safety observation checklist that focuses on various topics, such as information covered during the visitor safety orientation, PPE requirements, life safety, the working environment, and powered industrial vehicles. By utilizing these groups to help assess our sites, we have increased the number of sites having some form of a safety assessment by 25%.

## Incident Reporting and Investigations

Our policy states that employees are expected to undertake — and are empowered to require — safety training before starting any job. As a result, employees are also expected to stop and report unsafe behavior or any work procedure that puts themselves or others at risk.

When an incident does occur, our procedure is as follows:



## Occupational Health and Safety Management

Our safety goals require participation from every individual affiliated with Owens Corning — employees, contractors, and visitors alike — in our manufacturing facilities, offices, warehouses, laboratories, and other properties. Employees influence health and safety processes and protocols by providing input through:

- Safety teams and committees
- All-plant communication meetings
- Crew meetings
- Shift huddles
- Training teams and sessions
- Subject-specific Safety teams or committees
- Hazard reporting

Owens Corning identifies and avoids hazards through qualitative and quantitative surveys and a corrective and preventive action process. Our approach to health and safety uses several tools, including:

- Job hazard analysis and risk assessments
- Structured hazard assessments
- Comprehensive industrial/occupational hygiene assessments and surveys
- Product hazard analysis
- Failure mode and effects analysis
- Permitting processes
- Pre-job hazard analysis
- Stop-Think-Act-Review (STAR) cards

Our collective bargaining agreements contain all these provisions at the local level, as well as procedures for resolving issues that impact workplace safety.

Owens Corning has developed and deployed global safety standards and controls that integrate with our global occupational health and industrial hygiene process. We work to understand, control, and eliminate — whenever possible — the potential for exposure to work-related hazards that pose a risk to employee health.

Exposure potentials are assessed and evaluated against established exposure limits to ensure risk is quantified and understood. This understanding drives efforts in mitigating, reducing, and eliminating these risks. Where exposure can be feasibly eliminated through substitution and engineering controls, those actions are implemented. Where substitution and engineering controls are infeasible, or while such controls are yet to be deployed, interim controls (lower on the hierarchy of control) are used to ensure employees are protected. These often include some combination of administrative controls and personal protective equipment. The following are the primary and most broadly applicable hazards associated with our manufacturing operations that could pose a risk of ill health, and examples of controls we have deployed:

- Heat stress (potential for heat-related illnesses). During seasons when temperatures are higher than normal, Owens Corning provides ambient cooling where feasible. We also focus on heat-stress prevention measures, hydration, shade, hats, and cooling vests, as well as work/rest ratios to allow workers time to work in air-conditioned areas vs. ambient temperatures near equipment.
- Use of materials that contain respirable crystalline silica, or RCS (potential for silicosis). Owens Corning has applied the recent OSHA RCS standard globally, including banned housekeeping practices (per OSHA) and application of RSC Exposure Control Plans (ECP) and ECP standards.
- Industrial noise (potential for noise-induced hearing loss). Owens Corning manages site-specific programs, designed to ensure that all locations comply with applicable noise requirements and align with our global standard to protect employees from the potentially damaging effects of noise exposure. This includes eliminating noise exposure where necessary and requiring the use of effective hearing protection. Our industrial hygiene process includes noise exposure assessments at our sites every other year, including employee exposure assessments (noise dosimetry) and area sound level surveys.

Contractors do not have access to any of our non-occupational employee health benefit programs, including voluntary health promotion services and programs offered to employees to address major personal health risks, as these services and programs are considered a benefit. Occupational health is different, however. Anyone, including contractors, who work at our facilities are protected from occupational injuries via adherence to the same Owens Corning employee safety practices (prevention of injuries) and protection from occupational illnesses via Owens Corning’s employee exposure control procedures that safeguard against biological, chemical, and physical hazards.

In 2023, there were no recordable injuries related to ill health among Owens Corning employees or our supervised contractors or temporary employees.\*

### Access to Non-Occupational Health Services

We go beyond occupational health to support the well-being of our employees through our Healthy Living program, described in detail in our Health & Wellness chapter. The program combines coaching, interactive health risk assessments and biometric screenings, incentives, and rewards. By encouraging our employees to focus on their physical, emotional, financial, and mental well-being, we can help them enjoy improved health, productivity, and happiness.

## Crisis Management

Owens Corning’s crisis management plan provides a comprehensive framework for responding to a wide range of crises. The plan is a simple, fit-for-purpose process that’s easy to understand and follow, and it aligns with our natural business structure and function.

### The plan addresses three primary types of crises:

#### Emerging Issues

Situations that may threaten the company’s reputation or its organizational, legal, or financial stability. These include:

- Environmental or regulatory concerns

- Product liability
- Leadership or management issues
- Trade restrictions
- Social issues
- Protests and demonstrations
- Theft or loss of intellectual property
- Loss or breach of data privacy

### Business Interruptions

Incidents that disrupt manufacturing or other processes essential to the mission of the company. These include:

- Critical utility outages
- IT system failures and disruptions
- Labor action or strikes

### Emergencies

Incidents that threaten human life, safety, health, property, or the environment.

These include:

- Workplace violence
- Natural disasters
- Terrorism
- Chemical/environmental spills or hazards
- Kidnapping and ransom
- Fire and explosion
- Widespread disease outbreak

Owens Corning uses a Send Word Now process to initiate a conference call for relevant parties to connect in the moment to support a response to a crisis.

## Emergency Preparedness Procedures

The emergency response standard applies to all sites where Owens Corning has management control. An emergency is defined as a serious, unexpected, and often dangerous event that poses an immediate risk to health, life, property, or environment, and which requires a coordinated and rapid response.

Emergencies are typically handled at the local level. If any of our employees are assigned to a site where we do not have management control, Owens Corning conducts a safety review of that site, including emergency procedures. As with all safety matters, our employees are instructed to speak up if they feel their work environment isn't safe.

In addition, our emergency response standard requires that each location conduct an assessment to identify potential emergencies that are reasonably foreseeable or credible for their location, taking into consideration a list of emergency scenarios such as fire and explosions, weather emergencies and natural disasters, spills, violence, utility failures, and more. That assessment is documented and used to evaluate internal and external emergency response capabilities. The assessment is also reviewed annually, as operational or organizational changes occur, or following an incident.

Each Owens Corning facility has an Emergency Response team (ERT) that is prepared for and can respond to a local emergency, such as a natural disaster or an interruption of business operations. Specific employee assignments are required for different scenarios, and each site's plan must include employee training to ensure a safe and orderly evacuation, as well as developing procedures for employees who stay behind to conduct critical plant operations before they evacuate. Drills, inspections, and testing protocols ensure that the emergency response plan and equipment are adequate.

Each site also has a specific Emergency Response Plan (ERP) that addresses all emergency scenarios identified as reasonably foreseeable or credible. At minimum, each site's ERP must address the following emergency scenarios:

- Medical emergencies
- Environmental spills/releases
- Fire/explosions
- Bomb threats
- Suspicious packages/devices

Our emergency lockdown guidelines provide Owens Corning plants with information needed in the event of an active assailant on the premises, workplace violence, or unrest — anything that threatens employees in the workplace and would require an immediate shutdown of the plant while keeping the people on-site safe.

## Developing and Sharing Action Plans

Each site develops action plans to eliminate or reduce its top risks.

- Business unit managers regularly discuss work-related risks.
- These discussions are then shared among our EHS teams, the Executive Management team, and the Board of Directors on a quarterly basis, resulting in additional action plans for the entire organization.
- Quarterly formal business-unit reviews of our safety model are then used to develop a continuous improvement program.
- Our regional leaders conduct periodic plant inspections and provide support and growth opportunities to each of their plants. In some cases, regional leaders collaborate across divisions to help eliminate hazards.
- The EHS Assessment team thoroughly reviews EHS processes at each site, typically on a four- to five-year cycle. We review the list of sites regularly and schedule assessments based on the time elapsed since their last assessment (or sites that have not yet been assessed), site risk, and special requests from the businesses.

When required by our customers, we also obtain third-party safety certifications, such as ISO 45001. Our global safety and environmental organization verifies and documents the status of management systems during scheduled audits. After assessments are completed, we obtain a published report. All items identified for improvement in the report are incorporated into the facility improvement plan. Critical items are called out and directed to the Vice Presidents of Sustainability and Operations for review, and to senior EHS leaders for further action.

## Partnerships in Safety

Owens Corning is fully engaged with our industry partners to help influence safety and regulatory standards. This commitment has a global impact and reinforces our position as a leader in safety. Through our active involvement and leadership in trade associations' Industrial Hygiene or Safety committees, we provide our industry with occupational-exposure monitoring data to aid in evaluating the potential impacts of regulatory activity and framing trade association input to developing standards. For decades, Owens Corning has been conducting regular industrial hygiene monitoring to assess and quantify the risks our employees may be exposed to and ensure that exposure is controlled to safe levels.

We also participate in the Industrial Hygiene/Occupational Health committees that exist independently as part of both the Asphalt Roofing Manufacturers Association (ARMA) and the North American Insulation Manufacturers Association (NAIMA). We are one of the leading contributors of data to those associations. The aggregate data is used in trade association efforts to represent Owens Corning and our industry rule making and, through published articles, serve as a source of information to the industry customer base and the scientific community. The committees help define protocols for data collection and maintain data sets that our customers, contractors, and installers rely on in their everyday operations.

### OSHA VPP Star Designation

The Occupational Safety and Health Administration's (OSHA) Voluntary Protection Programs (VPP) recognize the health and safety accomplishments of companies and organizations whose injury and illness rates are below Bureau of Labor Statistics averages for their respective industries. A number of Owens Corning sites have received the VPP Star designation, OSHA's highest level of recognition. To earn this designation, plants must undergo a rigorous on-site evaluation by a team of OSHA safety and health professionals.

### The Campbell Institute

Owens Corning has been an active member of the National Safety Council (NSC) since 1943, and we are a charter member of the NSC's Center for Excellence, the Campbell Institute. Many representatives of our company serve on steering teams, working groups, and advisory committees. Since 2021, Owens Corning has been a member of the NSC's SAFER (Safe Actions for Employee Returns) Task Force, which provided resources for businesses as COVID-19 lockdowns began to ease and on-site work resumed. In addition, we are active with the American Society of Safety Professionals, the Voluntary Protection Programs Participants' Association (VPPPA), and other organizations that promote safety solutions.



James Schablin, Production Supervisor at our Roofing plant in Minneapolis, Minnesota, U.S.

# TRAINING AND EMPOWERING EMPLOYEES FOR SAFETY

Across Owens Corning facilities, our people are given the training they need to perform their duties safely. We encourage our employees and contractors to take an active role in making their workplaces as safe as possible. Employees are required to stop and report unsafe behavior, and they are required to report any work procedure that requires them to work unsafely and insist that it is changed.

## Hazard Recognition and Control (HRC)

Spotting hazards is a learned skill, and the HRC program teaches employees to break the human tendency to overlook familiar objects and situations, which can cause people to miss risks. Through the program, which is available both on-site and virtually, employees learn specific techniques to identify hazards, quantify risks, and develop effective ways to minimize or eliminate them.

## VR-Based Lock-Tag-Try Training

In addition to our virtual HRC training, we continue to provide lock-tag-try training to our employees. Lock-tag-try, also known as “lockout, tagout,” is a procedure that ensures power to a machine is cut off before maintenance can occur. This training, available on the Owens Corning intranet, helps ensure that employees not only understand lock-tag-try, but gain the skills needed for reading, understanding, and demonstrating the use of the lock-tag-try machine postings using the VR exercises and receive coaching where needed.

## Workplace Violence Training

Owens Corning has set a standard whereby all people leaders and staff globally are required to undergo workplace violence training. Training is available through our learning management system or in a classroom setting, which is how it is usually delivered to frontline employees.

## Safety at Non-Owens Corning Sites

Employees who are assigned to work at facilities not controlled by Owens Corning assess the risk of their tasks and in the general work environment. If the level of risk is not acceptable, they will discontinue their activities until risk-mitigating actions are completed by the owner of the facility. If necessary, our EHS personnel visit these facilities to assist with risk assessment and help develop risk mitigation strategies in partnership with the site owners. By empowering our staff to take action for their own safety, Owens Corning ensures that our employees are safe no matter where they are, and they can model good safety practices for others.

## Contractor Management

Contractors in our facilities are expected to adhere to the same safety standards as Owens Corning employees. To ensure their compliance and understanding of the required standards, Owens Corning makes available appropriate safety trainings to contractors and their employees. Additionally, we partner with our contractors to conduct behavior-based observations, walk-through inspections, and audits to ensure the continued health and safety of our workplace. We also have consistent processes for prequalifying and measuring contractor performance associated with large-scale projects within our facilities, and for contractors we directly manage. Our Contractor Management Standard establishes the minimum requirements to prequalify, select, orient, monitor, and evaluate contractors who perform higher-risk work at Owens Corning sites globally.

To enhance and streamline the process of verifying that contractors are compliant with Owens Corning standards, we use ISN’s platform ISNetworld to facilitate the establishment and management of contractor qualification requirements. As part of Owens Corning’s ISN process, contractors must submit their applicable SIF prevention processes for review to determine if they meet minimum expectations for working at an Owens Corning facility. If it is determined that they do not meet expectations, the contractor is provided with feedback so they can strengthen their programs for resubmittal and reconsideration. Additionally, any contractor company that has had a fatality within the last three years is automatically eliminated from consideration for work at an Owens Corning facility until they submit acceptable information detailing how the fatality occurred and what actions were taken to prevent this or similar events in the future.

## Contractor Safety Handbook

In addition to ensuring safety among our employees, we are equally committed to the safety of contractors working with our company. All contractors receive a Contractor Safety Handbook, and it is their duty to ensure they are aware of and current with EHS laws as well as Owens Corning policies and expectations. Owens Corning also provides training to ensure that contractors understand that their commitment to working safely must be unconditional. This handbook has been translated from English into 17 languages.

## Cell Phone Policy

The ubiquity of cell phones continues to present a safety issue, and countless studies have shown the extent to which cell phone users are distracted. Whether our employees are busy in production work areas, taking the stairs in our facilities, or walking or driving in parking lots, we have very specific rules about the use of cell phones.

We instituted a ban on the use of cell phones in our sites’ parking lots, and when driving as part of company business, as far back as 2012. At most sites, signs about cell phone use are posted at strategic locations so employees are reminded that these are safety rules, not mere suggestions, and that every individual is responsible for ensuring we are successful in our efforts toward zero injuries.

SAFER TOGETHER

# 2023 IN REVIEW

Our commitment to safety is unconditional.

Over 20 years ago, this statement became the cornerstone of our March to Zero — a companywide effort to create an environment where accidents, work-related illnesses, and other safety incidents are minimized and eventually eliminated. Every day, our people demonstrate their commitment to this aspiration, and we're proud to share their progress.



We reinforce our dedication to safety through three basic beliefs:

- All accidents are preventable.
- Safety is everyone's responsibility.
- Working safely is condition of employment.

In the years since this original declaration was made, we have made incredible progress on our March to Zero. In 2002, our recordable incident rate was 5.74. It's now 0.60 — a 90% decrease.

In February 2023, we were reminded that although our progress has been purposeful and hard-won, our work is nowhere near complete. A tragic fatality at our site in Monterrey, Mexico, led us to pause and seriously assess our current approach. Throughout the year, we reaffirmed our dedication to preventing accidents throughout our operations — and that commitment will carry us forward in the years to come.

In a May town hall, we outlined a roadmap that will help us complete the March to Zero. It consists of two workstreams designed to help our people achieve safety excellence.

Photo submitted by:

**Jihua Sun | Guangde, China**

Women in Operations participated in a series of Autonomous Maintenance (AM) activities on the mineral wool line at our plant in Guangde, China.

## Enhancing safety processes and systems

We have a range of protocols in place to provide us with insights that can help us reduce the potential for injuries throughout our operations. By strengthening these protocols and employing the principles of Total Productive Maintenance, we can be better equipped to prevent accidents going forward.

- **Employee onboarding and training.** One area where we recognize the need for improvement is in the injury rates among new employees. Injury data has indicated that there was a need for a centralized process that includes a greater focus on safety training during onboarding and training. Our team is modernizing our approach, transforming the new hire experience by integrating the latest learning methods for new employees while normalizing for higher turnover.
- **Safety audits.** Formal safety audits or process checks were completed at 22 sites in 2023 in addition to the routine visits sites receive by their business and regional EHS leaders. Self-assessments were completed at 56 locations.
- **Safety key indicators.** Using data from the last 10 years, we have created a list of the 15 leading indicators that could reduce or eliminate injury potential.

## Creating a Culture of Safety

We believe that every accident is preventable, and safety is every employee's responsibility. All employees should see themselves in our safety efforts and understand the difference they can make in keeping themselves — and one another — safe and healthy.

- **Leadership commitment and engagement.** We believe that our employees at all levels must act and make decisions aligned with our unwavering commitment to safety as a core personal and business value — weaving it into the fabric of who we are as individuals and as an organization. All employees should ask themselves why safety is important to them and who the people are that inspire them to remain safe.
- **Employee perception surveys.** We have been working with a third-party operations management consulting service to gain a deeper understanding of our current safety culture, which will enable us to continue to evolve and improve. We surveyed approximately 8,000 primary employees in the U.S. across our three business units, with a participation rate of 84%. In the beginning of 2024, we will expand the scope of the survey to include international employees and corporate staff.
- **Safety communications.** Our team has refreshed our approach to communicating the importance of safety. This approach is informed by the voice of our employees, as they communicate with us not only how they stay safe, but also why they stay safe. By including the emotional dimension of safety in our discussion, we believe we can have an even greater impact among our people.
- **Commitment to a culture of safety.** As our focus on safety becomes fully codified throughout the company, we expect to see Owens Corning fully transition from a culture of compliance to one in which safety is completely integrated into our corporate values. We believe it is insufficient to call safety a priority, as priorities can change over time. By referring to safety as a value, we are ensuring it is central to who we are as a company.

For more information about how we are developing outreach that is helping create a culture of safety, see [page 101](#).

This roadmap provides us with many of the tools we need to achieve our 2030 goals for safety and our overall objective of zero injuries.

# SAFER TOGETHER: ESTABLISHING OUR SAFETY IDENTITY

Moving forward on the march to zero injuries requires us to create a culture that inspires people to remain focused on safety in everything they do. That requires an understanding of our safety culture at every site and across our enterprise, so we can take meaningful action to strengthen our processes and employee engagement. To that end, we partnered with a vendor to conduct anonymous site-wide employee safety perception surveys to gain insight about site and company safety culture and identify improvement opportunities. The survey was made up of 24 questions divided into three categories:

- Leadership
- Structure
- Processes and actions

After the surveys, the vendor provided the results with detailed reports that identified site-specific strengths and opportunities which roll up for an enterprise view. The survey results provided:

- A snapshot of the safety culture as viewed by all employees
- A benchmark of our safety culture against other industry peers
- An analysis of differences in safety culture perception among our different personnel categories (e.g., primary, supervisors, leadership, support function, etc.)

Based on the results, the vendor provided recommended actions to take that will positively impact each of the three categories.

From the survey research discussed above, we see that people's attitudes toward safety exist on a continuum. At one end, people's mindsets are based on compliance — they follow the rules of safety because it is a condition of their employment. While this can produce results, it is not the ideal. A better safety culture is one in which people have an internal motivation and a commitment to both their own safety and the safety of others.

The employee perception surveys we have conducted among our employees indicate that we are making progress toward that internal motivation, and it is important that we maintain that momentum as we strive to reduce incidents. One way we are working to do that is through our reimagined communications strategies. This includes updated materials, messages, and leadership engagement that has been informed by these surveys, as well as focus groups.

One of our outreach efforts has involved our employees submitting their responses to two key questions:

- Why do you want to stay safe?
- Who are you being safe for?

These questions offer employees an opportunity to share their personal stories about staying safe for the people who matter the most to them — family, friends, and colleagues. Many people have mentioned that by avoiding injury, they can do the things they love outside of work, such as volunteering and caring for their families. Others have described seeing the effects that injuries can have, both on the individual and on the people who rely on them.

Our Safety team gathered employees' ideas through thousands of survey responses and multiple focus groups. A series of brainstorming sessions consisted of nine workshops involving more than 180 employees spanning four continents. The result of this effort is a refreshed safety identity: Safer Together.

Similar to a brand, a safety identity is a phrase that creates awareness and serves as a rallying point for our people. The phrase Safer Together not only came from our people, but it calls upon their strength and their dedication to a safe working environment. With Safer Together, we have a renewed sense of optimism that we can transform our corporate culture toward a fuller, deeper commitment to safety and make even greater strides on our March to Zero.



**Top left:** Paul Ouedraogo and Alessandro Perrone, Besana, Italy.

**Top right:** Shontrice Harris, Memphis, Tennessee, U.S.

**Bottom left:** Employees at the plant in Springfield, Tennessee, U.S., celebrate the kickoff of the Safer Together campaign in 2023.

# DIGITAL TOOLS FOR ENSURING SAFETY COMPLIANCE

As Owens Corning works to eliminate injuries and illnesses — while also meeting our environmental compliance requirements — we recognize the need to have strong fundamentals in place that enable us to comply with applicable standards and regulations. One foundational element of these efforts is ensuring that we are able to do the following:

- Maintain a clear understanding of the complex rules and regulations that apply to each of our global operations
- Identify gaps in complying with the applicable regulations
- Act with urgency to implement corrective actions

In 2023, to facilitate our understanding and assessment, we began implementing a digital tool that enables us to identify the regulations that apply to each site. Using this tool, our sites can self-assess their compliance with the requirements that apply to them, both regulatory and Owens Corning standards. If sites are found to be non-compliant, we have established a corrective action process to close any gaps that have been identified. Three components of the tool were introduced as part of our implementation process:

- **Profiler:** Determines which regulatory aspects apply to each site
- **Auditor:** Facilitates self-assessment to the applicable regulations identified in the Profiler
- **Tracer:** Manages the site's compliance calendar and corrective actions from Profiler and Auditor

The initial implementation of this tool is focusing on environment, health, and safety (EHS) for North America. This initial scope also included Owens Corning-specific SIF program requirements as part of the safety self-assessments.



Photo submitted by:

**Binghai Kang | Tianjin, China**

Digital Tool Power App training at the plant in Tianjin.

# ADVANCING SAFETY WITH TECHNOLOGY

Owens Corning has a vision for a safer future at our plants, one that takes full advantage of cutting-edge technologies. Our Safety Technology Roadmap Steering team, made up of representatives from the Enterprise Safety team and each business unit, as well as Science & Technology and Information Technology, has helped us develop a unified approach to evaluating and implementing the most effective innovations. The team's initial efforts have focused on the following areas:

## Reducing and Eliminating Interactions Between Powered Industrial Vehicles and Pedestrians

Owens Corning has partnered with an external company to develop a camera-based system that uses artificial intelligence to mitigate pedestrian risk from forklifts at our plants. The system consists of stationary cameras throughout the area, which monitor vehicle patterns at all times and send data and alerts back to a dashboard. The data we receive — traffic patterns, distances between vehicles and pedestrians, high risk areas, and potential interactions — can be used in a plant's overall traffic assessment process to pinpoint focus areas. This system has been piloted at one of our plants since 2019, and in 2023 it was expanded to an additional plant.

## Improving Training, Hazard Recognition, and Learning from Incidents

As we seek to address the higher potential for injuries among our employees with less than three years' experience (discussed on [page 106](#)), the team has identified the following imperatives:

- Improving training methods that have not grown with current technologies
- Creating more effective training that can be administered in a shorter timeframe
- Empowering new employees to recognize hazards and controls without years of experience or assistance from senior employees on the production floor

We have worked to improve these gaps with the help of two third-party vendors. One vendor provided a tool that enables employees to record videos at the point of need on the production floor, so they can visually share what happened, communicate corrective actions, and demonstrate the best ways to perform tasks. The video also provides subtitles in 25 languages, adding an additional level of accessibility.

The second vendor provided a camera tool to create 3D images of our facilities with fully interactive mapping. This enables us to provide virtual tours for new employees, visitors, and contractors, presenting facility layouts and showing potentially hazardous areas without having to physically enter the area. This tool is also used to zero in on areas of the facility and perform risk assessments and training on job hazard analysis, hazard recognition control, and lock-tag-try.

## Reducing and Eliminating High-Risk Inspections

There are occasions when physically accessing an area can place employees at greater risk for injury, require too much time to complete effectively, or simply is not possible. Owens Corning is implementing drone technology to perform inspections and other tasks safely and efficiently. Drones can reduce the need to work from heights or in confined spaces. They can also enable us to increase inspection frequency and perform construction reviews.

The team has also identified opportunities to ensure compliance with federal and local regulations, alignment with our liability providers' requirements, safe operation of drones on our property, and employee and contractor performance. They also identified and validated use cases with businesses to better understand the need and capabilities:

- Researched FAA, OSHA, local, and internal material for drone use references and guidance
- Partnered with experienced drone pilots
- Worked to fully understand Owens Corning's liability stance for drone use
- Implemented an EHS drone safety standard, clearly communicating requirements
- Identified test-and-learn sites
- Created a series of safety and training videos using a certified drone pilot to demonstrate all key aspects of drone safety indoors and outdoors

As we go through this journey, we are encouraging all our employees to think of these efforts as a way to ensure a connected, enabled, and safe frontline workforce. This digital enablement — combined with TPM and an overall collective commitment to safety — will be an essential part of how we work in the future.

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This year, our Warehouse team in Rockford, Illinois, U.S., achieved 19 years without a recordable injury as a department.

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# HONORING OUR SAFETY CHAMPIONS

Each year, the Environment and Safety Leadership Council announces the winners of the Safety Innovation and Excellence Awards. Winners were chosen for their efforts to reduce the risk of injury, cultivate a culture change, or positively influence safety. Here are the winners and their accomplishments:

## Individual Awards

### **Seward Landaverde, Ocala, Florida, U.S.**

Since being appointed to lead the Ocala site expansion project, Seward has led all safety improvements from the capital side. He was a major driver in implementing ISN to manage contractor and supplier information. Seward also led several major projects to eliminate many near misses. He made sure high-risk electrical equipment was fixed and ensured proper guarding. Safety changes made on current lines were reflected in the new lines. He is upgrading the plant's docks to improve safety.

### **Thomas Hirst, Liversedge, U.K.**

Following a near miss, the plant arranged for an external company to conduct a machine safety audit. The company suggested the installation of safety scanners to protect the operators. The contractor quote to complete the work was high, which would have affected the plant's ability to complete other capital safety projects. Tom carried out a project that relied on the skills of our engineers to reduce the cost significantly while delivering a passive engineering solution that removed a serious risk from the process by eliminating the human factor from the safety system.

### **Paul Ferrara, Ocala, Florida, U.S.**

When Owens Corning acquired the Ocala plant in 2022, the plant needed safety improvements. Paul has led many efforts to improve safety, including securing proper PPE; communicating the value of safety; delivering safety training in Spanish and English; adding the lock-tag-try system to all main operational lines and training employees on its use; completing an arc flash/hazard/shock assessment; implementing feedback and incident reporting systems; and repairing floors to reduce slips, trips, and falls.

### **Jaden Aronow, New York, U.S., home office**

Jaden improved safety management by developing a Power BI dashboard that summarizes open and completed corrective actions for Building Insulation sites. He also linked several existing dashboards so users could see multiple safety stats in one place. Jaden used Microsoft Lists to better manage standards and documents, and he transferred the foundations assessment into Microsoft Forms and linked the responses into a Power BI dashboard to make the scoring more visible.

### **Michael Boyd, Wabash, Indiana, U.S.**

After two recordable incidents in the first quarter of 2022, Mike worked with his mechanics and the EHS team to develop a double verification LTT system to keep electricians and others safe. Mike also developed the "monthly maintenance safety party." In these meetings, team members review a pre-job hazard analysis (PJHA), an exercise in which potential hazards are identified prior to beginning a task. They note areas of improvement and share their feedback with the PJHA author. In addition, they nominate Maintenance Safety Leaders of the Month and resolve other issues. They also review companywide safety alerts and apply improvements at the plant.

## Team Awards

### **Isabel Fernandez, Emmanuel Herrera, Valeria Huerta, Daniel Reynoso, and Ramon Gonzalez in Tlaxcala, Mexico**

This team set out to eliminate the risk of SIF resulting from the interaction of forklifts and operators in the pedestrian walkway. They defined new routes in the area and broadly communicated deployments and awareness of hazard recognition and controls. Today there is no direct interaction between employees and forklifts. Other safety controls are also employed, such as visual aids about handrail use, guarding to prevent falls, bumpers, and stairs highlighted in yellow color.

### **Gaurav Borse, Bhushan Deshpande, Sanjay Jha, Karthik Nadar, Deepak Pai, Mahesh Patil, and Mahesh Rathi in Taloja, India**

The movement of powered industrial vehicles and vehicle-pedestrian interaction presented a challenge for Taloja's technical fabrics area. This team assessed the risks and conducted a spaghetti analysis to identify root causes. Following this, it used barricades, improved visibility, and other factors to eliminate four blind spots and 10 interaction points between powered vehicles and people. Also, the team used TPM to analyze and address unsafe conditions caused by vehicle maintenance.

### **Shailesh Dalwale, Zapat Bahadur Kuwar, Jayprakash Mhatre, Sanjaykumar Mhatre, Chetan Pangam, and Sanjit Parida in Taloja, India**

This team used Total Productive Maintenance, including several kaizens, to reduce noise level from an area in their plant where a pneumatically operated machine is used. Noise levels were reduced by installing an acoustic enclosure around the machine, standardizing air pressure, and creating a different kind of pipe for the machine.

**Yongqiu Xiang, Jacky Xiao, Kenny Zhang, Zhenxian Mei, and Wen Su in Guangzhou, China**

In the past, Guangzhou employees had to enter an oven exhaust duct to clean it each month. To eliminate this confined space entry, the team installed three more openings at the exhaust duct and relocated the opening to 45 degrees, making it easier to clean. The team also bought a high-pressure water nozzle for automatic cleaning, to eliminate manual entry for cleaning. The increased water pressure reduced wool fiber accumulation significantly. The team is sharing its best practice with other building materials plants.

**Eric Beuns, Romain Couvreur, Guilhem Cros, and Regis Menella in L'Ardoise, France**

This team addressed a risk in the batch area related to the use of burnt lime, a corrosive that can cause irreversible eye damage. Because of the small silo capacity for burnt lime, employees had to disconnect a pipe with the trailer under pressure. The batch operator was at risk of burnt lime leakage from human or valve failure. The team eliminated the task of disconnecting the pipe between the silo and trailer. It modified the design to connect all burnt lime silo pipes with a pneumatic manual valve.

**Dave Hicks, Michelle Korwin-Edson, Megan Main, Steve Mighton, and Roy Walcott in Granville, Ohio, U.S.**

The lab could only melt small amounts of glass at a time in its two furnaces, which ran at 2900° F. When the furnace was lowered to remove a crucible, operators at this lab were at risk from the heat and potential burns related to the use of two furnaces from molten glass dropping to the floor. The team found a large melting tank at an auction and created a melting bay. It eliminated this high-risk activity by changing how glass is melted.

**Zdenek Anzel, Martin Chrvála, Petr Deak, Robin Dvorak, Jiri Fejfar, Jan Hlavaty, Vaclav Kratochvil, Vlastimil Riha, Radek Semerad, Roman Kadlec, Martin Pospisil, and Martin Szegeny in Klášterec, Czech Republic**

The team made several improvements following a melter rebuild, including the relocation of taps outside the protective cage. They also installed a crane at the top of the melter batch silo to improve safety and ergonomics for maintenance operators. After a melter rebuild, employees had to turn off the transformer to access water supply taps for the electrode holders. By relocating the taps outside of the protective cage, the team avoided one power cutoff every time and equipment reliability improved. In addition, a crane installed at the top of the melter batch silo improved safety and ergonomics for maintenance operators. Safety pools and stretch tape were installed to restrict access and increase safety for operators below. The team completed other safety and TPM-related projects. In addition, they moved a water chilling tower outside to reduce noise and dust.

**Howard Hao, Woods Kong, Darl Li, Simon Sun, Dongyue Wang, Will Wu, Eric Yin, Jowen Zhao, and Shuang Zhou in Yantai, China**

Noise created by several machines in the plant's finish area caused the area to be defined as a harmful workplace. The noise negatively affected employees' spirits and impacted communication between employees. Also, employees who didn't pass the annual occupational hearing test had to transfer to other jobs, which reduced production team stability and introduced other risks as employees learned new responsibilities. The team worked to improve the noise on 11 machines, which caused an area in the site to be defined as potentially harmful. The efforts reduced the average noise level and the frequency of the main dust collector motor in the finish area.

**Lubos Cmiral, David Homolka, Frantisek Sobota, Michal Streda, Vladimir Syblik in Klášterec, Czech Republic**

The team designed and implemented a central vacuum system in the plant, making cleaning now safer, easier, and faster. Employees no longer need to empty the dust collection bins. Operators can reach hard-to-access areas such as spaces underneath line structures. Previously, dust accumulated in such places, and an external company removed it once a month using expensive truck excavators. The changes reduced dust, improved ergonomics, shortened cleaning time, eliminated 35 hard-to-access areas, and increased employee engagement.

**Harpreet Basi, Gurmohan Bhatioe, Jashandeep Chahal, Jarnail Chhoker, Ryan Cree, Manmohan Gill, Dalbara Grewal, Brahamjit Jaswal, Dwight Milne, Dennis Morphy, Gurpreet Nagra, Jaspal Parhar, Sarbjit Renthey, Jaspal Sandhar, Gurchetan Sandhu, Avtar Saroya, Sunil Sharma, Amanpreet Shoker, Charanjeet Sidhu, Harjinder Sran, and Inderjit Sran in Mission, British Columbia, Canada**

To mitigate SIF incidents caused by lock-tag-try (LTT) non-compliance, the team used TPM tools to launch a "Rally on LTT" kaizen, which analyzed LTT compliance and employees' safety mindset. The team created a more streamlined LTT diagram that all employees could understand. The plant also requires a second LTT verification involving all employees. Through these efforts, the plant changed its safety culture. Employees now live by the rule, "If you see something, you say something, and we keep everybody safe together." Employees had achieved one year with no SIF incidents and no recordable injuries in 2022.

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In November 2023, our Roofing plant in Asan, South Korea, celebrated 10 years without a recordable injury.

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## Safety Training

Owens Corning begins training our employees on safety from the very beginning. Our orientation of new hires includes a mentoring process designed to help reduce injuries among new hires or employees who are new to their position. This is especially important, given the data we have that indicates the high injury rate among new employees.

To address this concern, we have established a cross-functional team to develop new safety onboarding and training processes that offer consistent, comprehensive safety and on-the-job training and help new employees perform their tasks safely right from the beginning of their time with us. Our team reviewed best practices from existing onboarding programs and listened to EHS professionals, site leaders, and new employees.

In the new onboarding experience, employees are trained on human performance indicators, including task demand, individual capability, work environment, and human nature. It is a more comprehensive approach that addresses all potential errors and offers a better understanding of the various types of incidents and losses. An audit system for plants can identify human performance factors related to new-hire safety and respond with appropriate programming, training, and coaching initiatives.

In 2023, we made further updates to our onboarding process, including the following:

- We focused on new hire connection and engagement with all leaders – frontline, EHS, and plant leadership teams – across the employee's first year. This includes developing leaders who have accountability and responsibility for their engagements with new hires.
- We deployed EHS experts to the portion of the New Hire Task Force working on operator qualification and skill validation. This helps ensure that safety is more thoroughly baked into the ways we provide job training for employees and coach them for success.

Based on injury data, the New Hire Task Force focused on four key topics, referred to as the HURT approach:

- Hazard recognition
- Upset conditions
- Ergonomics and work conditioning
- Trips, slips, and falls

Training continues throughout an employee's tenure, with activities such as daily safety huddles, scheduled monthly sessions, and annual refresher courses. All employees regularly receive training on employee health and safety standards. We develop an annual training matrix, and our facilities use a web-based platform with standard training modules and supplemental, site-specific education through our global corporate intranet. This system is fully integrated with our talent management structure and provides the ability to customize learning plans for individuals.

Global EHS professionals involved in our safety programs receive advanced safety training. Our EHS Skill Building events are one-hour sessions that allow our EHS leaders to gain additional, practical, state-of-the-art knowledge on specific topics. We host periodic meetings with our EHS leaders to review strategies, share best practices, and provide technical training.

Our in-depth training covers a diverse array of topics, including:

- Proper fall-protection strategies
- Ergonomics
- Incident investigation

In 2024, we will refresh our training methods and content with digital enablement tools, such as microlearning and virtual reality. We will also work to segment training based on job assignments, which helps minimize overload while improving learning and retention.

## ARMA RECOGNIZES ROOFING SITES FOR SAFETY

In June 2023, the Asphalt Roofing Manufacturers Association (ARMA) recognized several U.S. Owens Corning Roofing and Asphalt plants for their commitment to safety in 2023. The trade association honored the facilities as part of its annual accident prevention contest, which recognizes manufacturers for achieving low safety incident rates.

Winners are honored in four different categories. A perfect score means that zero safety incidents were recorded. The following Owens Corning plants received the Perfect Employee Safety Certificate for achieving a perfect score in the reporting year.

- Atlanta, Georgia (asphalt)\*
- Denver, Colorado (asphalt)\*
- Irving, Texas (asphalt)\*
- Jacksonville, Florida (asphalt)\*
- Portland, Oregon (asphalt)\*
- Memphis, Tennessee (asphalt)
- Minneapolis, Minnesota (asphalt)\*
- Oklahoma City, Oklahoma (asphalt)

\*Also received the Award of Excellence for achieving a perfect score for three consecutive years.

The following plants received a Certificate of Safety Improvement for demonstrating an improvement of at least 25% over their previous year's performance.

- Irving, Texas (shingle)
- Jacksonville, Florida (shingle)
- Memphis, Tennessee (shingle)
- Savannah, Georgia (shingle)
- Compton, California (asphalt)
- Medina, Ohio (asphalt)
- Oklahoma City, Oklahoma (asphalt)

Facilities were judged based on ARMA criteria derived from the standards set by OSHA, and information is gathered through quarterly safety data reports from the past calendar year.

# 2023 PERFORMANCE AND INJURY REPORTING

In 2023, there were 127 recordable injuries among Owens Corning employees, our supervised contractors, or temporary employees.\* Quantitative occupational health and safety performance metrics for full-time employees and contractors can be found in [Appendix B](#).

## Safety Performance

Powered industrial vehicles were involved in 43% of our SIF or SIF potential recordable incidents.

In 2023, our **recordable incident rate** (the number of injuries x 200,000/total labor hours) was

**0.60<sup>+</sup>**

This is

**81%**

**below the industry average**, as reported by the U.S. Bureau of Labor Statistics for 2022 (the most recent data available).

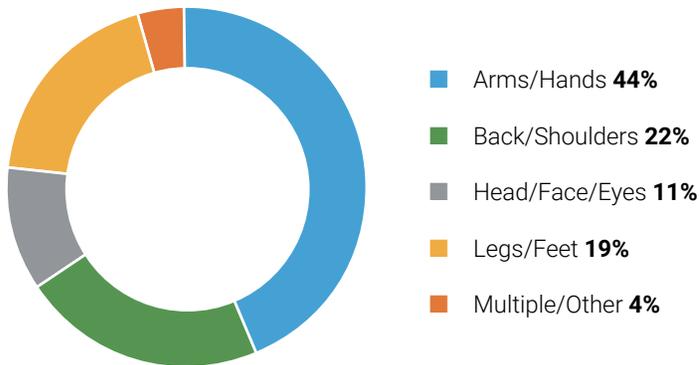
**48%**

of our global facilities were **injury-free** in 2023.

The **severity of our incidents**, measured by our lost-time injury frequency rate (lost workday cases x 1,000,000/total labor hours), was

**1.92<sup>+</sup>**

## 2023 Recordable Injuries by Affected Body Part\*



As a result of our comprehensive and rigorous focus on exposure control, as well as a traditional approach to employee health screening where appropriate, none of our worker groups are associated with a high incidence of occupational disease.

## 2023 in Safety Certification

Owens Corning has continued to make strides in the certification of our people and our sites.

- We obtain third-party safety certifications, such as ISO 45001, when required by our customers. These certifications cover approximately 25% of our sites.
- 10 Owens Corning sites have received VPP Star designation, OSHA's highest level of recognition, after they underwent a rigorous on-site evaluation by a team of OSHA safety and health professionals.
- To date, over 2,215 employees around the world have received hazard recognition and control (HRC) certification, including 62 in 2023.
- We have set a standard whereby all people leaders and staff globally are required to undergo workplace violence training. In 2023, we achieved a compliance rate of 92% which includes 100% of all people leaders.

In 2023, we updated our emergency preparedness standard, which uses a risk assessment to determine the types of incidents that are most likely to occur, based on a site's location and operations, and outlines the appropriate emergency response.

## 2023 in Contractor Management

Through our contractor management program, over 6,774 individual safety programs have been reviewed, and in 2023, 3,110 insurance certificates were reviewed in the U.S., Canada, and Mexico. This work helps us understand gaps and standardize how we manage risk when working with our contractors. It ensures that all contractors performing work with moderate or high SIF potential at Owens Corning sites in the U.S., Mexico, and Canada have been verified to our standards through an external party.

We are developing an internal contractor selection system that all sites not currently using ISNetworld will be expected to use. This was piloted at multiple sites in Europe in 2023 with full European deployment in 2024, followed by Asia Pacific and Brazil. We also use a third-party company to vet our contractors, also in the U.S., Mexico, and Canada.

In 2023, we also updated our contractor management safety process to address gaps in our proven process to offset high contractor turnover. In addition, we developed a global contractor safety video that is available in nine languages.

# OUR PEOPLE MAKING A DIFFERENCE

## Paul Ferrara

EHS Lead

Although he has only been with Owens Corning for about six years, Paul Ferrara has traveled quite a bit throughout our U.S. operations. Beginning as an intern at our plant in Starr, South Carolina, Paul also participated in our development program in Denver, Colorado, acted as an interim EHS Leader in Compton, California, and served as EHS Lead in Kansas City, Kansas. Now in Ocala, Florida, Paul has been instrumental in bringing our recently acquired OC Lumber™ plant up to Owens Corning safety standards. With a broad-based understanding of Owens Corning operations, Paul brings considerable insight into his role, some of which he shares here.

“ When we put people first, we’ll be successful every single time. ”



Photo courtesy of Paul Ferrara.

### On recognizing the need for mutual trust in the plant

It doesn't matter what position you're in. You could be the Plant Leader, facilities, maintenance, or an entry-level position — it doesn't matter. We're all just trying to work, come home safe, see our families, and enjoy life. Everyone wants to have a quality of life. If we as a company can give that to them, everything else will fall into place. That's been proven. Building trust with the employees is the number one thing. If you're open with them, they'll be open with you. So I just talk with them, and when you work as a team, that trust just ends up flowing, and without that, the programs won't do anything.

### On balancing classroom-based instruction with practical training

For our first safety training in Ocala, we actually went offsite. We got breakfast, snacks, drinks — the normal things you do at a safety training. And before we even talked about incident reporting and PPE and all that, we asked about their perception of safety. But we also need the floor focus, not just in a classroom. In a classroom, they walk out, it might be gone, but out on the floor, seeing it in person, you really get the feel of what safety is when those OC Lumber™ boards are coming out. So it's important to walk them through that and spend time with people one-on-one. Someone might get it in 10 minutes. It might take someone else three days to understand what's going on, and that's OK. If we put our time into our people, it will be way better for us in the long run.

### On the support provided by Owens Corning leadership

I think the best thing about Owens Corning is that we're trying to improve, even though we're considered world class. If we said we're good where we're at, we would slip. Companies that don't innovate, fail. They become stuck in their ways. We're always trying to figure out how we can change, especially with new initiatives like the Safer Together campaign. All of those are great because we're trying to get to the people and make it resonate with them. My Plant Leader is very supportive, boots on the ground. He's out there with me analyzing everything, and from a safety leader standpoint, that's huge. You can't really do anything unless you have that buy-in at every level.

# THE MARCH TO ZERO INJURIES

The priorities we have laid out throughout this chapter represent a reaffirmation of our commitment to creating the safest possible work environment for our employees around the world. As we enhance our safety process and systems – improving onboarding and training, performing safety audits, focusing on SIF, and developing effective metrics – we will focus heavily on technology to further strengthen our controls for serious injury and fatality prevention, along with enabling modeling of incidents through audits and metric-tracking. In doing so, we are better positioned to make it impossible for injuries and illnesses to occur.

In addition, we are continuing to create a culture where safety is at the center of our values, and people take appropriate safety measures not because of rules that dictate their behavior, but because they recognize the interdependence that exists between themselves, their co-workers, and people everywhere. It’s an approach that starts with caring, prioritizing leadership commitment and engagement, individual empowerment, and a clear understanding of the importance of safety. Through all these efforts, we will continue to define our safety identity by listening to the voice of our employees. Our people have responded to our surveys over the course of 2023, and they will help shape our approach in 2024 and beyond.

While we have seen tremendous improvements in our safety performance in the past 20 years, it is also true that our numbers have generally plateaued recently. The actions we have taken this year – and which will guide our actions in years to come – will help us break through that plateau, and they will be an essential part of Owens Corning’s March to Zero.



# HEALTH & WELLNESS

Just as we seek to create a culture of safety, we believe we have a responsibility to keep our people healthy in every sense of the word. Our approach to wellness is all-encompassing and is designed to touch employees around the world. We do this because we realize that achieving our mission requires everyone on our global team to be completely present – physically, mentally, and emotionally.



Photo submitted by:

**Michael Malone, Tennessee, U.S.**

Michael's son and a friend hiking the Appalachian Trail.

## Sustainability Materiality Definition

We promote a healthy and tobacco-free lifestyle for all our employees and their families. We are committed to ending lifestyle-induced disease in our employees, as well as promoting mental, physical, and financial well-being.

## Relevant United Nations Sustainable Development Goals



# 2030 GOALS FOR HEALTH & WELLNESS

**By 2030, we aspire to eliminate all lifestyle-induced disease and enable the best possible quality of life — where people flourish and are healthier because they work for Owens Corning.**

Owens Corning is working to achieve these goals using accessible data, health science, and behavioral science to define metrics that can inform our strategies and tactics. We do this in accordance with privacy laws and local expectations. We also measure aggregate employee health outcomes, guided by the frameworks established by U.S. Healthy People 2030 and the WHO Global Action Plan. Each framework is based on indicators that measure both health risks and the burden of disease around the world.

The workplace environment is critical to achieving good employee health outcomes; therefore, we also focus on maximizing each facility's ability to help every employee achieve their best state of wellness. We have created a roadmap to excellence for our facilities, which they can use to gauge their progress on their journey and help them achieve our goals. Our Healthy Living Matrix will also help us accomplish our aspirations, and we will integrate our Healthy Living program objectives with the principles of Total Productive Maintenance (TPM) at each facility, leading to sustained program progress and continuous improvement.

Photo submitted by:

**Danielle Sendi | Nephi, Utah, U.S.**  
Aspen trees in Sundance, Utah.



# THE SIX KEY PILLARS OF HEALTH & WELLNESS

Our approach to health and wellness builds on six key pillars, each of which addresses a specific element of overall well-being.



## 1. Know Your Numbers

*We will enable all Owens Corning employees and their families to obtain their age-appropriate preventive health screenings and immunizations annually and understand the health consequences related to their personal biometric health numbers.*

Biometric screenings are available to all employees and their covered dependents at no cost. Employees can receive screenings at on-site events in the U.S. and several global locations, with their personal physician using preventive care benefits, and through third-party labs in their local communities.

These screenings help people:

- Learn whether they are achieving their age-appropriate health targets
- Understand the health consequences related to their personal biometric numbers
- Discover actions they can take as needed

We also offer a wide array of free, age-based preventive care screenings to employees and covered family members. At our world headquarters in Toledo, Ohio, U.S., and other Ohio locations, we provide on-site care and biometric screenings in partnership with healthcare provider ProMedica. This collaboration allows employees to easily access care providers, establish a primary care physician, and schedule appropriate age-related services.



Photo submitted by:  
**Rebecca Pike | Irving, Texas, U.S.**  
Employees in Irving practicing for a volleyball tournament.



## 2. Healthy Mind

*We aspire to help all Owens Corning employees enjoy meaningful work and life experiences in an environment that supports and inspires them. We believe that it is everyone's responsibility – especially our leaders' – to foster that environment.*

To help our employees balance the demands of a fulfilling career and personal life, we offer broad, comprehensive counseling through Employee Assistance Program (EAP+) Resources for Living. The program is available to all our employees, even those not enrolled in an Owens Corning health plan, and those who live in their household.

Employees and their household members can have up to eight free counseling sessions, per calendar year, per issue. These sessions can be conducted in person, over the phone, or through video. Sessions are an opportunity to speak confidentially with counselors about such topics as grief and loss, relationships, stress, and substance abuse, as well as the following:

- Work-life resources and support for daily living, including solutions for child care, elder care, pet care, home/auto repair, relationships, nutrition, relocation, and concierge resources
- Financial and legal resources, including budgeting, debt management, wills and trusts, and other topics
- Tobacco cessation, personalized for individuals to help ensure success
- Mobile access via an app designed to help manage everyday issues and life events
- Discounts on travel, cars and car rentals, electronics, wellness resources, groceries and food delivery, pet care, and fitness gear

In addition, a growing number of Owens Corning employees are certified as EAP Navigators, voluntarily providing support for peers who may be in crisis. EAP Navigators are not licensed mental health professionals and do not give medical or clinical advice, but they are certified in Mental Health First Aid™, which helps them recognize depression and mood disorders, anxiety disorders, trauma, psychosis, and substance abuse disorders. EAP Navigator training also covers risk factors for mental health and substance use problems, experiential activities that build understanding of the impact of mental illness on individuals and families, and action plans that participants can use when responding to crisis and non-crisis situations. Our goal is to have one EAP Navigator at each U.S. location, as well as one EAP Navigator for each global region, by the end of 2024.



### 3. Physical Activity

*We will enable all Owens Corning employees and their families to be active and to counter the negative health consequences of low physical activity and lack of movement on and off the job.*

We educate our employees about the benefits of physical activity and give them access to tools, resources, and incentives that promote daily movement. Several facilities have an on-site fitness center, offer physical training, and sponsor fitness challenges such as run/walk events. In addition, employees can earn points by recording their steps, sleep, workouts, and other health metrics through our Healthy Living mobile platform.



### 4. Nutrition

*We aspire to help all Owens Corning employees and their families eliminate key health risks that may result from poor nutritional education and unhealthy food choices.*

Unhealthy food choices can lead to serious health risks. Owens Corning aims to help employees eliminate those risks by providing nutritional education. Many of our U.S. locations now offer fresh fruit and vegetables to all employees free of charge. In addition, many locations have eliminated vending machines in favor of open-kiosk markets that provide fresh, healthy meals and snacks.



### 5. Tobacco-Free

*We aspire to be a company that helps our employees and their families lead tobacco-free lives.*

Owens Corning offers many resources to help our employees become tobacco-free, including on-site group coaching, small group discussions, nicotine replacement therapy, and medication. We are approaching our goal of all our sites being 100% tobacco free.



### 6. Financial Health

*We will help our employees confidently manage their financial lives today, while preparing for the future and dealing with the unexpected.*

We seek to raise awareness of company financial benefits available to our employees. This includes planning tools and resources such as financial, legal, and retirement counseling through our external partners, and the implementation of site visits and online tools with banking partners in our plant communities.

Owens Corning has established a dashboard that measures the extent to which people are taking advantage of our financial health services, including health savings accounts. By collecting aggregate data on this information, we can provide education as needed to help promote these services.



Employees at our Changzhou plant created posters committing to tobacco-free living.

# OUR INFRASTRUCTURE FOR HEALTH & WELLNESS

From Owens Corning leadership to local employees sharing their passion for wellness, our people are working to create a culture that emphasizes the well-being of our people, helping them prioritize health and wellness in their lives and in the lives of their families.

## Wellness Leadership Council

By promoting employee health and sponsoring activities that prevent disease, we are a better, stronger, and more cohesive company. Through our Wellness Leadership Council (WLC), established in 2023, we are able to realize our health and wellness aspirations and help our colleagues lead healthier, happier, and more productive lives, both at work and at home.

The WLC also assumes enterprise-wide oversight responsibilities for the Global Healthy Living Program, establishing goals, priorities, and metrics for the enterprise and ensuring that its activities and initiatives are uniformly and consistently implemented. In addition, the WLC commissions working groups to develop recommendations and proposals to address current and emerging trends and/or needs in the wellness space.

Above all, the WLC is an action-oriented group, designed to provide tangible support from the leadership level. By acting in partnership with our health and wellness team, the WLC can do even more to drive progress toward the goals we have in place for our individual leaders, our sites around the world, and the enterprise as a whole.

Within the WLC, Business Unit Operations Vice Presidents are responsible for the implementation of approved initiatives in their business divisions and individual facilities. In addition, an Executive Committee Sponsor is responsible for bringing the Executive Committee perspective into Healthy Living program activities and raise awareness among Executive Committee members. This sponsor also serves as a leader and role model for Healthy Living activities throughout the organization.

## Healthy Living Aspiration Teams

To help support the six pillars, Owens Corning has established Healthy Living Aspiration teams. Each team is led by a Plant Leader and supported by Human Resources, EHS (Environmental, Health, and Safety), Occupational Health, Benefits, and other key resources from each of our businesses. The teams ensure that Healthy Living goals align with their respective pillar and have a positive impact on all employees. The aspiration teams have led us through the development of tools and resources used in operations, including the Healthy Living Matrix, Power BI dashboards, and the integration of wellness into TPM at the local level.

## Champion Network

To achieve our health and wellness goals, we must work to engage our employees at the local level, and our Champion Network has been an essential component of our outreach. The Champion Network consists of employees who are passionate about helping others embrace healthy lifestyles and are committed to increasing participation in our health and wellness programs. Wellness champions help ensure that our Healthy Living platform is locally driven and has broad support among our people. In addition, these people are able to encourage others to join the Champion Network, expanding our influence at all our locations.

Wellness champions have access to a range of materials for each of our wellness pillars, so they have the tools needed to involve their co-workers in wellness activities. In addition, we work to make certain that our wellness champions have support from our leadership, which helps drive further employee engagement with our health and wellness programs.

Sites in different countries and regions have the ability to adopt their own wellness goals and aspirations, ensuring that their activities and areas of focus align with the needs and realities of their people. The teams we have created include leaders from global business and corporate function groups, as well as regional leadership councils, to direct the execution of our global wellness strategy in each region.

## Opioid Prescriptions

In response to the U.S. opioid crisis, Owens Corning's policy limits short-acting opioid prescriptions to a three-day supply. Any pills dispensed beyond the three-day limit must be authorized. This policy decision, initiated in 2018, was informed by a report from the Centers for Disease Control and Prevention indicating that addiction rates to a prescribed opioid can double after four to five days of continued use.

## Flu Shots

Owens Corning continues to stress the importance of flu shots as a way to help prevent the spread of the illness, and we remind employees that most Owens Corning sites around the world offer flu vaccines. Given the differences in healthcare distribution in different countries, flu shot campaigns are organized locally throughout our regions.

# USING DATA TO PROMOTE BETTER HEALTH

We use aggregated employee data to better understand the health and wellness needs of our employees. This data is obtained from voluntary participation in employee wellness programs and through claims data from U.S. employee health plans.

To protect employee privacy, all the data we use for health trend analysis has been de-identified and obtained in the aggregate. Although the availability of comprehensive aggregate health data is affected by employee privacy expectations and cultural differences and sensitivities regarding health and well-being, our historical focus has helped us establish a solid foundation for developing key health metrics. The data we have aggregated has given us a deep understanding of potential health risks among our employees, which in turn helps us offer services that are truly beneficial.

As a U.S.-based company, we can analyze our U.S. data to connect participation in our wellness programs to improved health measures. By knowing which programs make a difference for our U.S. employees, we can develop tools to benefit our entire global workforce. Through these efforts, we are working to establish metrics that fully represent the needs of all our employees globally.

## Healthy Living Platform

Owens Corning helps our employees improve their healthy habits through our Healthy Living digital platform. Through a website and a mobile app, the platform links thousands of employees to our wellness resources, enables them to track their progress, and provides them with daily reminders about their fitness goals.

The platform combines coaching, interactive health risk assessments, biometric screenings, and incentives and rewards to go beyond occupational health, providing an all-encompassing approach that includes employees' everyday physical, emotional, mental, and financial well-being. As a result, we can help our people see improvements in their health, productivity, and happiness.

In addition to tracking steps, movement, weight, and eating habits, employees can track their heart rate and sleep, and that information is sent directly to the platform. The sleep tool tracks the amount and quality of sleep and the type of sleep pattern, such as rapid eye movement (REM). This information helps individuals monitor the effects of healthy-habit choices.

The Healthy Living platform makes it easier for employees to take part in many of our health and wellness initiatives. It also provides us with opportunities to offer a range of incentives for enrollment and participation, including cash and other rewards based on employees' daily activities. When users record their steps or track healthy eating habits, for example, they receive points, which can be redeemed for rewards. Employees who track their steps can also participate in a walking challenge and are eligible for weekly prizes. One of the more popular financial incentives allows employees on U.S. health plans to make contributions directly into their health savings accounts (HSAs). The platform enables employees to track their HSA contributions, as well as contributions to their 401(k) accounts, helping deliver on our financial health pillar and visibly tying our Healthy Living platform to our employee benefits program.

While the Healthy Living platform was initiated in the U.S., we continue to increase our international engagement. In Latin America, Europe, and Asia Pacific, we have created regionally appropriate, fit-for-purpose systems parallel to those we have in the U.S., further driving achievement across all six pillars.

## Power BI Healthy Living Dashboards

We have been using Power BI since 2018 to capture key metrics related to platform participation by location, including the percent of employees enrolled in the platform, the percent completing biometrics screenings, levels of engagement with the platform, and average steps synced to the platform.

The dashboard is available to our wellness champions and used to gauge progress toward annual health goals, including attestation to tobacco use. Over the past few years, we have added new views to support our pillars of health. We have financial health metrics through Fidelity reporting to show sites how their employees are maximizing their financial savings options, including 401(k) contributions, HSA utilization and contributions, and percent of loans against their 401(k). All information within the dashboard is anonymized and aggregated — no individual information is shared. The dashboards help to identify key areas that champion teams can focus on for continuous improvement opportunities, and we are able to view detailed results of the Healthy Living Matrix tool.

## Reporting Healthy Living Metrics

We monitor our progress towards our Health & Wellness goal through three tiers of metrics.

We maintain a high-level dashboard to centralize our data management and keep aggregated Tier 1 Action-Based and Tier 2 Health Risk Factor metrics. This dashboard is updated weekly and is available to all Owens Corning employees, while aggregated Tier 3 data is available to a limited group of health professionals.

Our health programs are designed to help employees understand how the three tiers address the health issues that can impact their lives, as well as the lives of their families. Our goal is to have programs that change behaviors and bring sustained benefits to employees' lives inside and outside Owens Corning.



### TIER 1

#### **ACTION-BASED METRICS**

act as leading indicators for tracking program success.

##### **Our key Tier 1 metrics include:**

- Percentage of employees enrolled in the Healthy Living mobile platform
- Percentage of employees engaged or highly engaged in the Healthy Living mobile platform
- Percentage of employees completing their annual health risk assessments and biometric screenings
- Average number of steps taken at each facility per employee every week
- All corporate and regional activity-based campaigns and challenges



### TIER 2

#### **HEALTH RISK FACTORS METRICS**

look at health risk factors that contribute to chronic disease, along with primary preventive measures such as immunizations and age-appropriate screening tests that help prevent illness.

##### **Our key Tier 2 metrics include:**

- Tobacco use rates among employees
- Percentage of employees with appropriate body mass index (BMI)
- Percentage of employees receiving appropriate cancer screenings for their age and gender
- Percentage of employees receiving their key age-appropriate immunizations



### TIER 3

#### **DISEASE-RELATED METRICS**

track actual disease and illness statistics in the aggregate within our program population.

##### **Relevant lifestyle-related morbidities include:**

- Diabetes
- Atherosclerotic coronary vascular disease (ASCVD)
- High blood pressure
- Certain cancers

Tier 3 program metrics are longer term, and their success will be measured over years. If Tier 1 and Tier 2 metrics are successful, health science gives us confidence that Tier 3 metrics will improve well into the future.

HEALTH AND WELLNESS

# 2023 IN REVIEW

At Owens Corning, we are continuously evaluating our policies and procedures to ensure that they meet the needs of our people. They have made it clear that they are prioritizing their health and well-being, especially as it relates to their mental health. We will continue to make people aware of the resources that are available — and give them the encouragement they need to take full advantage of them.



Photo submitted by:

**Ashtyn Baldas | Gresham, Oregon, U.S.**

Employees at our Gresham plant received CPR certification in June 2023.

## Advancements on Our Six Pillars for Healthy Living



**Healthy Mind.** In 2023, we moved away from using a third-party company to train our EAP Navigators and provided funding for two Owens Corning employees to become Mental Health First Aid Instructors. These internal trainers are better equipped to deliver trainings throughout our organization. Sessions have been conducted in Europe, Canada, and Latin America, with over 200 EAP Navigators trained by the end of 2023.

To underscore the importance of mental health, and to help erase some of the stigma that surrounds this issue, Owens Corning has hosted a number of town hall meetings where employees – including many in leadership positions – shared their individual stories. In September 2023, leading up to World Mental Health Day, a series of stories called “This Is Me” appeared on our employee intranet, in which people candidly discussed their individual struggles with mental health issues. Throughout these initiatives, many of these people pointed out Owens Corning resources that are available to their colleagues who may have similar struggles.



**Nutrition.** In 2023, we partnered with a third-party vendor to manage our employee vending and office coffee program at 21 locations, with 14 of those locations also installing a fresh market option for employees. As part of our agreement, the company will ensure that at least 25% of their offerings are healthy choices.



**Tobacco-Free.** As of the end of 2023, 94% of our employees work in tobacco-free facilities.

## Metrics Dashboards

Our metrics dashboards track our facilities’ success and provide up-to-date information on programs, offering transparency about our Healthy Living efforts and enabling us to implement policies that, in conjunction with our pillars and wellness teams, help drive better health among our employees.

In 2023, we launched several new dashboards to help establish Healthy Living baselines at most locations by year-end. Each site establishes site-specific goals aligned with our Healthy Living Matrix and six pillars and monitors performance using the dashboards. Some examples of the goals are highlighted in the table below:

	2022 TOTALS	2023 TOTALS	GOAL
<b>Platform enrollment</b>	77%	77%	80%
<b>Platform engagement – earning &gt;12,000 points</b>	38%	35%	60% or 10% improvement over 2022 results
<b>Health risk assessment questionnaire completion</b>	41%	44%	60% or 10% improvement over 2022 results
<b>Biometrics screening completion</b>	43%	46%	60% or 10% improvement over 2022 results
<b>Average steps per day for employees enrolled in the program</b>	2,839	2,603	5,000
<b>Average steps per day for employees who are enrolled and tracking</b>	7,553	7,618	9,000
<b>Employees reporting they are tobacco free (2022–2023 open enrollment data)</b>	83%	85%	N/A



Photo submitted by:

**Victor Shan | Yuhang, China**

Six Healthy Living Ambassadors were selected at our Yuhang plant in February 2023.

# ENCOURAGING HEALTHY LIVING AMONG OUR PEOPLE

## **Lighten Up! Weight-Loss Challenge**

Each year, Owens Corning encourages our people to manage their weight through the *Lighten Up!* Challenge. Prizes are awarded based on pounds lost and body fat reduction, and participants have the chance to win at both the site level and a companywide grand prize. Prizes are awarded to the top man and woman within the company. This year, prizes included a camera bundle, smart watches, a camping package, and laptop computers.

In 2023, 62 locations participated, with participants losing a total of 6,197 pounds.

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We have made significant investments in training our local wellness teams and wellness champions. In 2023, we had 215 U.S. wellness champions, and we now have wellness teams in all our regions around the world. We have also worked with our regional wellness leads to establish a network of 42 international champions.

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## **Healthy Living Awards**

Each year, Owens Corning facilities around the world compete in our Healthy Living Awards, which honor the many ways our people strive to improve their health across the six pillars as outlined on [page 112](#). This year, our plant in Taloja, India, took the top spot for the second year in a row. Last year's most improved plant, Savannah, Georgia, U.S., won second place, while the plant in Rockford, Illinois, U.S., came in third. In addition, our plant in Amarillo, Texas, U.S., was named the most improved site this year. Winning sites received a grant to give to the charity of their choice.

■ **Taloja, India.** The Taloja wellness team is a cross-functional group dedicated to finding new ways to engage employees and improve all facets of their well-being. They prepare a wellness calendar at the beginning of the year filled with activities designed to promote healthy habits among employees and their families. They also take advantage of available data and TPM principles to ensure employee participation. As a result, they continue to see impressive results across our six wellness pillars.

The Taloja plant has required 100% compliance with biometric screenings for employees and contract workers. The occupational health team then followed up on risk factors identified during these screenings, and the on-site physician recommended treatment and lifestyle modifications.

To help promote physical activity, the wellness team encouraged Taloja employees to join in the Owens Corning Get Active Challenge, and approximately 375 employees walked a total of 37,248 miles. Seven employees demonstrated their commitment to healthy minds by becoming EAP Navigators, providing support to their peers, and encouraging the use of EAP+ Resources for Living. Throughout the year, the team also held financial health training, awareness activities around World No Tobacco Day in March, and various activities for World Heart Day in September.

■ **Savannah, Georgia, U.S.** Savannah's wellness team, with support from the plant's leadership, planned many employee activities throughout the year and offered valuable incentives to reward participation. Through their work, the team demonstrated that focusing on health can be an enjoyable experience.

A luau-themed event, complete with games, prizes, and healthy snacks, served as an opportunity to conduct biometric screenings, leading to a doubling in the number of participants over previous years. To promote good nutrition, "Fresh Fruit Fridays" were established, and during the summer months, hydration stations and sports drinks were made readily available. Physical activity was encouraged with the installation of new basketball courts, and shift huddles included stretches. In addition to information boards showing the effects of tobacco on the body, snack bags were made available to employees trying to quit the habit.

To promote financial health, employees were made aware of Owens Corning's 401(k) plan during job candidate interviews, new hire orientations, and on bulletin boards at the site.

■ **Rockford, Illinois, U.S.**

The Rockford plant continues to maintain a strong wellness culture, and they add elements of fun to their activities as they work to increase employee engagement. Employees were encouraged to take part in a variety of competitions aimed at improving overall well-being, from the *Lighten Up!* and activity challenges to stress-relieving games such as a racetrack competition. The plant also updated its fitness center, and employees were encouraged to get active during an Earth Day cleanup event.

Wellness was a priority in many other ways throughout the plant over the year. Employees maintained the plant's "Panther Patch" garden, growing tomatoes, peppers, squash, eggplant, and strawberries, and they shared the harvest to encourage healthy eating. Literature was made available throughout the plant to foster a tobacco-free environment. In addition, half of all hourly employees attended a financial health workshop, almost 80% of employees received the full Owens Corning match in the 401(k) plan, and the plant encouraged participation in the Employee Stock Purchase Plan.

# OUR PEOPLE MAKING A DIFFERENCE

## Rubens Cardoso

Environmental, Health, and Safety Leader

Owens Corning has made mental health a priority, and sites everywhere are embracing our efforts to provide emotional support for our people. One great example is in Rio Claro, Brazil, where Rubens Cardoso is leading a number of initiatives to help employees at the glass reinforcements solutions plant understand their mental health and the resources that are available to them. Rubens was instrumental in bringing suicide prevention workshops to the plant (see [page 121](#)), and his commitment to caring for his colleagues is apparent in his approach.

“ Pay attention to your emotions, and to the people surrounding you. If you are aware of what is happening, maybe you can save a life. ”



Photo courtesy of Rubens Cardoso.

### On the importance of protecting mental health at work

I am an engineer, not a psychologist, but the human mind is very complex. If someone has concerns — with their family, bills to pay, or something like this — they will do the best they can do in their job, but a part of their mind will be focused on that other problem. Every year, we do a lecture to prevent suicide and expose our team to EAP+ and other channels we have in Brazil to help with those who are sometimes suffering in silence. We have resources to support them and their families, and it's important to say to them that they are not alone.

### On the connections between physical safety and psychological safety

We encourage people to discuss safety by itself. If they don't have the PPE, the resources, or the training to complete a task, they can raise their hand and say they won't do it. Once people start to hide their emotions and fragilities, we start on a bad cycle. To break this, we must give the employee a voice and empower them, and then we can work together. The [Safer Together](#) campaign is very good because of this. We are together, and we can help other people to raise their bar and really be safe. It is the safety part, but also the psychological part, the mental part, and the health part. Sometimes if I'm suffering, I may not realize that I'm suffering. But the people who work with me can sometimes detect a behavior change in the person. When they realize that a colleague or a friend is suffering, they can help that person get access to help.

### On the role people can play in helping their co-workers

I believe that we can support our employees, in a humane way, and help them understand not only the EAP program, but also all the other kinds of support. Sometimes when people are in a crisis, they might not remember that we have the EAP. They don't remember that they can look for support for a professional psychologist or therapist. These are very important resources, and in the future, I would love for everyone to be aware of these resources and how they can access them.

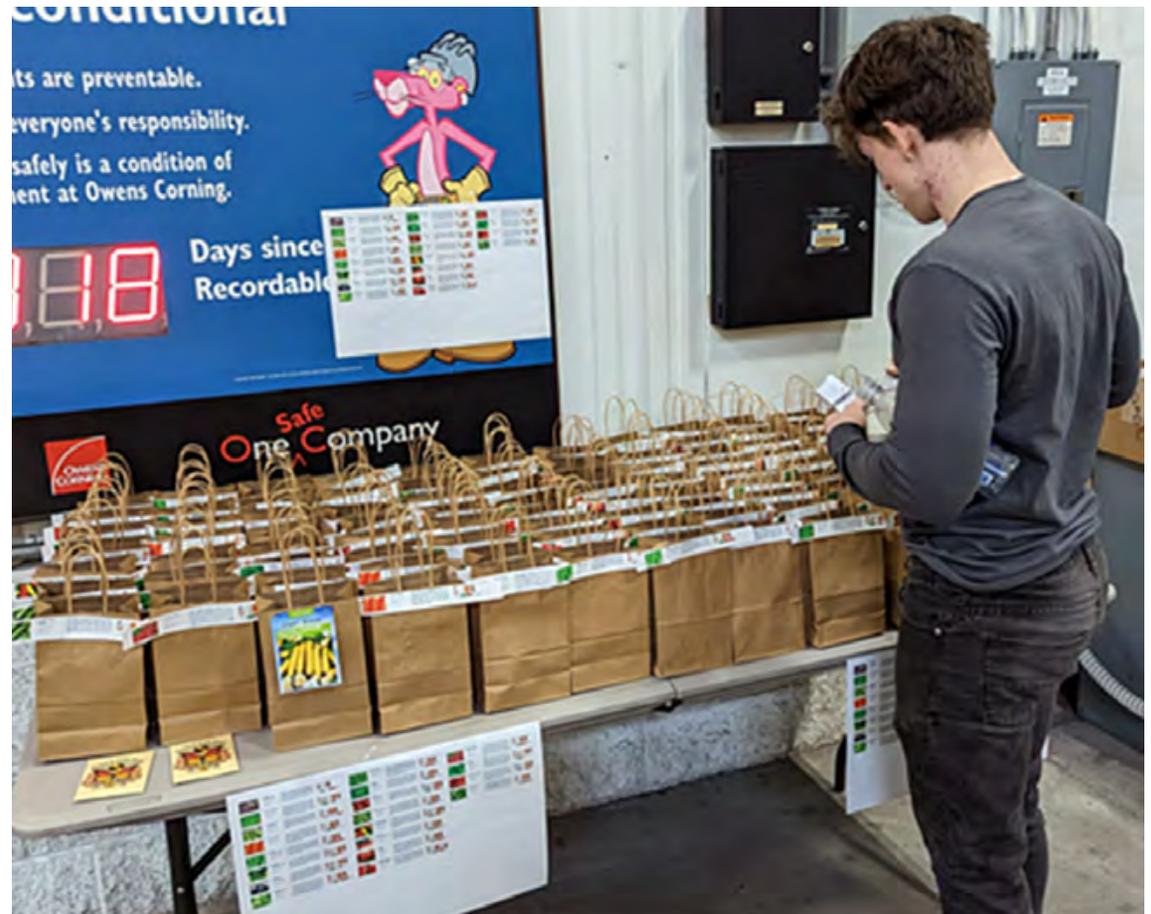
## RAISING AWARENESS ABOUT MENTAL HEALTH IN BRAZIL

Even as the world has mostly emerged from the global pandemic, many people are still feeling a sense of alienation, and it's having negative impacts on their emotional well-being.

That was one of the takeaways from a recent mental health discussion designed to raise awareness about mental health in Rio Claro, Brazil, where more than 100 employees talked openly about their own struggles and heard about the resources that are available to them as Owens Corning employees, including EAP+ and other psychological support services.

Employees shared freely at these discussions, which were facilitated by an area psychologist specializing in suicide prevention. Many of them discussed the residual emotional impacts of the pandemic, and how many months of social distancing created habits that can make interactions more difficult today. Others discussed the ways that our increased connection through social media and other technology can often make people feel more isolated than before. Conversations such as these can help reduce the stigmas that are too often associated with mental health issues, and they demonstrate the importance of a strong social network of relatives, friends, and colleagues.

Participants in this discussion were reminded that there are many things we can do to support one another in meaningful ways. This includes staying aware of our friends' and colleagues' behavior, as sometimes drastic changes can be an unspoken cry for help. As it was stated during the discussion, the brain is an organ, and like any other organ, it requires care and occasionally treatment. It's why Owens Corning has made mental health part of our commitment to caring for one another. It's one of our core values, and we are heartened to see it manifested in these honest, open discussions. We look forward to seeing many more such conversations around the world in the future.



## HEALTHY LIVING ALIGNED WITH OUR VALUES

We are taking a close look at our overall approach to health and wellness, ensuring that we gather the information we need in pre-employment testing and questionnaires in ways that are not too cumbersome for applicants. We expect to be able to share more progress on this topic in future reports.

Ultimately, the programs described throughout this chapter demonstrate our commitment to caring for our people and providing an environment where they can truly thrive — and where they are healthier because they work for Owens Corning.

Photo submitted by:

**Taylor Rankin | Brentwood, New Hampshire, U.S.**

To help promote better nutrition at the plant in Brentwood, New Hampshire, U.S., employees were given seed starter kits, which included a pot filled with soil and fertilizer, seeds, growing instructions, and a healthy recipe.

# EMPLOYEE EXPERIENCE

We know what it takes to make the world a better place through material innovation – a great team of dedicated people and a work environment that cultivates their talents, empowers them to grow, and fosters the creativity that will lead to the next breakthrough. We are continuously striving to find and nurture talented individuals and ensure that they feel connected throughout their time with us.



Photo submitted by:

**Jihua Sun | Guangde, China**

Technical experts from Europe and the United States provide support at the Yantai plant. Left to right: Jennifer Zhang, Michal Streda, Toye Akinyoade, Tim Fan, and Hyman Wang.

## Sustainability Materiality Definition

We believe our employees should grow as people and as professionals while working at Owens Corning. We seek to attract the best people and provide every employee with the opportunity to develop and reach their full potential, in a work environment full of both challenge and optimism.

## Relevant United Nations Sustainable Development Goals



The social data in this chapter marked with a + sign were independently assured to a moderate level by SCS Global Services. The social data in this chapter marked with a ^ sign were independently assured to a high level by SCS Global Services. For more information on the assurance process see [About the Report](#), and for our verification statement please see [Appendix I](#).

# 2030 GOALS TALENT STRATEGY

**By 2030, in conjunction with our inclusion and diversity goals, we will make continuous improvements in recruiting, retention, training and development, mentorship and sponsorship, professional growth, and employee engagement.**

To that end, we have established a number of specific targets to measure the effectiveness of our talent strategy.

- 100% retention of high-potential talent between annual talent reviews.\*
- 75%–85% internal fill rate for leadership roles.\*
- Two “ready now” internal succession candidates for key leadership roles.\*
- >80% of our employees report feeling engaged in their work.^
  - This replaces a past measure of employee engagement and moves us toward a more holistic, modern score that includes personal accomplishment, engaging work, and recommending Owens Corning as a great place to work. This new way of measuring also allows us to compare benchmarks and gives us access to data across both primary and staff employees.
- >70% of our global workforce shares their voice each year through our employee listening program.^
  - This replaces our previous survey strategy, which was centered around one large, highly enforced survey every two to three years. This strategic program enables us to listen to our workforce more frequently and across multiple channels every year. As we try to catch employees in moments that matter and offer more frequent pulse checks, the pressure to participate is also lessening. We want employees to feel comfortable and empowered to share their voice and to see value in it without any expectations or top-down pressure to meet response rates.

## RECRUITING & ONBOARDING GREAT PEOPLE

As the labor market remained tight throughout 2023, Owens Corning recognizes the need to present ourselves as an attractive option for prospective employees. We do this by demonstrating the many advantages that Owens Corning has to offer, from competitive salaries and benefits to flexible work arrangements when possible.

We are also working to broaden our outreach, seeking out the best possible candidates from a wide range of backgrounds. Our inclusive recruiting policies are detailed in the Inclusion & Diversity chapter, beginning on [page 136](#).

### Hiring and Empowerment at the Local Level

Local hiring is a key component of our overall recruitment strategy. Not only does it help us optimize costs and efficiencies, but it also helps support economic growth in the areas where we operate.

In addition, we work to empower our local teams and leadership, encouraging them to take ownership of their operations. As they are able to make decisions at the level closest to where their work is done, our people report that they are able to respond to the needs of their customers faster and more effectively, which leads to greater success for Owens Corning as a whole.

### Internships

In addition to providing college students with valuable work experience, our internship program is an essential part of our recruitment strategy. Giving students an opportunity to learn about our business ensures we remain top of mind as they begin to enter the workforce.



Photo submitted by:

**Nathaniel Bauer | Denver, Colorado, U.S.**

London Anderson unloads bags of plastic, which will be used to make Poly-Modified Asphalt.

# HELPING OUR PEOPLE GROW IN THEIR CAREERS

Creating an environment where employees feel valued and appreciated is imperative. It not only helps ensure the well-being of the people upon whom we rely, but it also creates stability within our organization as employees are motivated to remain with us.

We strive to provide a culture of appreciation throughout Owens Corning, and we have established a number of specific targets aimed at retaining top talent and assessing employee engagement. The successes we have seen in this area are detailed in this section, and they are a testament to the effectiveness of our initiatives.

## Engaging Employees Throughout Their Careers

Owens Corning invests in our people at every stage of their careers, from early career development and mid-career advancement to executive-level cohort learning. Our learning and development initiatives are aligned to our business strategies, and they have proven highly beneficial for both our company and our people.

- **Leading Pink** helps strengthen the skills of current people leaders, as well as prepare individuals who are interested in advancing into leadership positions. The program combines self-paced e-learning, individual reflection, and interactive virtual classroom sessions focused on a variety of leadership topics, all rooted in our Leadership Capabilities for Growth.
- **CareerHub** is a one-stop, customized career development experience that facilitates growth in an employee's current role and helps them prepare for future roles. CareerHub enables employees to track and refine their career development plan with support from their leaders, as well as measure their progress along the way. Employees partner with their direct leader to assess their knowledge, skills, and behaviors against what's required in their current roles or other roles of interest. Once employees understand where to focus their development, they can access curated learning resources and connect with a mentor who can help them on their career journey.
- **Coaching for Growth** is an accessible, scalable, modular leadership training program that combines on-demand learning with a collaborative virtual classroom. The program offers a space for employees to practice their skills and receive feedback from their peers.
- **Enhanced Learning**, powered by Percipio, delivers learning resources to support our global staff employees' unique development goals. Percipio offers personal and professional development tools, skills training, continuing education, and professional certification preparation. These learning modules cover a broad range of topics, from leadership skills to technical or data analysis skills.

## Early Career Programs

Our long-range commitment to inclusivity is inherently linked to maintaining a sustainable pipeline of diverse talent. Through our Early Career programs, we can foster new talent – often directly from university. These new hires are a constant source of invigoration for our team, as their diverse approaches and backgrounds provide us with exciting new perspectives. In addition, Early Career programs enable us to establish long-term plans for a diverse pipeline of future leaders.

## Special Assignments and Training

We help our employees put their leadership skills to use in real-world situations – leading groups, projects, and assignments. They are also given opportunities to lead affinity groups, work on special projects, and participate on rotational assignments.

We use the data recorded in our learning management system (LMS) to track the progress of our formal learning and development activities across the company. Each facility reports participation in such formal learning programs as classes, e-learning courses, and structured on-the-job activities.

Any training recorded in the LMS is recorded as data for the year. This primarily consists of formal learning programs conducted across the company. In recent years, many of our programs were rebuilt as virtual training opportunities. Many other learning and development initiatives at Owens Corning are considered informal learning – coaching, mentoring, social groups, projects, assignments, and suggested reading. Although these informal learning experiences are not captured in the LMS, they represent excellent opportunities for our employees to grow and develop during their time at Owens Corning.

## TPM and Employee Training

Our global training and development efforts are rooted in Total Productive Maintenance (TPM) methodology. By empowering employees to participate actively in their continuous improvement on the job, these initiatives are designed to guide the capture and transfer of knowledge. As a result, they provide employees with the skills they need for success. Our programming includes one-point lessons, 3D diagramming, hands-on test-and-learn activities, and one-on-one coaching and mentoring.

## Learning and Development Initiatives

We offer a wide range of programs designed to provide our people with opportunities for advancement, including the OC Leadership program and the Leading at the Next Level program. These high-touch programs are designed to provide accelerated coaching, development, and exposure to small cohorts of senior and emerging leaders each year.

### Critical Thinking Skills

In addition to providing employees with tangible skills, we also seek to advance people's ability to think critically and strategically. Employees hone these skills through workshops and projects focused on customer-inspired growth, product management, human-centered design, organizational design, and strategy execution.

### Special Assignments and Training

We use the Kirkpatrick model to evaluate the effectiveness of much of our training. This model uses four tiers to measure the extent to which participants benefit from learning opportunities. We ask the following criteria to gauge the success of the training:

- **Reaction.** Did the participants enjoy the training?
- **Learning.** Did the participants gain new knowledge?
- **Behavior.** Will the participants apply the learning to their everyday experience?
- **Results.** What impact has the training had on performance metrics?

### Performance Reviews

Through our review process, Owens Corning provides an opportunity for employees and leaders to collaborate on performance and development throughout the year. Employees and leaders work together to establish annual goals at the start of the year, and employee self-reviews and leader evaluations are then formally documented at midyear and year-end.

These formal reviews are supplemented throughout the year through agile check-ins where employees receive continuous feedback regarding progress toward their goals. While not part of the formal annual process, leaders are encouraged to gather performance input from others where applicable, through 360-degree feedback and other methods.

## Mentor Platform

Owens Corning is proud of our long-standing emphasis on mentoring and our ability to adapt our programs as needed. The most recent adjustments came in 2021, when we developed a more structured program designed to pair up employees — including those from underrepresented groups — with mentors who can foster meaningful relationships and increase employee engagement.

The playbook for this enhanced program includes a reverse mentoring component, in which junior employees have an opportunity to provide insights into the organization from their perspective, which can help senior employees lead more effectively. The playbook includes checkpoints at three, six, nine, and 12 months, offering recommendations for what should be occurring between the mentor and the mentee.

This approach has received an overwhelmingly positive response, and to expand on the opportunities provided here, we have invested in a platform that uses algorithms that pair up the ideal individuals for these mentoring relationships. The OC Mentoring program is closely aligned to our CareerHub career development toolset, providing salaried employees who are seeking a mentor based on their individual needs. In addition to traditional mentoring for career growth, OC Mentoring emphasizes the ability to upskill leadership capabilities and make the connections needed to better understand another business or functional area.

By tracking and encouraging interactions between mentors and mentees, the program adds structure to an already strong mentoring program and encourages retention throughout Owens Corning. In addition, we are integrating the Dimensions of Diversity from our Inclusive Leadership Workshops into our programming, which will provide further guidance for mentoring conversations.



Photo submitted by:

**Danielle Sendi | Nephi, Utah, U.S.**

High school students from Juab County learn about careers in manufacturing at the Nephi plant.

## Digital Worker Initiatives

Digital tools are transforming the workplace, helping us organize work and collaborate better. They help us facilitate interactions between employees and stakeholders, and they enable us to analyze large and diverse data sets. Through our digital worker initiatives, we aspire to build an efficient, cohesive work experience for our employees. Digital hubs for each initiative will enable employees to collaborate and connect, anywhere and anytime, as they serve our customers and deliver successful outcomes.

- **Customer Service.** We seek to create a frictionless customer experience, regardless of how the customer chooses to do business with us: voice, text, chat, web, or system integration. This will create a seamless, integrated experience for our customers and, by offering us greater insights into that experience, enable us to serve them better.
- **Human Resources.** We continue to expand our HR technology platform, Talent Center. New platforms for career development (introduced for salaried employees in 2022), onboarding, and recruiting will continue to respond to the changing needs of our current and future workforce.
- **Sourcing.** We can drive a new level of efficiency in our sourcing operations by expanding strategic e-sourcing and e-procurement initiatives. We will do this through a “source to settle” hub that includes a comprehensive, unified view of spending and risks with our suppliers and sourced materials.
- **New Product Development.** By redeploying and digitally connecting our new product development hub, we can evolve the stage-gate core process to organize, prioritize, and execute innovation and facilitate communication for each business and discipline.
- **Capital Engineering.** Our aim is to make the capital delivery process a highly collaborative engineering experience, ensuring a seamless handover of physical assets and digital twins for operational teams to run. By transforming the engineering back-office hub, we can reduce the design time and engineering costs supporting digital engineering initiatives.
- **Enterprise.** We will focus on a common, consistent set of new and existing tools for efficient, synchronous team collaboration. We will create a group productivity hub to streamline access to the tools needed for the team, function, or enterprise to organize work and gain insights.

Each of these strategic initiatives is designed to drive the company forward and help us achieve our efficiency aspirations in a highly productive, engaging work environment. We know that our culture is key to the success of these initiatives, and opportunities for employee engagement, participation, and feedback are planned and will be encouraged throughout their implementation.

## EFFECTIVE & EQUITABLE SUCCESSION STRATEGIES

Owens Corning is committed to future success through the development and nurturing of a pipeline of talent. As we watch talented people from diverse backgrounds emerge throughout the organization, we seek to provide opportunities and projects that help these people thrive. In addition, we look at how many employees are part of our career succession plan and how we can prepare them for even greater opportunities.

Each year, we implement a three-phase strategy to anticipate staffing needs and develop succession plans:

1. **Strategy Planning.** In the third quarter of each year, business leaders from across the company come together to discuss our company’s goals and how we will reach them. This in-depth look at the company allows our Human Resources department to anticipate staffing needs.
2. **Operational Planning.** In this phase, we closely examine our budgets, schedules, and needs. This enables our Human Resources department and company leaders to anticipate specific talent needs and cultivate the pipeline for upcoming positions.
3. **Talent Planning.** This final phase identifies our strengths, as well as the gaps in the talent pipeline, including succession at the officer level. Critical discussions center on development and business growth. As we proceed through the evaluation process, we ask ourselves the following questions:
  - What capabilities are required in the future that we do not have today?
  - Is it possible to grow these capabilities internally?
  - Are there any retention concerns?
  - What is the existing talent pipeline?
  - What key development needs should our learning and development efforts address?

As part of this process, we evaluate our employees’ overall readiness for future roles and experiences. At the same time, we develop plans for our employees’ growth, ensuring that the next steps are in place for their career development.

### High-Performing People

Owens Corning is dedicated to promoting an exceptional environment, with top talent coming together in a shared commitment to excellence — one rooted in clear objectives, effective performance management, and a structure that includes talent review, succession planning, development, and compensation. We view performance management as an opportunity for employees to discuss their performance with leaders in a consistent, ongoing dialogue.

Our process for selecting and cultivating our top talent pipeline is based on key insights from our internal analyses. The process is designed to ensure clear criteria for selection, individual development plans to guide the growth experience, and resource collection tools to help leaders guide meaningful development. We also continue to measure the impact of these improvements against our desired outcomes.

# COMPENSATION & BENEFITS

## AT OWENS CORNING

One of the key elements of an employee-centric experience is our compensation and benefits package, which we believe should be performance-driven, market-competitive, and equitable. Through base and variable pay programs, we seek to reward both individual and collective contributions based on the overall success of our business. Base salaries are determined by the following factors:

- Job responsibility
- Benchmarking data on market competitiveness
- Individual competencies
- Job performance

The design, application, and administration of our global compensation programs adhere to a consistent philosophy – one that ensures equitable treatment for employees, regardless of gender, age, or ethnicity.

Base pay is determined by job responsibility level and targets the market median (the 50th percentile of comparable companies with whom Owens Corning competes for talent). Base pay rates are reviewed and updated annually, based on the job performed and the local market wages for similar skills, to ensure we are providing fair wages. We currently compensate our people at or above all established minimum wage requirements. For Owens Corning, minimum wages are generally not relevant, as most entry-level Owens Corning positions require a higher level of skill or knowledge than jobs at which the minimum wage would apply.

### Variable Incentive Plan

In addition to base pay, most primary employees are eligible to participate in Owens Corning's Variable Incentive Plan (VIP) at the plant level, which is dependent on individual and plant results. Through this compensation program, above-average total cash compensation is provided when a location performs well, leading to a competitive structure overall. Employees' compensation is proportionate to their role's impact and the contributions the individual makes to the company, which ensures fairness.

### Corporate Incentive Plan and Sales Incentive Plan

Our compensation philosophy is to use all elements of compensation effectively, aligning employees with the goals of the company and its businesses by encouraging our employees to meet and exceed desired performance objectives. Most staff employees are eligible to receive an additional cash incentive through the Corporate Incentive Plan (CIP), based on the company's year-end results and/or their individual performance. The corporate component is determined through earnings before interest and taxes (EBIT) targets and a consolidated corporate target, while the individual component is based on each employee's annual performance. Staff employees in the sales function are eligible to participate in the Sales Incentive Plan (SIP). Each business designs a Sales Incentive Plan, aligned to their strategy and objectives. These incentive plans are used to drive results and reward employees for meeting business and individual goals.

### Long-Term Incentives

Our Long-Term Incentive (LTI) program is an equity-based program that uses a combination of Restricted Stock Units (RSUs) and Performance Share Units (PSUs), depending upon each employee's level within the company. This program provides an opportunity to retain key talent and invest in our employees' futures, provide opportunities to build wealth, and recognize extraordinary performance, while aligning with shareholder interests. Owens Corning offers these incentives to senior management and a select group of employees below the director level. Vice presidents receive a mix of RSUs and PSUs tied to the enterprise objectives of Total Shareholder Return (TSR), Return on Capital (ROC), and Free Cash Flow Conversion (FCFC), and directors receive RSUs.

### Full-Time Employee Benefits at Select Sites

In addition to providing fair compensation for our employees, Owens Corning offers an array of benefits designed to attract and retain a workforce that is committed to excellence. Benefits are made available to regular, full-time employees and some part-time employees working at least 24 hours per week. These benefits vary by country, business unit, and work location. Not all benefits are available at all locations. These benefits include retirement savings plans, insurance, educational benefits, job security initiatives for redeployment, and more. The benefits highlighted here pertain to our U.S. workforce. A more complete list can be found in [Appendix D](#).

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At Owens Corning, all full-time benefits begin on day one of employment.

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## Flexible Work Arrangements

We have long seen flexible work arrangement as a key part of helping people achieve work/life balance. These arrangements include the following:

- **Part-time:** Fewer hours than a full-time schedule.
- **Job sharing:** A special form of part-time work where two employees share the responsibility of one full-time role.
- **Flexplace:** In which an employee works a full-time schedule but works off-site for a portion of the time.
- **Flextime:** In which an employee works a full-time schedule in the office but start and end times fluctuate. This occurs within the guidelines determined by management and ensures the employee works within core hours every day.
- **Compressed work schedule:** In which an employee performs a full-time job in fewer days than a typical work week.

These arrangements are temporary or permanent depending on the employee's needs. The employee and manager work together to develop the most appropriate schedule, authorize the agreement, and ensure work is completed on time and objectives are met. Owens Corning continues to work diligently to be cognizant of the needs of our employees. Currently, many of our employees work in a hybrid arrangement, in which they work from home on select days and in the office on others.

Photo submitted by:

**Ruth Kennedy | Texas, U.S.**

Afton Villa Gardens in St. Francisville, Louisiana, U.S.

## Benefits to Assist in Building a Family

Our current U.S. health plan provides coverage for fertility enhancement. It includes a lifetime medical benefit of up to \$15,000 and a \$5,000 annual prescription benefit, as well as comprehensive and advanced treatments within IRS guidelines for Aetna self-insured medical plans.

For U.S. and Canadian employees who are looking to adopt a child under 18 years of age, we now offer expanded benefits that can be put toward the expenses related to adoption, including legal fees. These benefits are \$10,000 per event, with a lifetime limit of \$20,000. In addition, the benefit will now include coverage for expenses related to surrogacy, as well as egg and sperm donation and freezing.

## Relocation Assistance

New hires and employees relocating from one site to another may be eligible for relocation assistance. This may include home sale assistance, lease cancellation, household goods move, reimbursement of miscellaneous moving expenses, and tax assistance.

## Career Transition Assistance Programs

Our goal is to help employees through every level of their career. For example, Owens Corning seeks to help employees prepare for retirement with on-site planning workshops. Owens Corning has studied its retirement program to ensure it fully supports employees throughout this transition.

To that end, Owens Corning maintains a program through which employees nearing retirement are given the opportunity to work part time while still receiving full-time benefits. Both Owens Corning and individual employees have benefited from this program, as transitions are made easier overall and employees can retire confidently, knowing their legacy will be preserved.

For employees who leave the company due to job eliminations and will be pursuing careers elsewhere, Owens Corning partners with a third-party organization to offer a variety of career transition programs. Individuals benefit from a personalized approach to career transition with flexible access, state-of-the-art technology, and connections to critical resources. Career transition assistance is not available for employees who are terminated for cause.



## Labor Relations

The specific language and scope of our labor agreements vary from site to site, but all are structured to recognize the importance Owens Corning and our workers place on health and safety as a guiding principle and core value. In all our facilities, employees are trained to understand, appreciate, and mitigate risk in the interest of their own safety and health, the safety and health of those around them, and of the organization overall. Other elements that are in these agreements, in addition to employee safety and health, include working conditions, discrimination or harassment, training, and career management.

## Notice Periods for Operations Changes

The company uses a variety of methods to ensure that workers are informed of operations changes. These include our global intranet site, email communications, and leadership meetings with team members. Owens Corning provides at least the minimum notice required, which varies by local legislation and collective bargaining agreements in the regions where we operate. In many jurisdictions, our union and self-represented employees enjoy similar notice periods because of strong employee relations and labor practices, as well as applicable regulations.

## U.S. Leave of Absence Policies

In the U.S., Owens Corning grants up to 12 weeks of leave, as specified by the Family and Medical Leave Act (FMLA). An additional, unpaid leave of absence for personal reasons may be granted when approved by the appropriate management. Maximum leave for personal reasons is 60 days, unless approved by the business unit or process area Vice President of Human Resources.

Personal reasons may include education, family issues, and more. Additionally, U.S. salaried employees are allowed up to four weeks of bereavement leave in the event of the death of a spouse or a child under the age of 18. For other immediate family members (siblings, parents, grandparents, and children over the age of 18), five days of paid time off is provided.

For U.S. salaried employees through December 31, 2022, Owens Corning provided six weeks of short-term disability leave for the birth of a child, and eight weeks if the delivery occurred via cesarean section. Upon completion of the short-term disability benefit, birth parents were provided an additional two weeks of paid time off. Beginning in 2023, leave was expanded for all new parents, with all new parents receiving four weeks of paid leave. A new parent is defined as anyone welcoming a child into their family through birth, adoption, or surrogacy. Delivering parents are eligible for eight weeks of medical leave regardless of the delivery type, meaning the delivering parent is now eligible for a total 12 paid weeks of time off. Parental leave can be used in increments of at least one week anytime in the first six months after welcoming a new child. Non-birth parents receive four weeks of paid time off after the birth of the child, as do employees who have adopted a child. Our policies for routine leave, such as sick leave, personal days, and standard paid time off, vary by region, according to local customs, regulations, and laws. In the U.S., the amount of annual standard paid time off granted to salaried employees is determined by an employee's length of professional experience.

Outside the U.S., Owens Corning adheres to federal leave of absence laws in the countries in which we operate. In addition, we offer benefits to provide income protection for disability leaves and leaves of absence that occur for other reasons.



Photo submitted by:

**Josh Strake | Granville, Ohio, U.S.**

A view from the Presidio National Park, San Francisco, California, U.S.

EMPLOYEE EXPERIENCE

# 2023 IN REVIEW

Throughout 2023, Owens Corning continued our multi-year effort to develop the workplace of the future — one that creates an exceptional work experience for current employees while also anticipating workforce needs for years to come. We continue to make progress toward the targets we've set for 2030, in part because we recognize that to build the workplace of the future, we must listen to the voices of employees today.



Photo submitted by:

**Rebecca Pike | Irving, Texas, U.S.**

Our Roofing plant in Irving, Texas, U.S., recognized their summer interns as part of National Intern Day celebrations.

# PROGRESS TOWARD OUR 2030 GOALS

By 2030, our goal is to retain 100% of our high-potential talent between annual talent reviews.\*

## Percentage of High-Potential Talent Retained\*



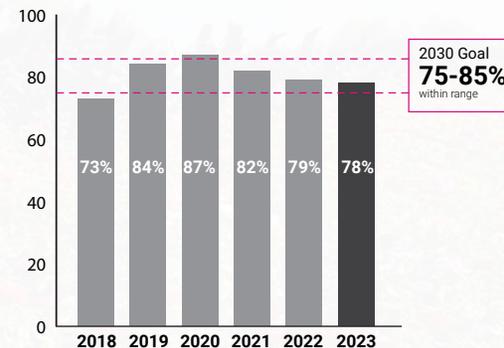
In 2023, 70% of our employees participated in our most recent employee engagement survey, with 70% of them reporting that they are engaged in their work.

We have also set targets for succession planning that we intend to achieve by 2030:

## Internal fill rate of 75%–85% for leadership roles.\*

We aspire to have mid-level, director, and vice president level roles filled by Owens Corning employees, either through promotion or as a lateral move, as a percentage of all internal fills and external hires for these roles. As we build our diverse talent pipeline, promoting from within strengthens our inclusive environment as employees see diversity among our leaders.

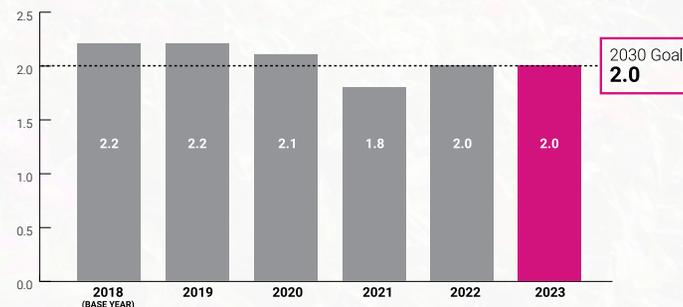
## Percentage of Leadership Roles Filled from Within



## Ensure two “ready now” internal succession candidates for key leadership roles.\*

We calculate this by taking the number of unique candidates who are ready for promotion into the key leadership role divided by the number of succession roles in that business unit. Although strong candidates may be on multiple succession lists, each individual is counted only once. In addition, we have set succession targets to help increase representation of women and people of color in director and above roles. More information about our progress in this area can be found beginning on [page 143](#).

## Succession Pipeline Readiness



## Review and Appraisal Percentages

	2020	2021	2022	2023
<b>Men</b>	99.5%	99.9%	99.8%	99.5%
<b>Women</b>	99.6%	99.9%	99.9%	99.6%
<b>TOTAL</b>	<b>99.5%</b>	<b>99.9%</b>	<b>99.9%</b>	<b>99.6%</b>

Of the 0.4% of staff employees who did not receive reviews, most were either on leave during the year, recently promoted into a staff role, or hired after November 1, 2023. Employees are not required to undergo a review until after three months of employment.

## Employee Milestones

Owens Corning employs approximately 18,000 individuals, many of whom have been with the company for most of their careers. As of December 31, 2023, over 3,200 employees had served 20 years or more with Owens Corning, with the longest term being 51 years. We believe the years of service that so many of our employees have dedicated to our company are a testament to our success in fostering a positive employee experience.

## Average Workforce Tenure by Region (in Years)



REGION	ALL EMPLOYEES	PRIMARY	STAFF	NUMBER OF EMPLOYEES SERVING OVER 20 YEARS
Asia Pacific	10	9	12	431
Europe	13	12	13	841
Latin America	8	8	8	148
North America	10	10	11	1,786

## 2023 Participation in Learning and Development Programs

PROGRAM	2023 PARTICIPATION	TOTAL PARTICIPATION TO DATE
Leading Pink	113	414
CareerHub Profile Assessments	3,599	3,632
OC Mentoring Connected Employees	681	741
Coaching for Growth	13	105
Leading at the Next Level	40	344
OC Leadership Program	15	41

In 2023, 9.8%+ of full-time employees participated in leadership development.

As of 2023, 8.3%+ of our full-time staff employees are either enrolled in or have graduated from the Early Career Development program. In addition, as of 2023, we have retained 93%+ of Early Career Development Program participants after one year, and 60%+ of participants after five years. This surpasses benchmark retention rates obtained from the National Association of Colleges and Employers (NACE), whose 2022 data indicates 84% retention after one year and 54% after five years.

In 2023, our primary workers recorded an average of 16 hours in our LMS, and our salaried workers recorded an average of 9 hours.+

## NEW CAREER SITE IMPROVES THE JOB CANDIDATE EXPERIENCE

In October 2023, Owens Corning launched our new global career site, the first step in our journey to deliver a better experience for candidates at all levels. The new site's features make it easier to find and apply for jobs — both for current employees and those coming from outside the company.

Features on the new site include:

- Streamlined search functionality by region, job, and setting (such as manufacturing plant or office)
- An interactive global map showing exact locations of open roles
- First-person shares from current employees around the world
- More comprehensive information about Owens Corning and our businesses
- Higher manufacturing representation across the site

In addition to these features, the user-friendly interface helps to demonstrate the culture at Owens Corning and provide candidates with a stronger sense of belonging. The site can be viewed [here](#).

## Turnover Rates

As we look at issues related to retention, we realize that people’s decisions are often based on factors beyond our control. Our turnover rates are consistent with global trends, including the U.S. labor shortage and a highly competitive market for talent globally.

### Turnover Rates\*

	2022	2023
<b>Staff</b>	15%	11%
<b>Primary</b>	31%	29%
<b>TOTAL</b>	<b>26%</b>	<b>24%</b>

## Retirement Benefits Liabilities

We are committed to providing all employees with comprehensive retirement benefits. Generally, we offer these benefits via defined contributions arrangements. However, defined benefit plans may be provided in accordance with local custom to ensure a competitive overall benefits package.

Of our defined benefit obligations, 97% are payable through a fund held and maintained separately from the resources of the organization. The Canadian qualified plan is 144% funded, as determined by actuarial valuation within the past 12 months. The U.S. and U.K. plans are less than 100% funded, also based on actuarial valuation within the past 12 months. These three plans represent 86% of our defined benefit liabilities.

Our strategy for the U.S. plan is to contribute at least the minimum required amount each year and ensure that the plan is funded at 80% or greater. Other plans are funded to fully comply with local requirements. Approximately 95% of eligible U.S. employees participate in voluntary retirement savings (defined contribution) programs. Owens Corning provides an automatic 2% contribution based on salary to all U.S. employees’ 401(k) plans. The company also matches up to 6% based on individual contributions; thus, employees who maximize the company match will save 14% of their salary toward retirement. New U.S. hires are automatically enrolled in our 401(k) plan. Our 401(k) plans represent approximately 93% of our contributory savings plans globally.

## Pay Equity

Owens Corning believes an inclusive and diverse workforce is critical to our success, adding value to the business by fostering an environment that leads to high engagement and innovative thinking. Owens Corning operates programs that foster gender and ethnic diversity, as well as equality within its workforce. The company has implemented a robust pay equity program, which includes multiple processes and controls that are executed during the annual merit review as well as compensation recommendations for both internal and external candidates. Further, the company has implemented processes and policies to avoid inheriting unequal pay bias of prior employers. This program is designed to assure equal pay for equal work regardless of race, ethnicity, or gender. We ensure the success of this program by performing a biennial pay equity review with the assistance of a third-party vendor. The third-party review includes a robust, statistical analysis of pay equity across our global salaried workforce. Consistent with its commitment to “equal pay for equal work,” the company remediates all identified and substantiated pay gaps through pay increases. The review conducted in 2023 demonstrated that less than 3.6% of its approximately 5,700 global staff employees required remediation, at a total cost of less than 0.1% of annual global salaries.

## Scholarships

Employees who have worked at Owens Corning for at least one year are eligible to apply for the Owens Corning Employee Scholarship for a higher education degree. Recipients are selected based on manager recommendations, statement of career goals, demonstrated leadership, and past academic performance.

To promote our goal of access to education and academic excellence, the Dependent Employee Scholarship was established as an enduring gift for dependents of Owens Corning employees, helping those who demonstrate scholastic aptitude and financial need reach their fullest potential. In 2023, \$194,460 in scholarships was awarded to Owens Corning employees and their dependents.

In addition, full-time employees seeking to participate in a graduate program while continuing their employment with Owens Corning may be eligible for education reimbursement.

## Labor Relations

Owens Corning prides itself on being a good corporate citizen and respecting the rights of our employees. This includes the rights to exercise freedom of association and collective bargaining. In addition, we seek to partner with suppliers who share this philosophy.

Approximately 67% of Owens Corning primary employees are covered by collective bargaining agreements.\* This includes relationships with unions, work councils, and employee associations around the world.

## Local Hiring

Over 40% of employees live within five miles of Owens Corning’s manufacturing sites in the U.S.

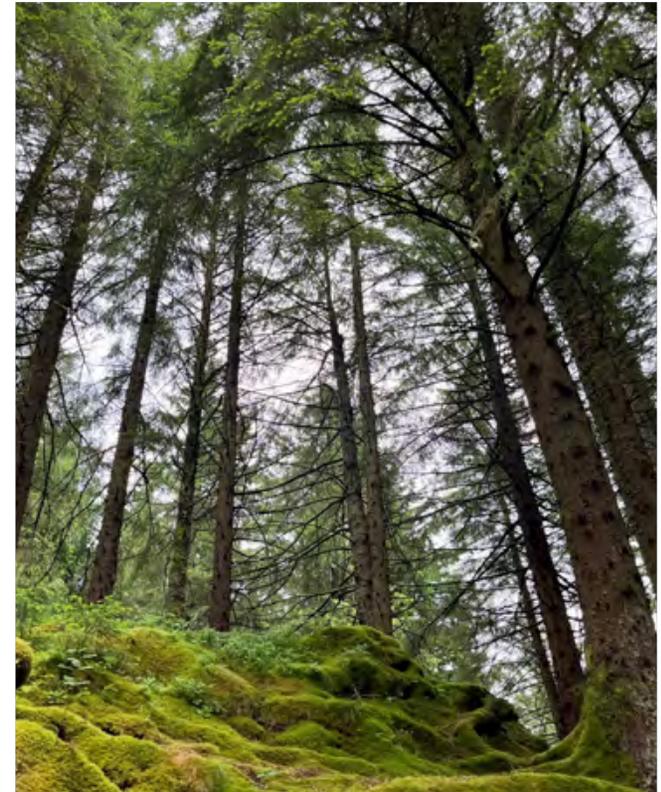


Photo submitted by:

**Megan Moore | Ontario, Canada**

Trees growing from the moss-covered ground in Norway.

# OUR PEOPLE MAKING A DIFFERENCE

## Victor Garcia

Manufacturing Human Resources Leader

As a leader in both Human Resources and EHS (Environmental, Health, and Safety), Victor Garcia believes he has the best job at Owens Corning — as he puts it, he has people in his hands and in his heart. Victor is also the head of the Latin American Inclusion and Diversity Council, so he has the opportunity to help ensure that the plant in Tlaxcala, Mexico, is truly living our company's core values. The plant's commitment to caring is exemplary, as evidenced by the fact that they were recently recognized by the Human Rights Commission of Tlaxcala.

“ We implement solutions that we can apply consistently, and we share what we learn across the Owens Corning community. ”

Photo courtesy of Victor Garcia.



### On receiving recognition from the Human Rights Commission of Tlaxcala

It's a milestone for us because we're talking about human rights at a higher level than the sense of paying wages or not hiring children. The award recognizes that we care for our employees and our communities, and we make sure that inclusion, equity, and diversity are part of our policies and part of our culture. We went through an audit, so they could see documents, walk our floors, and hear testimony demonstrating that our company is actually beyond just complying with the law — we're making the employee experience something better than normal. In the employee life cycle, from being a candidate to retirement, Owens Corning Tlaxcala offers the possibility for people to make a future for themselves and their families while creating the materials that make the world a better place for our children.

### On initiatives designed to increase equity in manufacturing

We have what we call Pink Coffee on a weekly basis, where the Plant Director and I sit with frontline employees and have a friendly conversation where they can speak freely without fear of retaliation. Once a month, those Pink Coffees are just for women, where we ask them how they feel they're being treated by the men in the company. Their standard answer is that it's a good environment, and they feel they are treated well. This is important to me because we have had an ethics program in place for the last five years, making sure that the message is sent that we must have a positive culture without discrimination or harassment.

### On taking steps toward a better future for everyone

We can start by educating our children — or nieces, cousins, or friends if we don't have children — and disseminate the message of respect as an act of consciousness and the love of everybody. We are all on the same rock called Earth, and the things we do affect other people. If I do something good, that small chain reaction can create a wave where everyone benefits. With education, we can drive our values, and eventually maybe society will be in a very different shape than it is today. I am sure the younger generations will do better than us. They're thinking in a good direction toward respect and a better planet for everybody. We can continue to teach them by example the importance of doing something, because doing nothing is the same as going backwards.

# ACTIVELY LISTENING TO OUR EMPLOYEES

One of the most important ways we live our core values is by valuing and appreciating diverse perspectives — and that means listening to our people. In just the last year, Owens Corning has made significant investments that have greatly enhanced our ability to receive input from all our employees around the world, at all points in their Owens Corning career.

As we continue to build our roadmap for improved employee listening, we will abide by our guiding principles. So, we will be:

- **Accessible.** All employees have opportunities for sharing their voice without barriers.
- **Inclusive.** All employees feel their voice is not just heard, but also welcomed and valued.
- **Practical.** We apply useful, targeted insights to make things better.
- **Strategic.** We remain focused on business outcomes and strategic needs.

We strive to listen to our people at the moments that matter — those key points in an employee's time with us when it's especially important that their voice is heard, from their hiring process and onboarding, through annual reviews, and right up to their exit interview.

We also continue to quantify our employees' attitudes about their work as a whole. We offer surveys designed to gauge employee engagement across a number of metrics, including their job satisfaction, their happiness while on the job, work-related stress levels, and the degree to which they feel their work has a clear sense of purpose.

Our formal listening strategy also includes the new Leadership 360 feedback platform, which was piloted with leaders in North American and Europe in 2023 with plans to become available throughout the organization in early 2024. Through this tool, employees can gather feedback that helps improve their leadership behaviors, replacing the periodic surveys that had been centrally administered with an opportunity to seek feedback on-demand rather than wait for the next survey.

Through all our listening, we deliberately seek to expand our reach into all regions and all levels. Our new OC Pulse is another great example. These brief questionnaires, sent on a regular cadence, are translated into all relevant languages and will be available to all employees, including frontline plant workers. With the input gathered, we are able to provide our leaders with simple and useful insights into the health of their talent organization, as well as recommendations for where to target follow-up actions for improvement. In 2023, they were tested in Latin America and Asia Pacific, with plans to expand globally in 2024.

Through these and other targeted initiatives, which vary from year to year, we have received many compelling insights. A new approach has been implemented in 2023 that enables people to self-identify their ethnicity and/or LGBTQ+ orientation. In another example, feedback from frontline workers was influential as we sought to invest in advanced scheduling technology that will improve shift flexibility in the future. Their input also informed the roadmap we developed as we worked to establish a Digital Frontline Worker team within our Global Information Systems organization. In the U.S., we were able to quickly incorporate employee input into the most recent benefits enrollment period, instituting the following changes:

- A new medical plan option (PPO) has been added to increase predictability of medical costs.
- Age limitations have been removed from specific preventive care services, such as colonoscopies.
- Dental benefits have been expanded, and benefits for hearing aids have been added.

Looking ahead, we will use the knowledge gained from our listening to continue to provide better experiences for employees. For example, we are looking at ways to improve the onboarding process, especially for our frontline workers at our plants. We want to ensure that new hires not only get the training they need to feel confident in their role, but that they also feel the sense of belonging that will keep them with us past their probationary periods and into the next stages of their career at Owens Corning.

# OWENS CORNING & THE FUTURE OF WORK

At Owens Corning, we are dedicated to building the workplace of the future, one in which we:

- Attract a diverse range of people representing all walks of life.
- Help our people develop and succeed on their own terms.
- Create a safe, vibrant, modern workplace.
- Foster a culture where every person feels welcomed and appreciated — not despite their differences, but because of them.

Through this process, we are relying on the voices of our employees, understanding their perspectives, and exploring and identifying our biggest barriers and opportunities. We are also leveraging the available internal data to better diagnose the drivers of employee behavior. Through these efforts, we can establish a foundation for ongoing excellence, enabling us to achieve efficiencies today while building the structures that will help us to transform our workplace into the future.

# INCLUSION & DIVERSITY

At Owens Corning, we value and encourage diverse points of view. We believe everyone – regardless of race, ethnicity, nationality, gender, religion, sexual orientation, or language – should have a voice, and individuals should be celebrated because of the differences they bring to the workplace. By providing everyone with opportunities for success as individuals, we are also helping ensure our own success as a company.



Photo submitted by:

**Mari Ness | Toledo, Ohio, U.S.**

Owens Corning employees, along with their friends and families, participated in the Toledo Pride Parade in August.

## Sustainability Materiality Definition

We aim to foster an environment in which all our people are engaged and working together to create an equitable, healthy, and high-performing organization. We define diversity broadly to include race, ethnicity, nationality, gender, religion, sexual orientation, and language, as well as family background, socioeconomic background, interests, and experience. Inclusion enables employees to feel valued, understood, and inspired to bring their whole selves to work.

## Relevant United Nations Sustainable Development Goals



The social data in this chapter marked with a + sign were independently assured to a moderate level by SCS Global Services. For more information on the assurance process see [About the Report](#), and for our verification statement please see [Appendix I](#).

# 2030 GOALS FOR INCLUSION & DIVERSITY

We have established four aspirational goals for inclusion and diversity that complement our overall talent strategy goals, as discussed on [page 123](#).

- Build and support diverse workforce and leadership teams that reflect the communities in which we live, work, and serve.
- Retain diverse employees proportional to the communities in which we live, work, and serve.
- Increase internal succession with an emphasis on expanding the representation of women, people of color, and cultures from around the world.
- Demonstrate transparency regarding pay equity through third-party reviews and ongoing internal analytics.

As part of these goals, Owens Corning has set quantifiable targets related to women and people of color in leadership, including plans for succession. Our progress toward these targets is discussed in detail throughout this chapter.

In addition, we are committed to providing all our employees with competitive compensation and benefits, as well as incentives based on individual and company performance. We also align our hiring strategy with local labor markets, especially as we grow outside the U.S. Other programs, such as flexible work arrangements, are designed to help all our employees maintain a healthy work-life balance.

Photo submitted by:

### Fanny Guay

Fanny Guay (second from right) discussing mineral wool with colleagues in Tokyo, Japan. From left: Michiko Ueno, Naofumi Kumabe, Ryo Yano, Noburo Oku, Toshiyuki Fujie, Yasuhiro Tagakaki.

## A GLOBAL APPROACH TO INCLUSION & DIVERSITY

Every region around the world has its own unique culture, and therefore each one has its own needs as it seeks to create an inclusive, diverse workplace. To address those needs, Owens Corning has created four regional Inclusion and Diversity Councils in the regions where we operate: Asia Pacific, Europe, Latin America, and North America. An overarching Global Council, sponsored by CEO Brian Chambers, provides connection across all four regions, support, and resourcing.

The four regional councils each own their operating model and work to drive change and implement initiatives and events that engage employees and align with regional strategies for inclusion and diversity. Individuals who serve on the councils are dedicated to helping Owens Corning see the benefits that come from having capable, diverse, highly engaged teams. The councils' strategies include the following:

- Enhancing the employee experience
- Establishing sustainable diversity and creating a culture that provides value for employees, customers, shareholders, and communities
- Ensuring that our inclusion and diversity strategies support the business strategy and our company values
- Gathering resources to enable strategy success
- Measuring our success

The progress of each of our regional councils can be found on [page 147](#).



# INCLUSIVE RECRUITING POLICIES

Building a diverse workforce — one that includes people from all walks of life — begins early, with recruiting policies that break down the barriers that might discourage qualified people from applying for positions. We are working to recruit from a broad pool of talent and facilitate the application process to ensure an equitable experience. In doing so, we are communicating our values to people even before they join Owens Corning.

We are committed to ensuring that our job descriptions are inclusive and do not contain gendered language, and we have removed educational requirements when they are not necessary to the position. We also take a strategic approach to inclusive recruiting, developing relationships with a range of groups and institutions, including Historically Black Colleges and Universities (HBCUs). Members of our affinity groups routinely reach out to their contacts, including alumni organizations, professional organizations, fraternities, and sororities for potential candidates.

## Inclusion and Diversity Recruiting Champions

The Inclusion and Diversity Recruiting Champions program consists of full-time employees who are active in our affinity groups (see [page 139](#)) who share an interest in ensuring inclusive recruiting. Participants play an integral role in the selection of internal and external candidates for early career and experienced roles throughout our North American facilities. Inclusion and Diversity Recruiting Champions also strategize with our Talent Acquisition team and our Inclusion and Diversity function to identify opportunities for building a diverse workforce, and they then form small project teams to develop solutions and improvements.

## Inclusion and Diversity at the Plant Level

To help foster an environment of inclusion and diversity at our manufacturing plants, we have developed inclusion and diversity assessments that enable plants to gauge the culture of inclusion and diversity at their location, see where they have opportunities to improve, and leverage that input to assist in creating their annual strategies and objectives for inclusion and diversity at their site. These assessments also connect them with resources pertaining to their areas of focus, so they can take tangible actions related to their results and identified goals. Plant leadership and Inclusion and Diversity teams have access to a dashboard that shows the results of the assessments, as well as year-over-year progress.

# DEVELOPING INCLUSIVE LEADERS

As representatives of Owens Corning, all our employees can be a part of our commitment to inclusion and diversity, from participating in our recruitment efforts to encouraging retention to creating a culture of appreciation. One way we empower people to join our commitment is through our Inclusive Leader training program. Developed in partnership with the management consulting company Korn Ferry, this program empowers people leaders, providing them with the tools needed to lead in ways that align with our values.

Our Inclusive Leader workshops began with our Senior Leadership team and have been extended beyond top-level leaders through our Train-the-Trainer sessions. These sessions seek to train leaders in the organization globally, from senior executives to front-line Plant Supervisors. We are now also leveraging a condensed version to cascade key concepts of the learning to our primary workforce in the U.S.

It is also rooted in the idea that when employees from different backgrounds and experiences are brought together in a setting where each person feels a sense of belonging, the results are truly impressive. There is ample evidence demonstrating that diverse teams in an inclusive environment will consistently outperform non-diverse teams. Our strategies include training our leaders to recognize the importance of cultivating inclusive teams, which we expect will help lead to higher performance from our people.

The Inclusive Leader program touches on two key components of inclusion and diversity:

- **Dimensions of Diversity.** Although physical differences are easily recognized, they represent only a single dimension of the complex factors that shape individuals. Other dimensions of diversity can include relational, occupational, and societal experience, as well as people's values and their cognitive style and ability. Understanding others through the lens of these interrelated and often subtle dimensions strengthens our ability to relate to each other. This is the basis for inclusion.
- **Inclusion Scale.** Through our training, we also provide opportunities to role play and evaluate how our reactions to differences can affect our interactions. Our understanding of inclusion is mapped to a scale that expresses an individual's comfort with differences: repulsion, avoidance, tolerance, acceptance, and appreciation. To build the culture of appreciation we aspire to, we must understand how our behavior toward others impacts their ability to succeed and do their best work. By providing an opportunity for employees to use simulated examples, they increase self-awareness, which can help drive change in their actions in future experiences.

# ENGAGING EMPLOYEES IN INCLUSION & DIVERSITY

Owens Corning is proud to have created a wide range of opportunities for employees to be their most authentic selves at work – and to express themselves in ways that can further deepen understandings among our people.

## Affinity Groups

Owens Corning sponsors a wide range of employee resource groups that promote the exploration of inclusion and diversity as it relates to different cultures and identities. These groups, known as affinity groups, encourage employee involvement in the creation of an inclusive workplace and help people embrace their differences.

Each affinity group consists of its members, as well as an executive sponsor, leader, and co-leader. Our affinity group leadership enables groups to develop and expand, with an emphasis on communication, collaboration, and connectivity, as well as a focus on three key areas:

- Increasing our diverse pipeline of employees and promoting people within the organization
- Providing engagement and development for individuals who seek leadership positions in affinity groups
- Tying the work of our affinity groups to our business initiatives and the priorities of our Composites, Insulation, and Roofing businesses

The events that affinity groups present over the course of the year help raise awareness, inspire discussion, and foster stronger connections and a more inclusive and emotionally intelligent culture. We are also working to involve employees at our plants in inclusion and diversity initiatives. To help Plant Leaders achieve this, our affinity groups work from a playbook that offers easy-to-follow tips designed to help plant leaders incorporate our strategies.

## In 2023, Owens Corning sponsored the following affinity groups:



### Abilities

The Abilities affinity group provides a community within Owens Corning that fosters the inclusion and growth of employees impacted either directly or indirectly by both seen and unseen physical or mental health disabilities.

The Abilities group seeks to fully practice inclusion by intentionally bringing forward the brilliance of our capable and diverse teammates. In doing so, they are able to empower employees to bring their true selves to work and elevate a culture of belonging within our group and in support of our inclusion and diversity initiatives. The group is also working to establish a goal for measuring the progress of increasing the number of individuals with disabilities in the workforce.



### African American Resource Group

The mission of the African American Resource Group (AARG) is to advance excellence through attracting, acclimating, retaining, and accelerating career growth, thus enhancing Owens Corning's business performance while leveraging the strength of a diverse workforce.

The AARG seeks to advance this mission while focusing on three strategic pillars: belonging, development, and education. As diversity, equity, and inclusion continue to be a major imperative across organizations, AARG strives to be an integral part of Owens Corning's journey. The group is focused on continuing to encourage inclusiveness, foster belonging, and educate each other to achieve this goal within our company.



### Connections

Connections strives to engage employees by building relationships at Owens Corning and within the local community. The group aspires to create fulfillment by offering a sense of belonging and encouraging inclusivity.

As part of its strategy for achieving its mission, the group hosts several events throughout the year. These include volunteer opportunities, which help foster stronger connections among employees and with the city of Toledo, Ohio, U.S., the home of our world headquarters.



### Harmony

The Harmony affinity group shares their unique Asian voices and viewpoints to shape our culture through education, connection, and influence. The group aims to help Owens Corning build, grow, and retain top Asian talent who aspire to build a more inclusive, diverse, and sustainable company.

Harmony takes a strategic, intentional approach to fulfilling its mission, with a focus on the Lunar New Year in January, Asian American and Pacific Islander (AAPI) Heritage Month in May, the Affinity One event in July, and Diwali in October and November. Members educate non-Asian colleagues and include plant locations in a number of activities throughout the year. They also work to overcome time zone challenges by replaying recordings as new or separate events in different regions, and they financially support and co-host events with other affinity groups.



### HOLA: Hispanic Origin and Latin American Affinity Group

The HOLA affinity group's objectives are to build a platform for the Hispanic and Latin American community within Owens Corning; create intentional and focused content that engages, educates, and empowers employees; and connect with our local communities and industry partners to build stronger relationships in all communities.

The strategies HOLA uses to achieve its aspirations are built into its mission statement. They sponsor a number of events throughout the year that educate our employees while building strong relationships among our people and within our communities.



### Interfaith Exchange

Interfaith Exchange serves to provide a path for employees to share their beliefs with each other in a way that allows each distinct voice to be included, appreciated, and valued.

The group has established strategies to accelerate the program to multiple regions, places, and organic faith groups, with a focus on marketing, communications, and an interfaith playbook. They seek to ensure that the Owens Corning community continues diversity education regarding different beliefs, increase a community of caring throughout special interest groups, and work to ensure that the group's aims are integrated with new employees' experiences.



### OUTreach

OUTreach serves as a network to advance an environment that celebrates and appreciates LGBTQ+ employees for who they are through policy change, education, allyship, and in support of the broader LGBTQ+ community.

To help fulfill this mission, OUTreach focuses on a number of areas. This includes working with the broader company to implement voluntary self-identification, which will allow individuals to voluntarily disclose if they are LGBTQ+ and their gender identity, so that we can better understand our employee population and its needs. The group is also working to ensure development opportunities for members and explore broader involvement in Out & Equal, an organization focused on LGBTQ+ workplace equality. In addition, OUTreach advocates for inclusive LGBTQ+ recruiting practices as well as new policies or programming, such as plant inclusion teams and parent support groups. The group is also working to maximize its partnership with oSTEM (Out in Science, Technology, Engineering, and Mathematics).



### RISE

Established in 2023, RISE strives to build an inclusive network for all employees new to their careers by leveraging the collective voice to excel career growth at Owens Corning through providing professional development tools, community partnership, and connection.

RISE has established three strategic pillars to move them toward their mission. First, they are creating an inclusive community and providing a safe space for all who need career development. They are also presenting members with opportunities to expand their professional skills through development platforms and events. Finally, they are building relationships with external professional development organizations to create opportunities for further education and community involvement.



### Salute

The Salute affinity group, a community of Owens Corning employees, is focused on accelerating the inclusion and recognition of our current and former military members through the employment life cycle at Owens Corning. In elevating our veterans, we believe we will strengthen our company and our communities.

As Salute works to achieve this mission, their areas of focus include candidate assessment, recruiting and retention, and recognizing the balance needed to ensure that our veteran employees feel supported in their work life. In addition, Salute will also seek to assist with the transition from military life into the corporate world.



### Women's Inclusion Network

The Women's Inclusion Network (WIN) is a group of highly engaged, empowered, and compassionate people committed to developing outstanding women through professional development and community involvement.

Women in Operations (WIO), a chapter of WIN, is dedicated to supporting and elevating the role of the women on our Operations teams across all three of our businesses. WIO began in 2020 in our Composites business, and it has expanded to an enterprise-wide initiative with strong support at all levels of leadership and active chapters in all our regions. Since WIO was founded, we have seen a number of positive changes for women: increased hiring of women, improved maternity leave benefits, and an active sponsorship/mentorship program specifically for women.

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Learn about our affinity groups' activities in 2023 on [page 150](#).

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# COURAGEOUS CONVERSATIONS

Throughout the year, Owens Corning presents a series of virtual discussions called Courageous Conversations, designed to engage employees on inclusion and diversity issues in ways that demonstrate respect for people’s various points of view. Courageous Conversation provide opportunities for people to participate in open dialogues that can help them better understand their differences and recognize the ways that diversity can strengthen our company and our community.

Holding Courageous Conversations virtually makes participation easy for employees around the world. Topics have evolved from broader explorations of race, gender, and identity to include discussions of specific issues, including dealing with addiction and loss, code switching and its impact on authenticity, supporting the transgender and drag communities, caregiving for elders and other family members, and allyship among white men. Many of these topics are sensitive in nature, but we find that participants are often willing to lean into difficult territory, resulting in productive, encouraging discussions. Employee feedback has been positive – they tell us they want to continue to have these conversations and add more training and education around inclusion and diversity in general. They have also expressed interest in discussions surrounding allyship and how they can be allies.



Employees at our plant in Tlaxcala, Mexico, participate in a Courageous Conversation.

INCLUSION & DIVERSITY

# 2023 IN REVIEW

Our vision for an inclusive workplace is possible because of the actions of our employees — the people who engage in conversation, show up as allies, and value the unique and diverse talents that make us stronger. Throughout the year, we saw truly inspiring examples of people living our core values: caring for one another, collaborating as individuals and groups, demonstrating curiosity about other people and cultures, and committing to the idea that it is our differences that make us stronger as an organization.



Photo submitted by:

**Jihua Sun | Guangde, China**

Frontline employee Yuhai Niu at our plant in Tianjin, China.

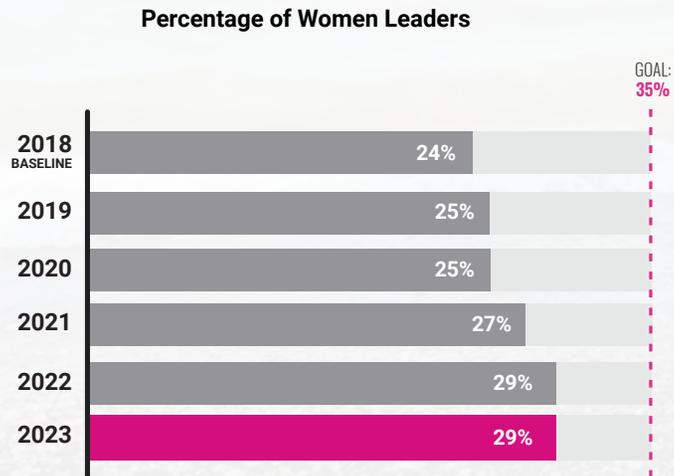


# PROGRESS TOWARD OUR 2030 GOALS

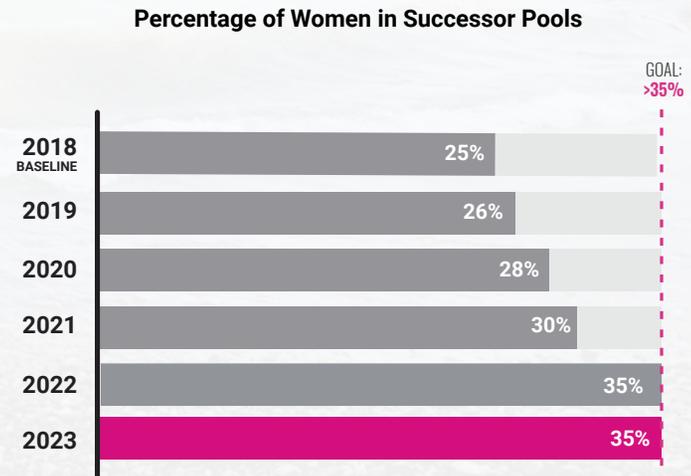
A diverse workforce provides us with the different experiences and unique perspectives needed to deliver better results for our customers. We work to increase gender equality in the workforce and expand diversity in our leadership. In addition, greater diversity helps colleagues from all walks of life envision their own career paths. In conjunction with our leadership targets for women and people of color, we have set targets related to succession into leadership roles.

## Women in Leadership

By 2030, we intend to have women fill 35% of global mid-level leader, director, and vice president roles.\* In 2023, our representation in these roles was 29%.\*



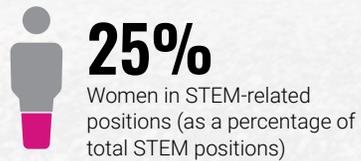
In addition, we have a target for 35% representation by women among successors for identified key roles, which is part of our overall succession goals for 2030.\*





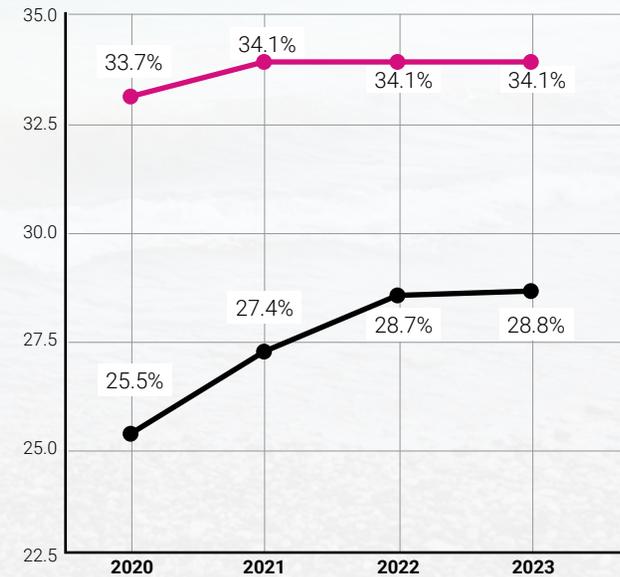
# PROGRESS TOWARD OUR 2030 GOALS

## Percentage of Roles Across the Company Filled by Women



## Percentage of Women in Middle and Upper Management\*

● Staff Employees      ● Mid-level, Director, and VP





# PROGRESS TOWARD OUR 2030 GOALS

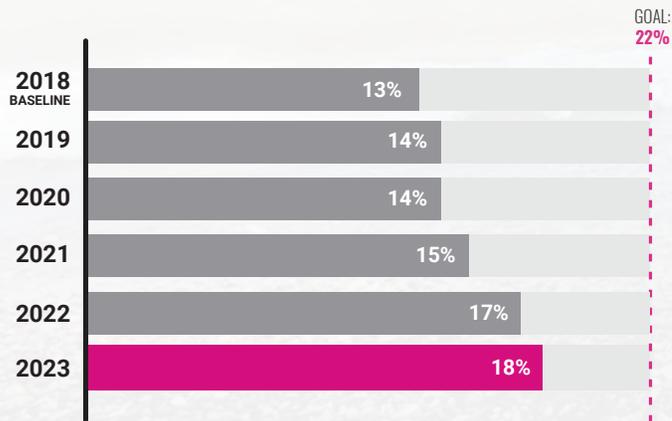
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## People of Color in Leadership

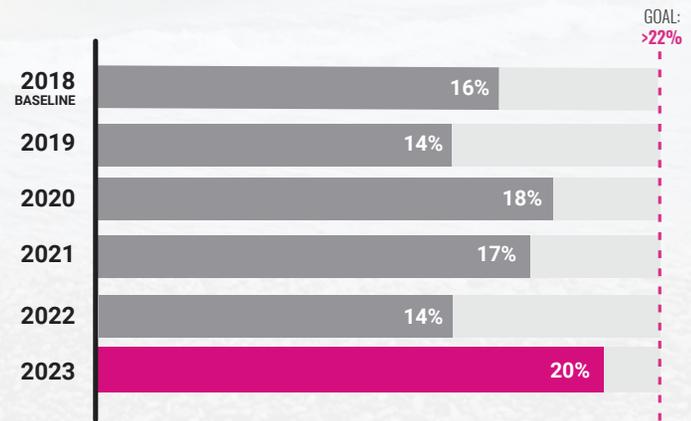
As part of our 2030 goals, we have set a target that people of color will fill 22% of our U.S. mid-level leader, director, and vice president roles. In 2023, our representation for these roles was 18%, while overall, approximately 50% of U.S. hires were people of color.\*

This voluntarily disclosed data is only available for our U.S. workforce. On [page 126](#), we discuss our commitment to diversity in our pool of succession candidates for leadership roles, with respect to women and people of color.

Percentage of People of Color Leaders in the U.S.



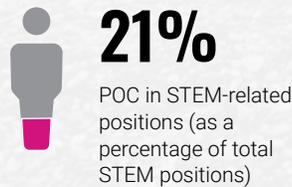
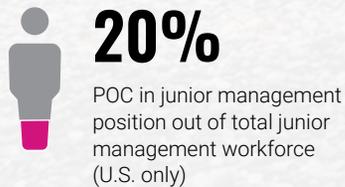
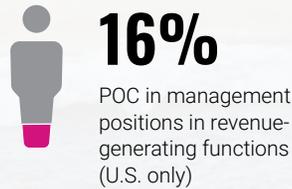
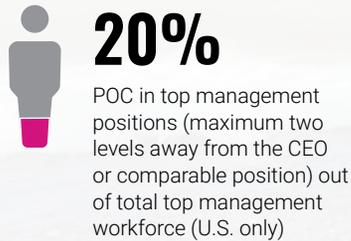
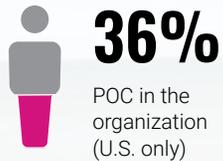
Percentage of People of Color in U.S. Successor Pools



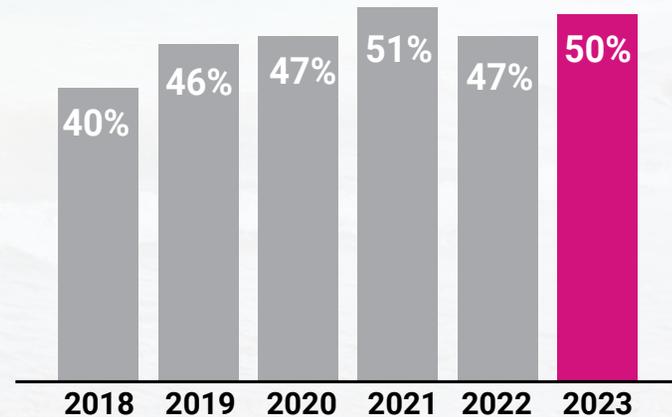


# PROGRESS TOWARD OUR 2030 GOALS

## Percentage of Roles in the U.S. Filled by People of Color (POC)



## Percentage of 2023 U.S. Hires (Staff and Primary) Who Identify as People of Color



# INCLUSION AND DIVERSITY COUNCIL ACTIVITY IN 2023

Each global region has been active throughout 2023, developing and implementing the following inclusion and diversity initiatives.



## Asia Pacific

In June 2023, the Asia Pacific Inclusion and Diversity Council relaunched their overall operating framework. Their aspiration is to build an inclusive workplace through a culture of appreciation wherein our employees in the region can learn, grow, and feel valued while facilitating growth for our business, our customers, our suppliers, and our communities.

### The council is focused on five themes:

- Awareness and engagement
- Inclusive leadership
- Gender diversity
- Building capability of diverse talent
- Communication

Subgroups were created to work on each of these themes. In addition, the council is working to define focused inclusion and diversity goals, monitor outcomes, execute strategies, and report progress to the company leaders and the organization overall.



## Europe

The Inclusion and Diversity Council in Europe consists of five subgroups:

- Education and awareness
- Gender equality
- Fun and multicultural exchanges
- Multi-generational promotion
- Communications

In 2023, the Education and Awareness team organized a Train-the-Trainer program to reinforce our commitment to building a culture of appreciation and fairness. Through this program, we aim to educate team members to become trained facilitators as we roll out Virtual Inclusive Leadership Workshops throughout the organization.

These conscious inclusion workshops, led virtually by an instructor, allow leaders to engage with their peers and discuss the topics and techniques introduced in the training. Participants receive a certificate from management consulting company Korn Ferry.

To celebrate Pride Month in June, the European Inclusion and Diversity Council encouraged European plants to show their support for the LGBTQ+ community on-site. The council singled out our plants in San Vicente, Spain, and Trzemeszno, Poland, for demonstrating their particular commitment to allyship. San Vicente displayed rainbow-colored flags, windmills, and candies throughout the site, while Trzemeszno developed a poster highlighting the need to embrace diversity, inclusivity, and respect.



## Latin America

In 2023, the Latin American Inclusion and Diversity Council built upon their work in 2022, their inaugural year as an organization. They conducted a survey of employees throughout the region with three areas of focus.

**Leaders regularly show appreciation for the knowledge, skills, and experience that individuals bring to team.**

**71% AGREE**

**Employees feel they can share their opinions openly without fear of consequences.**

**68% AGREE**

**All employees have equal opportunities to succeed at Owens Corning regardless of race, gender, or location.**

**68% AGREE**

As a result of this survey, the council has determined that their primary priorities are to build trust between employees and leaders, build confidence among our people, and maintain strong communication with our employees and through our recognition programs.

The council also takes pride in noting that in 2023, the plant in Tlaxcala, Mexico, was the first company in the state to be awarded by the Human Rights Commission of Tlaxcala as a Company Committed to Human Rights. The plant was cited for their commitment to inclusion and diversity, their approach to ending discrimination, promoting safety, and protecting ecology.

Tlaxcala also serves as an inspiring example of best practices in corporate citizenship. The Tlaxcala Red Cross honored the plant as a Solidarity Company for 2023, in recognition of their community engagement efforts. Tlaxcala employees have supported the IBASIS School for the Hearing Impaired through their own contributions (beyond support from the Owens Corning Foundation – see [page 170](#)). In addition, their high school program helps employees increase their social mobility by helping them graduate high school. One student graduated in 2023, and seven more employees are currently involved in the program. On International Women’s Day (March 8), Tlaxcala’s WIO chapter prepared hygiene kits for women in prison, and presented them in person, along with messages of encouragement.



## North America

The North American Inclusion and Diversity Council is focused on initiatives that create a bias-free employee experience that unlocks a culture of appreciation. The council’s work is based on three pillars:

### Improving Diversity:

We aim to improve diversity at Owens Corning through attraction, recruitment, retention, and promotion. Under this pillar, we have two council sub-teams that focus on the following workstreams:

- Retention strategy for women and people of color (POC)
- Recruiting strategy for early career and underrepresented talent

### Growing Engagement:

We aim to grow engagement and sense of belonging for all employees. Under this pillar, a council sub-team focuses on the following workstream:

- Plant inclusion strategy and action plan

### Building Capability:

We aim to build inclusion and diversity capabilities and influence internally and externally through inclusive leadership. Under this pillar, a council sub-team focuses on the following workstream:

- Infusing inclusion and diversity into the employee life cycle (with a current focus on onboarding practices)

# 2023 OWENS CORNING AFFINITY GROUP ACTIVITY



CEO Brian Chambers speaks with WIN Co-Chairs Sue Mahoney and Kate Nerdrum at the annual WIN panel event.

## AFFINITY GROUPS BENEFIT FROM LEADERSHIP SUPPORT

Our affinity groups have proven to be an effective part of our approach to inclusion and diversity. This is thanks in part to Owens Corning leadership, many of whom provide guidance and support as executive sponsors. For these leaders, the experience has been rewarding in many ways, and several of them have offered their personal reasons for offering their time and talents.

“Working hand-in-hand with our affinity groups, we are creating an environment where people can be the best of themselves, and where they feel welcome and appreciated for who they are,” said Nico Del Monaco, President of Insulation, about his role as executive sponsor of OUTreach. “The more diverse we are, the better we will be for our customers, our shareholders, and each other.”

For Marcio Sandri, President of Composites, his role as executive sponsor of Interfaith Exchange is, “both a special gift and a great learning experience.”

He says, “There is a gift of joy and enchantment during debates of important questions being tackled in different manners given each one’s own experience. I really enjoy it.”

Roofing President Gunner Smith has served as executive sponsor of a number of affinity groups over the years, most recently HOLA. As he says, “As the executive sponsor, my role is as much about learning as it is about leading. Affinity groups provide an opportunity for all of us to gain perspective and understanding of one another, while creating a more inclusive workplace.”

Before becoming executive sponsor of Connections, Don Rettig had been a member for 12 years. He is particularly drawn to the group’s focus on engaging employees by building relationships within Owens Corning and within the local community.

According to Don, “The work of Connections blends naturally with my role as Director of Community Affairs. It has been an absolute pleasure to work with the co-leads and the rest of the team and to see the mission become reality at so many quality events throughout the year.”

As the executive sponsor for Abilities, Vice President Treasurer Matt Fortunak believes it is critical to take action to create an environment that does not make employees feel disabled. “People with ability challenges constitute one of the nation’s largest minority groups, and the only group that any of us can become a member of at any time,” he says. “Abilities provides a community to foster the inclusion and growth of employees impacted either directly or indirectly by both seen and unseen physical or mental health challenges. I am thrilled with the impact Abilities made in 2023.”

# 2023 AFFINITY GROUP ACTIVITY



## Abilities

In 2023, the Abilities group invited employees to join in a virtual discussion of the book “Over My Head” by Dr. Claudia Osborn, which deals with traumatic brain injuries. The group participated in the annual Roll and Stroll event, presented by Sunshine Communities to support people with developmental disabilities in the Toledo, Ohio, U.S., area.



## African American Resource Group

To celebrate Black History Month, AARG sponsored a number of events throughout February, beginning with a virtual happy hour that gave participants an opportunity to connect in a casual environment. The group also offered an online workshop presenting tips on creating a financial legacy through effective money and debt management, as well as a Black History Month trivia contest. The AARG partnered with the Women’s Inclusion Network to offer a group discussion about the book and film “Hidden Figures.”



## Connections

Each year, Connections hosts the Toledo Tomorrow series, giving employees an opportunity to interact with local speakers and groups who are shaping the city’s bright future through community involvement and events. Members of the group also participated in a number of volunteer activities throughout 2023, including staffing concessions at Toledo Mud Hens games in support of Aurora House, an organization that serves homeless women and children, and taking part in a neighborhood beautification project in partnership with the United Way and Lucas Metropolitan Housing.



## Harmony

Many of Harmony’s 2023 activities centered around Asian American and Pacific Islander (AAPI) Heritage Month in May. In addition to sponsoring two Japanese tea ceremonies, one in Toledo, Ohio, U.S., and one in Granville, Ohio, U.S., Harmony held book club events that covered a range of topics, including immigration, talent retention, and the experiences of Owens Corning colleagues, with an added focus on the challenges and successes of Asian women.



## HOLA

In addition to a range of activities celebrating Hispanic and Latin American culture, from art to music to food, HOLA presented a new educational series, “Under the Same Roof.” This three-part series invited our Roofing customers to share their experiences with inclusion and diversity, their successes, and what they have learned.



## Interfaith Exchange

Interfaith Exchange celebrated four events in the spring of 2023, educating participants about Easter, Eid, Passover, and Vaisakhi. At other times in the year, the group provided information on such topics as Zen Buddhism in the context of its practice in the U.S., the celebration of the Hindu holiday Diwali, and finding balance between mind, body, and soul. The group also presented its first Courageous Conversation, offering employees an opportunity to share how their faith and/or beliefs system has played a role in working with colleagues, customers, suppliers, and partners.



## OUTreach

In 2023, OUTreach sought to demonstrate that allyship is an active experience by offering “Out & Equal,” a course designed to provide foundational tools to support our LGBTQ+ colleagues and help participants identify why allyship is critical to an organization’s success. OUTreach also celebrated Pride Month in June with an LGBTQ+ trivia contest hosted by a Columbus-area drag queen, and members participated in three Pride Parades, in Columbus, Granville, and Toledo.



## RISE

To introduce themselves in their first year in operation, RISE sponsored a social gathering featuring slides about the group and their goals. Participants broke into groups, enabling them to connect and collaborate on ideas for the group going forward. They also presented a panel discussion featuring Owens Corning leaders, in which they fielded questions about their own career growth.



## Salute

Over the course of 2023, Salute sponsored several events through which participants could demonstrate their gratitude for those who have served the U.S., including those who paid the ultimate sacrifice. Volunteers placed flags on the graves of military members at Toledo Memorial Park, and they participated building hygiene kits for the Fisher House Foundation, which provides housing for military and veteran families. For Veterans Day, the group made paracord lanyards, which will provide a service member or first responder with a symbol of the appreciation of grateful Americans everywhere.



## WIN

WIN hosted educational events throughout 2023, addressing a wide range of topics — from empowering women to take charge financially to discussing why women leave their careers. They provided interactive training on how to navigate the career hub and the benefits of using this platform for mentoring. WIN also presented a virtual discussion of how employees at our Science & Technology Center in Granville, Ohio, U.S., view empowerment of women in the workplace. In addition, they hosted STEM Goes Red for Women, an event designed to empower middle school-age girls to choose careers in STEM (science, technology, engineering, and mathematics).

# GROWTH IN AFFINITY GROUPS FOSTERS COLLABORATION

As our affinity groups continues to grow in prominence throughout our organization, group members are increasingly seeing the many ways that their interests intersect. As a result, 2023 saw even more collaborative events between two or more groups, providing our people with valuable learning experiences.

Salute and WIN co-sponsored a mental health roundtable in July 2023, in which five Owens Corning leaders offered tools and skills for addressing these important issues with their teammates. In Granville, Ohio, U.S., WIN collaborated with RISE on a speed networking event. By introducing employees to colleagues outside their businesses or functional areas, the event facilitated in-person connections among employees and encouraged new mentor/mentee relationships. WIN, AARG, Harmony, and HOLA together sponsored a group discussion of the book “The No Club: Putting a Stop to Women’s Dead-End Work,” a guide for bringing gender equity to the workplace. Participants talked about the book and brainstormed ideas for positive, actionable changes.

In November 2023, Connections and Salute affinity groups partnered to celebrate Military Appreciation Night, in honor of Veterans Day. Participants staffed a concession stand in support for Aurora House, a supportive housing program for women and children in Toledo, Ohio, U.S. Connections also joined forces with RISE for a series of events called Coffee, Career, and Conversation. Each event was led by a company leader designed to foster network building, growth, and friendship among employees at our world headquarters, all in a “coffee house” environment.

Through these collaborative events, our people have excellent opportunities to get to know fellow employees from different backgrounds, make connections that can lead to career growth — and find true common ground.

## Inclusive Leader Training in 2023

We have set a target in which 100% of our people leaders will receive Inclusive Leader Training, and that training will be provided for everyone hired or promoted into these roles. In furtherance of this goal, we have continued to expand the program's implementation throughout the organization globally:

### Percent of Leaders Trained in Inclusive Leadership by Region

#### North America

**68%**

Sessions currently underway

#### Latin America

**51%**

Sessions currently underway

#### Europe

**24%**

Rollout beginning in 2024

#### Asia Pacific

**2%**

Rollout beginning in 2024



In 2023, 602 employees participated in an Inclusive Leader Workshop, for a total of 2,042 to date.

Photo submitted by:

**Sue Seifert | Tennessee, U.S.**  
The Grand Canyon, Arizona, U.S.

## 2023 Courageous Conversation Participation

In 2023, 1,047 employees participated in our Courageous Conversations — 85 primary employees and 962 staff employees. This is more than double the number from 2022, when 17 primary employees and 500 staff employees joined us. Although the themes of each conversation varied and brought unique sharing and learning, a few high-level themes continually emerge:

- Employees want to continue to provide our leaders with the tools to help have the right conversations.
- Employees want to continue to enable and help all people at Owens Corning to have difficult conversations and overcome fear associated with them.

## Sales Community Network

Our Sales Community Network, a group dedicated to providing support, respect, and inspiration for all our sales professionals, was highly active in 2023. Among other activities, the group hosted retired U.S. Army Major General Philip Volpe in December, who shared an inspirational message based on his 30-year career. Major General Volpe spoke on the topics of mental health, joy, and living life to its fullest.



# OUR PEOPLE MAKING A DIFFERENCE

## Brenda Karras

GIS – Product Owner Leader

Born in Brownsville, Texas, U.S., and raised in Mexico until age three, Brenda Karras has always aspired to make a contribution on a larger scale. She's brought that idea to her work here at Owens Corning, both as part of our Global Information Services (GIS) team and as an early member of the HOLA affinity group. Brenda has been an active participant in our efforts to build an inclusive workforce, helping seek out new bilingual talent for the Customer Solutions team from within her community. Her ability to find connections with others has helped us live our commitment to inclusion and diversity every day.

“ When we show up as ourselves, we maximize the value for Owens Corning, and we're better able to support other employees throughout the company. ”



Photo courtesy of Brenda Karras.

### On the importance of affinity groups in building community

I believe affinity groups have a lot of power to help people feel seen and understood. They create an environment where people can connect with folks who may have walked a similar path and understand the challenges a person may be going through. They also foster camaraderie — through HOLA, I have met some pretty amazing people, some of whom I consider friends even though we've never met in person. Affinity groups can also help move the needle in achieving our inclusion and diversity aspirations. In our first two years, HOLA has focused on creating a network for connection and belonging, building a roadmap that focuses on talent attraction, onboarding, retention, development, and career advancement. We also want to expand to our plants strategically and understand what would help our Latino and Hispanic employees feel supported.

### On being one's most authentic self at work

I started a Hispanic Club in high school, and I was active in the Latino Student Union in college. When I joined Owens Corning, though, I unintentionally separated my “Mexican American me” from my “work me.” When I became involved with HOLA in the early stages of the group's formation, though, I felt re-energized. It helped me truly understand the meaning of “bringing your whole self to work.” The people, cultural sharing, networking, and building a community and support brought back memories. Additionally, being able to find opportunities to connect with the community I grew up in (a mile from world headquarters) felt like I was meshing various parts of my world. That's why being able to recruit local talent for bilingual roles from my church was so special to me. I hope we can partner with neighboring schools more and talk about the opportunities at Owens Corning and that maybe one day those students become future employees of our company, just as I did.

### On the benefits of an inclusive workplace

Inclusion and diversity are key components of social sustainability. They show our company's commitment and dedication to creating a positive and inclusive work place and promoting equal opportunities for all. A commitment to inclusion and diversity can also be a factor in the choices employees or potential employees make about whether to join, stay, or leave a company. Seeing Owens Corning include inclusion and diversity as part of our approach to sustainability sends a powerful message about our values and our stance on respecting people from all backgrounds. It makes it public — loud and proud — and you can see how it's being measured and understand the progress being made in an area.

## CREATING A CULTURE OF APPRECIATION

Similar to the way we are operationalizing sustainability – empowering everyone to help us reduce our environmental impacts – we are encouraging every Owens Corning employee to share in the responsibility for advancing inclusion and diversity throughout our organization. We are building a work environment where people can expect to be appreciated for who they are, and we are working to ensure that all 18,000 of our employees are ready to join us in creating a truly inclusive Owens Corning.



Photo submitted by:

**Sara Bowyer | Toledo, Ohio, U.S.**

Participants in the 2023 Women's Build in conjunction with Maumee Valley Habitat for Humanity.



# COMMUNITY ENGAGEMENT

The global team we have assembled inspires us every day as they show their capacity for caring. We see it at work, as employees care for one another, and we see it whenever our people take time to make the world a better place in the regions where we serve. Backed by the philanthropic efforts of Owens Corning, our people are showing the world that everyone can play a role in improving people's quality of life.



Photo submitted by:

**Yana Liu | Shanghai, China**

Shanghai office employees finger painting with a group of autistic children receiving art therapy.

## Sustainability Materiality Definition

Owens Corning strives to contribute to thriving communities where we work, where we live, and where we have the potential to make a positive impact.

## Relevant United Nations Sustainable Development Goals





## 2030 GOALS FOR COMMUNITY ENGAGEMENT

**By 2030, 100% of our employees will be actively engaged in their communities through company-sponsored activities.**

Photo submitted by:

**Brenda Karras | Toledo, Ohio, U.S.**

In June, Owens Corning employees volunteered to participate in Maumee Valley Habitat for Humanity's 2023 home build in Toledo.

# BUILDING STRONGER COMMUNITIES TOGETHER

Our community initiatives are structured around three key priorities, which are aligned with specific U.N. Sustainable Development Goals (SDGs) that relate to our global communities.

- **Safe & Efficient Housing (SDG #11: Sustainable Cities and Communities).** As a producer of residential and commercial building materials, we are well-positioned to help those who are unable to obtain shelter through traditional means.
- **Basic Health & Wellness (SDG #3: Good Health and Well-Being/SDG #6: Clean Water and Sanitation).** We seek to extend our culture of wellness beyond the workplace and into the communities where we serve.
- **Educational Opportunity (SDG #4: Quality Education).** By encouraging learning around the world, we can nurture the next generation of leaders and further our goals far into the future.

Whenever possible, we combine our philanthropic activity with employee volunteerism, encouraging them to be fully engaged with their communities. In addition, we call upon our network of contractors to join us in our efforts, and we rely upon their expertise as we aim to extend our reach and deliver benefits for people everywhere.

### The Owens Corning Foundation

The Owens Corning Foundation is a corporate citizenship program established in 1978 to enhance lives through charitable contributions. The Foundation supports Owens Corning's stakeholder communities globally through strategic partnerships and engages employees through programs that encourage volunteerism and giving.

The president of the Foundation also serves as the Director of Community Affairs and is responsible for developing and implementing our companywide corporate citizenship strategy. This position reports to the Executive Vice President, General Counsel and Corporate Secretary, with additional oversight from the Foundation Board.

In addition, the Director of Community Affairs reports each year to the Executive Committee. This helps ensure that the Foundation's efforts are aligned with and in support of our overall approach to corporate citizenship and philanthropy. Each year, our program is benchmarked against Giving in Numbers, a survey established by Chief Executives for Corporate Purpose to promote best practices in corporate giving and employee engagement among the world's largest companies. Budgets and programs are then planned accordingly, with a constant focus on meeting our 2030 goal of 100% employee engagement.



**In 2023, the Owens Corning Foundation appointed new board members from France and India, strengthening our global approach to community engagement.**

## Our Approach to Community Engagement

Our approach to corporate citizenship empowers our employees to support their communities in truly meaningful ways, and our metrics-driven approach helps us effectively gauge our impact.

The Owens Corning Foundation provides financial support through strategic partnerships with nonprofit organizations that align with our corporate citizenship strategies and key business drivers. These partnerships frequently involve financial contributions from the Foundation, product donations, and employee volunteerism. We also provide support through employee matching gift programs.

Our approach to community engagement includes:

- **Assessing local community needs.** Many of our partnerships address findings from community needs assessments, which help us identify needs, look for synergies with our operations, and determine opportunities for volunteering.
- **Engaging our employees.** In addition to their overall fit with our areas of focus, projects are chosen based on potential volunteer opportunities for our employees.
- **Measuring our impact.** To ensure that our corporate citizenship program is both business-relevant and meaningful to communities, we regularly gauge its impact and verify its alignment with our key business drivers. Our metrics include:
  - Facility engagement in community service projects
  - The number of volunteer hours and other employee engagement metrics
  - Completion of contractor-related projects
  - The number of homes built or renovated in each community
  - The number of homes roofed or insulated through product donations or other work with strategic partners
  - The number of individuals who have received vocational training or scholarships
  - The number of individuals who have benefited from clean water or sanitation

## Global Charitable Partners

Owens Corning works with the following organizations, each of which specialize in helping corporate foundations make grants in countries outside the U.S.:

- Charities Aid Foundation
- Give2Asia
- King Baudouin Foundation
- UNICEF

These organizations help us identify appropriate charities in our various regions around the world, perform due diligence as required by the U.S. Internal Revenue Service, and transfer funds. Examples of the contributions we have made based their guidance can be found throughout this chapter.



Director of Community Relations Don Rettig (second from left) at La Cantine Savoyarde, Chambéry, France.

## COMMUNITY ENGAGEMENT

# 2023 IN REVIEW

Our employee volunteerism is key to living our value of caring for our communities. They identify local needs that are aligned with our key areas of giving. Throughout this chapter, we spotlight many of the ways our employees have taken the lead in community engagement through their volunteerism — and in the process improve lives around the world.



### Our approach to community engagement is rooted in our core values.

- We are **caring**, so our community engagement efforts seek to improve people's quality of life in the areas where we live and work.
- We are **curious**, so our efforts seek to determine the true needs of all the communities we serve.
- We are **committed**, so we provide opportunities to increase participation throughout our entire organization.
- We are **collaborative**, so we forge partnerships that can deliver the greatest impacts for communities around the world.

While our dedication to core values does not change, the times in which we live do. Therefore, we remain agile to respond to unforeseen crises, such as war or COVID-19.

The support we provide generally falls within the key priorities described earlier. In response to the changing times and interest expressed by our employees, we have sought to focus on events and issues outside those parameters, such as caring for our veterans or addressing racial inequality. Our full range of support is highlighted here, and we hope it serves as an inspiration for corporate citizenship around the world.

In June 2023, Marcio Sandri, President of Composites, and a group of 29 Owens Corning employees volunteered at a community center for adults with developmental disabilities in Hangzhou, China.

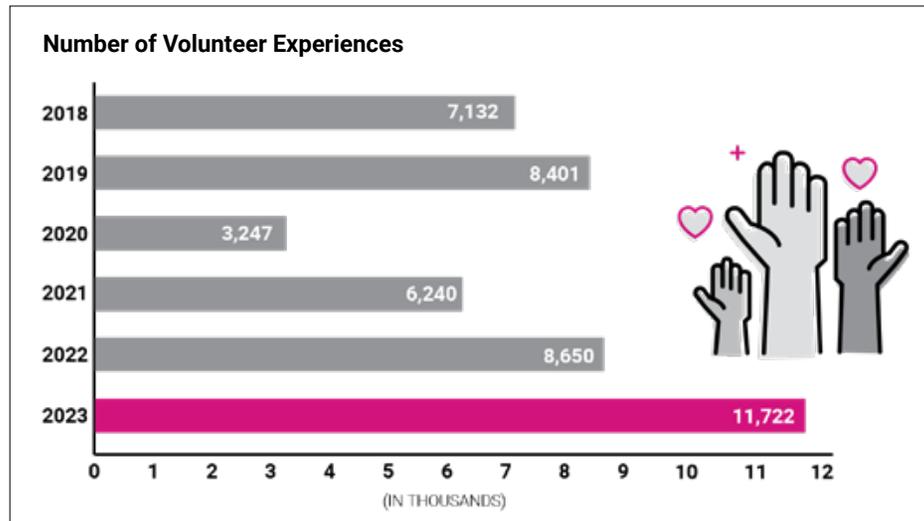
## Employee Volunteerism in 2023

Our employees tell us that working for a company that supports volunteerism is important to them, and that is reflected in their support for our activities throughout the year – both at individual and site levels.

In 2023, Owens Corning employees volunteered 11,722 times, up 36% from 2022. While our ability to track and measure employee volunteerism improves every year, we are currently only able to track the number of volunteer experiences and not individual volunteers. This number, however, provides us with a valuable reference as we expand our reach to all global sites. Volunteerism at Owens Corning-sponsored events totaled 43,532 hours, an increase of 40% from the 31,067 hours in 2022. The work is valued at \$31.80 per hour, totaling \$1,384,302.

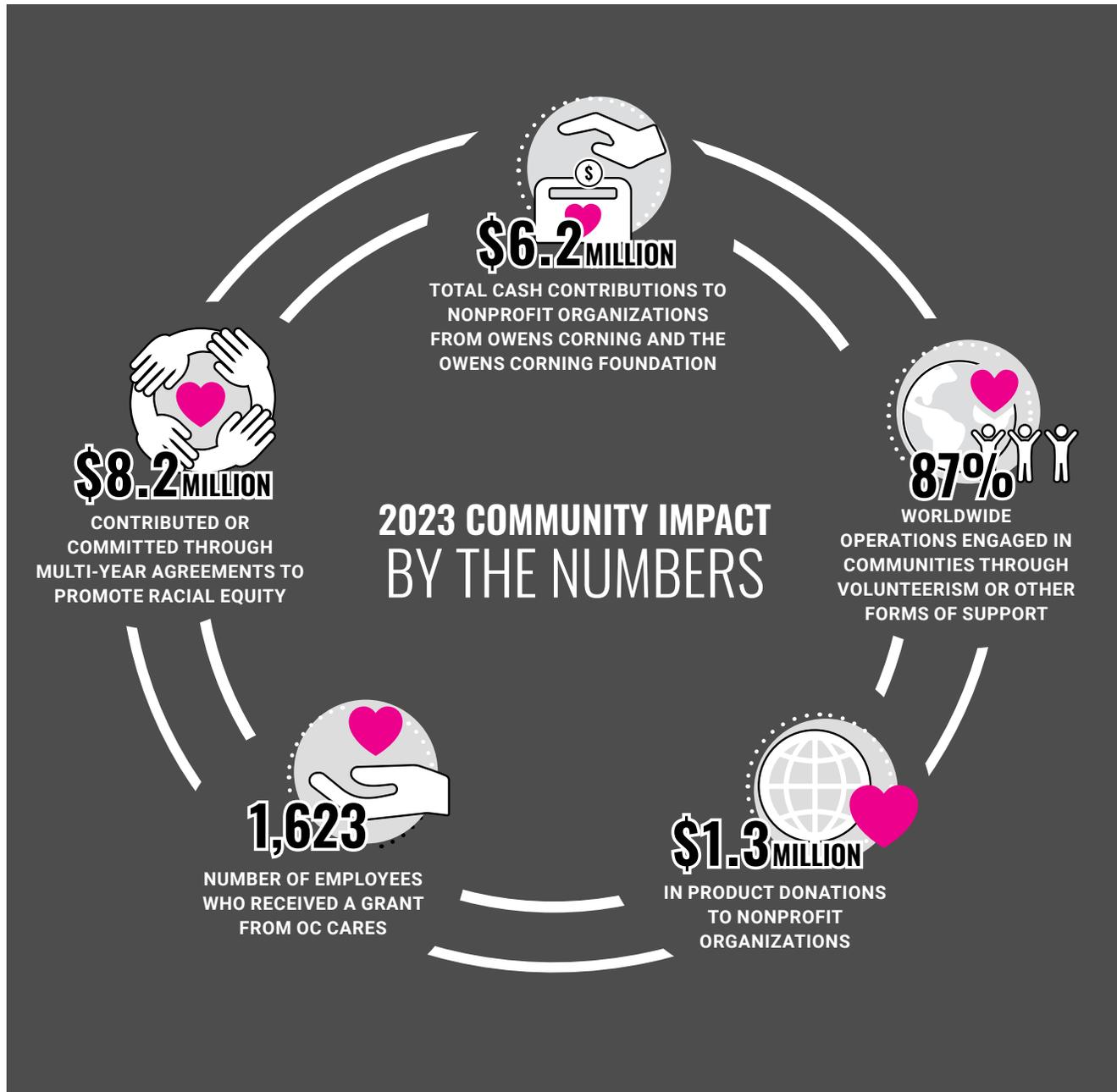
At the facility level, we are proud to have achieved engagement at 100% of our sites in North America and 87% of our sites globally. This engagement includes both volunteerism and financial support.

Our employees' dedication to volunteerism is still a driving force in our financial support. In 2023, 22% of our donations were charitable contributions and 78% were community investments. Cash contributions totaled \$6,247,032. In-kind giving totaled \$1,436,549, including \$1,350,002 in product donations.



Katie Willard and Hannah Thurauf volunteering at the Carter Work Project for Habitat for Humanity in Charlotte, North Carolina, U.S..

# IMPROVING LIVES AROUND THE WORLD



## SINCE 2016

**532**

new roofs provided to veterans in need through the Roof Deployment Project

**929**

home builds, renovations, or improvements in the U.S., Canada, and China through Habitat for Humanity

**5,344**

people provided with access to clean water

**1,687,607**

meals packed and served globally by Owens Corning volunteers

**24,153**

children provided with access to computers

**123,480**

hygiene or supply kits packed



## COMMUNITY ENGAGEMENT INITIATIVES

Throughout 2023, our people — backed by Owens Corning and the Owens Corning Foundation — have taken action to improve the lives of people around the world, all in keeping with the key priorities we have set for housing, health, and education. Some of the most prominent examples are discussed here.

To learn more about the Owens Corning Foundation and the infrastructure we have for improving lives around the world, [see page 156](#).

Beyond the partnerships outlined in this section, we offer our financial support, products, and volunteers to benefit communities where we work and live. Our contributions help in the following areas:

- Building and rehabilitation of safe, efficient housing
- Neighborhood revitalization projects
- Racial and social equity
- Disaster relief

Like many companies, we are frequently approached with requests from charitable organizations. A substantial number of requests for one-time donations come from the Toledo, Ohio, U.S., area, the location of our world headquarters. As the sole Fortune 500 company in the city, we recognize the importance of maintaining a significant presence — therefore, we often sign on as a corporate sponsor at events and fundraisers throughout the region. We often donate used office furniture and building materials to local charities. These donations are all provided directly from Owens Corning, rather than through the Owens Corning Foundation.

Photo submitted by:

**Phil Casey | Ontario, Canada**

In June 2023, members of the Sustainability team volunteered with the United Way of Licking County to repaint the inside of the Hartford Township Fire Station near Granville, Ohio, U.S.

## NEW ENGAGEMENT EXTENDS OUR GLOBAL REACH

In 2023, Owens Corning entered into a number of partnerships with organizations around the world, enabling us to increase our outreach in Latin America and Europe. The following are among our most notable new initiatives outside the U.S.

### Streekfonds Oost-Vlaanderen

Owens Corning provided funding for this organization near our Science & Technology Center in Zele, Belgium, which empowers people to make a difference throughout the Scheldt valley through local projects and initiatives that might otherwise be difficult to finance. Our support went toward a project called Let's Save Food!, which seeks to improve people's health and nutrition by collecting surplus food throughout the region.

### L'Associazione Mittatron Onlus

Serving 13 municipalities in the region near our plant in Besana, Italy, L'Associazione Mittatron Onlus is a space dedicated to helping women who have suffered violence, mistreatment, harassment, and abuse. Our support has helped make it possible for women to gain autonomy, achieve financial independence, and set themselves on a path to a better life.

### Antes de Partir

Also known as Hummingbird House, Antes de Partir is a Mexico-based organization dedicated to providing support to terminally ill pediatric patients and their families through palliative care. Owens Corning provided support for a program designed to improve 135 young patients' mental and physical health through play therapy sessions carried out by specially trained professionals. In addition, employees from our Mexico City plant volunteered with the organization.

### TOUCH Community Services

Based near our plant in Singapore, TOUCH Community Services seeks to provide sustainable change and transformation in the lives of people from all backgrounds. One way they achieve this is through a program called TOUCH SpecialCrafts, an art platform that allows adults with mild to moderate intellectual disabilities to experience therapeutic expression through art. Owens Corning funding helped to support a course at Spin Paint House, a Singapore-based center for artistic expression and creation.

## Safe and Efficient Housing

As a global building and construction materials leader, Owens Corning is dedicated to expanding access to safe, energy-efficient housing. By partnering with organizations with missions compatible with ours, we are building and repairing houses everywhere, providing people in need with a place they can truly call home.

### Habitat for Humanity

Owens Corning's partnership with Habitat for Humanity encompasses financial support, the in-kind contribution of building materials, and opportunities for volunteering among our employees. Throughout 2023, Owens Corning helped build, renovate, and improve 132 homes. In addition, Owens Corning and the Owens Corning Foundation provided financial support and in-kind donations totaling \$925,968.

In 2023, Owens Corning celebrated 20 years of partnership with Maumee Valley Habitat for Humanity, which serves the area around our world headquarters in Toledo, Ohio, U.S.

This year, 49 employees participated in Maumee Valley Habitat for Humanity's Women Build. Led by five vice presidents — all of them women — a home was constructed for an area woman who was accepted into the Habitat for Humanity Homeownership Program in 2022.

### World Vision

Owens Corning collaborates with World Vision, an organization dedicated to serving children, their families, and their communities. Through our work with World Vision, we are able to donate products that benefit people whose homes need significant repairs. In 2023, we contributed enough material to roof or insulate 117 homes.

### Home Rescue Program

The Home Rescue Program is a community partnership that funds critical home repairs in distressed neighborhoods in Toledo, Ohio, U.S. The program is funded with \$1.5 million from the U.S. Department of Housing and Urban Development's Home Investment Partnerships Program. The funding is provided to the city of Toledo and is administered by the Maumee Valley Habitat for Humanity. Owens Corning is donating construction materials and the Owens Corning Foundation is providing financial support for this initiative in the Junction neighborhood in central Toledo.



Images from build projects in conjunction with Maumee Valley Habitat for Humanity. Photos submitted by: Cherie Zurawski (top) and Tonia Schoen (bottom left)

## Improving the Lives of Veterans and Their Families

Owens Corning believes in recognizing the profound sacrifices made by the men and women who served in the U.S. Armed Forces, and our employees have made it clear that they seek to honor our veterans as well. The partnerships we have forged with organizations across the U.S. have helped provide veterans and their families with housing and educational opportunities – and demonstrated our gratitude for their service to our country.

### The Gary Sinise Foundation

Founded by actor and philanthropist Gary Sinise, the organization supports U.S. defenders, first responders, veterans, and their loved ones. Our partnership directly supports the R.I.S.E. (Restoring Independence, Supporting Empowerment) program, which builds specially adapted homes for severely wounded U.S. military members and their families.

We donate insulation and roofing products for homes built through the program and work with contractors who volunteer in the construction of those homes. Our commitment to supporting safe, efficient housing for people in need makes R.I.S.E. a perfect fit for Owens Corning. As these homes are completed, Owens Corning employees are asked to contribute words of thanks and support, which are included in a coffee table book that is presented to the recipient following the dedication ceremony.

We also support the Gary Sinise Foundation's Snowball Express, which serves the surviving spouses and children of fallen heroes. They are committed to year-round programming and support that helps families honor their fallen hero, encourages them to make new memories, and provides opportunities to connect with others who understand their experience. They show appreciation to and love for families and the children who continue to bear the ultimate meaning of service and sacrifice.

### Roof Deployment Project

Since 2016, Owens Corning has partnered with our Platinum Preferred roofing contractors in the Roof Deployment Project. Through this program, contractors are given the opportunity to volunteer their services to a veteran in need, while Owens Corning donates the roofing materials. Our network of charitable partners have enabled us to expand our access into more areas in need. In 2023, 128 veterans received new roofs, bringing the total number of recipients to 532 since we entered into this program.

### Purple Heart Homes

In 2023, Owens Corning established a partnership with Purple Heart Homes, an organization dedicated to honoring those who have served in the U.S. military by providing housing solutions for veterans who have been disabled in the line of service, including wheelchair ramps, accessible restrooms, and new roofs. As part of this partnership, Owens Corning worked with Purple Heart Homes to identify veterans who were eligible for new roofs through the Roof Deployment Project. In addition, ambassadors from Purple Heart Homes have spoken at Owens Corning events throughout the year, connecting the organization with contractors who can provide additional services to U.S. veterans.



With support of the Owens Corning Foundation, Owens Corning Platinum Preferred roofing contractors, and Certified Energy Expert insulation contractors, the Gary Sinise Foundation welcomed USMC Cpl (Ret.) Jose Armenta and his family into their specially adapted smart home on November 11, 2023. Photo courtesy of the Gary Sinise Foundation.

## Basic Health and Wellness

Our commitment to health and wellness is one of our key Material Sustainability Topics, as we seek to promote well-being among our employees and their families and the communities where we operate. We believe that, through partnerships with organizations around the world, we can provide healthy meals, necessary medical supplies, and basic needs such as clean water and sanitation.

### Connecting Kids to Meals

Owens Corning provides support for Connecting Kids to Meals, an organization that provides free, healthy meals to children in low-income and underserved areas throughout the Toledo, Ohio, U.S., area. Since beginning operations in 2002, Connecting Kids to Meals has served over six million meals to children in need.

### Islamic Food Bank of Toledo

Part of the Islamic Center of Greater Toledo, the Islamic Food Bank of Toledo and its Mobile Food Bank initiative engage in a range of food distribution programs throughout Toledo and northwest Ohio. These include food baskets containing a week's worth of food for a family of four, weekender food bags for at-risk elementary school students, and a Ramadan meal program. Several Owens Corning employee groups volunteered their time to pack food bags for the organization throughout 2023.



### La Cantine Savoyarde

Our support for this organization, which provides meals for people in need (primarily unhoused people and refugees), has been a mainstay of our charitable giving in Chambéry, France, serving meals there since 2017.

### Clean Water & Sanitation in India

Access to clean water and sanitation is one of our primary community outreach priorities, in alignment with the U.N. SDGs. One area of focus is in India, where our support efforts are linked to the study conducted by United Way of Mumbai to assess the most urgent needs in the villages near our plants. The report pointed specifically to health, education, and access to safe drinking water. To help address this need, Owens Corning has set up 26 sanitation stations benefiting 135 individuals in villages near our plants, and clean water systems benefiting 147 individuals attending schools located around our plants. For girls reaching puberty, the addition of bathroom facilities goes beyond basic sanitation needs — it makes it possible for them to remain in school. By continuing their education, they have greater opportunities for independence and success as adults.



Employees volunteer at the Islamic Food Bank in Toledo, Ohio, U.S.

**Left:** The Residential Insulation Finance Team after packing weekend food bags at the Islamic Food Bank.

**Above:** Owens Corning employees and members of the Executive Committee.

## Educational Opportunities

Providing access to opportunities for advancement can lead to greater opportunities for people everywhere – especially those from underserved populations. We are proud to support schools and organizations that deliver education and career training that help people grow and succeed.

### Jill of All Trades

Encouraging women to consider the skilled trades offers great benefits, both for young women looking for rewarding career options and for the industry as a whole, where there remains a great need for workers. Currently, women make up only about 5% of the Canadian skilled trades workforce, representing a significant opportunity for growth.

To address this opportunity, Conestoga College in Kitchener, Ontario, Canada, has established the Jill of All Trades program, providing hands-on experience for young women in grades 9 to 12 through a variety of skilled trades workshops. Owens Corning has made yearly commitments to serve as lead supporter for the program.

Through our support, Jill of All Trades has been able to expand the program across Canada. This partnership also provides a cost-effective way to serve as an inclusion and diversity leader in Canada, enabling us to potentially fill essential positions at Owens Corning and for our customers in the building materials industry.

### National Center for Construction Education and Research

Owens Corning supports National Center for Construction Education and Research (NCCER), an organization that provides construction education for industry, as well as career and technical education programs. The funding we provide will go toward a program that brings graduating students and former military personnel into the trades. We will gauge the program's success by determining the number of people who complete the program and enter the trades.

### Vocational Training in India

Owens Corning sponsors vocational training programs in Taloja, India, designed to help women and young people develop knowledge and skills that can help them support their families while instilling greater self-reliance.

In 2023, five computer labs were set up, helping 1,272 students participate in their computer literacy program. In addition, 518 students benefited from non-formal education. Summer camp and educational visits were organized for 353 students, and 115 students were recognized through educational scholarships. Vocational training was also provided to 212 women and youth, and 58 working-age individuals were placed in jobs at the completion of their training.

### BGSU School of the Built Environment

The Owens Corning Foundation has made a \$1 million gift, disbursed over five years beginning in 2020, to provide underrepresented students with need-based scholarships in the School of the Built Environment within the College of Technology, Architecture, and Applied Engineering at Bowling Green State University (BGSU) in Ohio, U.S. The gift creates the Owens Corning Scholars Program for students majoring in architecture, construction management, or other building science disciplines. To date, 12 students from underserved communities have enrolled in the program.

### Posse 33

Following a community needs assessment in Chambéry, France, Owens Corning partnered with Posse 33, an organization focused on fostering inclusive urban cultures. We recognized it as the most promising emerging youth association in the city and have provided funding since 2021.

Posse 33 began as a rap school for marginalized children, based upon the belief that street culture could become a point of contact with youth, which would then build a safe space for the expression and mentorship of underprivileged children. The organization's success led to the expansion and consolidation of its programs for older age groups (15 to 25 years) aimed at the promotion of their inclusion and growth.

Funding from the Owens Corning Foundation has enabled the expansion of the organization's reach into the Chatagnier region. As a result, Posse 33 has developed a youth empowerment program that aims to empower 800 young people ages 12 to 25 by providing comprehensive support mechanisms. These include expression rooms, educational and professional development, and opportunities for community engagement.

### IBAIS School for the Hearing Impaired

Since 2017, the Owens Corning Foundation and our plant in Tlaxcala, Mexico, have provided financial and volunteer support for the IBAIS School for the Hearing Impaired, located near the plant. They have partnered with the Mexican Red Cross to fund the construction of the school, as well as donating equipment and supplies. Several Owens Corning employees have volunteered their time to participate in these initiatives.

### Home-School Perpetuo Socorro

For several years, the Owens Corning Foundation has supported the Home-School Perpetuo Socorro in Mexico City, Mexico, which provides housing and education for young girls taken from homes affected by domestic violence. The Owens Corning Foundation continued to provide financial support to the school in 2023, funding doctors, psychologists, teachers, drivers, and basic needs such as food. In addition, Owens Corning employees host a range of events throughout the year that benefit this school.

## Commitment to Racial Equity

Owens Corning has made the advancement of inclusion and diversity one of our primary sustainability aspirations, and our commitment extends beyond our work environment to include the communities where we serve. Through these partnerships, we are doing even more to live our core values.

### Local Initiatives Support Corporation Toledo

In Toledo, families of color are half as likely as white families to own their own home. In an effort to close the racial gap and expand homeownership opportunities, the Owens Corning Foundation began a \$1 million, multi-year commitment to Local Initiatives Support Corporation (LISC) Toledo, a community development financial institution in 2020.

This commitment also supports Core City Rehabilitation projects, in which LISC collaborates with neighborhood partners to identify, acquire, and renovate homes throughout the downtown Toledo area. The homes are then sold to owner-occupants, which helps increase property values and stability in these communities. Among the homeowners who benefit from this project, 70% are people of color, 57% have a woman as the head of the household, and the average income is \$41,000. In addition, our commitment will fund efforts to grow the capacity of small contracting businesses owned by women and members of other underrepresented groups, as well as invest in civic and community engagement projects.

### Toledo Excel

Toledo Excel is a scholarship incentive program that helps underrepresented Toledo Public Schools (TPS) students succeed in college. The program connects students with mentors, academic support, and wraparound services while they attend TPS high schools. Upon completion of the program, students receive four-year scholarships to the University of Toledo.

Through a multi-year commitment beginning in 2021, the Owens Corning Foundation has provided approximately \$300,000 in scholarships for TPS students who participated in the program. To date, 31 Toledo Public School students have entered the program.

### DEAI ALLiance of Northwest Ohio

Owens Corning is one of many Toledo organizations sponsoring the Diversity Equity Access Inclusion ALLiance of Northwest Ohio. The group formed in May 2022 with the goal to make Toledo a more inclusive place to work. The alliance is made up of local diversity, equity, and inclusion professionals who represent public and private organizations. DEAI brings together local executives with DEI (diversity, equity, and inclusion) and human resources professionals to network, share best practices, and discover ways to overcome barriers that increase access to diverse pools of talent.

In March 2023, Owens Corning CEO Brian Chambers was one of the panelists at the Diversity Equity Access Inclusion Summit and Professional Panel. He participated in a discussion on the importance of prioritizing the journey toward inclusion.



### The Toledo Zoo & Aquarium

Project PRAIRIE extends the Toledo Zoo & Aquarium Wild Toledo prairie initiative into local classrooms by utilizing the flower installations as living labs. It is an inquiry-based education program that trains students and their teachers to use native prairie habitats for citizen science projects that contribute to a larger body of global research to make a difference in the natural world.

## Investments in the Toledo Area

Owens Corning is proudly based in Toledo, Ohio, U.S., and our world headquarters is an iconic part of the downtown region. We are pleased to partner with many of the institutions that make Toledo a great city to live and work in.



### The Toledo Zoo

Through a \$500,000 donation disbursed over five years, the Owens Corning Foundation is supporting the Toledo Zoo as it provides underserved students, families, and neighborhoods with a unique learning experience about the importance of protecting nature and wildlife.

Project PRAIRIE converts acres of turf grass on school campuses into native prairie habitats. This provides ways for students to learn more about conservation and to understand the prairie's environmental impact on the local ecosystem. Our funding of the Project PRAIRIE initiative will fund 10 prairies a year. The zoo's goal is to install 20 prairies a year over the next five years across urban schools in northwest Ohio and southeast Michigan. This partnership also reflects our commitment to protecting biodiversity — learn more beginning on [page 303](#) of this report.



### Glass City Metropark and Riverwalk

The Owens Corning Foundation has made a \$1 million commitment in support of the completion of the Glass City Metropark and Riverwalk. This new amenity, running along the banks of the Maumee River in downtown Toledo, provides high-quality greenspace for the entire community. The Riverwalk links six different neighborhoods across the city, connecting them in new ways and providing greater equity, access, and experiences for all Toledo residents.

Phase 1 of Glass City Metropark, including a pavilion and sledding hill, opened in 2020. The new amenities, now open through Phase 2, include a restaurant, a trail for roller skating and ice skating, nature-themed children's play areas, art installations, and three miles of trails.

The opening celebration took place in June 2023, with our CEO Brian Chambers speaking on behalf of Owens Corning and other businesses and community donors. Owens Corning is recognized on a plaque at the entrance to Beacon Tower Plaza, an area of the park that features a 50-foot-tall glass structure paying tribute to Toledo's glass industry.



### Toledo Museum of Art

The Owens Corning Foundation made a three-year, \$500,000 commitment to the Toledo Museum of Art in support of their Art Out of School program. This outreach initiative brings free artmaking opportunities into Toledo-area communities, and in 2023 it reached nine partnering sites within a two-mile radius of the museum. Our gift specifically supports a partnership between the museum and Lucas Metropolitan Authority, which provides affordable housing for adults, seniors, and children in the greater Toledo area.

# MARTIN LUTHER KING JR. DAY OF SERVICE

In the U.S., the third Monday in January is Martin Luther King Jr. Day, a federal holiday that represents an ideal opportunity for community engagement. In 2023, Owens Corning employees once again rose to the occasion, giving their financial support — and their time — to worthwhile organizations in their communities.

This year's holiday was the most impactful to date for Owens Corning employees and contractors, who volunteered 3,960 hours of service, a 6% increase in hours since 2022 and a 47% increase since 2021. For the first time, all U.S. plants participated in the service day, in addition to people from Toledo and Granville, and remote employees.

- Packing or serving more than 100,000 meals
- Contributing 3,300 items to donation drives
- Building nearly 8,000 hygiene kits
- Donating blood
- Creating caring cards and tie blankets

To encourage even greater plant involvement this year, the company offered a competition that included awarding recognition dollars to the plants with the highest participation rates. The plants recognized this year were Starr, South Carolina; Houston, Texas; and Brentwood, New Hampshire.



Volunteering on the Martin Luther King Jr. Day of Service.

**Top:** Irving, Texas, U.S., employees packed small hygiene kits and foster care kits for our local community.

**Bottom left:** Summit, Illinois, U.S., employees filled backpacks for area schoolchildren.

**Bottom right:** Employees in Granville, Ohio, U.S. volunteered along with members of the Executive Committee.

# 2023 VOLUNTEERS OF THE YEAR

The strength of our community initiatives around the world is due in large part to the dedication of our people. We are pleased to recognize those individuals and teams whose generous spirit inspires us all. We honor select volunteers in three categories: individual employees, retired employees, and employee teams. These are the 2023 honorees.

## Employee Volunteer of the Year



### Claire Jaspas

*Total Rewards Leader, Belgium*

Seeing televised coverage of hundreds of Ukrainian refugees arriving in Brussels, Belgium, was a deeply moving experience for Claire Jaspas. Later that day, as she was providing food for the people in line there, she saw a 28-year-old woman traveling with her 65-year-old mother. It was clear they would not reach the registration desk before the day ended. They would have to join others who were sleeping on the street hoping to be at the front of the next day's line.

Acting spontaneously, Claire asked the women to stay at her home for the night. One night became five months as Claire and her partner continued to support the women while the daughter waited for a work permit and looked for a job.

Once Anastasia (not her real name to respect her privacy) had the paperwork to find employment, Claire posted her credentials — which include a master's degree and fluency in several languages — on her LinkedIn account. Two companies pursued her, but only one offered her a job: Owens Corning.

Soon Anastasia began looking for an apartment for herself and her mother. This was not an easy task as many landlords were reluctant to serve refugees, not knowing if they would stay or be able to pay their monthly bills. Many neighbors offered furniture, clothing, and other items to all the Ukrainian refugees living in the area.

Claire also worked with the Director of Human Resources for Insulation Europe and the Owens Corning Foundation to aid employees who wanted to host refugee families. Employees hosting refugees in their home for 30 days or more could receive a one-time grant to help pay for necessities such as food and clothing. Claire managed the communication of these available funds to Human Resources teams across Europe and encouraged them to share the details with their employees.

Fifteen employees in Belgium, Estonia, France, Germany, Lithuania, Poland, and Sweden took advantage of the funds. Together they hosted 41 refugees.

Claire has directed her \$10,000 to Save Ukraine, an organization that helps parents retrieve their children who were deported to Russia.

## Retiree Volunteer of the Year



### Dave Gray

*Retired from Delmar, New York, U.S.*

Dave received a heart transplant in 2016, giving him a second chance at life and a new mission — to encourage others to become organ donors and champion the transplant community. Having worked in the Delmar plant's sourcing department for over 37 years, Dave now volunteers more than 20 hours per week for the Westchester Medical Center and other charities involved with organ donation and transplant.

In addition to sharing information with patients and their family members, Dave also provides emotional support. He visits with people, calls them, and provides his contact information so they can reach out to him with their needs. Dave even arranged for the mother of an organ donor to meet the person who received her daughter's heart.

In addition to his individual outreach, Dave started and continues to manage a support group for heart transplant recipients. Having educated himself about the organ donation process — and the odds facing those in need of a transplant — he is dedicated to inspiring people to register as a donor. He works on legislative initiatives and participates in public service announcements, TV interviews, and promotional videos. He also helps with signature events such as a donor memorial.

Dave has served as the Donate Life Legacy Walk chairperson since 2019. In 2022, his efforts to recruit walk teams and secure sponsorships for this New York and Vermont group resulted in a record fundraising total and number of attendees. In September 2022, Donate Life New York State presented Dave with its Spirit of Our Mission Award.

Even in his hobbies, Dave is thinking about organ donation. When he built a beehive in 2021, he decorated it for Donate Life. His photo of the beehive won a Donate Life NYS contest and later inspired the 2022 Donate Life America theme: Bee a Donor.

Dave has directed his \$10,000 to Westchester Medical Center.



## Volunteer Team of the Year

### Building Materials Latin America Team

Mexico City, Mexico

The Building Materials Latin America (BMLA) team's passion for serving its community is truly inspiring, with support that goes well beyond financial and material donations. Team members spent many hours helping orphans, children, cancer patients, and homeless people through a range of volunteer efforts, including personal visits, community outreach, and a general environment of caring.

Their goal was to ensure that people involved in their volunteer efforts were fully present for their experiences, helping make it meaningful for both participants and the people they serve. They are encouraged to take the time to meet the population they are benefiting and demonstrate their commitment to our core values. More than food, clothing, recreation, or building materials – the team aims to give their time, attention, and support to people who are too often overlooked.

Among the team's activities for the year included:

- A volunteer opportunity at two different facilities over Three Kings Day, sharing food, gifts, and time with children with terminal illnesses
- Cancer awareness conferences, attended by about 300 employees and their family members, promoting early detection in women and children
- Material donations to support Mundo Imayina, which houses more than 6,000 critically ill children and their families each year
- A food and basic-need items drive for children and adults who live at or are served by the Don de Dios Shelter
- A reforestation campaign in which 50 employees and family members spent eight hours planting 250 trees in an area near the plant damaged by fire
- A partnership with Alianza Anticancer Infantil in Monterrey, where 12 employees led informational courses for children on water painting, chemistry, illustration, and more
- A blood drive, in which 21 volunteers participated to benefit regional hospitals
- Material donations of insulation boards to the Mexican Food Bank, used to build a new refrigeration chamber in Guadalajara
- Gift donations and Christmas events for children and teenagers who live at Don Bosco Foundation, as well as children with cancer at La Alianza Anticancer Infantil

The team will direct its \$10,000 donation to Antes de Partir, a group that supports pediatric patients with terminal illnesses.



Employees in Mexico City, Mexico, engaging in their community.

# OUR PEOPLE MAKING A DIFFERENCE

## Gisela Martinez

Senior Administrative Associate

Since high school, Gisela Martinez has been actively volunteering in her community. She joined Owens Corning as an intern in 2017, and she brought her passion for service to her role almost immediately when Mexico City, Mexico, was struck by an earthquake. Gisela helped lead her co-workers into action, providing food, clothing, and more. Upon moving into her current role, she has continued to lead the way in volunteerism, bringing people together to help in meaningful ways in Mexico City and beyond.

“ If you have a cause you’re passionate about, keep volunteering, keep reaching out, because in the end we want to benefit the causes that are deepest in our hearts. ”

Photo courtesy of Gisela Martinez.



### On our human approach to corporate citizenship

Owens Corning is always trying to reach as many people as possible, and that is achievable with all the fantastic people that volunteer. I personally always try to help more people every year as an objective. We care about the people we’re giving back to and how we are impacting their lives. When the Community Engagement team came to Mexico City in 2023 to present the Volunteer of the Year award, they were able to see how our contributions have helped many girls in vulnerable situations, or children suffering terminal cancer, or a 13-year-old who arrived at the Hummingbird House in an unresponsive state who now is able to walk, talk in English, and enjoy being a kid again. That’s why I always suggest taking some extra time to visit the associations you’re benefiting with your work and donations, so you’ll see firsthand how you are making the world — and their world — a better place.

### On the ways community engagement fits with sustainability

I believe that there’s no way a company can claim to be sustainable without benefiting the people around them and showing them our value as a neighbor and a socially responsible citizen. That’s why it’s important to include community engagement and giving back to our community in our approach to sustainability, as this is bringing us closer to our aspirations as a company.

### On engaging employees at the plant level

In Mexico and Latin America, we all do informal volunteering — helping people around us in our community, like relatives, neighbors, or victims of a natural disaster. But when we ask people in operations to come and volunteer in a formal system, it can be hard for them. We offer more diverse programs so people will have something to engage with. If they don’t feel close to a certain cause, they always have different options, and they’re welcome to bring new projects to the table. I always tell them to try it once and if they don’t like it, hopefully there is going to be something else they are interested in. Now, after six years of running this, I have people asking me when they’re going to be able to volunteer again. This year, we’ve been seeing more participation from people in the plant because we’ve been offering more activities on weekends. Also, we donate our own insulation materials, and our co-workers love to see where the material they make is going. When they see the faces of the people who benefit from their hard work, they get even more engaged.

## STRONGER PARTNERSHIPS. STRONGER COMMUNITIES.

With approximately 18,000 employees in 30 countries around the world, Owens Corning has seemingly limitless opportunities to make the world a better place. The possibilities are even greater as we see the enthusiasm our people demonstrate as they serve our communities through their advocacy, their financial support, and – above all – their volunteerism. It is their passion that has made Owens Corning a global leader in corporate citizenship.

New opportunities for community engagement continue to present themselves in Latin America, Europe, and Asia, and we are inspired by the determination of our people to help however they can. We take pride in the fact that, thanks to their dedication, our reach continues to expand across all the regions where we operate. As we see our ability to improve the lives of people everywhere increase, we know we are acting in ways that are in keeping with a key element of our values, and we are truly global in scope and human in scale.

Photo submitted by:

**Top: Lina Macaite | Vilnius, Lithuania**

Owens Corning Paroc employees in Vilnius, Lithuania, participating in a forest replanting initiative.

**Bottom: Megan Moore | Ontario, Canada**

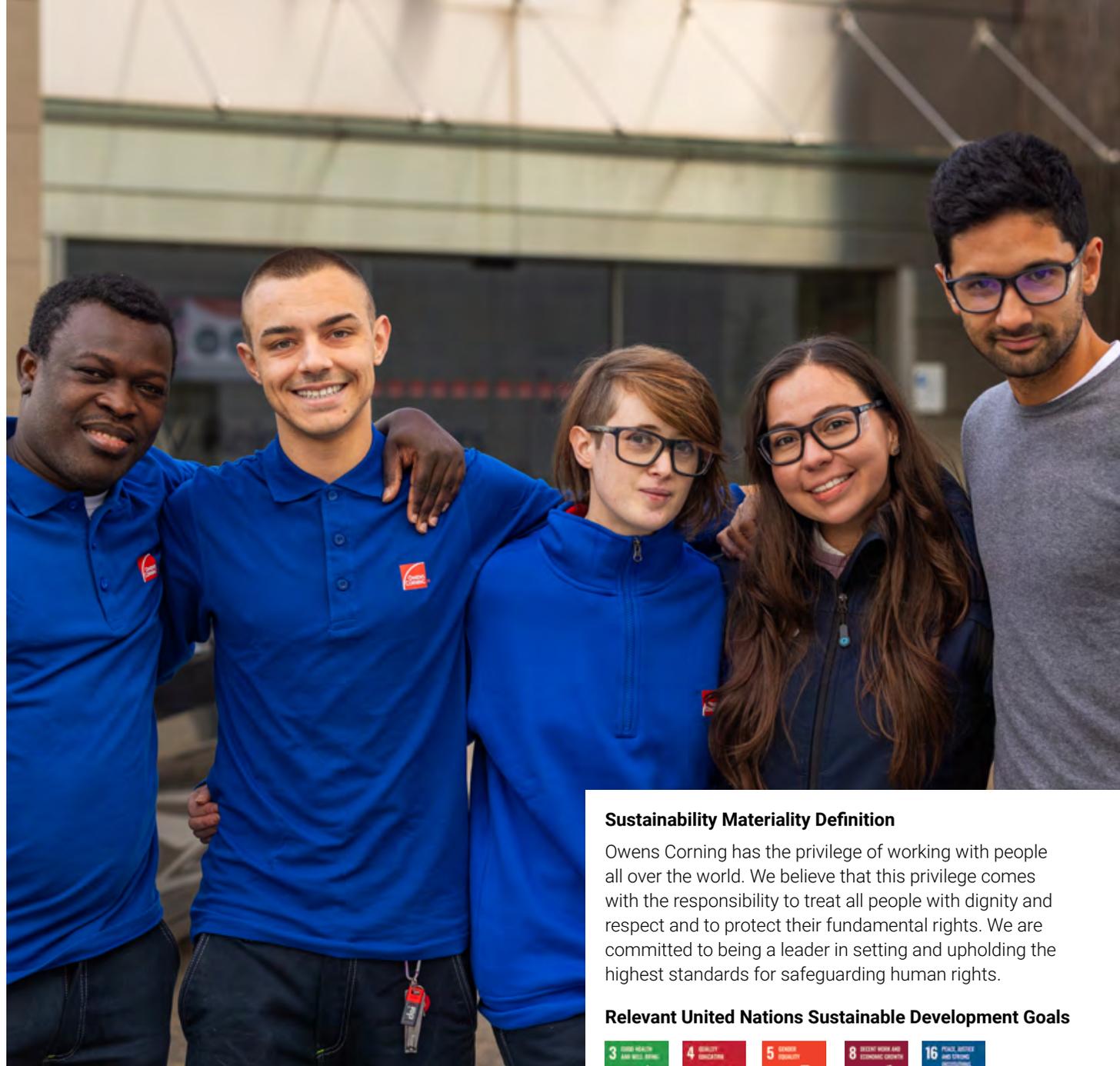
The Owens Corning float at the Columbus Pride Parade.



# SAFEGUARDING HUMAN RIGHTS

As Owens Corning employees interact with people all over the world, we recognize the importance of treating people everywhere — including our employees and members of our communities — with dignity and respect. Therefore, we are committed to protecting the rights of people where we operate.

We also continue to reinforce our approach to human rights, both among our employees and across our value chain. This is tied to our goals for upholding our ethical standards within our organization and maintaining a responsible supply chain. More information about our progress toward these goals can be found in their respective chapters. Ultimately, they are all essential to improving people's quality of life and demonstrating our commitment to caring — one of our core values.



Besana, Italy, employees Paul Ouedraogo, Alessandro Perrone, Marianna Scalabri, Melissa Zabarain, and Federico Colombo.

## Sustainability Materiality Definition

Owens Corning has the privilege of working with people all over the world. We believe that this privilege comes with the responsibility to treat all people with dignity and respect and to protect their fundamental rights. We are committed to being a leader in setting and upholding the highest standards for safeguarding human rights.

## Relevant United Nations Sustainable Development Goals



# HUMAN RIGHTS GOVERNANCE

Our approach to human rights is intentionally broad and inclusive and helps us codify the expectations we have for all our full-time employees, part-time employees, and temporary staff; the entities we own; and the entities in which we hold a majority interest.

## Policies and Governing Documents

We have built our approach to protecting human rights on the following globally recognized documents:

- The Ten Principles of the United Nations Global Compact
- The United Nations Universal Declaration of Human Rights
- The United Nations Guiding Principles on Business and Human Rights
- The International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work

These documents have informed the Owens Corning Code of Conduct, including the human rights policies referenced therein, designed to ensure we uphold ethical standards. Our ethics policies are described in detail beginning on [page 67](#). Our [Human Rights Policy](#) commitments were approved by our General Counsel and our Chief Sustainability Officer.

We also work with our value chain — suppliers, customers, and other business partners — to uphold our human rights principles. We expect them to adopt similar policies and extend the same protections to their stakeholders. Our Code of Conduct and Supplier Code of Conduct provide them with the guidance necessary to prioritize human rights protections in their own operations.

## Organizational Structure and Responsibilities

Owens Corning's Senior Vice President and Chief Sustainability Officer (CSO) and Executive Vice President, General Counsel are responsible for the detailed implementation processes related to human rights management including risk assessments, audits, and training. The CSO reports directly to the CEO and is responsible for our compliance with legal and company requirements related to environmental, safety, health, and sustainability.



Freematter Killebrew, Shingle Machine Operator at our plant in Memphis, Tennessee, U.S.

# OUR APPROACH TO HUMAN RIGHTS DUE DILIGENCE

Owens Corning undertakes ongoing due diligence in alignment with the U.N. Guiding Principles on Business and Human Rights and the Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises to identify, prevent, mitigate, and account for actual or potential adverse impacts on human rights and decent working conditions and provide for or cooperate in remediation where required.

## Equal Opportunity and Non-discrimination

As discussed in the Inclusion & Diversity chapter of this report, Owens Corning is committed to creating a corporate culture in which all employees are equally able to grow and succeed based on their performance, and that our people's diverse perspectives are valued and appreciated. Therefore, we do not discriminate in employment and advancement opportunities, and we do not tolerate acts of discrimination. It is our policy to ensure that employment decisions are based on merit, qualifications, and abilities, without regard to race, color, religion, national origin, age, disability, veteran or military status, pregnancy status, gender, gender identity, sexual orientation, genetic information, or any other characteristic protected by applicable law.

## Child Labor/Forced Labor

We do not employ child labor in our operations. We define child labor as work or service extracted from anyone under the age of 16 or the age for completing compulsory education in that country, whichever is higher. We also will not knowingly engage with a supplier or distributor or enter into a joint venture with an organization that uses child labor, directly or indirectly.

Similarly, we do not use forced, slave, convict, or bonded labor in our operations, and we will not work with a supplier or distributor or undertake a joint venture with an organization that employs forced labor or people trafficked into employment.

Forced labor refers to any work or service not voluntarily performed or extracted from an individual under the

menace of penalty or subject to unduly burdensome conditions. These include, but are not limited to, the surrender of government-issued identification, passports, or work permits, or any other limitations inhibiting the employee's free will with respect to work. Our definitions of slave labor and bonded labor reflect the United Nations Human Rights Office's Supplementary Convention on the Abolition of Slavery, the Slave Trade, and Institutions Similar to Slavery under Articles 1 and 7. Convict labor refers to any labor performed by a legally convicted person on or outside prison grounds. Where applicable, migrant workers will have the same entitlements as local employees.

Owens Corning supports the participation in legitimate workplace apprenticeship programs, as long as participants are 16 or older (per our internal Human Rights Policy) and the programs comply with all applicable laws and are consistent with Articles 6 and 7 of the International Labour Organization (ILO) Minimum Age Convention No. 138 on vocational or technical education and light work. Issues regarding forced or child labor raised through the Business Code of Conduct helpline are reviewed by our Internal Audit and Legal Compliance teams.

As a company, we are committed to ensuring all our operations and suppliers adhere to our policies globally. For any known violations, Owens Corning builds an appropriate corrective action plan indicating the owner for mitigation item, as well as expected timelines for resolution.

## Indigenous Peoples'/Traditional/Land Rights

We subscribe to the principles of ILO Convention No. 169 on Indigenous and Tribal Peoples wherever our operations may impact the human rights of Indigenous Peoples. When considering new acquisitions, we seek to confirm a company's compliance with this convention as part of our due diligence. Looking ahead, we are exploring ways we can enhance our Human Rights Policy and Supplier Code of Conduct to further codify our approach to protecting the rights of Indigenous Peoples in the areas where we operate.

## Risk Assessment

Owens Corning utilizes several mechanisms to assess potential and actual impacts on the environment and society including audits, risk assessments, surveys, and impact assessments. In addition, we seek to mitigate risk within our facilities through our rigorous security standards.

## Facility Security

Our approach to facility security goes beyond protecting property to a focus on people. By prioritizing a safe workplace for our people, we can create an environment where they can do their best work.

We have operationalized our focus by implementing robust security standards for all our facilities. These standards provide a common statement of work for all security providers, as well as required training programs that emphasize human rights, such as training on appropriate behavior and the use of force.

Owens Corning also has guidelines to help people leaders recognize and respond to potential workplace violence situations and behaviors of concern. Workplace violence training is available in 17 languages and disseminated to sites around the world. We have also established a set of human rights standards for sites where we employ third-party security services. All North American contract security providers are required to receive human rights training, including training in the appropriate use of force. We also expect guard services to observe and report – never to place themselves in harm's way or jeopardize the safety of others.

# STAKEHOLDER ENGAGEMENT

Owens Corning interacts with a wide range of stakeholders on a regular basis including investors, customers, suppliers, community members, trade associations, and NGOs, to name a few. Through these engagements, we seek to communicate accurately and transparently, understand concerns, and work together for solutions. To better understand our stakeholders' expectations and priorities, we actively engage and consult with individuals, groups, and organizations that are impacted by our business operations.

We invite stakeholders to communicate with us on any economic, environmental, or social topics related to our business. Owens Corning leverages a variety of channels to receive feedback from stakeholders including several options available on our website to submit questions or concerns related to company products and activities. Stakeholders can submit their concerns of potential misconduct (anonymously, if desired) to our Business Conduct Council through a confidential helpline (1-800-461-9330) or web portal, which are operated by a third-party service provider.

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## Within Our Operations

Creating an environment that respects human rights begins with the individuals at our sites around the world. The tools we have in place ensure that our people carry our dedication forward into all their business dealings.

### Training Employees on Human Rights

Our Code of Conduct and Business Conduct Policies are extensions of our corporate values, and we require 100% compliance. These documents are provided to all employees, and they are available in 16 languages on our company intranet. When a new plant is acquired, the Integration team distributes the documents to the staff, even before they have access to Owens Corning online systems. The Code of Conduct may be distributed via email or through an existing intranet site, or physical copies may be disseminated. We also expect our facilities to display materials that highlight our human rights policies.

To help ensure that our people have a full understanding of our policies, 100% of our staff employees receive training on the Code of Conduct at the time of their hiring, and this document refers employees to the Human Rights Policy. They also receive training on anti-corruption and anti-bribery policies, and they are required to certify their compliance with the Code of Conduct annually, at which time they are given an opportunity to disclose non-conformance.

Personnel in key groups and teams such as Sales, Environmental, Safety, and Security are given heightened attention for training and compliance. In addition, managers are expected to lead by example and ensure that these policies are incorporated into employees' daily interactions with colleagues, customers, suppliers, and the public.

### Human Rights and Acquisitions

Our Human Rights Policy has become part of our due diligence for potential acquisitions, which are a key element of our growth strategy. This process involves reviewing labor and human rights policies and practices and assessing risks, including evaluating any potential impacts on vulnerable populations such as tribal lands and Indigenous People.

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## Across Our Value Chain

To achieve our aspirations for safeguarding human rights, Owens Corning recognizes the importance of collaboration with all the companies with which we do business. We focus on enforcing the principles set forth in our human rights policies and managing the known risks that may exist among our suppliers.

### Upholding High Standards for Suppliers

Owens Corning seeks to partner with businesses that share our commitment to human rights. We expect our suppliers, customers, and other businesses around the world to uphold the principles in our Human Rights Policy. We also expect them to adopt similar policies in their business practices and within their own relationships with subcontractors and others.

Our Supplier Code of Conduct holds all entities that directly provide goods or services to Owens Corning accountable to applicable laws and principles of ethical business. The Supplier Code of Conduct is explicitly consistent with our Human Rights Policy and includes, for example, expectations related to human trafficking and the sourcing of conflict minerals. Our Sourcing and Supply Chain Leaders are responsible for managing human rights issues among our suppliers. They use our Supplier Code of Conduct as a reference to select suppliers, measure their performance, conduct training, and assess risks.



## Managing Areas of Concern

We monitor our suppliers for environmental and human rights conduct, especially in the following areas of potential concern:

- **Sand Mining.** Owens Corning requires the use of sand in our manufacturing operations; as such, we have a vested interest in ensuring a sustainable, responsible supply chain for this essential material. We continue to monitor our sand mining suppliers for environmental and human rights conduct, as this industry has been identified as a risk due to increased sand consumption around the world. Glass production requires a high grade of sand, which generally comes from mines and quarries rather than riverbeds or shorelines. We are confident in the integrity and continuity of our sand supply base. In addition, our commitment to glass recycling can help reduce our reliance on sand in the production of fiberglass insulation.

- **Conflict Minerals.** Owens Corning does not tolerate the use of raw materials that directly or indirectly contribute to armed conflict or human rights abuses in any of our products. We follow the U.S. Securities and Exchange Commission guidelines in disclosing any use of conflict minerals and in conducting reasonable country-of-origin inquiries as required by those guidelines. We also follow the Organisation for Economic Co-Operation and Development Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.

In addition, suppliers are expected to have a policy in place to address the responsible procurement of minerals. They are also expected to train appropriate personnel on this policy, implement a risk assessment (supply chain mapping) of all conflict mineral sources, and develop an appropriate risk mitigation strategy for suppliers identified as “high-risk” in the supply chain mapping exercise.

Owens Corning encourages suppliers to verify the due diligence practices of their suppliers regarding conflict minerals. They are also urged to join or build partnerships with industry organizations that implement due diligence in the mineral supply chain.

**Photo above:**  
Safety training for employees at our plant in Hangzhou, China.

## SAFEGUARDING HUMAN RIGHTS

# 2023 IN REVIEW

As a company that strives to be global in scope and human in scale, we recognize that our activities have the potential to impact people's lives in very real ways. That's why we work to ensure that our people truly understand our approach to human rights, and that our policies and training will be used to treat everyone across our value chain with dignity and respect.



### Human Rights Assessments

Our environmental, health, and safety (EHS) audit processes include on-site assessments, in which our team proactively evaluates facilities for a range of risks, including human rights elements. In our last EHS audits, conducted in 2023, we performed human rights assessments on five sites, examining documented evidence and observing operations where needed. These human rights assessments included U.S. sites representing two of the three Owens Corning business units. All the sites assessed had some type of mitigation plan to address health and safety. High-risk findings are tracked to completion in a corporate findings repository. All risk findings are required to be closed. There were zero issues identified through EHS human rights audits in 2023.

In addition to their standard audit process, our Internal Audit team also conducts visual inspections covering forced labor, child labor, unsafe working conditions, and other human rights issues in their on-site assessments. This helps ensure that our workplaces reflect the highest human rights standards, as well as best practices for health and safety for our employees, contractors, and visitors. In 2023, the Internal Audit team conducted 18 internal audits that included a review of human rights risk.



**Between our EHS human rights assessments and internal audits, Owens Corning evaluated 21 of our sites for human rights risks in 2023.**

**Photo above:**  
Mylinda Peraza from our Roofing plant in Memphis, Tennessee, U.S.

# ENVIRONMENTAL COMMUNITY ENGAGEMENT

Owens Corning seeks to build a more sustainable future, which means increasing the positive aspects our operations have while reducing potential negative effects. Therefore, we are committed to the idea that communities are able to make informed decisions about environmental impacts and take the actions needed to enjoy safety and health in the areas in which they live.

People in disadvantaged communities often face greater levels of pollution due to the cumulative impact of several factors, such as industrial pollution combined with exhaust from heavily trafficked highways. The resulting environmental concerns can disproportionately exacerbate negative health impacts on nearby populations.

In recent years, our commitment to listening to our communities has been an increasingly central part of our overall sustainability journey. We have created an Environmental Justice Steering Committee to evaluate best practices and determine how we can fully integrate these principles into our enterprise and forward our social responsibility aspirations. With this foundation in place, we have been able to operationalize these ideas across the U.S. as we work to directly engage with people in the areas where we serve. We are conducting assessments in several regions where we operate that the U.S. Environmental Protection Agency has defined as having a higher potential for environmental harms. These pilot assessments are aimed at improving our holistic understanding of relevant community concerns and engagement opportunities, and they will serve as a template to measure risk as we expand our work into other communities throughout the U.S.

In 2023, we brought this approach of direct engagement on environmental issues to communities in the U.S., with public meetings in Minneapolis, Minnesota, and Kearny, New Jersey. For example, as part of our permit renewal in Kearny, we met with local officials and held an open meeting for local residents to share the progress we have made to improve our impacts on air quality in the region. This includes longstanding pollution controls such as vapor collection equipment, dust collection equipment inside the building, metered gas usage to help reduce our energy use and carbon footprint, and more. In addition, we spotlighted our recent voluntary installation of a regenerative thermal oxidizer (RTO), which is discussed on [page 300](#).

Owens Corning recognizes the responsibility we have to the people who work for us, as well as their families, friends, and everyone in the community, and we strive to maintain a cooperative relationship with people in the areas where we operate. By introducing environmental community engagement into our operations, we can do even more to bring fairness and integrity to our interactions with the communities on which we depend for our continued success.

## Child Labor/Forced Labor

In 2023, we identified at one of our locations in France, one individual under the age of 16 being employed through a vocational program. This employment relationship was in compliance with local law and International Labour Organization principles, however, it was inconsistent with our more restrictive Human Rights Policy.

After learning of the issue, Owens Corning took several remedial actions. Our Human Rights Policy was updated in October 2023 to eliminate any ambiguity that, without exception, no person under the age of 16 may be employed by Owens Corning. We increased the frequency of compliance reviews for all employees under 18 years of age. Our Chief Human Resources Officer re-emphasized adherence to our global Human Rights Policy. Additionally other actions were taken including requiring refresher education and training of our Human Resource employees, and implementing a systems solution that provides stringent and proactive checks within our Human Resources system.

To further reinforce the importance of human rights among our people, Owens Corning initiated a training program on forced labor, child labor, and modern slavery. This training was administered to all 117 Sourcing department employees in 2023.

A review of our annual supplier survey did not reveal any instances of forced or compulsory labor that were identified or reported in 2023.

## Security

Globally, 100% of security personnel receive training on specific security issues. In 2023, our Global Security team conducted a review of all workplace violence prevention and reaction standards and training. The results of the review will enable to us to revamp our training modules and provide our employees with the most up-to-date benchmark information on this critical topic.

Our 2030 goals for safeguarding human rights are covered in detail in the [Responsible Supply Chain chapter](#) of this report.



## Human Rights Training

In North America, 100% of security personnel, including those employed by third-party companies, had received formal human rights training as of December 31, 2023.

In 2023, 8,610 employees, which make up about 48% of our employees worldwide, collectively received 4,733 hours of human rights training.

We conduct annual human rights assessments via a survey for our key suppliers, which made up 84% of our sourcing-managed spend in 2023. Since the launch of our 2023 supplier survey, 159 suppliers were assessed for their impacts on society and labor practices. None of these suppliers were found to have potential or actual significant negative impacts on society, human rights, labor practices, or the environment.

## Sand Mining in 2023

In 2023, our sand consumption was approximately 703,000 metric tons, with 72% coming from North America.

## Additional 2023 Human Rights Activities

- Our Business Conduct Council reviewed and investigated 10 reported equal opportunity concerns. Actions for correction and improvements were taken as applicable.
- There have been no issues for Owens Corning involving the rights of Indigenous People in 2023.

Photo submitted by:

**Sue Seifert | Tennessee, U.S.**

"Rock window" overlooking St. George, Utah, U.S.

# PERFORMING DUE DILIGENCE IN THE MINING SECTOR

Owens Corning relies on the mining of raw materials to manufacture our products. Since mining has a high exposure to human rights risks related to labor, social, environmental, and health and safety topics, we conducted an in-depth assessment on mining companies providing minerals to Owens Corning in 2023.

Owens Corning received materials from 128 mines in 20 different countries, operated by 89 different mining companies. Using the S&P Global Risk Atlas, we identified 10 "high-risk" countries according to their environmental, social, and governance risk methodology to narrow our focus. Within the 10 "high-risk" countries, there were 27 mines operated by 23 companies. Using this group of companies and mines, we reviewed our 2022 Supplier Sustainability Survey results, conducted a media scan with human rights keywords, and reviewed publicly available data using the Datamaran software to narrow down our assessment to engage with 19 mines operated by 15 companies. Based on these results, we prioritized a first phase of engagements with five companies in 2023 to understand more about their sustainability performance and human rights management practices. Of the five companies prioritized for engagement, some key observations from the assessment were:

- Each of the five companies were flagged as not disclosing information regarding their efforts to eradicate slavery and human trafficking.
- Two of the five companies reported they did not have explicit policies to prevent forced labor.
- Two of the five companies reported to have no formal responsible recruitment initiatives.

Through the assessment and subsequent engagements with the high priority suppliers, we were able to validate management practices, review documentation, and discuss opportunities for improvement. Based on additional information provided from the high priority companies, Owens Corning was able to validate that the risks identified were sufficiently mitigated. This assessment and subsequent engagements will continue to inform further due diligence activities in 2024, including a review of the other mining companies not prioritized in 2023.



## A STRONG COMMITMENT TO HUMAN RIGHTS INTO THE FUTURE

As a global company, Owens Corning works to understand the full extent of our impact — and the responsibility we have to the people in and around our areas of operation. We are working to fulfill that responsibility through concrete action — maintaining a stringent set of policies relating to human rights, embracing the idea of environmental justice, and seeking to influence companies across our value chain.

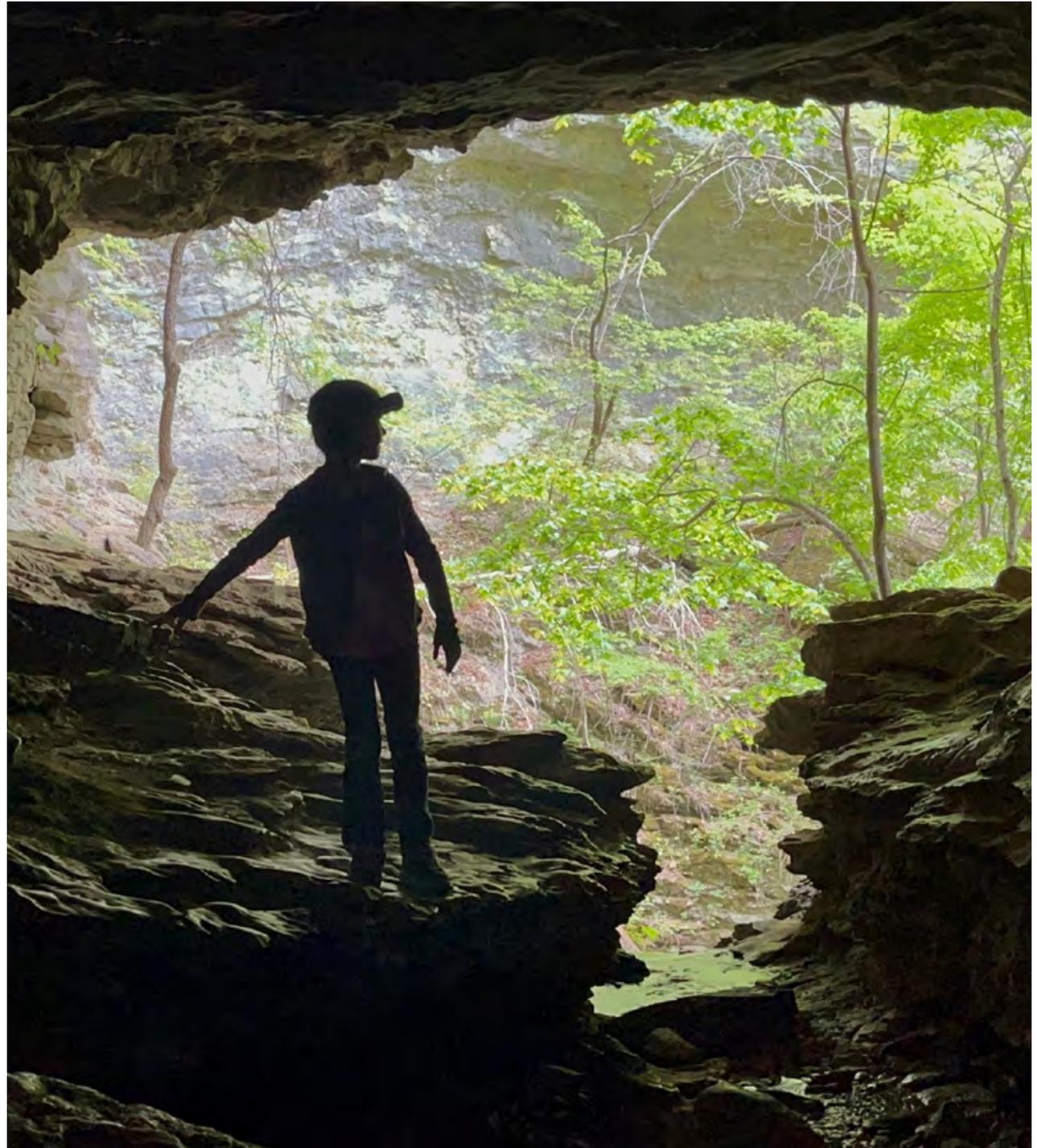
Recently, Owens Corning has been in the process of reinforcing our commitment to human rights through a concerted effort across our enterprise. This includes a refreshing of our policies that align with our approach to upholding our ethical standards and maintaining a responsible supply chain. We aspire to be a responsible corporate citizen that respects human rights through all our business interactions.

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Photo submitted by:

**Andrew Thornburg | Joplin, Missouri, U.S.**

Andrew's son explores a cave near Buffalo National River, Arkansas, U.S.



# OUR PEOPLE MAKING A DIFFERENCE

## Clarise Ashworth

Director, Product Stewardship and Compliance

A career as an environmental lawyer has been a way for Clarise Ashworth to combine two things she cares about deeply: the environment and the well-being of people. Her work has brought her to Owens Corning, where she has helped oversee product stewardship and compliance since 2021. Clarise is also actively involved in our work to ensure that the people with whom we interact are treated with dignity and respect, and she shares her perspective on why that's important for Owens Corning.

**“ As we grow as a company, so does our ability and obligation to do more. As such, we are currently working on reviewing and revising our Human Rights Policy to ensure that we continue to be a thoughtful, proactive leader in this space. ”**



Photo courtesy of Clarise Ashworth.

### On the collaboration required in our efforts to safeguard human rights

The Product Stewardship and Compliance teams directly support Owens Corning's 2030 sustainability goals and its commitment to human rights. The Compliance team is accountable for our human rights Policy and our Business Code of Conduct. We actively partner with Human Resources, Sourcing, and our business partners to ensure that all people engaged in our day-to-day operations are treated with dignity and respect and their basic human rights are protected. Our global Product Stewardship function, which ensures that our products are safe to make and use and perform as expected, also plays a role by ensuring that our input materials are conflict-free and responsibly sourced.

### On staying true to our core values

Our very purpose is that "Our people and our products make the world a better place." How could we ever achieve this purpose if the people involved in making our products are not treated with the utmost dignity and respect? For me, I would say that working to ensure all peoples' basic human rights is more than a part of our approach to sustainability; it's simply the right thing to do. It is fundamentally who we are, as a company. In my opinion, we cannot make the world a better place unless we are relentlessly focused on making people's lives better. We must recognize that many people's day-to-day existence can differ significantly from ours, acknowledge that we all have a part to play in making the world a better place for everyone, and actively work to ensure that dignity and respect are freely given and safety is fundamental. If we can do that, the rest takes care of itself.

### On what sets Owens Corning apart as a company in this area

Owens Corning has heart. That's not something that you can write into your Articles of Incorporation or a business plan. It comes from the people who show up every day and dedicate themselves to the work at hand. As individuals, we are all unique. We look different. We think different. We act different. But together, we form the collective conscience of the company. What I see when I look around is generosity, pure heart, and a genuine respect for each other. That's what sets us apart.

# PURPOSE

A welder wearing a blue protective suit and mask is working on a glowing orange metal structure. The scene is illuminated by the intense light of the welding process, creating a dramatic contrast between the dark blue of the welder's gear and the bright orange of the molten metal.

**Driven by our mission,  
inspired by our purpose.**

As we live our values every day, we are driven to build a sustainable future through material innovation, and we are inspired to do what we can to make the world a better place.

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# RESPONSIBLE SUPPLY CHAIN

At Owens Corning, our responsible supply chain strategy is global in scope and human in scale. We're helping to shape a global supply chain centered on shared value by protecting the environment, caring for people, and empowering communities, while enhancing the competitiveness of our business.



Sustainability is increasing in importance among stakeholders across our value chain, and their expectations often extend beyond compliance. From reducing carbon emissions and minimizing waste to ensuring fair labor practices and ethical sourcing, supply chain sustainability is a key driver for competitiveness, reputation, and long-term viability. With over 17,000 suppliers providing essential goods and services required to make our products, we are taking additional steps to create shared value in our supply chain. Through our efforts, Owens Corning can create, protect, and grow long-term environmental, social, and economic value for all stakeholders involved in our value chain.

Photo submitted by:

**Phil Casey | Ontario, Canada**

View of Lake Geneva (Lac Léman), Lausanne, Switzerland.

## Sustainability Materiality Definition

We strive to hold our suppliers to the same high standards we hold ourselves. We see our suppliers as key contributors to our overall sustainability vision, and we seek to ensure all our suppliers fully comply with all applicable legislation, regulations, and legal requirements on human rights, labor, the environment, anticorruption, and trade and customs.

## Relevant United Nations Sustainable Development Goals



# 2030 GOALS FOR RESPONSIBLE SUPPLY CHAIN

**By 2030, 100% of our suppliers will meet our Supplier Code of Conduct requirements, with special attention to human rights issues such as safety and forced labor.\***

We calculate our progress toward this goal through a supplier sustainability survey, administered to a sampling of our suppliers around the world.

**100% of our Global Sourcing team will be trained and recertified annually on sustainability.\***

We have implemented a standardized training process for all global sourcing positions, which is used to facilitate all global sourcing strategies. Our intranet site also provides Global Sourcing team with the latest information on shared suppliers, such as evaluations, sustainability surveys, segmentation, and risk mitigation plans. Housing all informational materials in one location helps category leaders more easily complete supplier performance reports, supplier segmentation, and more.

The social data in this chapter marked with a + sign were independently assured to a moderate level by SCS Global Services. For more information on the assurance process see [About the Report](#), and for our verification statement please see [Appendix I](#).

## The Supplier Code of Conduct

Our [Supplier Code of Conduct](#) outlines the expectations we have set for suppliers and contributes to our commitment to the OECD Guidelines for Multinational Enterprises, the Core Conventions of the International Labor Organization (ILO), as well as the United Nations Global Compact, Sustainable Development Goals, and Guiding Principles for Business and Human Rights.

The Supplier Code of Conduct states that suppliers are expected to meet our requirements related to the following topics:

- Raw materials procurement and conflict materials
- Employment standards
- Grievance mechanisms
- Conflicts of interest, gifts, and entertainment
- Anti-corruption
- Antitrust and competition laws
- Trade and import restrictions
- Subcontracting
- Communication
- Monitoring and compliance

Detailed discussions about each of these topics can be found in the [Supplier Code of Conduct](#).

We have a number of ways to determine a supplier's compliance with the Supplier Code of Conduct. It is provided to all new suppliers during the onboarding process, and it is included in all base contracts. The Code is also included in the supplier assessments provided to segmented critical suppliers and in the annual supplier sustainability survey.

The Code aligns with our Human Rights Policy and includes, for example, expectations related to modern slavery and the sourcing of conflict materials. More information about this policy can be found in the [Safeguarding Human Rights chapter](#).

In all the areas outlined above, Owens Corning expects suppliers to adhere to the standard with the highest expectations – whether that is national or local legislation, international norms explicitly referenced in the Code, or Owens Corning-specific policies and documents.

# SUPPLIER SELECTION

To achieve our goals for a responsible supply chain, we must work closely with all our suppliers, presenting our priorities and detailing the expectations we have for them throughout our partnership.

As we continue to refine our approach to sustainability, we will create additional educational materials for our suppliers. Information about these materials will be presented in future editions of this report.

## Local Sourcing

In addition to sustainability risk exposures and the requirements detailed in the Supplier Code of Conduct, supplier selection depends on many other considerations, including quality performance, innovation, delivery performance, cost, and financial viability. Supplier location is also a consideration. Local procurement is an important part of supply chain sustainability as it reduces carbon emissions associated with transportation, supports the local economies where we operate, and fosters community engagement, all of which align with the strategic pillars of our responsible supply chain strategy. While we do not have a specific policy in place for local procurement, we define "local" to be within a 250-mile radius of any of our facilities, and we track this information for all of our U.S. facilities.

## Diverse Supplier Program

Owens Corning's Diverse Supplier Program creates strong business partnerships, strengthens economic development in the communities where we serve, and supports the viability of diverse businesses across all aspects of our supply chain. As we build relationships with businesses owned by minorities, women, veterans, the disabled, service-disabled veterans, LGBTQ+ people, and people from historically underutilized business zones (HUBZone), we can help foster an inclusive culture.

We have established a Diverse Sourcing Champion network to expedite diverse sourcing education and identify diverse spending opportunities. We have also developed internal tracking and reporting capabilities to measure progress. In addition, we have implemented useful tools for benchmarking, market research, and execution of inclusive sourcing practices in all businesses and categories, as well as communication tools for diverse suppliers.



Photo submitted by:  
**Andrew Thornburg | Joplin, Missouri, U.S.**  
Single weed thistle in a field of golden wheat in Carthage, Missouri, U.S., with rain showers in the distance.

# ONBOARDING SUPPLIERS

We seek to ensure that suppliers share our commitment to sustainability, and our supplier validation process plays a vital role.

New suppliers of Owens Corning undergo an intensive validation process, which is as follows:

## Supplier Validation Process

<p>Suppliers must be assigned a vendor number before they are entered into our supplier database, and suppliers receive the Owens Corning Supplier Code of Conduct to review and sign off on. Before a supplier is assigned a vendor record in our enterprise resource planning (ERP) system, they are screened for the following criteria:</p> <ul style="list-style-type: none"> <li>■ The Supplier Code of Conduct</li> <li>■ World Check</li> <li>■ Cybersecurity</li> </ul>		<p>The Code is referenced during the request for proposal, contract creation, on-site supplier engagement, and self-evaluation.</p> <p>Owens Corning maintains the rights to take actions to ensure that the Code is being followed by suppliers. These actions can include inspections of the supplier's facilities and worker accommodations, as well as review of any applicable documentation. Suppliers are expected to keep accurate records to prove compliance with the Code.</p> <p>Owens Corning expects suppliers to take corrective actions to remedy any identified non-compliance within a time frame jointly agreed upon by the supplier and Owens Corning.</p>
<p>During the onboarding process, each vendor is screened for any global or governmental sanctions.</p>		<p>We use the Refinitiv World-Check system, a database established by Thomson Reuters to monitor suppliers for governmental sanctions and regulatory enforcement actions. We also validate bank account information to ensure fraud protection on account change requests.</p> <p>Information is collated from an extensive network of reputable sources, including:</p> <ul style="list-style-type: none"> <li>■ More than 530 regulatory, law enforcement, sanction, and watch lists</li> <li>■ Local and international government records</li> <li>■ Country-specific data sources</li> <li>■ International adverse electronic and physical media searches</li> <li>■ English and foreign-language data sources</li> <li>■ Relevant industry sources</li> </ul>
<p>The supplier is reviewed through internal controls and security to determine whether they will have access to any Owens Corning databases or technology.</p>		<p>If yes, the Owens Corning cybersecurity group investigates and must approve the supplier before a vendor is created in our ERP system.</p>
<p>Companies that are considered key suppliers in the manufacturing of a product – including raw materials, capital, and facilities – may be subject to a self-assessment, an on-site survey, or both.</p>		<p>The following resources assist us in researching new and current suppliers and assessing risk:</p> <ul style="list-style-type: none"> <li>■ Dunn &amp; Bradstreet Credit Reports</li> <li>■ Lexis Nexis</li> <li>■ Market Research Reports</li> <li>■ Reference USA</li> </ul>
<p>As needed, we also have a process in which we work with our Treasury team to reach suppliers that are not publicly held.</p>		<p>This provides us with a financial risk score, assisting us in our selection process.</p>

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## Acquisitions and Supply Chain Sustainability

Acquisitions are part of our strategy for growth. With acquisitions come new suppliers of various sizes and geographic regions. Whenever we consider acquiring another company, we exercise due diligence to evaluate supply chain risk. It is important that the target company's current suppliers are high quality, capable, safe, and able to meet our standards.

Soon after a transaction is completed, we engage with each acquired business to set expectations and implement a consistent structure for supplier relationships. We provide extensive training to ensure that the acquired business understands our Supplier Code of Conduct and how to administer it. In addition, our Commodity Leaders spend time getting to know the acquired company's key suppliers, explaining the Supplier Code of Conduct, following up on issues of concern, and, if necessary, identifying alternative potential suppliers.



## SUPPLIERS AND RISK MANAGEMENT

Once a supplier has been onboarded, Owens Corning employs various methods of supplier risk management including our annual supplier review and segmentation process and during ongoing supplier management activities. Suppliers are assessed against various risk categories including human, information technology, legal, quality, reputational, and operational risks.

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### Scoring Suppliers for Sustainability

Our approach to prioritizing suppliers empowers us to emphasize the importance of sustainability throughout our value chain by enabling us to consider sustainability risk exposures. We have developed a sustainability risk scoring framework based on the risk atlas developed by S&P Global Rating. All suppliers receive a rating, and high-risk suppliers are automatically included in the segmentation process.

In this approach, we assign a sector risk score based on the commodity that the company supplies to Owens Corning. This score encompasses associated environmental and social risk criteria. In addition, a regional risk score, embodying governance characteristics, is assigned to a supplier's country. These scores are then combined to determine an overall sustainability risk score. For suppliers that provide multiple commodities to Owens Corning, and therefore have multiple sustainability risk scores, we select the highest of their risk scores to ensure a more conservative representation of these suppliers.

This scoring can be complemented with a number of additional resources, including media scans, public disclosure reviews, and studies of risk factors within the product or sector. Through these resources, we are able to gain a more complete picture of risk associated with the suppliers to determine mechanisms for engagement and management of risk.

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Photo submitted by:

**Emma Barrasso | Toledo, Ohio, U.S.**

Rosy maple moth.

## Supplier Segmentation

Owens Corning seeks to develop a complete understanding of every company in our supply chain, including the various ways these companies could affect our operations. Our supplier segmentation tool enables our Global Sourcing team to assess and classify primary suppliers.

### Suppliers included in the segmentation process meet the following requirements:

- Constitute ~84% of overall global sourcing managed spend
- All single- or sole-source suppliers
- Have a spend of more than \$250,000

### The supplier segmentation tool compiles an overall score using the following criteria:

- Five questions related to risk, weighted based on their importance to Owens Corning
- Six questions related to impact, weighted based on their importance to Owens Corning
- The supplier's sustainability risk score

The assessment we have developed reflects our emphasis on risk mitigation, our need to address single- and sole-source suppliers, and our emphasis on developing strategies in each commodity category.

### Supplier risk and impacts scores are based on:

- **Impact Scores** reflect the potential for a supplier to affect the company's bottom line. We assess a supplier's management, practices, and their goods and services against questions regarding providing a competitive advantage for our products and how we serve our customers as well as the level of potential impact a supplier has on our overall business results.
- **Risk Scores** capture potential for instabilities that may affect our ability to purchase a given product or service. A supplier is assessed based on availability of alternatives, performance against metrics such as service, quality, and safety, and if a supplier has signed the Supplier Code of Conduct.

Once scores have been assigned, the suppliers are placed in one of four categories. Using this classification, we are able to establish action plans that ensure our relationship with each supplier is optimized, increase the overall impact on our business, and mitigate our risk.

The classification is also used to identify relationship owners; action items; and supplier, commodity, and/or business strategies.



Photo submitted by:

**Priyanka Ruparel | Mumbai, India**

Pondicherry on the southeast coast of India.

## Characteristics of Different Supplier Segments and Action Plans

<p><b>Collaborative Supplier</b> <i>Low Risk/High Impact</i></p> <p><b>Relationship Owner:</b> Commodity Leader, with multiple levels of involvement – including executive involvement</p> <p>These companies are highly significant for Owens Corning, and they often represent a high percentage of our overall spend and/or high-volume bulk purchasing. They often offer low-complexity items, and Owens Corning has purchasing power in these transactions. There are often multiple available suppliers that can be transferred at a reasonable cost.</p>	<p><b>Critical Supplier</b> <i>High Risk/High Impact</i></p> <p><b>Relationship Owner:</b> Sourcing/Business Leaders, with multiple levels of involvement – including executive involvement</p> <p>While critical suppliers present risk or are subject to disruption, they also represent a high impact on our operations, due to high spend, innovative or key product or service offerings, products, cost savings, a competitive advantage, or a long-term relationship with Owens Corning.</p>
<p><b>COLLABORATIVE SUPPLIER ACTION PLAN</b></p> <ul style="list-style-type: none"> <li>■ Ensure contract/supply agreement</li> <li>■ Document and confirm contingency plan</li> <li>■ Administer annual supplier performance management</li> <li>■ Search for partnership in R&amp;D and retain long-term relationship</li> </ul>	<p><b>CRITICAL SUPPLIER ACTION PLAN</b></p> <ul style="list-style-type: none"> <li>■ Ensure contract/supply agreement</li> <li>■ Complete risk assessment, then document and confirm contingency plan with upper management</li> <li>■ Create communication plan with upper management</li> <li>■ Administer biannual supplier performance management process</li> <li>■ Search for partnership in R&amp;D and form long-term relationship</li> </ul>
<p><b>TRANSACTIONAL SUPPLIER ACTION PLAN</b></p> <ul style="list-style-type: none"> <li>■ Leverage competition</li> <li>■ Outsource</li> <li>■ Automate</li> <li>■ Consolidate spend, reduce vendors, and increase impact</li> <li>■ Leave supplier in “non-critical” category</li> </ul>	<p><b>BOTTLENECK SUPPLIER ACTION PLAN</b></p> <ul style="list-style-type: none"> <li>■ Restrict future business until risk is mitigated</li> <li>■ Ensure contract</li> <li>■ Complete risk assessment, then document and confirm contingency plan</li> <li>■ Administer biannual supplier performance management process</li> <li>■ Prepare exit plan/dual source</li> </ul>
<p><b>Transactional Supplier</b> <i>Low Risk/Low Impact</i></p> <p><b>Relationship Owner:</b> Relationship managed by local sourcing personnel</p> <p>Transactional suppliers represent a low impact on our operations and/or cash. They offer standard items, and multiple available suppliers can be transferred at reasonable cost. Most of these suppliers are financially strong and stable, without posing significant threat of disruption to supply.</p>	<p><b>Bottleneck Supplier</b> <i>High Risk/Low Impact</i></p> <p><b>Relationship Owner:</b> Commodity Leader</p> <p>Bottleneck suppliers deliver lower levels of profitability and are in the low- or medium-spend category. The products they supply may also be technically complex and/or may represent a limited source or a niche market.</p>

IMPACT

RISK

## Collaborations for Risk Assessment

We use various subscriptions and memberships to assist in our risk assessment of suppliers, market conditions, and the competitive landscape while making sourcing decisions. We have memberships with Procurement Leaders, Gartner, and Manufacturers Alliance for Productivity and Innovation, as well as resources related to chemicals, oil, and more. Each sourcing professional is trained in gathering category and market intelligence using a range of tools, including Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis; Political, Economic, Social, and Technological (PEST) analysis; and Porter’s Five Forces Framework.

### Reducing Risk from Single-Source Suppliers

While raw materials usually come from more than one supplier, Owens Corning has some single-source supplier relationships that provide unique, value-added product and service capabilities. Such companies fall into the critical supplier category in our supplier segmentation tool, and they are subject to close monitoring, engagement, and collaboration with the Sourcing team.

Our Sourcing team assesses single-source suppliers on an annual basis through the segmentation process, our category strategies, and risk mitigation. In addition, we work with these companies to address any gaps in their risk analysis and contingency plans. We also meet with leaders of single-source companies on an as-needed basis, either in person or virtually, to review and update all pertinent information.

## Global Sourcing Category Reviews

To reduce risk and ensure the integrity of our supply chain, our Sourcing Leadership team conducts Global Sourcing Category Reviews annually, which help address all facets of our global sourcing strategy. In these reviews, Sourcing Leaders and their teams provide a comprehensive overview of category performance to leadership and business partners, allowing for visibility, alignment, and strategic input. They are an opportunity for each category owner to offer perspectives on market dynamics that affect inflation and deflation, risks and concerns, key projects, value creation initiatives, and other relevant topics. This review process includes our most collaborative and critical suppliers. The agenda for these reviews may include evaluations of the following:

### EXECUTIVE SUMMARY & CATEGORY OVERVIEW

Establishing key topics, spend, dynamics, and vision for category. This is a four-box category summary, which will also be used in any Contract Review Board (CRB) meetings.

### SUPPLIER CONNECTION

Creating outcome-driven results through mutual value-added, innovation-driven, and value-creation relationships with our suppliers by sharing data, ideas, and scorecard metrics. This covers supplier strategy and will also be used in any CRB meetings.

### RISK MITIGATION

Mitigating supply constraints and risk to deliver materials and services at the right time, to the right place, and in the right quantity.

### VALUE CREATION & INNOVATION

Strengthening business partnerships and results through “buy better and spend better.” Collaborating with our science and technology partners and our suppliers to drive innovation in all categories. Driving long-term value through long-range planning.

### SUSTAINABILITY

Partnering with the Sustainability team to define the roadmap to achieving our target for Scope 3 greenhouse gas emissions by 2030. Continuing to advance Owens Corning’s renewable energy and circular economy goals.

### SUPPLIER DIVERSITY

Establishing a robust supplier management framework to measure supplier performance on quality, supply, and innovation, as well as operationalize and make meaningful improvement in our Diverse Supplier Program.

## Contractor Management

We include the companies that provide contract employees among our suppliers. Our contractor management standard requires that all contract employees working at Owens Corning sites meet certain standards before proceeding with any work. There are currently over 2,200 contractors registered through ISN, our external partner that certifies contractors for Owens Corning. Each contractor who performs medium-risk and high-risk work in North America must submit appropriate documentation and achieve an acceptable grade by ISN prior to being awarded any job. Examples of documentation include a Certificate of Insurance, copies of specific safety programs, OSHA forms, and questionnaire responses pertaining to its EHS and sustainability programs. Owens Corning and individual contractors pay for membership to ISN; the cost to the contractor is based on the number of the employees. We have also provided ISN with the Supplier Code of Conduct, which contractors receive and are asked to sign as they undergo our review process.

### Contract Review Board

In 2022, Owens Corning established a Contract Review Board that convenes quarterly to review new and expiring contracts. These meetings offer an opportunity to discuss contract negotiations and provide leadership with a better line of sight on our contract processes.

The Contract Review Board is primarily focused on contracts of \$5 million per year or more, suppliers and/or commodities identified as higher risk, and those requiring an authorization signature of Vice President or above. The number of contracts varies from quarter to quarter, as we review new and expiring contracts to determine which ones should come before the Board.

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## Corrective Actions

When Owens Corning conducts supplier assessments, engagement activities, or receives evidence of non-conformance, we typically deliver a written request for corrective action. We may also ask suppliers to provide additional inspection data with a shipment, showing actual measurements for critical characteristics, as well as sign-offs from management at supplier locations.

Owens Corning uses an industry-standard process when corrective actions need to be taken with our suppliers. This process includes the following:

- Short-term action and containment plan
- Root cause analysis
- Identification and verification of long-term corrective action
- Implementation of long-term corrective action
- Final verification and sign-off by stakeholders

Owens Corning is developing new approaches to managing corrective actions with suppliers to mitigate risk and improve collaboration. One new method is through pilot engagements to discuss collaboratively how to improve a situation identified as a corrective action.

In our plants, we have a process to record and track non-conforming materials from suppliers. This process enables plant personnel to upload photos of non-conforming materials directly from their phones. Corrective actions can then be taken if required.

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Photo submitted by:

**Sue Seifert | Tennessee, U.S.**

Cactus growing from a rock in St. George, Utah, U.S.



## RESPONSIBLE SUPPLY CHAIN

# 2023 IN REVIEW

In 2023, we leveraged our strong foundation in supply chain management and made several refinements to our overall approach to supply chain sustainability. We have worked to define a responsible sourcing strategy, as well as a multi-year roadmap for achieving the goals we have set.



## STRATEGIES & GOVERNANCE FOR A RESPONSIBLE SUPPLY CHAIN

One of the key initiatives for 2023 was the establishment of an overarching structure that reflects our mission, purpose, and values and ties directly to our enterprise-level strategy, as described in the strategy outlined in this chapter.

Photo submitted by:

**Nathaniel Bauer | Denver, Colorado, U.S.**  
Eldorado Canyon State Park, Colorado, U.S.

# RESPONSIBLE SUPPLY CHAIN STRATEGY

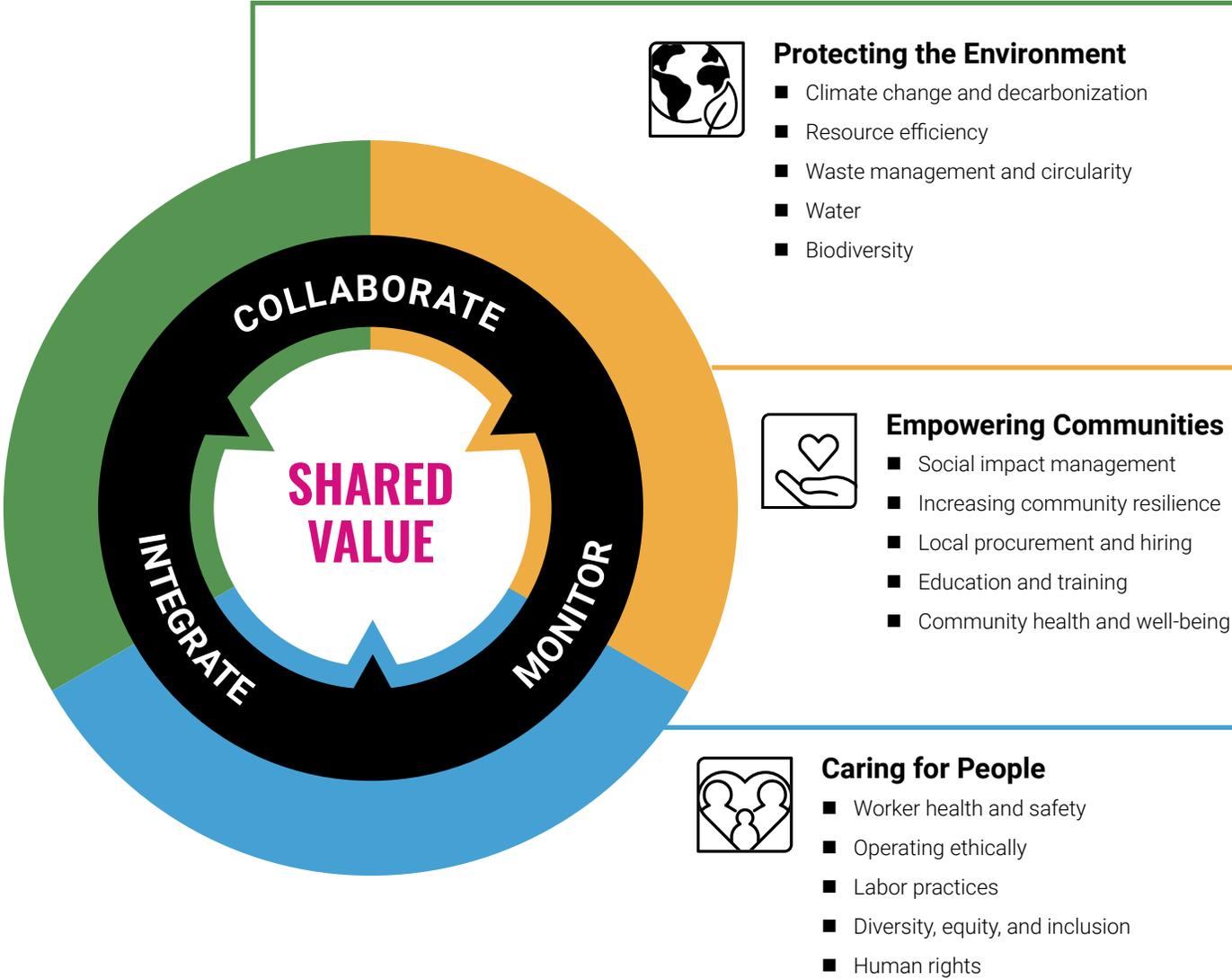
**MISSION:**

At Owens Corning, our responsible supply chain strategy is global in scope and human in scale.

We're helping to shape a global supply chain centered on shared value by protecting the environment, caring for people, and empowering communities, while enhancing the competitiveness of our business.

**PURPOSE:**

To create, protect, and grow long-term environmental, social, and economic value for all stakeholders involved in our supply chain.



# OWENS CORNING SUPPLY CHAIN 2023 OVERVIEW BY THE NUMBERS



**17,000+**

Owens Corning suppliers worldwide

**44%**



Response rate in 2023 to the supplier survey



**682 COMPANIES**

included in our segmentation process, accounting for 84% of total spend



**19 COUNTRIES**

Represent >96% of spend

**\$5.6 BILLION**

\$ annual spend in supply chain

**84%**

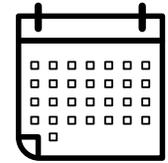
of Scope 3 emissions relate to focus areas in our supply chain\*



\*Focus Areas refer to Scope 3 categories 1, 3, 4, and 9.

**3 YEARS**

Average length of contract with suppliers



- **Supplier Onboarding and Validation.** Over 6,400 new suppliers were onboarded and 100% were evaluated for a range of issues, including environmental and social criteria such as human rights and labor practices.
- **Local Sourcing.** In 2023, 34% of Owens Corning's purchases were made locally for significant U.S. locations within our operations. Some products, such as cullet (recycled glass), are sourced near plant locations as a matter of course. Additionally, many of our facilities have rail delivery capability. While the sourcing locations often fall outside the 250-mile radius for local procurement when using rail or barge delivery, this transportation method still provides cost and environmental benefits compared with truck transport.

- **Contractor Management.** Over 8,300 trainings were completed by contractors via the ISN Online Training Tool.
- **Risk Mitigation.** In 2023, our risk mitigation tool was used in all category strategies.
- **Acquisitions.** When we acquire companies, we also consider their supply chain. Owens Corning acquired no companies in 2023.
- **Global Sourcing Category Reviews.** Through the category review process in 2023, Owens Corning conducted reviews with a specific focus on the 682 suppliers in our annual segmentation process. In 2023, we conducted reviews for 100% of sourcing categories.

- **Supplier Segmentation.** The segmentation tool has been updated and improved over the years, with the latest update taking place in 2023, when we streamlined the segmentation of suppliers and the questions asked to assess them to facilitate more comprehensive intelligence.

We have segmented the top 682 suppliers based on their impact and risk to our business. In 2023, approximately 8% of our segmented suppliers were identified as critical suppliers (high risk/high impact) and approximately 22% were identified as bottleneck suppliers (high risk/low impact). Both segments are key focus areas in our supply chain responsibility efforts. Supplier segmentation categories and our specific action plans related to these groups are outlined in the chart on [page 190](#).

## Responsible Supply Chain Governance

Achieving our long-term aspirations for supply chain sustainability will require a great deal of collaboration across our entire organization. The following structure is being strengthened to provide governance, accountability, and collaboration.

### Responsible Supply Chain Steering Committee

Made up of leaders from our Sourcing, Legal, and Sustainability teams, the Steering Committee meets at least quarterly to provide expertise, insight, and guidance on relevant topics. They promote and advocate for responsible supply chain practices within Owens Corning, as well as support the implementation of our responsible supply chain strategy.

### Working Groups

Day-to-day management oversight of supply chain sustainability are provided by a range of working groups, who will coordinate among functions throughout Owens Corning and participate in the development of appropriate policies and tools. Each group consists of two to five members and reports to the Steering Committee. These working groups can change based on the priorities of the organization. Topics addressed by the working groups in 2023 include the following:

- Governance
- Enhancements to key policies such as Supplier Code of Conduct
- Supplier engagement strategy
- Scope 3 greenhouse gas emissions engagement
- High-risk supplier reviews

### Operational Facilitators

Leaders of the working groups will vary based on the subject of the working group and may consist of individuals from various functions of the enterprise to support and implement these initiatives at the operational level. These facilitators hold a range of roles, including:

- Site-level leads
- Business leads
- External consultants

With this structure in place, we are now even better equipped to meet the goals we have set for maintaining a responsible supply chain.



Photo submitted by:

**Barbara Brescia | Besana in Brianza MB, Italy**

Employees and guests at the Technological Laboratory in Besana, Italy.

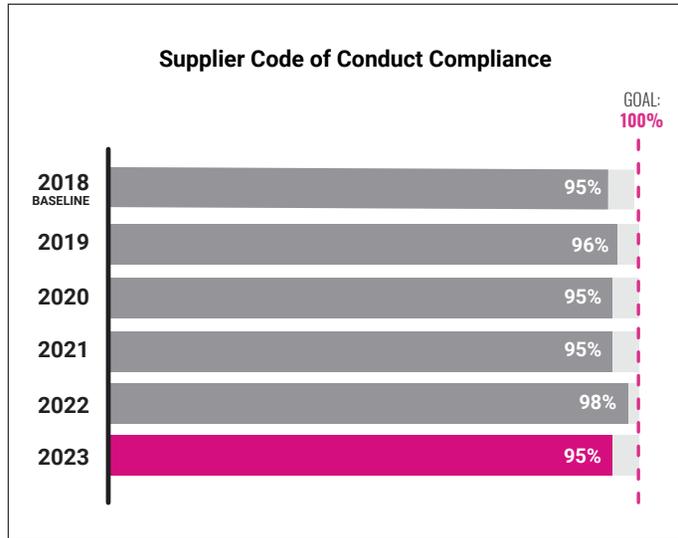
# PROGRESS TOWARD OUR 2023 GOALS

In 2023, Owens Corning revised our annual sustainability survey, adding a greater focus on such key topics as human rights, environmental management, and governance. We received 159 responses from our segmented list of suppliers, accounting for 24% of our total spend.

## Supplier Sustainability Assessments

We are able to measure supplier risk through our supplier sustainability assessment, a survey mapped to specific sustainability categories. This survey addresses such topic areas as codes of conduct for both Owens Corning and the supplier, sustainability policies and goals, environmental management, health and safety performance and management, human rights and labor policies and practices, and raw material evaluations.

We began distributing these assessments in 2014, and over the years, we have refined our approach in identifying and prioritizing the key suppliers that we will assess. In 2023, 364 suppliers received the survey. Criteria for inclusion included suppliers with a high-risk sustainability rating, as well as all single- and sole-source suppliers and segmented critical and collaborative suppliers. This strategic approach ensures that we are focusing our efforts on gaining a better understanding of the most impactful and critical suppliers in our network. The information gained from these assessments are an important element in our decision making when training buyers or others responsible for the selection of suppliers or the awarding of business.



Owens Corning also uses these assessments to identify and gauge impacts and risks as they relate to our suppliers' commitments to human rights, community contributions, and environmental management as outlined in our Supplier Code of Conduct.

In addition, this survey assesses the effectiveness of suppliers' own sustainability efforts. Through the data collected in this survey, we are able to:

- Learn how companies perform, including areas where they are strong and where additional support may be required.
- Highlight areas that need additional attention and follow-up. For example, specific questions that a company answers a specific way are flagged for follow-up engagement.
- Identify best practices and leading companies that should be considered for an Owens Corning supplier award.

Of the suppliers surveyed in 2023, we have received 159 responses, with an overall response rate of 44%. Of the suppliers that responded over this period:

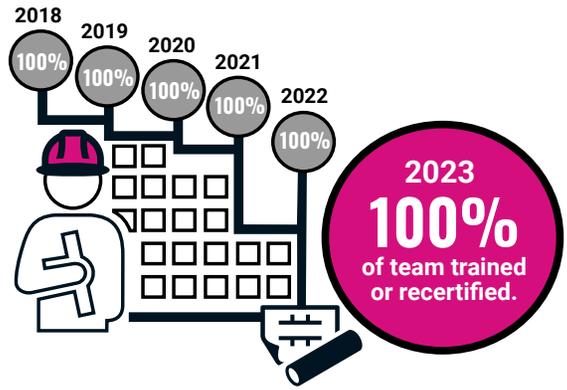
- 95% of suppliers surveyed reported that they meet the standards set by our Supplier Code of Conduct.\* Those that could not say that they comply are listed as high risk, and follow-up management is in place. This percentage also includes manual research into suppliers' codes of conduct. Owens Corning also surveys suppliers about their policies and goals related to sustainability and safety.
- 81% of suppliers surveyed have organizational goals and policies for safety, and 74% of suppliers surveyed have organizational goals and policies related to sustainability. Many of the companies report on their goals and policies internally and externally, and some publish their data at least annually.
- 63% of suppliers surveyed have policies in place regarding labor practices and human rights.
- 50% of suppliers surveyed have policies in place that prohibit forced or child labor.
- 50% of respondent supplier operations are covered by a certified ISO 14001 or Eco-Management and Audit Scheme (EMAS) environmental management system.

The process also evaluates the supplier's treatment of contracted labor, women, and children. In India, the Owens Corning Sourcing team also has a Supplier Quality Engineer, whose role involves auditing supplier operations, specifically looking for aspects such as product quality and safety in the supplier's workplace. In 2023, 12 supplier quality audits were conducted.

As part of our efforts to integrate responsible supply chain practices across Owens Corning, we have made updates to our Supplier Code of Conduct geared toward codifying our emphasis on sustainability and the expectations we have for our suppliers. Learn more about the [Supplier Code of Conduct here](#).

# SUPPLY CHAIN SUSTAINABILITY GOAL

100% of our Global Sourcing team will be trained and recertified annually on sustainability.\*



In 2023, training was conducted through an online learning module, with 100% of Global Sourcing team members.+ We have also begun expanding our training to include new, topic-specific content. This year's content updates relate to human rights, providing key identifiers related to such concerns as human trafficking and modern slavery. Through this training, participants are trained to:

- Recognize the different forms of modern slavery and human trafficking
- Understand the main commitments in our Human Rights Policy, our Code of Conduct, and our Supplier Code of Conduct related to modern slavery, forced labor, and human trafficking
- Identify potential signs of modern slavery
- Take action when a potential situation related to modern slavery becomes apparent

### Taking Steps to Reduce Scope 3 Emissions

As we discuss in the Combating Climate Change chapter, we have a 2030 goal reduce absolute Scope 3 emissions – indirect greenhouse gas emissions such as those from our supply chain – by 30%.+ Our suppliers will play an active role in helping achieve this goal, and in 2023, we took a number of important steps forward.



Participants in the 2023 India Supplier Day event, held in June.

## Diverse Supplier Program

Owens Corning began our diverse supplier program in 2020 with Tier 1 suppliers and in 2022 expanded the program to include Tier 2 diverse spend through quarterly surveying select Tier 1 suppliers. In 2023, Owens Corning surpassed 4% spending with diverse suppliers in the United States for the first time, with 4.1% of spend coming from Tier 1 and Tier 2 diverse suppliers.

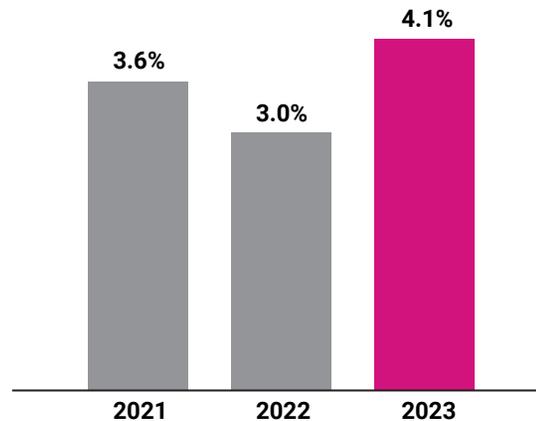
At Owens Corning we recognize the following categories that make up our diverse spend:

- Minority Business Enterprises (MBE)
- Women Business Enterprises (WBE)
- Veteran-Owned Businesses (VET)
- Service-Disabled Veteran (SDVET)
- Disabled
- LGBTQ+
- Historically Underutilized Business Zone (HUB)

### 2023 Share of Supplier Count by Country

COUNTRY	PERCENT OF ADDRESSABLE SPEND	PERCENT OF SUPPLIER BASE BY COUNT
USA	66.2%	29.0%
Canada	5.0%	4.8%
China	4.4%	7.8%
India	3.0%	7.8%
Mexico	2.7%	4.7%
Poland	2.7%	3.0%
Italy	2.0%	2.7%
France	1.6%	5.6%
Germany	1.6%	2.2%
South Korea	1.4%	4.6%
Sweden	1.0%	4.0%
Finland	0.9%	4.2%
Brazil	0.9%	3.8%
UAE	0.9%	0.1%
Netherlands	0.8%	2.6%
Other	4.9%	13.2%

### Percent of U.S. Spend with Diverse Suppliers



## CONCORD MARKETING NAMED TOP DIVERSE SUPPLIER

At our annual global supplier event, we celebrate our business partners and recognize those who are especially instrumental in helping us achieve our goals. This includes an award for the year's top diverse supplier, and this year the award went to Concord Marketing Services.

Based in Westland, Michigan, U.S., Concord is a women-owned family business that partners with our Marketing team to provide product sample boards and portfolios of many of our products, which are then used by Sales Managers and contractors. At this year's event, the company was cited for providing a high level of service at a competitive cost as well as a strong cross-functional collaboration that has led to an increasingly strong relationship over the years.

Sean Arthur, Concord's Director of Operations and one of their co-owners, says she values our expanding partnership with the company. "Owens Corning absolutely provides us with support. We started small, with only a small amount of sample boards, and that's grown tremendously." She also says the Diverse Supplier Program "offers a lot of opportunities to people that they maybe wouldn't have had before. We've seen in the past where women were not given the same kind of opportunities, and this helps open that up."



## Digital Tools for Supplier Management

The Global Sourcing team is upgrading our digital tools to broaden our capacity for supplier management, supplier risk management, and supplier performance measurement. In 2023, we began the process of implementing a new supplier information management tool that provides us with a comprehensive platform to streamline the supplier onboarding process. This tool has the functionality to create bid requests and receive quotes directly from suppliers, which we began using in North America this year. This module will also enable us to vet suppliers for sustainability concerns, and we will use this capability to help ensure a responsible supply chain going forward.

Photo submitted by:

**Josh Strake | Granville, Ohio, U.S.**  
Sierra Nevada Mountains, U.S.

## BUY BETTER, SPEND BETTER: SUPPLIER EVENTS AROUND THE WORLD

Throughout the spring of 2023, Owens Corning hosted events for suppliers in four key geographies: Europe, North America, China, and India. The theme for our supplier events in India, North America, and China was Buy Better, Spend Better, reflecting our emphasis on selecting optimal suppliers and managing our partnerships responsibly. At each of these events, Owens Corning representatives gave presentations highlighting our commitment to sustainability and reinforcing our eagerness to work with companies who share our vision for a better future.

In May, we held our first-ever European supplier event at our Science & Technology Center in Chambéry, France. The event brought 17 strategic suppliers from across Europe to connect and interact with senior leaders, establish a shared understanding of our business strategy, and explore how to create opportunities for each other. In addition, Owens Corning representatives outlined our sustainability strategy and challenged suppliers to be bold in their value creation.

The other three supplier events all took place in June. The event in Hangzhou, China, was attended by over 50 suppliers from nine countries. Over the course of the event, Owens Corning leaders addressed our expectations for partnerships that are driven by such principles as safety, sustainability, impact of our operations, and embracing opportunities in the fast-growing market for wind-powered and electric vehicles in China.

Our event in Mumbai, India, was attended by 32 supplier companies, which also featured presentations from Owens Corning about the need for sustainability, safety, innovation, and inclusion and diversity. Eight suppliers were also recognized for having demonstrated strong commitments to our values.

The North American event focused on value creation and sought to foster stronger connections among teams, facilitate the development of projects with clear objectives, and promote value creation for all parties involved in the supply chain. During this event, the top 23 key strategic suppliers from the three businesses gathered to identify potential areas of opportunity. We shared our strategy for evaluating and prioritizing these value creation opportunities, setting the stage for the next steps. The outcome of this event emphasized the importance of collaborative work. We are committed to creating a project plan that maximizes mutual benefits through shared goals and actions. Our CFO and VP of Global Sourcing and Supply Chain reiterated that our partnership is not only crucial for our ongoing business operations but also for our future growth and success.

Through events such as these, Owens Corning can help provide a complete picture of our ideal relationship with our suppliers, one in which they act as key contributors to our vision and our values.



### Global Sourcing Supplier Event

Each year, Owens Corning hosts an event honoring the suppliers that help us succeed in our industry. This supplier summit includes a business meeting and a fundraiser for the Owens Corning Foundation. More than 175 companies participated in the event, held in Toledo, Ohio, U.S.

Suppliers contributed more than \$1.4 million this year to support community organizations such as Snowball Express, a Gary Sinise Foundation program that serves the families of fallen heroes in the U.S. For the first time, attendees also participated in a volunteer event in which they packed 50,000 meals, which were donated to the Islamic Food Bank of Toledo. This year also marks the first in which an award category specifically recognized one supplier for its sustainability efforts.

## THE ADVANTAGES OF A RESPONSIBLE SUPPLY CHAIN

Around the world, demand continues to grow for products that are manufactured sustainably and ethically. This is especially true as many regions adopt more stringent environmental and social requirements, and investors seek long-term sustainable value. Our approach to responsible sourcing and maintaining a sustainable supply chain enables us to fulfill our purpose and deliver long-term environmental, social, and economic value for our stakeholders.

For Owens Corning, a responsible supply chain strategy is an expansion of our internal sustainability goals of doubling the positive impact of our products, halving the negative impact of our operations, eliminating injuries and improve the quality of life for our employees and their families, having a positive impact on our communities, and advancing our inclusion and diversity. In addition, addressing potential environmental and social risks among our suppliers can help minimize supply chain disruptions and safeguard against potential liabilities.

Achieving our aspirations for a responsible supply chain require collaboration throughout our organization, as well as among our suppliers. The commitment is great, but we believe that the rewards are even greater and a fundamental part of our sustainability journey.

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Photo submitted by:

**Emma Barrasso | Toledo, Ohio, U.S.**  
Great blue heron flying in downtown Toledo, Ohio, U.S.

# OUR PEOPLE MAKING A DIFFERENCE

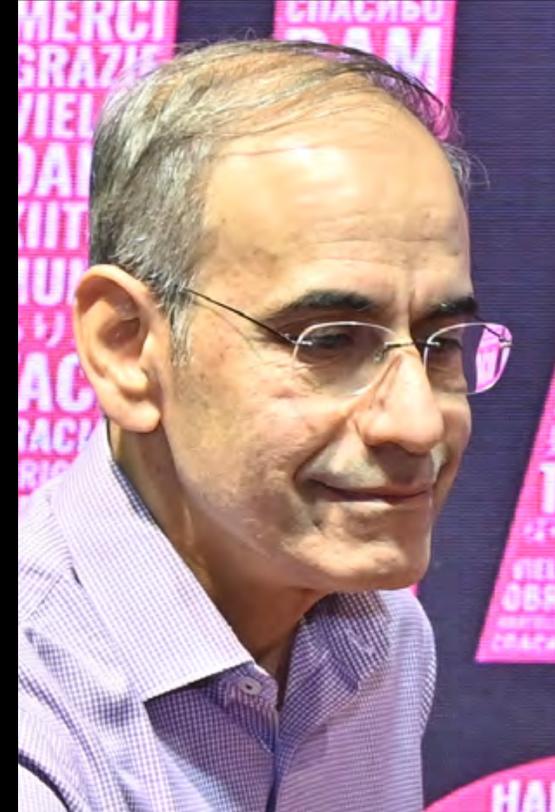
## Dhananjay Tapasvi

General Manager, India

In the six years he has served the General Manager for our operations in India, Dhananjay Tapasvi has seen a great deal of change within our businesses. He has developed a keen understanding of our businesses and their potential impacts and the steps needed to mitigate those impacts. As he sees the connections between the expansion of our business and the potential increases in our footprint, Dhananjay is working to ensure that there is a concerted effort across our entire value chain to reduce our impacts throughout the region.

“ We are unique in having not only the intent, but also the scale and the technical wherewithal to lead in sustainability and bring our suppliers and our value chain along on that journey. ”

Photo courtesy of Dhananjay Tapasvi.



### On collaborating across our value chain to reduce our footprint

To be responsible citizens, we have to make sure that the value chain that delivers our energy and raw materials is also looking after the planet in the way that we would do. I see us trying to help the entire value chain, with transportation up and down the value chain, their processes, and their practices, including their labor commitments to following rule of law, making sure they're not big emitters and being as efficient as possible.

### On the urgency of acting to reduce our footprint

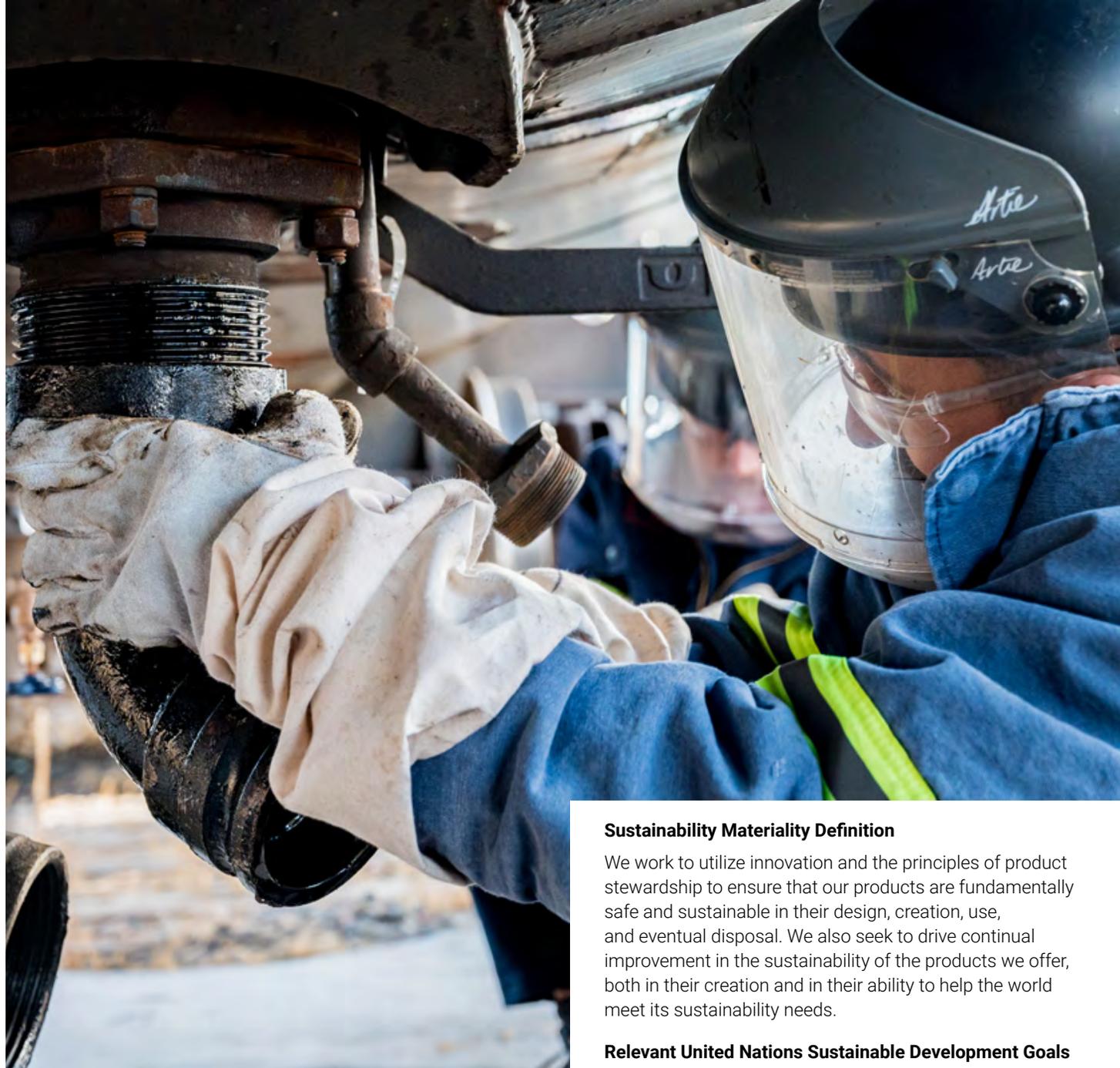
With rising costs and supply risks associated with energy and transportation, the need to evaluate alternatives is critical. So, for example, we're considering use of solar energy for a part of our energy requirements for the furnaces. Similarly, in terms of transportation, we are looking at optimizing how much we put in containers and how we transport materials so that the energy footprint of the transport intensity per kilogram of product moved is reduced. We can't make it zero, because we've got to transport the stuff, but we need to reduce it to the extent that we can. We've also taken a conscious view to be in multiple locations closer to our customers, so we don't transport as much around the world. We are using local raw materials in India and in other regions, reducing the distance needed to supply these materials. I think that makes us somewhat unique, as it makes for a more sustainable overall footprint.

### On the dedication to sustainability specific to Owens Corning in India

We live in an environment in India where people tend to reuse, recycle, and minimize consumption as a matter of need and therefore habit. So we see the need for sustainability around us, and our teams support several programs for the progress of communities in our neighborhood. To be able to give back to those communities that give us the ability to operate is an important part of our definition of sustainability. I think I am very lucky that the teams in India are naturally looking for things to do in terms of having a positive impact. I think it's good Owens Corning gives them the ability to do something in an organized fashion with some support of structure, funds, and time.

# PRODUCT STEWARDSHIP

As we say in our purpose statement, our people and our products make the world a better place. Our Product Stewardship Center of Excellence helps us achieve this purpose by using the principles of product stewardship in every stage of a product's life cycle — and challenging ourselves to improve on our performance year after year.



## Sustainability Materiality Definition

We work to utilize innovation and the principles of product stewardship to ensure that our products are fundamentally safe and sustainable in their design, creation, use, and eventual disposal. We also seek to drive continual improvement in the sustainability of the products we offer, both in their creation and in their ability to help the world meet its sustainability needs.

## Relevant United Nations Sustainable Development Goals



Photo submitted by:

**Nathaniel Bauer | Denver, Colorado, U.S.**

Operators Jesus Soto (background) and Artie Duval (foreground) hook up a hose to unload raw asphalt product from a rail car.

# PRODUCT STEWARDSHIP CENTER OF EXCELLENCE

In August 2023, the Legal, Sustainability, and Research and Development (R&D) functions announced a new enterprise capability combining Product Stewardship and Product Compliance. The new and cross-functional Product Stewardship Center of Excellence (PSCOE) serves as a natural complement to our enterprise strategy. The new function's mission is to facilitate product design quality and product compliance capabilities as the company expands adjacencies and develops multi-material systems.

## Our Product Stewardship Center of Excellence Purpose

The PSCOE at Owens Corning owns the health, safety, and environmental impact of our products to ensure they are safe to make, use, and perform as expected. This requires that every product is evaluated for health, safety, environmental codes and regulations, quality, and performance.

## Our Product Stewardship Infrastructure

Owens Corning's approach to product stewardship is a truly collaborative effort – individuals across our organization bring their collective expertise together to achieve our aspirations. The PSCOE provides counsel, guidance, and direction as we work to build a more sustainable future through material science innovation.

## Product Stewardship Center of Excellence

### ■ Executive Sponsors

- Executive Vice President and Chief R&D Officer
- Executive Vice President, General Counsel and Corporate Secretary

### ■ Director, Product Stewardship and Compliance

### ■ Product Stewardship Leader

- Manages the day-to-day tasks of PSCOE
- Leverages the expertise of the Product Stewardship Review Board



## Product Stewardship Review Board

- In alignment with our Environmental, Health, Safety, and Product Stewardship Policy, this board meets weekly to evaluate all new and modified products with consideration given to development, test market, manufacturing, and launch stages of a product's life cycle. The group consists of members across the global enterprise with a range of expertise, including:

- |                               |  |
|-------------------------------|--|
| • Materials Science           | • Product Quality and Compliance         |
| • Building Science            | • Marketing and Advertising              |
| • Manufacturing Processes     | • Environmental, Health, and Safety      |
| • Product Performance Testing | • Sourcing                               |
| • Sustainability              | • Other Technical Subject Matter Experts |

## Failure Mode and Effects Analysis

To help ensure that our products are safe to make and use, we develop a risk mitigation plan based on the results of failure mode and effects analysis (FMEA) for every product we produce. The FMEA process offers a systematic way to identify, evaluate, reduce, or eliminate problems in products or processes. It is conducted by cross-functional teams to ensure that it reflects different perspectives and knowledge.

## The Ecodesign Strategy Wheel

As part of the product stewardship review process, we use the Ecodesign Strategy Wheel to evaluate the sustainability impacts of R&D projects, new products, and new processes, inspired by the Okala Ecodesign Strategy Wheel. This brainstorming tool divides a product's life cycle into seven stages to help project teams consider product sustainability by asking appropriate questions designed to spark thinking about life cycle approaches.

### 1. Reimagined Design

At this stage, we are asked to:

- Consider the possibility of bundling multiple functions into a product
- Design products that can deliver their function more efficiently
- Take inspiration from nature to design products that mimic natural principles

### 2. Reduced Material Impacts

Our goal in this stage is to choose materials wisely:

- Reducing the use of virgin raw materials
- Avoiding materials that damage human or ecological health
- Opting for materials that adhere to our sustainability goals

### 3. Reduced Manufacturing Impacts

At this stage, we are tasked with:

- Increasing efficiencies in manufacturing
- Eliminating waste from our operations
- Minimizing energy and water usage

### 4. Reduced Logistics Impacts

Our goal in this stage is to:

- Source locally
- Use lowest-impact transportation
- Reduce the volume and weight of our products
- Develop reusable packaging

### 5. Reduced Use-Phase Impacts

We focus on designing products that:

- Help our customers conserve resources
- Improve customers' impact on the planet

### 6. System Longevity

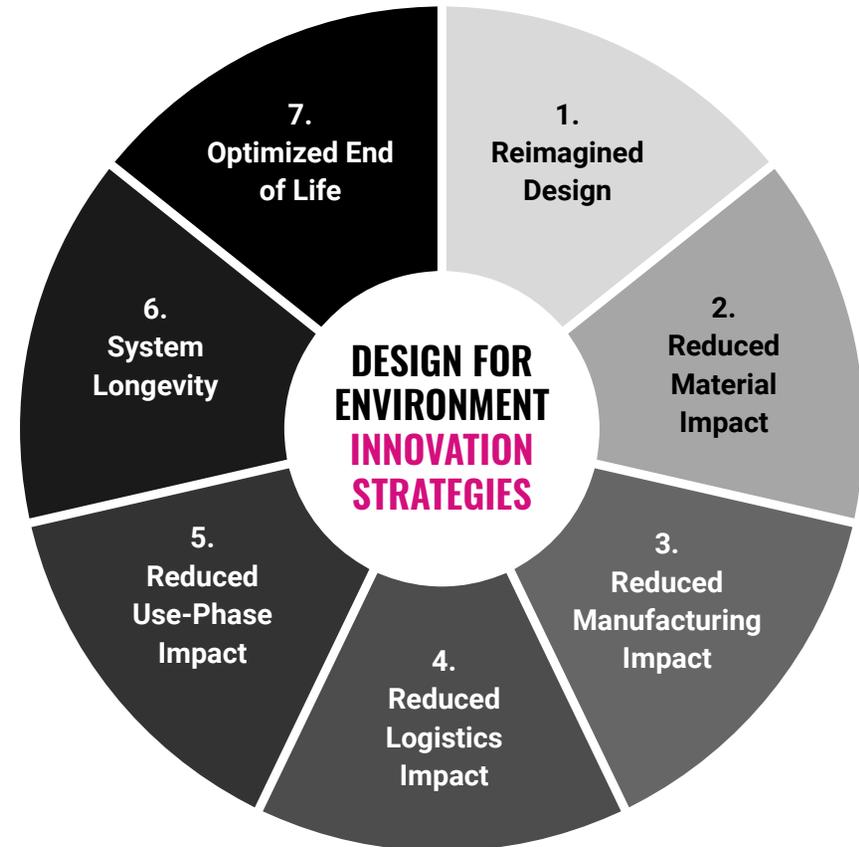
Our goal is to design products that can stay in the economy indefinitely:

- Long-lasting
- Easily repaired
- Easily repurposed
- Recycled when full circularity is not achievable

### 7. Optimized End of Life

We aim to design products that are:

- Quickly and easily disassembled
- Able to be collected at end-of-life for repair, reuse, repurposing, or recycling



## Advanced Manufacturing and Productivity

Efficient resource use is key to sustainable innovation and growth. Our Advanced Manufacturing team looks for ways to achieve the greatest possible output with the least possible input. This work is supported by our digital transformation efforts in manufacturing, where we use proven digital technologies to design, construct, and operate our manufacturing assets more efficiently in service to our customers. We are working to accelerate the digital transformation of our manufacturing operations by focusing on the following:

- **Digital Engineering.** We are using model-based design, cost estimation and controls technologies, and life cycle costing to provide critical insights into our design and build processes. These digital engineering initiatives will help us design and build better as we integrate models and data with construction science for greater capital efficiency.
- **Digital Process and Automation.** We can also operate more efficiently by integrating data and science with automation and controls, which can free capacity, drive quality, and lower costs. Investments in robotics and automation, asset performance management, and remote collaboration are giving us the tools we need to operate productively and efficiently.
- **Analytics and Modeling.** We are combining our capabilities with the latest in modeling science to optimize our designs and operations. Through advanced analytics, process modeling, predictive maintenance, and real-time optimization, we are disrupting the current operating models to spur innovation.

Advanced manufacturing helps improve our productivity, enabling growth that aligns with our sustainability aspirations. In addition, advanced process controls increase predictability in our manufacturing, which helps us improve product performance and use materials more effectively – reducing both our footprint and our costs. Increased efficiency can also ensure greater stability in our operations, making our facilities safer as employees are less likely to be in unplanned or unexpected situations.



Owens Corning Composites plant.

## Product Compliance

Owens Corning is committed to ensuring that our products are designed, manufactured, and sold in compliance with all governmental laws and regulations. The following represent some of the key areas where we work to ensure the safety of our products.

### Managing Substances of Concern (SOCs)

All Owens Corning manufacturing facilities and the products manufactured under our control are governed by our efforts to manage raw materials and other inputs used in our production that can be classified as SOC. We work to manage SOC across all business activities, including R&D, manufacturing, tolling operations, distribution, and maintenance of facilities and equipment.

In addition, companies that supply us with raw materials are expected to verify that all materials used in the manufacturing of our products or products sold to us were sourced in compliance with all applicable environmental laws, regulations, and legal requirements, per our Supplier Code of Conduct.

As part of our product stewardship review process, a list of SOC is published on our intranet, where it is updated annually, or more often if needed. By observing these guidelines, we can:

- Control the use of chemicals, polymers, and other materials
- Comply with laws and regulations in the places where we make and sell our products
- Ensure our products are safe to make and use

To ensure the identification and replacement of any regionally banned or future banned chemicals, all our businesses are required to comply to the SOC list in the development of new or modified products. These guidelines apply to all our controlled domestic and foreign subsidiaries and all other legal entities in which Owens Corning has a controlling interest.

In some regions, we have products on a timeline for discontinuance based on updated regulations. When we learn that an ingredient is scheduled to be banned or restricted, we put a replacement plan into action. Under these plans, we evaluate the applicable product line and enable R&D to address material substitution needs. As stakeholders become more interested in the chemical compositions of our products, our Product Sustainability team develops programs to address all product-related stakeholder questions and concerns.

- **Red List Chemicals.** In certain jurisdictions, there are many chemicals that do not necessarily fall under regulatory restrictions, but which have been flagged as chemicals of potential concern by green building rating system developers and architectural firms. We monitor these red list chemicals and consider the current status of listed ingredients as new products are developed or existing products are modified.

We recognize that customers seeking specific certifications are choosing products that do not feature chemicals that appear on that certifier's red list. Therefore, it is mutually beneficial — both to us and the customer — that we are transparent and provide information about the chemicals used to make our products.

### Fiber Safety

Owens Corning has been a pioneer in the science of fiber safety, and we continue to provide industry-leading expertise. We ensure that all our fiber-based products are safe to manufacture and use. We do this by:

- Engineering our continuous filament fibers to be too large to be inhaled
- Controlling the composition of the raw materials we use to make our insulation wool

Owens Corning has an internal product stewardship guide regarding fibrous material usage, which states that we will not knowingly manufacture or use any fiber or fiber-containing material unless the fibers are shown to be non-respirable or biosoluble, or unless use of the material generates insignificant exposure as shown by measurements in the manufacturing and end-use environments. Compliance with this guideline is verified during product stewardship reviews.

The safety of Owens Corning insulation products is supported by a 2001 decision by the International Agency for Research on Cancer, which classified fiberglass wool as “not classifiable as to its carcinogenicity to humans.” In addition, the U.S. National Toxicology Program (NTP) removed soluble glass wool fibers from its list of substances “reasonably anticipated to be a human carcinogen.” The decision was released in a 2012 report to the U.S. Congress. In 2011, soluble glass fibers were removed from the California Prop 65 list. Owens Corning mineral wool products were never listed by NTP or Prop 65. We perform regular composition audits to ensure the fibrous insulation products produced in our plants have the correct composition to meet our standards and those of various regulatory agencies. By the end of 2023, more than 1,300 Owens Corning employees had taken our fiber safety online training course. As a result of this training, they have a better understanding of fiber health and our stance regarding the kind of fibers we produce and use.

# PRODUCT INNOVATION

Our commitment to building a better future starts with a portfolio of products that are designed to build a more sustainable future through material science innovation. With a solid foundation of product stewardship in place, Owens Corning is able to deliver innovations that positively impact our product portfolio – and those of our customers – across all three of our businesses.

The following represent some of our recent sustainable product innovations as we work toward our 2030 goal of offering the most recognized and preferred product for sustainability.



Photo submitted by:

**Bethany Wittes | Toledo, Ohio, U.S.**

Enabling liquefied natural gas through insulation installation training in Sabine Pass, Texas, U.S.

# A FOUNDATION OF SUSTAINABLE INNOVATIONS

## Insulation

- **PINK Next Gen® Fiberglas™** has the highest certified recycled content in the industry, based on third-party certified recycled content certifications for unfaced fiberglass insulation products in North America<sup>1</sup>. It is also certified as made with 100% renewable electricity through the use of power purchase agreements. In addition, it has earned Underwriters Laboratories (UL) GREENGUARD® Gold certification for low volatile organic compounds.
- **FOAMULAR® NGX™** insulation contains a proprietary blowing agent blend that demonstrates a greater than 80% reduction<sup>2</sup> in global warming potential compared to legacy FOAMULAR® insulation products. In 2024, we aspire for all Owens Corning Insulation plants in the U.S. and Canada to convert to manufacturing NGX insulation.
- **Thermafiber® Fire & Sound Guard Plus** mineral wool batt insulation provides thermal performance, noise control, and fire resistance in residential and light commercial construction applications. It contains a minimum of 70% recycled content, and we have issued an Environmental Product Declaration and published an Health Product Declaration for this product.
- **Thermafiber® RainBarrier® Dark™** is an extension of our RainBarrier® line, featuring a black veil that provides aesthetic benefits along with performance. This product contains a minimum of 70% recycled content and contributes to credits in LEED® and Green Globes certification.
- **PAROC® Pro Wired Mat LE** is a heavy-duty, non-combustible stone wool wired mat insulation with low-emission binder technology and metal mesh for industrial applications. It contributes to credits in LEED® certification.

## Composites

- **TurboStrand™ 4895** is an advanced product in the **Type 30™** roving portfolio designed for polypropylene long-fiber thermoplastic applications. It is used in the manufacturing of structural and semi-structural automotive applications, including front-end modules, seat carriers, and door modules in both oil-fueled and electric vehicles. TurboStrand™ 4895 is also optimized for use in structural applications for continuous unidirectional glass reinforcement end-use performance.
- **DuroStrand Type 30® Single-End Roving** product uses corrosion-resistant **Advantex®** glass fiber for use in a variety of rebar manufacturing processes. Its increased fiber content and high bar modulus maximizes the mechanical properties of rebar systems, increasing the service life of rebar and increasing productivity for customers in select markets.<sup>3</sup>
- **PINKBAR®+ Fiberglas™ Rebar** is lighter and stronger than traditional steel rebar, offering advantages for optimal performance. With its lighter weight, fewer trucks are required to transport it, which in turn helps reduce GHG emissions. It also resists corrosion, so it lasts considerably longer than traditional steel rebar for more sustainable infrastructure.

## Roofing

- **Duration®** Series shingles with SureNail® Technology provide a unique triple layer of reinforcement in the nailing zone when the patented tough, engineered fabric overlays the common bond of the shingle layers, offering outstanding fastener holding power. All Duration® Shingles offer at least UL 2218 Class 3 impact resistance, with two product lines meeting UL 2218 Class 4. These products also meet high performing industry standards for wind, fire, and tear resistance in the U.S. and Canada.
- **The Cool Roof Collection** uses a reflective granule technology that is designed to reflect the sun's rays, keeping roofs cooler and reducing air conditioning levels. Owens Corning offers a wide array of shingle choices that meet or exceed a three-year aged Solar Reflective Index (SRI) of 20 — the current SRI minimum required for the Green Building Standards Code of Los Angeles County and Los Angeles City Cool Roofs Ordinance.
- **Trumbull®** asphalt has helped us reduce the number of oxidized products we produce for external asphalt markets. Today, approximately 40% of the products we produce for the external asphalt business are non-oxidized, compared to 8% of non-oxidized products in 2015. As a result, less energy, lower temperatures, and fewer emissions are required to produce them. Collectively, this has led to a 2% improvement in material efficiency across the 12 asphalt plants in our network.

<sup>1</sup> Total recycled content for unfaced fiberglass insulation products in North America based on current third-party certified recycled content for Owens Corning, Knauf, CertainTeed, and Johns Manville, 2020.

<sup>2</sup> Environmental Product Declaration – Optimization Summary – Foamular NGX XPS Insulation.

<sup>3</sup> Comparison testing performed and verified in an Owens Corning technical facility, 2021.

## PRODUCT INNOVATION

# 2023 IN REVIEW

This year saw a number of innovations that demonstrate our commitment to delivering products that offer excellent performance.

Across all three of our businesses, we offer an extensive portfolio of products that can help our customers save energy and lower emissions. In 2023, 59% of our revenue came from this category of products. In addition, we have 14 products that are certified as made with 100% renewable electricity. These products make up 25% of our total revenues.

## New Composites Innovations

- **OC™ Lumber** structural framing is a rotproof, rustproof composite, reinforced with Advantex® Fiberglas™, a proprietary technology that adds strength and durability as well as thermal resistance. By providing a longer-lasting alternative to traditional wood and steel, OC™ Lumber reduces the amount of deck framing boards that can end up in the landfill.
- **Advances in Wind Blade Manufacturing**  
The demand for renewable energy continues to increase, and along with it comes a need for larger turbines that can deliver more wind power. To maximize power, longer, stiffer, stronger wind blades are required. In 2023, Owens Corning launched a new product, **H2**, which delivers up to 5% greater stiffness than traditional H glass.

H2 joins a range of other products that help maximize wind power's potential. **WindStrand®** combines design and reliability to create long, light wind blades that are able to operate at low operating costs. **WindStrand® 4000, Ultrablade® 2, and Ultraspar™ 2** help wind blade manufacturers facilitate cost-effective wind energy by developing blades with optimal length, stiffness, and strength.

## New Insulation Innovations

- **VidaWool™** is a portfolio of mineral wool growing media designed to support plant growth by providing a predictable water retention range, ideal water distribution and availability, and structural support for plant roots. VidaWool™ provides porous material innovation for plant-growing media, facilitating water management and crop steering in controlled environments. This is especially important as climate change may lead to concerns about water availability around the world.
- **FireSpan® 120** offers a solution for fire containment in tall buildings, delivering strong performance with up to three hours of fire containment. As a dense product, it can be installed in limited space — enabling builders to maintain the sleek look preferred for today's modern structures. FireSpan® 120 is part of a new system called the **Thermafiber® Impasse Zero Spandrel System**, a patent-pending design that revolutionizes the way zero spandrel systems are built with sturdy Thermafiber® FireSpan® 120 mineral wool insulation and innovative Thermafiber® Impasse® 2.0 Hanger technology. This robust system eliminates the need for costly and bulky back pans in zero spandrel applications, accommodates various curtain wall anchors, allows for low penetrations in the curtain wall framing, and offers flexibility for various shadowbox designs.



**From Top:**  
OC Lumber™, Wind turbines, FireSpan® 120, VidaWool™.

# OUR PEOPLE MAKING A DIFFERENCE

## Ozma Lane

Senior Scientist II

With a background in polymer chemistry, Ozma Lane could have pursued a career in academia. Luckily for us, though, she brought her talents to Owens Corning nearly six years ago, first developing improvements to our shingle materials and more recently as part of our Asphalt team. Working at our Science & Technology Center in Granville, Ohio, U.S., Ozma is focused on ensuring that we are making sustainability gains while still meeting the high product standards that have made Owens Corning a market leader.

“ Sustainability is not just a buzzword for us. This is something we’re doing because we know it matters. ”



Photo courtesy of Ozma Lane.

### On the importance of sustainability in asphalt

Within the Asphalt team, at least a portion of every scientist’s work is focused on sustainability. The initial reason I was brought into this role was to evaluate ways for us to meet our 2030 sustainability goals, finding more sustainable materials to lower our embodied carbon footprint. Asphalt has an impact on the embodied carbon of our shingle product. Any change we can make to reduce the carbon content of our asphalt can help us meet our 2030 goals for reducing greenhouse gas emissions. This is a project for the long term — this is not a sprint — but we’re seeing a lot of opportunities on different timescales.

### On the importance of collaboration at Owens Corning

The connections we have with our colleagues on different products and in different groups means that I can find something useful, even if it’s not what I was originally looking for as an application. That lets us find opportunities for innovation more quickly because we’re applying each new idea or material to a broader field of products. That is something that you see in a company that has a very cooperative culture. People want to help each other and that’s a real strength that lets us evolve and communicate a lot more quickly. The willingness to cooperate and be supportive of each other lets us make more use of each other’s strengths when people of working with that goal in mind.

### On choosing Owens Corning as a career

If you had told me in grad school that I would really dig a job where sometimes I was in head-to-toe PPE and steel-toed boots and working in a shingle factory for 10 or 12 hours at a time — and that I would like it— I would assume you were joking. But I would expect to spend my career in building materials because it’s a very real business. I want to reduce emissions and impact climate change through the work I do. That’s a pretty awesome responsibility, and it means I can make an impact in a way that I couldn’t if I was in a different career.

# PRODUCT TRANSPARENCY

As we strive to offer the most recognized and preferred products for sustainability, we recognize the importance of providing comprehensive information about the impacts of our products over the course of their entire life cycle.

Through these efforts, we demonstrate our commitment to fulfilling one of our key 2030 sustainability aspirations – increasing the positive impact of our products.



To help ensure full transparency, we have adopted a methodology that demonstrates the complete environmental impacts of our products:

- Conduct a **life cycle assessment** (LCA) according to the ISO 14040 and ISO 14044 standards. As applicable, the LCAs also align with ISO 14025, ISO 21930, EN 15804, and the appropriate product category rules. A third-party review is conducted to verify compliance with these standards.
- When appropriate, summarize the results of the LCA to develop an **environmental product declaration** (EPD).

Through this methodology, we are able to show our commitment to sustainability from extraction of our raw materials, through production, use, and end of life. We can also leverage our LCA results to guide process improvements and other investments, which can help lower the environmental impacts of our products. We are also dedicated to collaborating with our supply chain partners and customers to facilitate the adoption of a transparent value chain.

Prior to their introduction into the marketplace, all product packaging and advertising is thoroughly reviewed by our Technical and Legal departments, along with applicable business units, to ensure compliance with all regulations and codes. We have active product stewardship programs designed to prevent product-related health and safety incidents.



Photo submitted by:

**John Pickard | North Carolina, U.S.**  
Solar panels on John's house over Owens Corning® Duration® Williamsburg Gray shingles.

## Product Certifications and Disclosures

We use third-party organizations to test and certify product attributes and to disclose their environmental impacts. We also perform regular follow-up testing to maintain our certifications. More information about these certifications and disclosures can be found on our [product transparency website](#).

### Life Cycle Assessments

As we work toward our net-positive aspirations, it is important to fully understand the environmental impacts of our products. LCAs help provide that understanding by providing a detailed look at the life cycle of a product, including:

- Extraction of virgin raw materials or use of secondary recycled materials
- Transportation of raw materials to our plants
- Utilities used, as well as emissions and waste generated as a result of processing raw materials into final products in our plants

Some LCAs also consider:

- Use phase of products throughout their service life
- End-of-life of the product, including any disassembling process and transportation to landfill or recycling facilities

By using LCAs, we can understand which parts of a product's life cycle have significant contributions to its overall environmental footprint, so we can effectively focus our resources. It also ensures that we do not shift the burden from one life cycle stage to another. LCAs also help us share footprint information with our customers.

LCAs have helped us identify many opportunities for improvement in our processes and products. For example, we have identified high-impact raw materials, enabling us to work with suppliers to reduce their impact — in turn, this has helped us reduce ours.

### Environmental Product Declarations

An EPD is an independently verified and registered document that communicates transparent information about a product's environmental impacts throughout its life cycle. These important marketing documents allow us to share our product environmental footprints with our customers with the utmost transparency. Through the issuance of EPDs, we disclose the environmental impacts of our core building products.

### Recycled Content

Owens Corning is a prominent user of recycled glass — each year, we use over 1 billion pounds of curbside consumer containers and pre-consumer recycled glass. This decreases community landfill waste, and it lowers our energy use when manufacturing insulation, as starting with raw materials such as sand requires more energy.

To learn more about recycled content in our products, see [page 223](#).

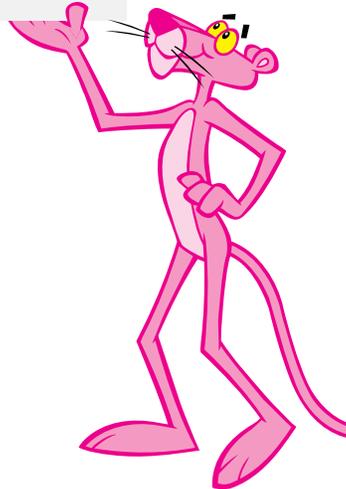


Photo submitted by:

**Megan Moore | Ontario, Canada**  
Brilliant red poppy in bloom.

## Material Health

In accordance with our Environmental, Health, Safety, and [Product Stewardship Policy](#), we provide information about all our products, their performance, and safe use best practices. Content and disposal information is included on safety data sheets or safe use instruction sheets. Product content information can be found on product labels, EPDs, Health Product Declarations® (HPDs), and other transparency documents such as Declare labels.

### Health Product Declarations®

Health Product Declarations (HPDs) are an effective way to report on the chemical makeup of a product and disclose potential hazard concerns, using a stringent set of guidelines set by the Health Product Declaration Collaborative® (HPDC). Potential hazards are screened based on the GreenScreen for Safer Chemicals guidelines and additional guidance from other agencies.

HPDs enable architects, builders, and specifiers to evaluate and specify products with a comprehensive understanding of the product composition and potential hazards. Our HPDs are available for download from the [HPD Public Depository](#).

### Declare Labels

Many Owens Corning® products have received Declare label certifications from the [International Living Future Institute™](#). Declare labels demonstrate that these products are fully compliant with the Living Building Challenge and allows them to be specified for such projects.

Owens Corning has Declare labels for ATTICAT®, PROPINK®, L77, PROCAT®, and PROPINK MULTISPEC™ Unbonded Loosefill (ULF) Insulation, unfaced and kraft-faced PINK Next Gen® Fiberglas™ (formerly EcoTouch®) insulation, FOAMGLAS® T3+, T4+, S3, F, and FG ONE Cellular Glass Insulation, faced and unfaced Thermafiber® formaldehyde-free mineral wool insulation, and Thermafiber® Rainbarrier® continuous mineral wool insulation. In 2023, all Declare labels were renewed.

### GREENGUARD® and GREENGUARD® Gold

Underwriters Laboratory (UL) awards GREENGUARD® certification to products that meet comprehensive standards for low emissions of volatile organic compounds (VOCs) into indoor air. The UL GREENGUARD® Gold standard includes health-based criteria for additional chemicals and requires lower total VOC emission levels. Products meeting GREENGUARD® Gold requirements are qualified for use in environments such as schools and healthcare facilities.

GREENGUARD® Gold-certified products must follow requirements of the State of California's Department of Public Health "Standard Method for the Testing and Evaluation of Volatile Organic Chemical Emissions from Indoor Sources Using Environmental Chambers, Version 1.2 (2017)" (also known as California Section 01350).

### Formaldehyde-Free Claim Verification

Claims that a product does not contain formaldehyde (or formaldehyde precursors) are validated by UL Environment, based on auditing raw material inputs and testing chemical emissions from the product. Products with Formaldehyde-Free claim verification must also maintain UL GREENGUARD® Gold certification.

A list of all Owens Corning® Formaldehyde-Free and GREENGUARD® Gold-certified products can be found on the [UL SPOT website](#).

### USDA BioPreferred®

The U.S. Department of Agriculture (USDA) biobased labeling initiative is an element of the U.S. Farm Bill that focuses on increasing the purchase and use of biobased products made from renewable agricultural materials. To receive USDA certification, vendor products must undergo biobased product testing by an accredited laboratory. Our certified products are listed in the [USDA's BioPreferred® Program Catalog](#), and they are eligible for preferred federal purchasing.



Photo submitted by:

**Don Scarsella | Granville, Ohio, U.S.**  
Wildflowers in a meadow.

PRODUCT TRANSPARENCY

# 2023 IN REVIEW

Owens Corning had no material incidents of non-compliance with regulations or voluntary codes concerning the labeling, marketing, or advertising of our products and material services. In addition, Owens Corning had no material incidents of non-compliance concerning the health and safety of our products in 2023.

We have conducted full LCAs on 86% of our products, including shingles, fiberglass, mineral wool, cellular glass, and extruded polystyrene (XPS) foam insulation, as well as composite glass product offerings such as reinforcements, nonwoven mats, and technical fabrics.



Europe’s Green Claims Directive aims at reducing greenwashing and protecting customers from false environmental claims. In March 2023, the Commission adopted a proposal for a Directive on Green Claims. Once adopted, the new EU rules will have to be incorporated by Member States into their domestic law, and must then apply within 24 months from their adoption (which is expected to be in March 2024). It also prohibits claims based on the offsetting of greenhouse gas emissions, or that a product has a neutral, reduced, or positive impact on the environment in terms of greenhouse gas emissions.

Photo submitted by:

**Dionne Davidson | Joplin, Missouri, U.S.**  
A bale of scrap flexible packaging used in recycling trials to determine its suitability in manufacturing other Owens Corning products.



### We have conducted LCAs and issued EPDs for the following products:

- PINK Next Gen® Fiberglas™ insulation
- EcoTouch® insulation for flexible duct and metal building products
- Metal Building Insulation (MBI)
- Loosefill insulation
- FOAMULAR® XPS insulation
- FOAMULAR® NGX™ XPS insulation
- FOAMGLAS® cellular glass insulation
- PAROC® stone wool insulation
- Thermafiber® mineral wool insulation
- Thermafiber® formaldehyde-free mineral wool insulation
- Owens Corning® asphalt roofing shingles
- Fiberglas™ pipe insulation
- 700 Series Fiberglas™ insulation
- QuietR® duct board
- SOFTR® duct wrap
- Aishogar® insulation

In 2023, we updated our LCAs and EPDs for PINK Next Gen® Fiberglas™, Loosefill insulation, FOAMULAR®, and FOAMULAR® NGX®. We also updated EPDs for our Paroc mineral wool insulation products, based on new LCA data.

Two HPDs, SelectSound® Black Acoustic Blanket Board and FOAMULAR® NGX™ XPS insulation, were renewed in 2023.

Photo submitted by:

**Kyle Denzler | Granville, Ohio, U.S.**  
Mendenhall Glacier, Juneau, Alaska, U.S

## USING DATA TO HELP IMPROVE THE LIFE CYCLE ASSESSMENT PROCESS

As Owens Corning works to achieve our 2030 sustainability goals, our ability to leverage data is essential to our efforts. One recent project will have an enormous impact on our ability to collect and integrate data, making it possible for us to build life cycle models that help us lower the overall negative impacts of our products.

Our Sustainability team collects data from more than 100 plants and third-party sources around the world to conduct LCAs. The data we collect also serves as a resource as we work with suppliers to lower our Scope 3 emissions. In the past, this work was done manually, which was time-consuming and made it difficult to standardize processes. To address this issue, we sought to develop a Power BI dashboard to improve data collection.

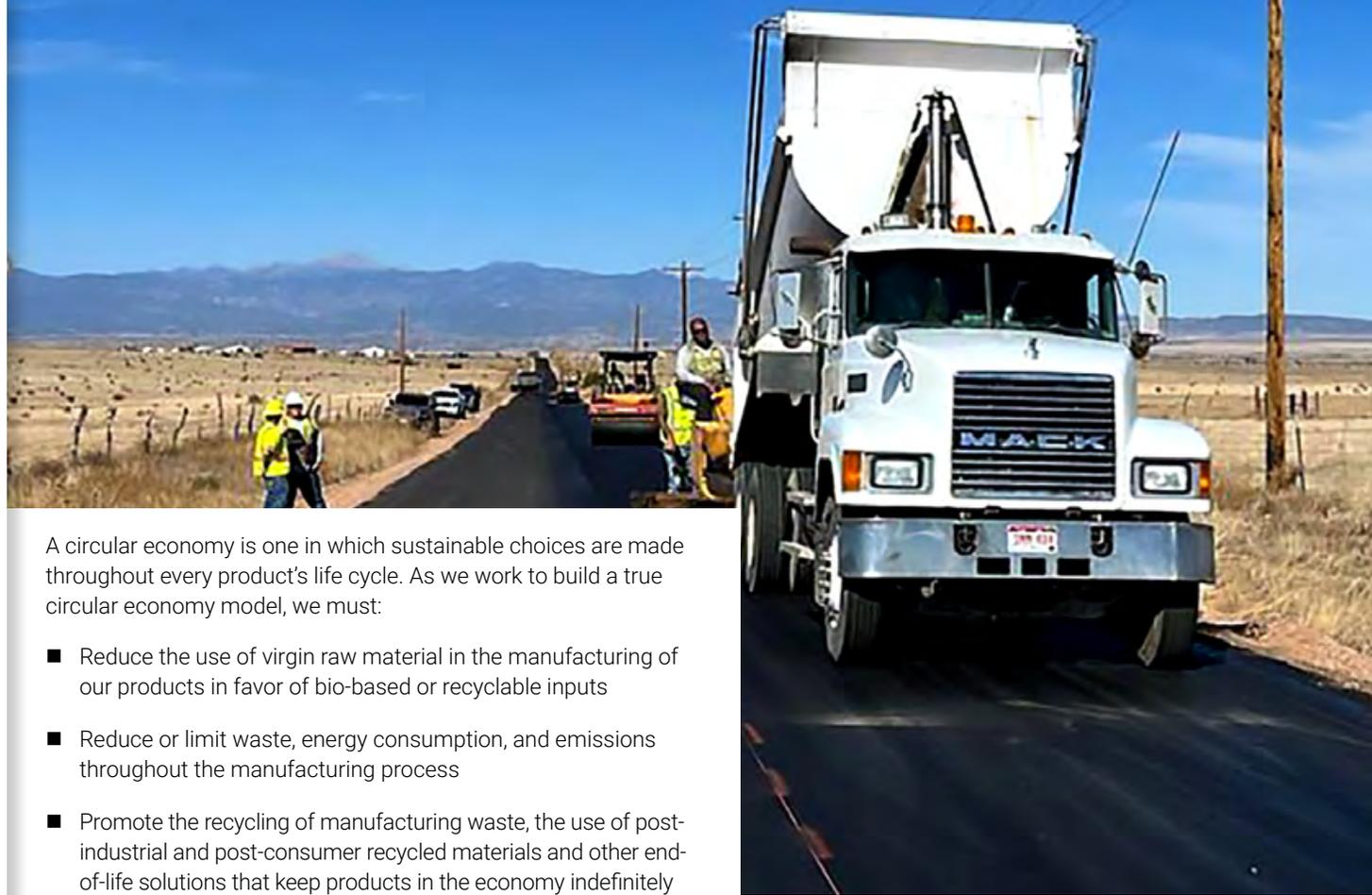
The tool, which was developed in consultation with employees across multiple functions, including Information Technology, Sourcing, Finance, Supply Chain, and Sustainability, automated and standardized the LCA data collection and integration process. The results have been impressive, as we have been able to:

- Shorten the data collection process from a few weeks to only a few days
- Increase the scope and scale of analysis across multiple products
- Reduce response time to some customer requests for carbon footprint and LCA data from months to days
- Improve employee productivity through on-demand data collection, enabling us to create more LCAs with higher accuracy
- Deliver continuous improvement in product sustainability with a data-driven feedback loop from LCA reporting

Our work in developing this tool was recognized by the business technology publication CIO, which presented Owens Corning with a CIO 100 Award in March 2023. Each year, this award celebrates 100 organizations that are using IT in innovative ways to deliver value to their business.

# CIRCULAR ECONOMY

For too long, the linear model of manufacturing has been predominant — raw materials are extracted from the earth, products are made, and they are discarded when they are no longer needed. We are seeing the negative impacts everywhere, as natural resources are depleted, pollution is increasing, and landfills are overflowing. That's why we have set ambitious goals to establish circular economy business models by 2030.



A circular economy is one in which sustainable choices are made throughout every product's life cycle. As we work to build a true circular economy model, we must:

- Reduce the use of virgin raw material in the manufacturing of our products in favor of bio-based or recyclable inputs
- Reduce or limit waste, energy consumption, and emissions throughout the manufacturing process
- Promote the recycling of manufacturing waste, the use of post-industrial and post-consumer recycled materials and other end-of-life solutions that keep products in the economy indefinitely

To achieve this level of circularity, we must:

- Purposefully design our new products for sustainability value
- Manufacture products using renewable and recyclable input
- Enable circular economy business models, working with different players throughout the value chain

At Owens Corning, we are coordinating efforts throughout the organization to make this aspiration a reality, which is a testament to our people's commitment to the Owens Corning mission of building a sustainable future. Throughout this chapter, we demonstrate the progress we have made.

**Photo above:**

A road crew paves a section of Siloam Road in Pueblo County, Colorado, U.S., using asphalt that contains recycled waste plastic, developed in conjunction with a team from the Owens Corning Roofing business.

### Sustainability Materiality Definition

A circular economy is one in which virgin raw materials, waste, energy, and emissions are minimized through smart design, renewable and recycled inputs, energy-efficient production, and enabling the recyclability of products at the end of their life cycles. We are committed to supporting the global transformation to a circular economy.

### Relevant United Nations Sustainable Development Goals



# 2030 GOALS FOR THE CIRCULAR ECONOMY

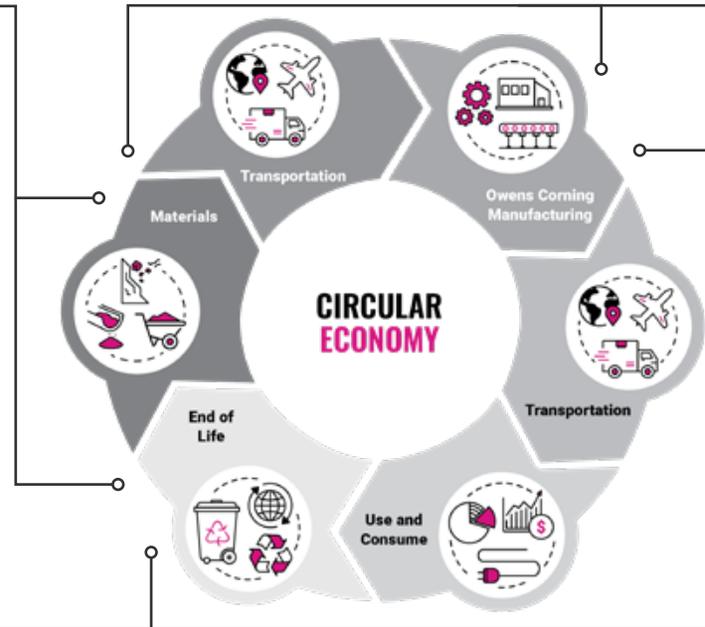
By 2030, we will develop viable circular economy business models involving our materials and how they are used. We will accomplish this by:

- **Increasing recycled content and decreasing virgin raw materials used in our products.**
- **Developing technical solutions and practical business models for our products and packaging so they can be used for beneficial purposes even after they are no longer used for their original purpose.**
- **Collaborating up and down the supply chain with customers, suppliers, communities, academics, policymakers, government entities, and other organizations to drive improvements to circularity.**

**Increasing recycled content** and decreasing virgin raw materials used in our products.

**Developing technical solutions** and practical business models for our products and packaging so they can be used for beneficial purposes even after they are no longer used for their original purpose.

**Collaborating up and down the supply chain** with customers, suppliers, communities, academics, policymakers, government entities, and other organizations to drive improvements.



## DRIVEN BY DEDICATED LEADERSHIP

Owens Corning has a Circular Economy team in place to define goals and prioritize projects that accelerate our circular economy aspirations. Led by our Chief Sustainability Officer (CSO), the team is consolidating and building on the work done over the past few decades, and they serve as a hub for thought leadership, expertise, and shared learnings.

Our Circular Economy team is composed of sustainability professionals who define enterprise roadmaps and required technology programs, as well as evaluate new circular economy business models. On the technology side, our scientists and engineers are developing new technologies and capabilities that enable Owens Corning to recycle more of its own manufacturing waste back into our production processes. We incubate new projects and technologies in partnership with academia, and we work with our teams to embed those capabilities into our manufacturing plants.

Waste that cannot be recycled in our own plants often has uses in other applications, and our diversion strategy professionals work on identifying and qualifying those types of outlets. We have three key levers for eliminating our waste-to-landfill: reducing the amount of waste we produce, recycling internally, and diverting externally. Our Strategy Diversion team is responsible for using these levers to design a roadmap that ultimately leads us to our goal.

As we continue to develop new technologies and capabilities, we enhance our ability to provide solutions beyond our manufacturing plants. Our end-of-life experts work on partnering with our customers and other stakeholders to create circular business models for products that are at the end of their useful lives. In some cases, Owens Corning may be able to use materials claimed at end-of-life, or we may find other parties who find those materials even more valuable. These circular models are at the core of what it means to be committed to keeping raw materials, once extracted, in the economy indefinitely.

At the same time, we recognize the importance of operationalizing the circular economy model throughout our company, and we will do this by eventually embedding the technologies and capabilities we develop into the core of our business. This lets our employees know that this initiative goes beyond our Sustainability team – it is a challenge, an opportunity, and a goal shared by all of Owens Corning’s businesses and functions around the world.

# INTEGRATED THROUGHOUT OUR OPERATIONS

At every stage in a product's life cycle, we look for ways to contribute to the circular economy model — reducing virgin raw materials, recycling waste streams, and creating end-of-life solutions.

## Incorporating Recycled Content

Owens Corning uses a wide range of materials in the manufacturing of our products, and it is imperative that we aim to increase recycled materials and decrease our use of virgin raw materials.

### Glass Recycling

There are many benefits to using crushed post-consumer glass (glass bottles, window panes, etc.) — also known as cullet — in our operations. In addition to decreasing community landfill waste, the use of cullet lowers the amount of energy used in manufacturing, as it requires more energy to start with raw materials such as sand. In fact, according to the Glass Packaging Institute, energy costs drop by about 2-3% for each additional 10% of cullet used in manufacturing.

While we strive to increase the amount of recycled glass in our insulation products — and demand everywhere continues to grow — there are a number of challenges involved in acquiring cullet. According to the U.S. Environmental Protection Agency, only 31.3% of all glass containers were recycled in 2018 (the last year for which data have been published). In addition, many U.S. municipalities have removed glass from their curbside recycling programs, further threatening cullet supply.

Despite these challenges, we believe the availability of high-quality recyclable glass is critical to the ongoing execution of our environmental ambitions and our overall growth strategy. Our primary focus is on promoting glass recycling at the state and local level, as shipping recycled glass is expensive and can negate the energy and emissions benefits. Therefore, we support a range of glass recycling efforts that will result in more glass being recycled and with less contamination.

As part of these efforts, Owens Corning works with other companies and organizations to support the glass recycling industry and the glass recycling supply chain as a whole. The Glass Recycling Coalition (GRC) and the North American Insulation Manufacturers Association (NAIMA) are two of our key partners, and in conjunction with these groups, we are focused on promoting glass recycling in several regions throughout the U.S.

We also worked with NAIMA to form a glass cullet task force with the following objectives:

- Improve communication on end-use of glass containers used to make fiberglass
- Increase glass container recycling rates
- Improve glass cullet quality
- Protect current recycling programs at the state and local levels

## Eliminating Waste in Manufacturing

Our circular economy ambitions are closely tied to the goals we have set for waste management — reducing the waste intensity generated by our processes and finding ways to reuse or recycle the remaining material. We participate in a number of initiatives that repurpose manufacturing waste for alternate applications, extending the life of the materials and diverting waste from the landfill. Learn more about these initiatives in the Waste Management chapter of this report.

## Ensuring Responsible Use and Consumption

Owens Corning manufactures products that help users achieve their own sustainability goals — insulation that saves energy, roofing products that protect homes, and composites that make products lighter and more durable.

At the same time, we are proud to collaborate with other companies to develop innovations that bring the element of circularity to products that are already inherently sustainable. Our work in the wind power industry is a particularly compelling example.

Wind power is essential to the world's renewable strategies, but there remains a need to develop end-of-life solutions for wind turbine blades. Owens Corning is working with partners around the world to keep these blades out of landfills, and we have had remarkable successes in recent years.

We are collaborating with industry partners to develop processes to cut and section wind blades, strip them of their metal, and shred them. We are also working with startup companies to conduct controlled pyrolysis processes for successful recovery of energy and glass fiber. Executing these initiatives economically at the scale required to fully divert blades from the landfill remains a challenge.

# CLOSING THE LOOP AT END-OF-LIFE

In the final phase of a successful circular economy model, products that have reached the end of their usefulness as manufactured would not be sent to the landfill – ideally, they would remain in the economy indefinitely. Owens Corning recognizes the role that we are able to play in diverting post-consumer waste. It not only reduces our impact on the environment, but it also enables us to meet changing environmental imperatives around the world.

In Europe, for example, end-of-life solutions are already the subject of a strong legislative drive, and Owens Corning is working to meet and anticipate increasingly stringent regulations. This involves establishing partnerships and applications in which our products can be taken back into our own operations or repurposed for alternate uses.

The following initiatives are central to our end-of-life endeavors:

## Take-Back Models

Collecting used materials or products from customers, known as take-back models, is an essential component of the circular economy. For Owens Corning, this includes waste generated during construction, subsequent fabrication, or installation. We are actively working to include take-back models – beginning with the examples included below in our strategies.

### FOAMULAR® Take-Back

Our take-back program in Gresham, Oregon, U.S., was established to meet customer demand for recycling clean XPS material. Following the initial success of a trial program, an official take-back partnership was established in October 2022. The material is transported between the two facilities by a logistics company in regularly scheduled loads, where it is then ground and introduced into our manufacturing process. Having established the feasibility of the take-back model, the FOAMULAR® team is looking into ways to help other customers with similar waste problems in the future.



### Paroc REWOOL Take-Back System

The Paroc REWOOL customer waste take-back and recycling system is an important part of our work to achieve a circular economy and a sustainable future. With the REWOOL system, the stone wool offcuts from construction and production sites can be effectively sorted, transported, and recycled.

For customers, the REWOOL take-back and recycling system has many advantages. It reduces the amount of waste sent to landfill, which can also reduce the cost of waste management. In addition, recycling offcuts instead of throwing them away as waste increases the scores of buildings in environmental classifications such as LEED and BREEAM.

At Paroc factories, offcuts redeemed by the REWOOL system can be recycled and manufactured into blowing wool or stone wool fiber, giving the offcut material a whole new life.

The first Paroc REWOOL system was introduced in Sweden in 1996, before Paroc was acquired by Owens Corning. Since then, the system has been developed to include the latest technology and customized solutions. Currently, the REWOOL system enables the efficient reuse of stone wool offcuts. Since 2020, the REWOOL system has also been in place in Finland, where customers' offcuts are recycled in cooperation with partner companies.

Paroc stone wool.

## Advocating for Shingle Recycling

To help promote recycling among roofing contractors, our Roofing business has created a campaign designed to highlight the benefits of recycling. This campaign has been designed to meet increased customer demand for sustainable products, especially as younger generations enter into homeownership, and works to ensure compliance with regulations and limits on allowable volumes of building waste sent to landfills. To support contractors in this campaign, we have developed a range of marketing materials they can use to differentiate themselves from the competition and demonstrate their commitment to sustainability. While our ability to fully implement this campaign remains contingent on the availability of shingle recycling sites near the contractor, we are confident uniting with contractors to divert these materials from landfills can be an important component of our shingle recycling initiatives in the future.

We are addressing waste through our work with industry organizations and regulatory agencies. Owens Corning has a leadership role with the Asphalt Roofing Manufacturers Association (ARMA) with respect to the Asphalt Roofing Recycling Committee and the Asphalt Institute Foundation (AIF) research area. We also work directly with the Construction and Demolition Recycling Association (CDRA), as well as CalRecycle, an organization within the California Environmental Protection Agency, to share best practices and collaborate on programs that promote the development of sustainable practices at the intersection of industry and state policy.

We are also working with the market sectors into which recycled shingle materials would go, including the roofing solutions, industrial asphalt, and specialty paving industries. The use of recycled shingle material, specifically reclaimed asphalt pavements (RAP), represents one of the largest examples of the circular economy in action across the U.S. today. According to the National Asphalt Paving Association, more than 85 million tons of recycled content are included in new pavement mixes each year. Our Specialty Paving business is a critical participant in encouraging this movement through its work developing unique binders that allow for increased use of RAP concentrations in asphalt pavement mixes.

## Roofing Contractor Incentive Program

Owens Corning has established a roofing contractor incentive program for recycling asphalt shingle roof tear-offs. Through a national strategic alliance with Earth911, we connect contractors with convenient recycling facilities. As part of the program, we ask contractors to help the environment and promote sustainable business practices by pledging to recycle their shingle tear-offs.

While increasing the number of contractors in our network who recycle shingles is one of our priorities, market forces continue to present obstacles. In the U.S., the volume of shingles that are recycled continues to decline every year due to factors such as recycling centers closing or discontinuing their shingle recycling operation, restrictions from Departments of Transportation on the use of recycled asphalt shingles (RAS) in hotmix asphalt paving, existing stockpiles of material, and difficulties getting asphalt companies to take the material.

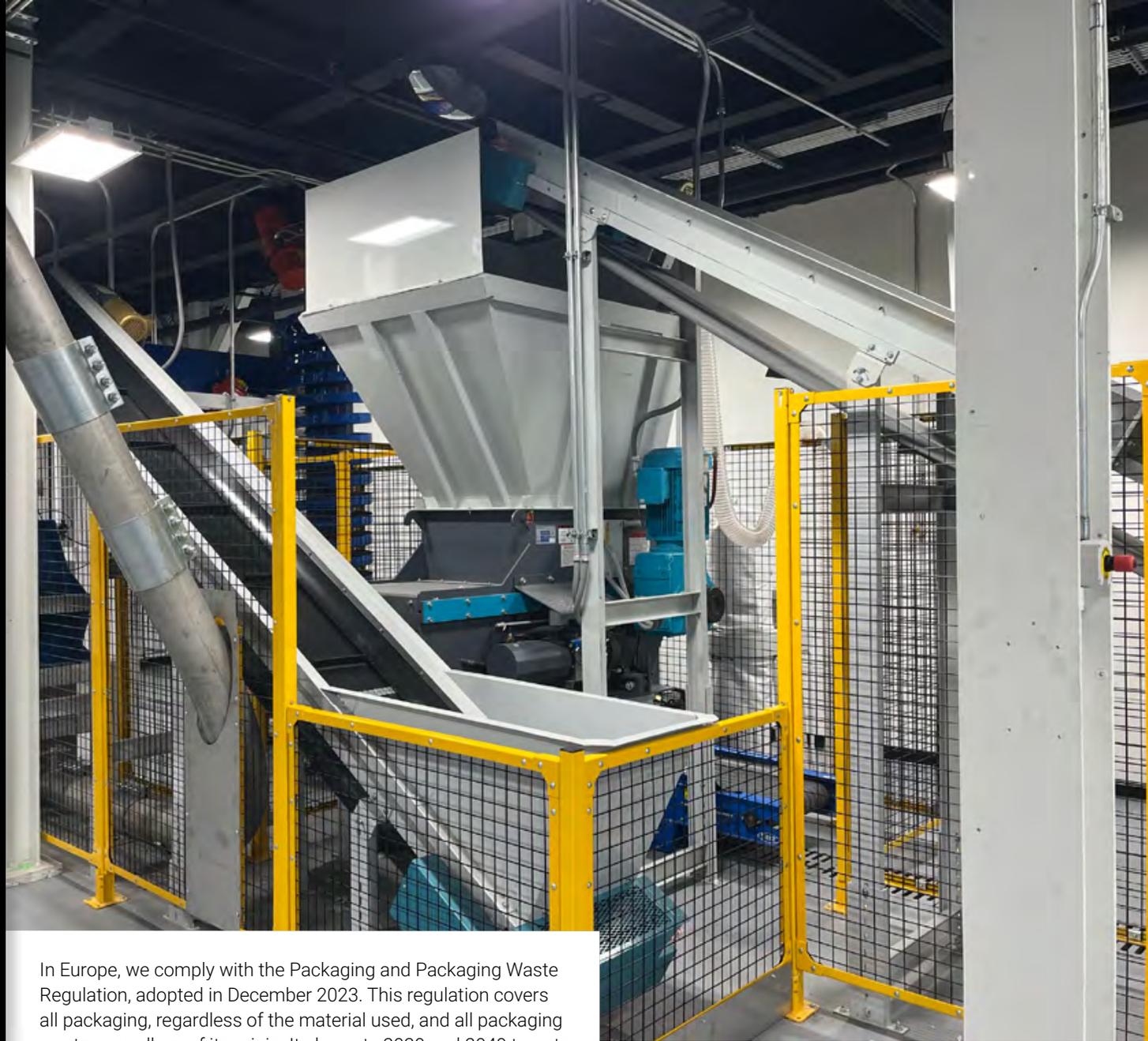
**Learn about our 2023 progress in shingle recycling on [page 224](#).**



CIRCULAR ECONOMY

# 2023 IN REVIEW

This year has been a very important one for circular economy efforts at Owens Corning. In addition to breakthroughs in our recycling capabilities, we strengthened our circular economy infrastructure with the construction of a new lab dedicated to advancing our internal recycling capabilities. With these developments, combined with the ingenuity of our people, we are confident that our circular economy aspirations are within reach.



In Europe, we comply with the Packaging and Packaging Waste Regulation, adopted in December 2023. This regulation covers all packaging, regardless of the material used, and all packaging waste, regardless of its origin. It also sets 2030 and 2040 targets for minimum recycled content in plastic packaging, as an example, and therefore this regulation will drive changes on the packaging of our products.

Photo submitted by:

**Zach Power | Granville, Ohio, U.S.**

Inside the Circular Economy Recycling Technology Innovation Laboratory at the Granville Science & Technology Center.



## CIRCULAR ECONOMY RECYCLING TECHNOLOGY INNOVATION LABORATORY

Recycling processes start with the ability to convert material waste into a convenient form, which requires cutting, shredding, and grinding capabilities. Without the capability to perform these initial processes internally, they are typically done by third parties, which result in significant inefficiencies – shipping samples back and forth in multiple iterations of specification and process development.

In order to accelerate our internal recycling capabilities, we have built our first Circular Economy Recycling Technology Innovation Laboratory at our Science & Technology Center in Granville, Ohio, U.S., bringing these capabilities in house. In addition to material handling and particle sizing, we are building out pilot capabilities for new recycling processes. As we develop and learn from these programs, we will industrialize these capabilities into our production environment and into our asset network across the globe, which will be a significant lever in our overall strategy to reduce waste-to-landfill to zero. In addition, the recycling capabilities developed in this lab will be the foundation that will enable us to build out more elaborate takeback programs and end-of-life solutions for our customers.



Detail images of Owens Corning Insulation products.

## Recycled Content in Insulation Products

Owens Corning is a leader in the use of recycled content, and we are committed to using recycled glass content in our products, including the following:

- A minimum of 70% recycled content in our Thermafiber® mineral wool insulation\*
- A minimum of 55% recycled content in our North American residential fiberglass insulation\*\*
- A minimum of 53% recycled content in our commercial and industrial fiberglass insulation\*\*
- A minimum of 53% recycled content in our U.S.-made products
- Up to 68% recycled content in our Canadian-made products
- A certified 20% pre-consumer content in our North American XPS foam insulation

\* Validated by the International Code Council Evaluation Service (ICC-ES)

\*\* Certified by SCS Global Services

Owens Corning is one of the world's largest consumers of recycled glass – in 2023, we consumed more than 1 billion pounds of recycled glass globally.

### 2023 Input Material by Weight (Metric Tons)

	2018	2019	2020	2021	2022	2023
<b>Total weight of material</b>	7,695,265	8,208,112	6,812,476	8,416,366	9,131,607	7,354,622
<b>Total weight of recycled input materials</b>	804,389	722,650	708,905	840,253	841,660	745,132
<b>Percent of recycled content</b>	10%	9%	10%	10%	9%	10%

## Shingle Recycling

Each year, typically 12 to 13 million U.S. tons of shingle waste is generated. Less than 10% of that is manufacturing waste, and the remaining balance consists of shingles removed at the end of their life. Over the years, Owens Corning has taken varied approaches to address this issue, in collaboration with other players in the Roofing business value chain, and we continue to advance toward our aspiration to create a circular shingle economy and divert waste from landfills.

In 2023, we announced that we had made progress on two key shingle recycling workstreams, which are essential as we seek to reach our goal of recycling 2 million tons of shingles per year in the U.S. by 2030.

### ■ Recycling used shingles into new shingles.

In late 2022, Owens Corning and our partners launched an asphalt shingle recycling pilot program developed to deconstruct residential and industrial waste shingles and extract their component materials. After less than one year, the facility successfully achieved shingle deconstruction, extracting asphalt, granules, and filler. The process is designed to reclaim the entire shingle to avoid any components of the product going to waste.

We will continue to modify and enhance the pilot process to optimize the resulting components for various future applications, with a plan to stage plant trials where we will utilize the extracted materials in the development of new prototype shingles.

### ■ Recycling used shingles into asphalt pavement.

Owens Corning also remains committed to accelerating the use of recycled shingles in asphalt paving applications. To support this effort, we have partnered with the National Center for Asphalt Technology (NCAT) to conduct research studies on the use of recycled shingles in pavement.

Working with NCAT, we are evaluating the performance of asphalt mixtures made with a balanced mix design using recycled asphalt shingles (RAS). We are also measuring the environmental impact of RAS in paving applications and will generate full life cycle assessment data on RAS into pavement for the first time. This information can be published in industry-wide guidelines to educate asphalt contractors across the U.S., with the goal of promoting the use of RAS in the future.



Owens Corning and its partners have successfully deconstructed asphalt shingles into their component parts. Shown above, from left, is asphalt, filler, and granules extracted from waste shingles.

Our team has helped create a polymer modified asphalt base that could be provided to a hot mix contractor and successfully combined with locally recycled plastic to create roadway material. The material has been utilized to pave 1.75 miles of test road, the longest U.S. road made to date utilizing waste plastic in asphalt. Learn more about this project on [page 237](#).

## Roofing Contractor Incentive Program 2023 Update

As of 2023, 798 contractors in our network have pledged to recycle their shingle tear-offs, including 133 new contractors who made the pledge this year.



## Partnerships That Help Close the Loop in Wind Power

### ZEBRA Project

Owens Corning is a leading partner in the ZEBRA (Zero waste Blade ReseArch) consortium in Europe, launched in 2020, along with such partners as Arkema, LM, Engie, Suez, and IRT, to develop the first 100% recyclable wind turbine blade. The first prototype blade was produced in 2022, and our wind Science and Technology team is developing new high-performance glass that is compatible with the resin used to manufacture the blade.

In 2023, the consortium achieved two key milestones that help demonstrate the potential that exists for recyclable blades. The first prototype, a 62-meter-long blade made in 2021, successfully passed all mechanical tests. This blade, manufactured from recyclable materials, performed better than blades using virgin input materials. A second blade, measuring 77.4 meters and using carbon-fiber pultruded planks as the main reinforcement, was also manufactured this year and is being tested.

These prototype blades were made using several new products, including new fabrics design and WindStrand® roving input from Owens Corning. The next and final key milestone — proving the blade materials' recyclability — is expected to be completed in the next year.

### SusWIND Project

In 2022, Owens Corning joined the SusWIND project, a U.K.-based consortium of companies launched in 2021 to facilitate recyclability in the manufacturing of composite wind turbine blades through the development of technology, processes, and materials. By joining SusWIND, we have new opportunities for collaboration, as well as access to a wealth of key material science research that will facilitate circularity in turbine blade manufacturing.

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Photo submitted by:

**Eric Dallies | Chambéry, France**

Two key milestones were achieved this year within the framework of the ZEBRA consortium, which is working to develop recyclable wind turbine blades.

# OUR PEOPLE MAKING A DIFFERENCE

## Petra Inghelbrecht

Senior Sustainability Leader

With over 25 years' experience in environmental management, circularity, decarbonization, and policy, Petra Inghelbrecht brings a wealth of insight to Owens Corning. She has unique insights into sustainability on a global level — the large brands driving trends, the push for increased legislation in the region, and the spread from Europe into other regions around the world. Petra shares some of her insights here, and offers her perspective on our approach to building a circular economy.

“ In Europe, it's not only about getting your own waste recycled or zero waste-to-landfill — it's about providing solutions for customers, and that's what Owens Corning is working on. ”

Photo courtesy of Petra Inghelbrecht.



### On the need to rethink our approach to waste

Waste needs to become a raw material. If you do that, you can really grow without being that dependent on your resources. There is a sustainability element to this, but also a bit of a strategic element, because we cannot keep mining and extracting our raw materials. In Europe, we're at that stage where this is what the markets expect from us. Circular business models also allow us to work in closed loop systems with our customers and value chain. If we take back waste and bring it back as recycled content in our product, we are working in a closed loop, which is good from a sustainability point of view, but also very strategic because we are working with customers, making us both stronger — this is the double win on circularity.

### On what set Owens Corning apart in circularity

First of all, there's a strong, innovative, technology-driven focus here, in combination with a market-driven approach. We work with our customers and value chains to see things from their perspective. We understand the markets and the regulations, and this is the basis for the strategies we set. Secondly, we are an innovative company that is really agile, enabling us to develop, test, and implement new things, and this combination is quite powerful. It's a collaboration across teams and businesses with a lot of interaction and overlap, and we are progressing extremely well. The team is really enthusiastic, and I'm amazed by the level of engagement I see in the people. They're really growing in their leadership and pushing it further. This is really a positive dynamic I see in Owens Corning and circularity, and I really like that a lot.

### On the need for an integrated strategy for sustainability

Circularity is not one solution fits all. You need to be circular and decarbonize and reduce environmental impacts. This is an important thing about circularity — it's about winning together. We provide solutions for customers' waste and we give it back as a solution for them. We are first focusing on our customer's waste, where our customers win and our end markets win — and we are an essential part of that chain. We need to do it together. On circularity, it's not only internal with Owens Corning. It's really about collaborating across the value chain, with customers, recyclers, transporters, and end-markets. Together, we can create a positive impact on the market.

## Take-Back Models in 2023

In 2023, approximately 3,390 metric tons of product were taken back through the REWOOL program, in which Paroc takes back stone wool offcuts from construction and production sites, where they can be sorted, transported, and recycled. Based on the positive experience in Sweden and Finland, we are currently piloting a customer take-back service in Germany with selected customers. The aim is to develop a well-functioning take-back model that makes it easy and convenient for customers to sort and ship the offcuts from their construction sites.

### Reusable Pallet Program

Wooden pallets, especially those of non-standard sizes, often cannot be reused by customers, so there is a greater possibility for them to end up in a landfill. To address this, a cross-functional team from Logistics, Sourcing, and Marketing established the Reusable Pallet Program. Customers set aside their Owens Corning pallets to be picked up by a third party. We make any necessary repairs and keep the pallets in use for as long as possible. Through this program, customers are also able to reduce costs related to storage, handling, and disposal.

The initiative began in 2022, and all Paroc plants are now part of this process. In 2023, the proportion of pallets reused increased from 11% in 2022 to 13%, and the team has set a 2024 target to further increase use to 18% of pallets. In addition, a pilot program has been established to expand the initiative into our Composites business. This pilot began with our plant in L'Ardoise, France, and already 26% of their pallets have been reused. Through a partnership with a third-party supplier, we are working to further extend this program into other Composites plants in Europe. This expansion will require collaboration between a number of functions, including Sales, Marketing, Sourcing, Supply Chain, and Material Planning.



Wooden pallet in Liversedge, U.K.

## OWENS CORNING & THE CIRCULAR ECONOMY

Our Circular Economy team has established a solid foundation upon which the people in our facilities and plants can build, and the ways they have operationalized initiatives around the world have been extremely encouraging. With the completion of our new Innovation Lab, we are in an even better position to achieve our aspirations.

This is important because the need for a circular economy model has never been greater. Greenhouse gas emissions are having a detrimental effect on our planet, and decreasing our reliance on virgin raw materials will reduce emissions associated with mining, processing, and transportation. In addition, closing the loop at our products' end-of-life helps send less waste to the landfill – another global imperative. Our circular economy goals, therefore, are a central component of our sustainability journey, helping us fulfill our mission of building a sustainable future together.

# LEADERSHIP & ADVOCACY THROUGHOUT OUR INDUSTRY



At Owens Corning, we believe in setting an example for our industry — promoting our core values and supporting initiatives that help make the world a better place. This includes advocating for building energy-efficient measures and improvements to building code development and adoption. Our efforts in this area can be seen in our education campaigns, code advocacy, attention to legislation, regulation, and “reach codes” related to building decarbonization.

As part of our approach to advocacy, our Government Affairs team oversees our interactions with trade associations and climate advocacy organizations, ensuring that our engagement is aligned with our climate policy. We regularly review language and activities with both the External Affairs and Sustainability departments, and we conduct legal reviews of external communications, including letters, testimony, and interactions with outside advocates or non-governmental organizations (NGOs).

Photo submitted by:

**Binghai Kang | Tianjin, China**

Employees receiving Power APP training at our plant in Tianjin, China.

## Partnerships With Industry Organizations

We collaborate with a range of organizations, providing opportunities to collectively advocate for our industry, promoting growth, and offering invaluable insights into improving our sustainability capabilities. Owens Corning employees work with trade associations and research institutions, as well as the regulatory agencies that set specifications for the products and buildings where our materials are used. Our experts often participate as board and committee members in these organizations, and their leadership helps reinforce our emphasis on sustainability in their work.

Some of our notable industry associations include:

- **North American Insulation Manufacturers Association (NAIMA)** is made up of companies that manufacture fiberglass, rock wool, and slag wool insulation. Its members produce the majority of the insulation products used in the United States, Canada, and Mexico. NAIMA is primarily focused on promoting energy efficiency and resilience through an insulation-first approach, preserving the environment, and ensuring the safe production and use of its members' products.
- **European Insulation Manufacturers Association (EURIMA)** was established to create a favorable business environment for mineral wool insulation and promote improved standards for insulation materials. EURIMA is a research-driven organization whose industry members, including Owens Corning Paroc, produce a wide range of mineral wool products for thermal and acoustic insulation, providing fire protection of domestic and commercial buildings and industrial facilities while offering innovative growing media and green-roofing solutions.
- **Asphalt Roofing Manufacturers Association (ARMA)** represents both manufacturers and the companies that supply their raw materials. ARMA is dedicated to the advancement of the asphalt roofing industry through the collective expertise of its member companies. The organization is also a resource for building and code officials as well as regulatory agencies and allied trade groups. Our employees have leadership positions within this organization, including chairing the Asphalt Roofing Recycling Committee and Codes Steering Group, and we are members of their Sustainability Task Force.
- **American Composites Manufacturers Association (ACMA)** provides education, advocacy, and representation for its member companies and associated markets to promote growth within the composites industry. ACMA is committed to driving industry innovation, providing members with a range of educational tools and certification programs. Our people are active in a number of ACMA committees, including the Utility and Communications Structures Council, where we advise on the specification of composite utility poles, the Utility and Communication Council, where we are working as a part of a committee developing the specification for composite crossarms, and the Composites Sustainability Council.
- **The Institute for Advanced Composites Manufacturing (IACMI)** is a U.S.-based collaborative network of industry, academic, government, and national lab stakeholders that aims to accelerate the development and adoption of advanced composite technologies for a more sustainable and competitive future for composites. Owens Corning is a proud partner with IACMI, and we are active in several working groups that align with our Composites business's growth strategies, including Infrastructure and Construction, Wind Energy, and Future Mobility/Vehicle Technology. Owens Corning also has a strong partnership with the Recycling/Circular Economy Working Group, which seeks to identify and evaluate innovative solutions for composite materials, processes, and recycling technologies, as well as develop market-driven end use applications that promote circularity.
- **The Asphalt Institute** is an international trade association that promotes the use, benefits, and performance of petroleum asphalt through education, engineering, technical development, environmental stewardship, and marketing leadership. Owens Corning employees are active participants in the organization, as well as the Asphalt Institute Foundation, and the Asphalt Institute Roofing Technical Committee.

For a full list of organizations with which we work, see [Appendix D](#).

Owens Corning employees are also providing their expertise to the ACMA's Climate Impact project. Launched in 2022, this project will provide composites manufacturers with tools and resources to assess climate impacts related to their operations, such as life cycle inventory, product category rules, and environmental product declarations (EPDs), which are discussed on [page 213](#).

## Additional Advocacy Initiatives

### Certified Energy Experts®

The Owens Corning® Certified Energy Expert® (CEE) program provides contractors with training on thermal performance, moisture prevention, and more — information that they can then pass along to their customers. With their advanced understanding of building science, they offer their customers an expertise that makes them a trusted alliance throughout the building process. In doing so, they have helped grow sales of Owens Corning® insulation while facilitating the construction of sustainable buildings.

Owens Corning supports these contractors with local marketing materials that promote both our brand and that of the contractor. In addition, our limited lifetime warranty includes CEE workmanship as well as our products.

In 2023, 91% of CEEs worked with Owens Corning on at least one program element during the year. There are currently 93 insulation contractors in this elite group. To remain in the CEE program, contractors must adhere to Grade 1 insulation installation as well as complete all certifications and training, as defined by program requirements. Members of the program install different types of insulation and operate with different business models, from new construction and renovation of single-family homes to light commercial buildings such as multifamily units.

### Owens Corning Green Bond

Owens Corning's green bond was issued in 2019 and was the first to be offered by an industrial company in the U.S. The \$450 million bond is payable over 10 years at a coupon rate of 3.95%. In conjunction with the bond, the company committed to spending \$445 million on eligible green projects.

The committed funds are being used to further the company's work in renewable energy, energy efficiency, and circular economy-adapted products, production technologies, and processes.

As outlined in the Green Bond Principles, the company reports on how the committed funds are spent and the progress it makes on the initiatives outlined in connection with the bond. Owens Corning publishes annual updates on the allocation of the committed funds throughout the term of the green bond until such funds have been fully allocated. These updates are reported publicly on our website.



Photo submitted by:

**Nathaniel Bauer | Denver, Colorado, U.S.**

Mechanic Steven Vigil takes the temperature of the thermal oxidizer burner at the Denver Trumbull Plant.



## Net-Zero Energy Ready and Passive House Buildings

Net-zero energy ready and Passive House buildings are buildings that produce at least the same amount of energy as they are consuming while maintaining the comfort of occupants. Owens Corning products play an important role in meeting this objective. Buildings can be designed to be ultra-efficient, making them net-zero energy ready or better. When combined with the use of renewable energy and batteries, buildings can then achieve net-zero energy status.

While we have not set a specific target relative to Passive House and net-zero energy ready houses and buildings as part of our 2030 goals, we work closely with organizations and contractors who are driving progress in this area.

Homes and buildings that meet Passive House standards go far beyond model energy codes, reach codes, decarbonization codes and policies, and branded programs (LEED®, Living Building, and WELL) with regard to energy savings and other attributes. The market penetration of Passive House is growing in China, the EU, and Canada. While the U.S. currently lags in adoption of Passive House, the pipeline of projects is strong in Pennsylvania, New York, and Massachusetts due to progressive climate policies and attention to building decarbonization.

As we work to promote the construction of true net-zero energy ready and Passive House buildings, Owens Corning is engaged in the following activities:

- We are a Gold Sponsor of the Canadian Home Builders' Association's (CHBA) Net-Zero Energy Housing Council, helping drive accelerated adoption of net-zero energy ready performance (Tier 5) in new and existing houses, which will be mandated in 2030 as part of the Pan-Canadian Framework on Clean Growth and Climate Change.
- We are an active partner supporting a pilot project from the CHBA, Towards Cost-Effective Net-Zero Energy Ready Residential Renovations. The project's goal is to accelerate the deployment of very high-efficiency homes and buildings in Canada, and it is aimed at driving down costs and creating market confidence in net-zero energy ready retrofits.
- We are a premier corporate sponsor of the Canadian Association of Energy Advisors (CACEA), providing support for the association and its members, who work with builders across Canada. CACEA members help builders meet current and future code requirements, help them develop their blueprint, and implement innovative solutions as they move toward mandatory net-zero energy ready performance by 2030.
- We are a sponsor and partner of EnerQuality, an organization that delivers a voluntary ENERGY STAR® labeling program for high-performance new homes and multi-use residential buildings across Canada.
- We have participated in NRCan's Local Energy Efficiency Partnership (LEEP) program, accelerating uptake of innovative building enclosure products and technologies in the new and retrofit housing sectors.
- In the U.S., we worked to encourage the improvement to the Environmental Protection Agency's ENERGY STAR® Homes program and the Department of Energy's Zero Energy Ready Homes program, which establishes the 2021 International Energy Conservation Code as the minimum baseline upon which additional energy savings are required. Both programs are referenced in the Inflation Reduction Act's federal tax credit for new homes, providing \$2,500 per home for ENERGY STAR® and \$5,000 per home for Zero Energy Ready, as well as incentives for certain multifamily buildings that meet these program requirements. The ENERGY STAR® and Zero Energy Ready Homes programs are stepping stones to Passive House, which exceeds these programs with respect to energy savings.
- We are on the board of the Passive House Network, a U.S.-based education, training, and advocacy organization that promotes Passive House policy, regulation, codes, and programs.
- We are supporting state tax credits for builders for new homes that meet the federal 45L new homes tax credit as a means to drive broad adoption by builders. Further, we advocate for Passive House as a recognized alternative compliance path in state and local codes and in reach codes that focus on building decarbonization.

Photo submitted by:

**Carrie Sim | Toledo, Ohio, U.S.**

Wildflowers on the University Trail in Toledo.

## The Building Science Solution Center

Our experts continuously research and deploy building science solutions to serve architects, building owners, occupants, and the environment. The Owens Corning Building Science Solution Center is a 24/7 portal connecting architects to emerging research, best practices, and thought leadership across a spectrum of building disciplines.

In addition to delivering expertise related to sustainability, the Building Science Solution Center offers practical insights into the diverse challenges architects experience and provides access to certification documentation to meet building program requirements. The portal's resources include content drawing on more than 40 years of experience pioneering perimeter fire containment assemblies, as well as information gained from WUFI® analysis, which helps architects predict moisture and thermal performance across a range of climates.

Building science is also promoted within Owens Corning through an internal team that engages industry partners, architects, engineers, and builders. Through lunch-and-learns, webinars, in-person and virtual seminars, workshops, and trade shows, our team helps drive the use of our energy-saving products in more sustainable building applications, maximizing their performance and helping them achieve certifications such as LEED®. Sustainable, energy-efficient solutions continue to be a focus of our product and system innovations, and through our industry collaborations, our cradle-to-grave evaluation of embodied carbon impacts will now be at the center of that innovation.

Our focus on successfully engaging high-impact architects, engineers, and construction customers in supporting builders is crucial. We believe this support structure can have a ripple effect on sustainable revenue as these professionals promote practices and specifications that bring awareness of our products to a broader network. For example, if a major architectural firm begins to specify an Owens Corning® insulation product, that approach may be shared with satellite locations as well, and impact of the engagement will be magnified.

Our metrics track customers' building science engagement, including the number of people reached and events held. In 2023, Owens Corning held more than 100 building science engagement events and reached over 10,000 architects, engineers, and builders.



Photo submitted by:

**Phil Casey | Ontario, Canada**

The CN Tower, Toronto, Ontario, Canada.

# SUSTAINABLE GROWTH

Even as we deliver innovative products and systems that benefit stakeholders, we recognize the importance of prioritizing sustainability throughout our operations. By designing our products with a view towards recycling, reuse, and reducing impacts over their life cycle, we are better positioned to ensure that our products are recognized and preferred for sustainability throughout our industry.

**By 2030, we will design our products for recycling or reuse to optimize the impact of our products over their entire life cycle from raw materials to disposal.**



One element of our approach to sustainable growth is the idea of resilience – not only meeting the needs of the present, but also leaving the world better prepared for the uncertainties of tomorrow. By focusing on resilience, we are creating an environment where communities are able to withstand emerging challenges, particularly those related to climate change.

Photo submitted by:

**Joakim Svensson | Hässleholm, Sweden**  
Employing the TPM principle of tagging at our Hässleholm plant.

## Sustainability Materiality Definition

As a company with sustainability at our core, we aim to align our company's growth with sustainable trends and positive global impact. We achieve sustainable growth through serving our customers, fulfilling their need for quality, sustainable products. We are working to build a financially successful company with sustainability at its core.

## Relevant United Nations Sustainable Development Goals



# OUR APPROACH TO SUSTAINABLE GROWTH

Owens Corning believes in supporting the global transition to a sustainable economy by being a financially successful company with sustainability at our core. We have established sustainable growth as one of our primary guiding material topics, requiring us to act as a global corporate citizen, expanding our business in ways that mitigate our negative impacts and increase our positive impacts.

Fostering sustainable growth requires a thorough understanding of our key sustainability indicators, giving us the ability to implement them in ways that meet the needs of our stakeholders. As we work toward sustainable growth, we seek to:

- Achieve operational sustainability by reducing our environmental footprint
- Chart a clear course of action to drive product and supply chain sustainability through engagement with suppliers and the promotion of product life cycle transparency
- Maintain community engagement through local initiatives in the places we live and work, which is a key aspect of honoring our social responsibilities
- Partner and collaborate with customers and those across our supply chain to develop innovative, sustainable composite materials and solutions that perform as well as, or better than, traditional materials
- Work closely with contractors to demonstrate the sustainability benefits of composite materials in publicly funded infrastructure projects
- Partner and collaborate with government agencies, builders, contractors, architects, and homeowners to understand their needs and help them leverage leading-edge building science to adapt to building products and systems, and share our building science expertise to educate the industry
- Use science and technology to develop innovative building products and systems designed to improve durability, deliver energy efficiency, and provide comfort throughout buildings
- Advocate for building code improvements and building standards
- Continue to prioritize our employees' safety, health, and wellness

## Addressing Secular Trends in Our Industry

Owens Corning is committed to meeting the needs of our customers around the world. Increasingly, there appears to be an emphasis on products that are manufactured sustainably and provide optimal energy efficiency. At the same time, we are monitoring additional trends that are shaping our industry. Some of these are industry-specific, such as modular building trends and a shortage of skilled labor. Others are more generalized including digital acceleration and customer and channel consolidation. In either case, our continued leadership depends on our ability to meet these trends — and be aware of further trends as they emerge.

The following are among the primary trends we are monitoring:

- **Increased premium on living spaces.** The rise of remote work, initially a function of the COVID-19 pandemic, has changed the way many people think about their homes. We are seeing a demand for functional, comfortable homes that can serve as both a workspace and a living space. We expect homeowners to continue to prioritize efficiency and indoor comfort — benefits that insulation delivers.
- **Demand for sustainable solutions.** Homeowners are becoming increasingly knowledgeable about sustainable building solutions, and this awareness is informing their decisions as they build or renovate homes. In addition to energy efficiency, homeowners are prioritizing greenhouse gas reductions and renewable energy sources. At the same time, many governments are requiring increasingly stringent standards for sustainability, which is driving new specifications throughout the industry. One example is the Energy Performance in Buildings Directive (EPBD), an important piece of legislation aimed at regulating buildings across the European Union (EU). The goal of the EPBD is to promote energy efficiency and accelerate the deployment of renewable energy sources in buildings. Another EU initiative, the Renovation Wave, has the goal of doubling annual energy renovation rates in the EU by 2030. Additionally, customers value products that offer higher recycled content and offer circular capabilities at the end of their life cycle.
- **Changing construction practices.** Labor shortages have continued to impact construction practices and cycles. As a result, we are seeing a continued demand for multi-material and prefabricated construction solutions that can drive efficiencies, both in terms of the labor required for installation and the energy savings it can deliver. We expect this trend will continue as the labor market remains tight, especially as it relates to skilled labor. Since 2021, we have had commercial and technical teams in place to outline business opportunities and determine the best ways to move forward in this space.
- **Investment in infrastructure.** We expect that upgrades to roads and bridges will continue to be prioritized everywhere over the next decade. These investments will likely call for sustainable building solutions that will be durable over time. Our emphasis on resilience becomes especially meaningful here, as we consider our position as leaders in the development and implementation of sustainable infrastructure. As we look at the overarching trends that are shaping our industry, we see many opportunities to innovate in ways that can help ensure net resilience across all life cycle stages of infrastructure and maintain continuity of service, even in the face of disruptions. Examples of our infrastructure solutions can be found on [page 237](#).

# DIGITAL INITIATIVES TO DRIVE GROWTH

Our market-facing growth initiatives include the use of digital marketing channels, engagement systems, and e-commerce tools. These digital tools and solutions drive awareness of our products, increase brand loyalty and advocacy, and support e-commerce momentum in our industry – while also helping our customers, contractors, and influencers grow their businesses. Some of our key market-facing digital initiatives include:

- **Distributors.** As we work to improve online communication with our distributors, we continue to optimize our portal to offer order status, access to documents, and delivery tracking functionality. We also engage in system integrations to streamline the distributors' processes and engagement with us.
- **Contractors.** Our goal with contractors is to help them get more work all while getting more work done. The OCCConnect™ Resource Center is designed to do just that as the ultimate one-stop resource for all Owens Corning businesses and user roles, including Owens Corning Roofing Contractor Network members. Users have 24/7 access to a variety of tools and resources to help them grow their business while simultaneously earning promotional funds on qualifying Owens Corning purchases to invest back into their business.
- **Architects and specifiers.** We continue to develop digital tools designed to provide accurate and comprehensive information about Owens Corning products, making them easy products to spec into projects and systems. These efforts are helping us continue to be a manufacturer of choice in the markets we serve. One digital tool, the Embodied Carbon in Construction Calculator (EC3), is discussed on [page 264](#).
- **Homeowners.** Digital marketing strategies enable us to guide the homeowner through the entire purchasing and warranty journey, from their initial interest to the point where they act as an advocate for our products.

## Intellectual Property at Owens Corning

Owens Corning is dedicated to protecting our innovation through our intellectual property (IP) strategies. These strategies are meant to create value for our three businesses, maintain our competitive advantage by protecting our innovations, and place sustainability as part of our overall business strategies for growth.

The IP strategy relies on different types of protection, including patents, trademarks, and trade secrets, and then using that protection through licensing, litigation, and more. This enables us to remain competitive by offering innovative and differentiated products that can enhance our reputation, ensure customer loyalty, and engage stakeholders. Across all three of our businesses, we have several concepts under evaluation for addition to our IP portfolio, including the composite materials we are supplying to the ZEBRA consortium (see [page 225](#)).



EcoTouch® insulation was used in the construction of this net-zero housing prototype, built on the Indian Institute of Technology campus as part of a competition organized by the National Renewable Energy Laboratory. Paul Wei, Senior Vice President and AP Managing Director, and Dhananjay Tapasvi, India Managing Director, visited the building in April 2023.

## SUSTAINABLE GROWTH

# 2023 IN REVIEW

At Owens Corning, we do not believe that financial growth and corporate responsibility are mutually exclusive. We have seen the evidence firsthand.



In 2023, Owens Corning revenues were \$9.7 billion. At the same time, we were recognized as one of the 100 Best Corporate Citizens by 3BL Media. We placed in the top 10 for the sixth consecutive year and ranked first in the capital goods industry.

Photo submitted by:

**Maarten Verwilt | Zele, Belgium**

Zeel Plant Leader Maarten Verwilt receives a certificate recognizing the plant's sustainability efforts and their commitment to the United Nation's Sustainable Development Goals.



## INTEGRATING RECYCLED PLASTIC INTO PAVEMENT

Our Roofing business's expertise in asphalt science has continued to deliver exciting innovations, and 2023 proved to be an exceptional year as our work to incorporate recycled plastic into pavement received some gratifying recognition.

Last year, the Owens Corning team created a polymer-modified asphalt base that could be provided to a hot mix contractor and successfully combined with locally recycled plastic to create material that was then used to pave 1.75 miles of test road in Pueblo County, Colorado, U.S. — the longest stretch of paved road in the nation using this waste plastic/asphalt mix.

The mix was the result of a concerted effort among the Research and Development team. They relied on a polymer formulation that had proven effective in similar projects by other asphalt suppliers, and they were able to scale the mix up to a level sufficient to pave a record-setting length of road. The achievement was a team effort that included the plant lab in Summit, Illinois, the asphalt plant in Denver, Colorado, the Commercial Asphalt team, Sourcing, Supply Chain, and many others.

The project also points the way toward a decrease in plastic waste. Paving 1.75 miles of road involved the reuse of 13.5 tons of recycled plastic — the equivalent of 2.5 million grocery bags. The thin film plastics recycled into the pavement are commonly used for flexible packaging, shrink wrap, and other thin film applications. In 2023, we were awarded in Sustainability from the American Public Works Association (APWA) of Colorado. The Colorado Public Works Journal recognized Owens Corning, along with the other winning projects, programs, and individuals, in October. The pavement's performance will be monitored to validate that the material meets state and federal paving grade requirements. The work we are doing here is paving the way for even more sustainable infrastructure.

# SUSTAINABLE GROWTH OPPORTUNITIES IN 2023

Throughout the year, Owens Corning has continued to develop and manufacture products that offer sustainability advantages across a number of markets. The following represent some notable examples.

## Opportunities in Resilient Infrastructure

Owens Corning is working to develop reliable, sustainable, and resilient infrastructure. Through our efforts, we can meet the specific needs of communities while considering the challenges they will likely face in future years.

### Recycled Asphalt Paving

Owens Corning has long recognized the potential for recycling shingles into asphalt pavement, and we are working closely with paving contractors to develop solutions that meet federal and state paving performance requirements. More information about our work in this area can be found in the [Circular Economy chapter](#) — and for a recent success story in asphalt innovation, see the story on the left.

### Corrosion-Resistant Rebar

According to a 2021 article by the American Society of Civil Engineers, approximately 7.5% of bridges in the U.S. are structurally deficient.<sup>1</sup> In many cases, bridge failure is caused by corrosion of the steel rebar used in the supports and surfaces, which is why many states are looking at significant infrastructure projects to repair or replace some of these dated structures. However, these projects are often disruptive and costly.

In this context, long-lasting bridges are better for the environment — and for the people who use and maintain them. Our PINKBAR® and PINKBAR®+ Fiberglas™ Rebar offer a solution to meet these needs. The advantages of our fiberglass rebar over traditional steel rebar are numerous — it lasts longer and resists corrosion. It is also up to seven times lighter in concrete flatwork applications and four times lighter compared to rebar of the same diameter. We've worked with the U.S. Department of Transportation and several state agencies on specific bridge projects to demonstrate its benefits.

Composite rebar is also beneficial in situations where concrete is manufactured using salt water, as it resists corrosion. By using salt water, manufacturers are able to preserve the amount of quality fresh water available for human consumption. Owens Corning advocates for the use of corrosion-resistant rebar through our membership and participation in the American Concrete Institute and the Prestressed Concrete Institute.

### Liner for Cured-in-Place Pipe (CIPP)

Repairing sewer lines has traditionally involved digging up roadways, leading to increased traffic, noise, dust, and other disturbances. Through the CIPP installation process, contractors insert a flexible thermoset resin liner into the damaged pipe, where it is then expanded using air pressure and cured using ultraviolet (UV) light. We supply the continuous filament glass that enables seamless installation and performance of these liner systems.

CIPP delivers numerous sustainability advantages. By reducing the number of fleet vehicles required to complete a repair and avoiding stopped traffic on the roadways, CIPP reduces the amount of CO<sub>2</sub> emitted over the course of repairs. This process optimization also saves time and labor while reducing the risk of damage and accidents.

The market for CIPP continues to grow around the world, especially in the U.S., Asia Pacific, and Europe. To meet this demand, Owens Corning launched a new CIPP fabric in late 2023, delivering improved mechanical performance. Looking ahead, we expect this market to continue to expand as more regions make significant investments in infrastructure.

<sup>1</sup> <https://infrastructurereportcard.org/wp-content/uploads/2020/12/Bridges-2021.pdf>

## FOAMULAR® EDGELOCK™ Insulation

EDGELOCK™ is a patent-pending XPS that interlocks boards together. This product is designed to prevent thermal breaks and insulate roads in areas where permafrost is vulnerable to melting, which is a practical factor in infrastructure projects in these regions. The unique design of EDGELOCK™ insulation allows installers to use one layer of insulation without sacrificing the thermal performance typically achieved through two layers of insulation. This results in fast installation, low labor hours, and less carbon emissions from equipment.

This product is available as FOAMULAR® NGX™ EDGELOCK™ insulation. This version is manufactured with a proprietary blowing agent that demonstrates a greater than 80% reduction in embodied carbon compared to legacy FOAMULAR® insulation.

## Composite Utility Poles and Crossarms

We are working with several pole customers globally to develop utility transmission and communication poles. These glass fiber reinforced plastic (GFRP) poles offer reliability and resilience in high-load situations, such as in ice storms and high winds. They last longer than wooden poles, and they resist fire, and wind. Unlike chemically treated wood poles, which can leach chemicals into the soil, GFRP composite materials are considered inert, minimizing adverse impacts to the environment where they are installed. In addition, composite poles can weigh up to 80% less than steel poles, making them lighter to transport and safe to install.

Global Market Insights predicts that the fiberglass light poles market will experience significant gains as demand for durable, efficient, easy-to-install lighting infrastructure grows and prices for metallic light poles surge.

## Opportunities in Building and Construction

Owens Corning has built a global reputation for delivering innovative solutions for the construction industry. As we continue to develop products that meet the needs of this changing sector, we expect that reputation to grow even stronger.

### OC™ Lumber

A composite alternative to traditional wood and steel, OC™ Lumber is reinforced with Advantex® Fiberglas™, offering strength, durability, and resistance to rot and corrosion. It features heat-reflective technology and is designed for low expansion and contraction. Available in a range of sizes and popular colors, OC™ Lumber can be cut and installed like traditional lumber.

### Weather-Resistant Homes and Sustainable Construction

Owens Corning has entered into an equity engagement with Northstar Technologies, a startup specializing in prefabricated homes, to launch a new initiative dedicated to the development of hurricane-resistant homes and sustainable construction. This construction will be manufactured using composite panels made from Owens Corning glass fiber.

## Opportunities in Transportation

As the demand for electric vehicles continues to grow, Owens Corning is working with our customers to deliver solutions for the market. At the same time, we offer a range of products that make vehicles lighter, including those with internal combustion engines.

### Automotive Lightweighting Products

**TurboStrand™ 4895** is an advanced product in the **Type 30™** roving portfolio that is designed for polypropylene long-fiber thermoplastic applications in the manufacturing of structural and semi-structural automotive applications, including front-end modules, seat carriers, and door modules of both internal combustion engine vehicles and electric vehicles.

**Performax®**, **Hydrostrand®**, and other Owens Corning® composites solutions help reduce weight without sacrificing performance while also redefining surface appearance in Class-A parts, structural components, long and continuous fiber reinforced thermoplastic, and glycol or hydrolysis resistant applications. In addition, **Silentex®** products help deliver efficient sound dampening for exhaust systems.

In addition, Owens Corning is working with multiple global customers to design modeling and testing capabilities to develop light, damage-tolerant battery enclosures for use in electric vehicles. Through these innovations, we are developing solutions that can leverage two or more Owens Corning® composites into EV components, further expanding the potential demand for our products.

# OUR PEOPLE MAKING A DIFFERENCE

## Patrick Haller

Director of Strategy and Sustainability, Insulation

Although Patrick Haller's academic background is in chemical engineering, his passion for the environment has led him to pursue a somewhat different career path. He has worked in research and development, strategy, and marketing, and now he brings all of this knowledge to Owens Corning, where he focuses on market-facing sustainability for our Insulation business. Patrick's in-depth knowledge has been a key part of our approach to sustainable growth, and he shares his insights with us here.

“ The more we build our brand and teach our customers to value sustainability and how to use this value in their own businesses and lives, the more we create a win-win for Owens Corning. ”



Photo courtesy of Patrick Haller.

### On the benefits of being a global leader in our industry

I think that being a global business is a massive opportunity because we can learn from each other. In Europe, for example, they've already advanced a lot further than the U.S. from a cultural standpoint of demanding sustainable outcomes for businesses. We can learn from their regulatory structures and drive technical and business learnings. We've already made significant progress in electrifying our stone wool assets in Europe. We were helped along by customer demands and also by regulations that require our customers to improve the products that they choose. That applies to recycled content as well. That gives us a stronger business case to invest in technology development in Europe, which we can learn from in the U.S. and other markets.

### On the importance of growth within our approach to sustainability

There are two overarching reasons for focusing on sustainable growth, one external and one internal. The external reason is that economic growth is a really powerful engine for improving people's lives. But in order to do that, we have to decouple it from exploitation of the environment and some of the things that in the long term are not sustainable. This is a technical market, regulatory, and cultural challenge. Internally, we're a for-profit company and we have investors who want returns from us. For our employees, growth is exciting and makes us a better place to work for in the long term. I think that's where it gets really interesting, because our particular enterprise and the markets we serve give us phenomenal opportunities to grow sustainably. Insulation is the most obvious, because when you insulate a building and make it more energy efficient, we can have a net positive impact. When you look across a range of different sectors and industries around the world, we're perfectly positioned to help lead sustainable growth from a for-profit company perspective.

### On operationalizing sustainability within Owens Corning

One of the things that we're working on right now is to really reinforce that sustainability is core to the mission of our business, and that comes from everywhere. This is not a top-down push. This is about harnessing the energy, enthusiasm, passion, and purpose of our people around the world to help drive results for both the sustainability and business standpoint. Being global really helps with that too because it's one thing that can unite all of us. We all recognize that this is one of the biggest challenges that humanity has faced and we're all responsible for solving it. So it creates a ton of opportunities.

# LEVERAGING THE INFLATION REDUCTION ACT

The Inflation Reduction Act (IRA), passed in the U.S. in 2022, offers a range of incentives for companies that integrate sustainable infrastructure. Our Product Development team is working with our customers to help them understand how leveraging these opportunities can grow their businesses while benefiting the environment.

The IRA has made manufacturing tax credits available for expansion, recycling, and sustainability projects, which will help the U.S. meet its climate goals by providing opportunities to lower Scope 2 emissions and embodied carbon. By bringing these tax credits to customers' attention, Owens Corning has an opportunity to highlight the effectiveness of our insulation products in many of these sustainability projects. Furthermore, in its grid modernization initiatives, the act specifically mentions the use of composite poles rather than wood, steel, or concrete, presenting further opportunities to expand the use of Owens Corning® products.

By helping our customers better understand the provisions set forth in the IRA, Owens Corning is doing a great deal to raise awareness of the many advantages of our products. At the same time, we are doing our part to create an environment where businesses can achieve considerable sustainable growth of their own.

## EU Construction Product Regulation

In the EU, the Construction Product Regulation is the cornerstone of the CE (Conformité Européenne) marking that certifies that a product has met EU health, safety, and environmental requirements. The text for this regulation was adopted in December 2023. We understand that mandatory sustainability indicators will be included in the regulation's declaration of performance, and a declaration of conformity for all manufacturers of construction products.

# OUR STRATEGY FOR A SUSTAINABLE FUTURE

As we strive to maintain our leadership in sustainability, innovation, and digital transformation, we are building on the strategic priorities we have set for ourselves. Looking ahead, we will work to reinforce our position of strength in our core products and markets across all three of our businesses. At the same time, we will continue to expand into new product adjacencies that leverage our expertise in material science, manufacturing, and the demands of the market. We will also continue to develop more multi-material and prefabricated construction solutions that address the trends shaping our industry.

With these priorities in mind, we have made exciting progress, in terms of our financial growth, our public perception, and the recognition we have received from investors. We are always proud to hear our colleagues recommend us as a great place to work, our customers describe us as an industry leader, and our suppliers regard us as a great partner. It indicates that we can look forward to further growth that is truly sustainable – in every sense of the word.



Photo submitted by:  
**Megan Moore | Ontario, Canada Resident Office**  
Home with green roof in Haugesund, Norway.

# PLANET

**Motivated to do the right thing to make the world a better place.**

Our people are working toward a common purpose, increasing our positive impacts across the planet in a spirit of true collaboration – and making a difference together.

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# ENERGY EFFICIENCY & SOURCING RENEWABLE ENERGY

Owens Corning is working to achieve sustainability in energy on two fronts: using less energy, and then ensuring that the energy we do use comes from renewable sources whenever possible. We are relying on our people's ingenuity and dedication to implement technologies, improve processes, and identify opportunities to reduce our energy usage — especially those that we can achieve at little or no cost to the organization.

At the same time, our Energy Sourcing team is working diligently to increase our ability to use electricity that comes from renewable sources. In doing so, we are reducing our dependence on fossil fuels, which in turn helps us reduce greenhouse gas emissions. Therefore, our energy sourcing work is essential to our efforts to combat climate change.

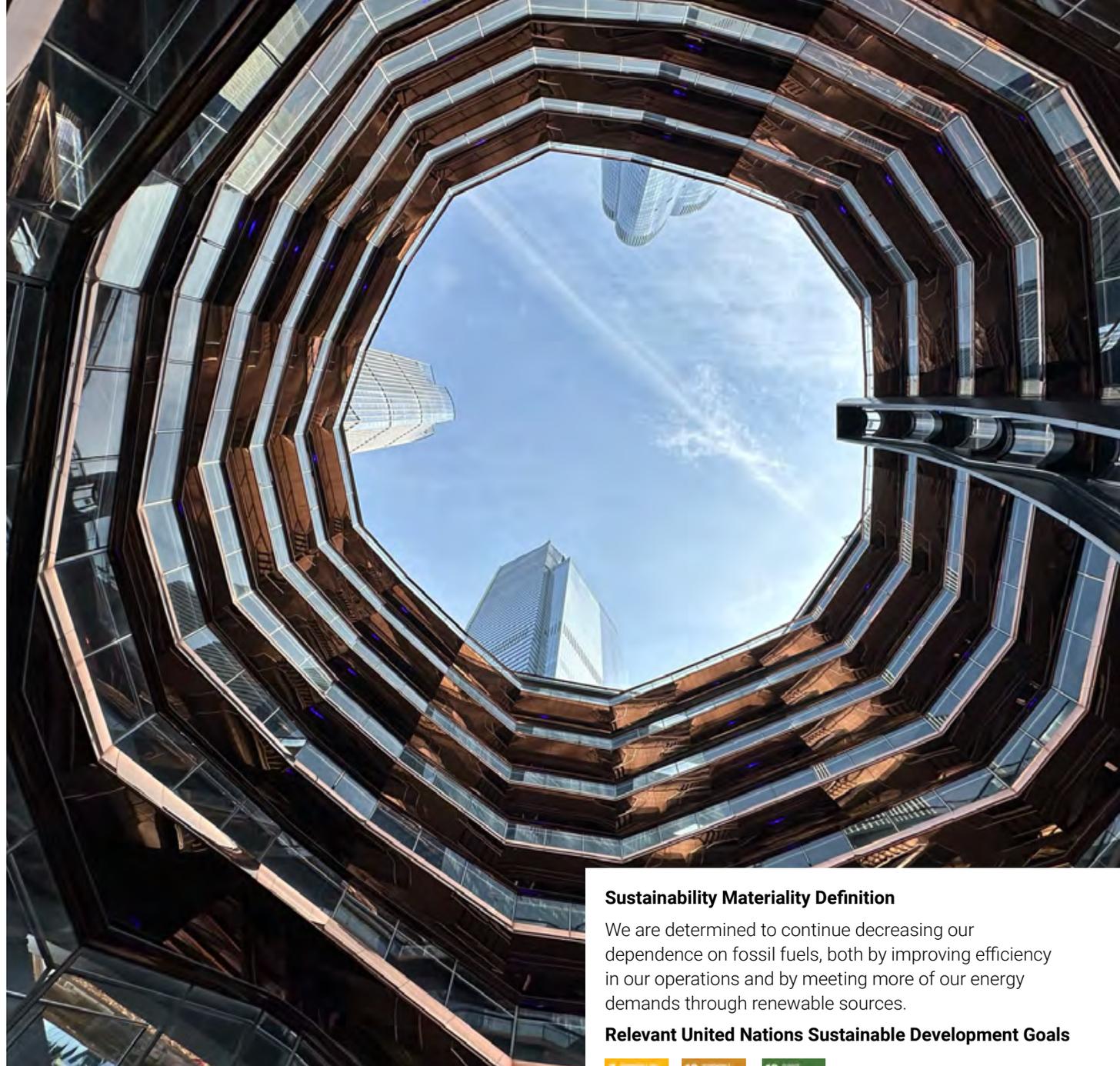


Photo submitted by:

**Phil Casey | Ontario, Canada**

View inside the The Vessel in Hudson Yards, New York City, New York, U.S.

## Sustainability Materiality Definition

We are determined to continue decreasing our dependence on fossil fuels, both by improving efficiency in our operations and by meeting more of our energy demands through renewable sources.

## Relevant United Nations Sustainable Development Goals





## 2030 GOALS FOR ENERGY EFFICIENCY & SOURCING RENEWABLE ENERGY

By 2030, we intend to achieve the following:

- **Reduce our energy use by 20% over our baseline year of 2018. This includes both renewable and non-renewable electricity, as well as other forms of non-renewable energy.\***
- **Source 100% renewable electricity and work to reduce emissions from our processes.**

*\* Non-renewable energy includes, but is not limited to, natural gas, fuel oil, gasoline, diesel, propane, and liquefied petroleum gas.*

### Tracking and Monitoring

Owens Corning tracks and monitors our performance against key energy-related indicators across our operations.

- Our plants report on the indicators that measure performance against our goals, which helps us stay current on data and spot variations that may require corrective action.
- Designated energy leaders oversee the implementation of energy management activities across our network of plants and help identify areas for improvement. In addition, they conduct assessments, facilitate continuous improvement Kaizen and Total Productive Maintenance (TPM) activities, develop projects, and provide technical support.
- Energy team members participate in monthly calls, which offer opportunities for collaboration that help us coordinate our global efforts more effectively.



Photo submitted by:

**Megan Moore | Ontario, Canada**

View of Norway from the southern fjord.

The data in this chapter was independently assured to a high level by SCS Global Services. For more information on the assurance process see About the Report, and for our verification statement please see [Appendix I](#). For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more on page 314 in [About the Report](#).

# THE ROADMAP TO OUR 2030 GOALS

The following strategies are part of Owens Corning's plan to increase energy efficiency and source renewable electricity.



## SHORT-TERM STRATEGIES

- Increase renewable electricity coverage from power purchase agreements (PPAs), virtual power purchase agreements (VPPAs), and other contractual instruments.
- Continue reducing the energy intensity of our operations through low-cost/no-cost improvements and energy efficiency projects.
- Pursue additional renewable energy opportunities on a global basis, including longer-term agreements, and explore PPAs and VPPAs in other regions where we operate, such as Latin America and Asia Pacific.

## MEDIUM-TERM STRATEGIES

- Explore and implement process changes to lower manufacturing-related emissions. Owens Corning's experts act in partnership with our business units and plants to ensure that we understand the impact of potential changes to our processes and plan accordingly for future events.
- Drive innovations that reduce emissions from our products. During the product development process, we will continue to use the principles of product stewardship to evaluate impacts during the use phase.
- Explore and test innovative technologies to control air emissions. To ensure consistency of testing for air emissions, our experts oversee testing at our facilities, and review and verify the results and findings.

## LONG-TERM STRATEGIES

- Begin implementing alternative technologies that enable us to increase our use of renewable energy.
- Drive innovation within our research and development portfolio to enable further conversion from fossil fuels to carbon-neutral and renewable energy to power our processes.



## SOURCING RENEWABLE ELECTRICITY

### Power Purchase Agreements and Virtual Power Purchase Agreements

For every megawatt hour (MWh) of electricity generated by a PPA or VPPA, we receive one energy attribute certificate (EAC), which we then apply to the manufacturing of our products. While a company seeking to reduce its footprint can simply purchase EACs, we believe that we have a direct responsibility for bringing more renewable electricity into the grid. Therefore, in addition to entering into PPAs and VPPAs, we retire all the EACs generated by them, which reduces our environmental impact as well as the embodied carbon in our products. Different types of EACs include renewable energy credits (RECs), international renewable energy credits (IRECs), and guarantees of origin (GOs, the European equivalent to RECs).

Photo submitted by:

**Megan Moore | Ontario, Canada**  
Harborfront in Toronto, Ontario, Canada.

ENERGY EFFICIENCY &  
SOURCING RENEWABLE ENERGY

# 2023 IN REVIEW

Around the world, our people are taking steps to evaluate renewable energy opportunities, invest in on-site renewable programs, and improve our energy efficiency. Our global sourcing organization works in collaboration with external partners, like utility providers, to procure renewable electricity. We are very proud of our progress, and we have reason to believe our 2030 energy goals are within our reach.



Composites President Marcio Sandri (right) and Senior Vice President Paul Wei (second from right) confer with colleagues at our site in Hangzhou, China.

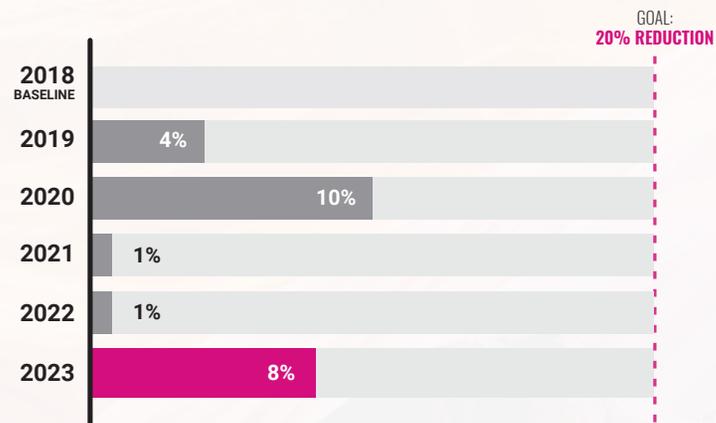


# PROGRESS TOWARD OUR 2030 GOALS

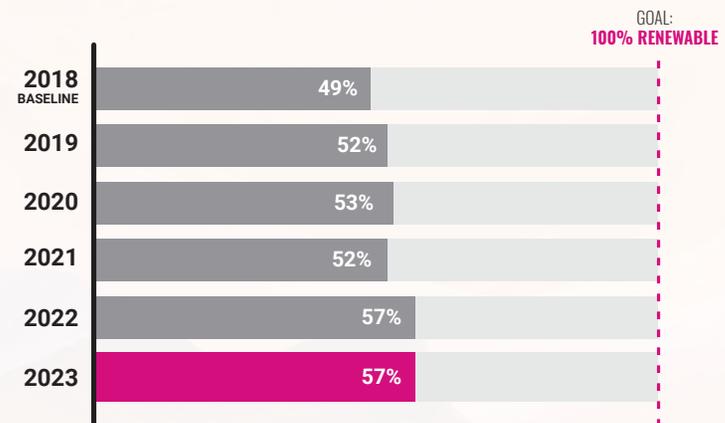
Reduce our energy use by 20% over our baseline year of 2018. This includes both renewable and non-renewable electricity, as well as other forms of non-renewable energy.\*

Source 100% renewable electricity and work to reduce emissions from our processes.

### 2030 Energy Efficiency (MWh)



### 2030 Renewable Electricity



\* Non-renewable energy includes, but is not limited to, natural gas, fuel oil, gasoline, diesel, propane, and liquefied petroleum gas.

# OPERATIONALIZING ENERGY EFFICIENCY

## 2023 Energy Conservation Projects

Since 2006, Owens Corning has implemented over 1,290 energy efficiency projects in our facilities around the world. The result has been a reduction in estimated usage by approximately 1.49 million MWh per year. In 2023, we implemented 20 projects, including lighting retrofits, heat recovery, insulation improvements, air compressors, and debottlenecking. These projects have generated annual energy savings of nearly 22,000 MWh and have reduced greenhouse gas emissions by over 6,100 metric tons per year.



Photo submitted by:

**Phil Casey | Ontario, Canada.**

Midtown Manhattan skyline, New York City, New York, U.S.

## 2023 Energy Conservation Projects

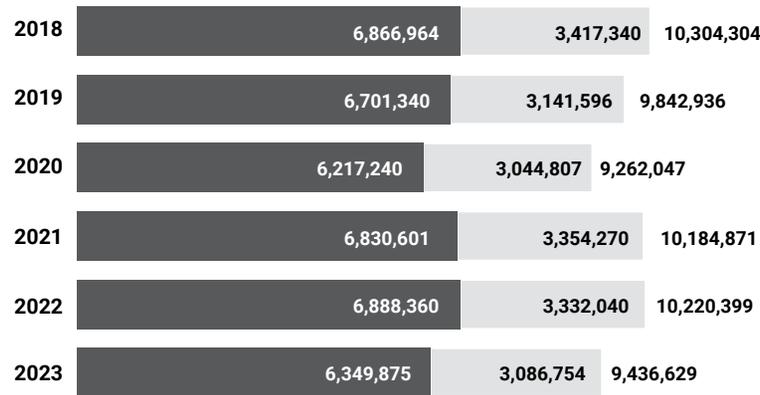
DESCRIPTION OF ACTIVITY	NUMBER OF PROJECTS	MT CO <sub>2</sub> e SAVINGS/ YEAR	MWh SAVINGS/ YEAR	ANNUAL SAVINGS (USD)	INVESTMENT REQUIRED (USD)	PAYBACK	LIFETIME	SCOPE
Waste heat recovery projects	4	2,006	7,717	\$400,705	\$888,828	1–3 years	Varies by Project	1 and 2
Efficient lighting projects	2	329	646	\$67,015	\$239,111	1–3 years	11–15 years	2
Compressed air efficiency projects	1	215	350	\$38,814	\$108,000	1–3 years	16–20 years	2
Energy efficiency projects of various types including pump upgrades, motor upgrades, and other infrastructure	1	41	66	\$7,700	\$7,200	<1 year	11–15 years	2
Projects impacting our processes, resulting in improved energy efficiency, including right-sizing of systems, efficient coating systems, and other process optimizations	5	2,910	9,368	\$571,129	\$215,697	1–3 years	Varies by Project	1 and 2
HVAC efficiency projects	6	580	3,540	\$170,117	\$257,839	1–3 years	Varies by Project	1 and 2
Replacing equipment with more energy-efficient technologies	1	87	164	\$13,943	\$8,141	<1 year	11–15 years	2
<b>TOTAL</b>	<b>20</b>	<b>6,169</b>	<b>21,852</b>	<b>\$1,269,422</b>	<b>\$1,724,816</b>			

## Energy Consumption

(in MWh)

■ Direct Energy ■ Indirect Energy

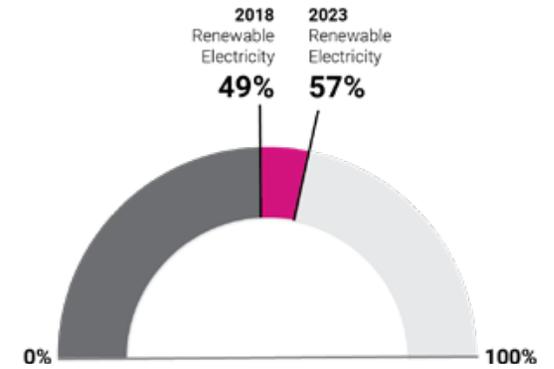
In 2023, Owens Corning decreased its overall consumption of direct energy – including the fuel usage in operation – by 8% from 2022. We decreased consumption of indirect energy, which includes the use of electricity, steam, and district heating, by 7%.



Energy usage is correlated to production.

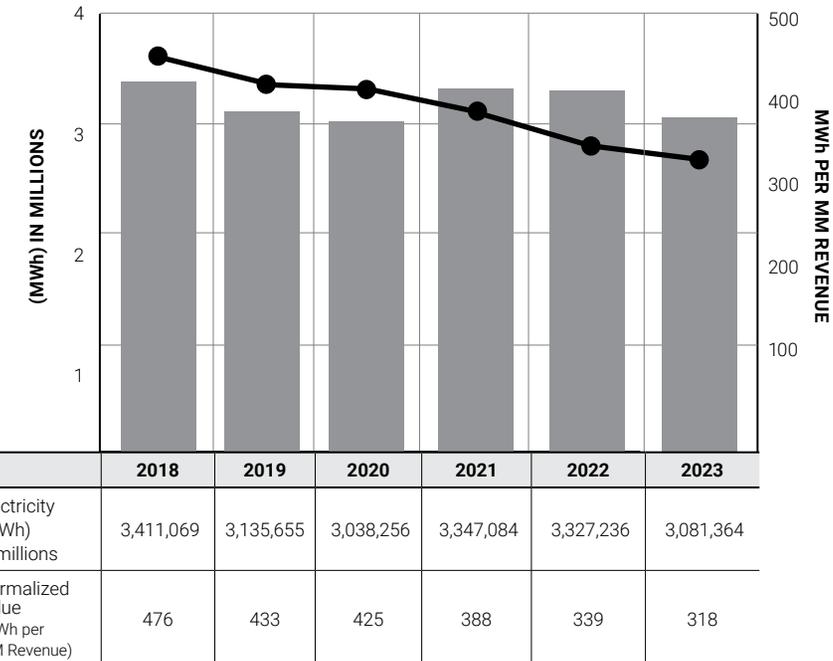
## Indirect Energy – Percent of Renewable Electricity

In 2023, approximately 57% of our electricity came from renewable sources, which represents sustained progress towards our goal.



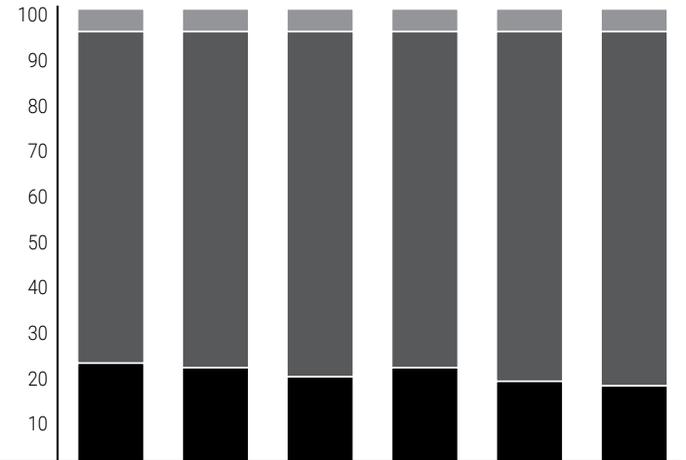
## Normalized Electric Power

■ Electricity (MWh) in millions ● Normalized Value (MWh per MM Revenue)



## 2023 Renewable Electricity by Type

As we make progress towards our 2030 goal for 100% renewable electricity, we track inputs from a number of types of sources, all of which contribute to our total 2023 renewable electricity consumption of 1,761,217 MWh, equal to 57% of our total electricity consumption.



	2018	2019	2020	2021	2022	2023
■ <b>Behind-the-Meter Renewable Installations:</b> Renewable installations that are directly consumed by Owens Corning without coming from the grid	81,795	80,132	77,790	88,293	91,300	89,949
■ <b>Site-Specific Energy Attribute Certificates and PPA's:</b> Energy Attribute Certificates associated with PPAs, VPPAs and unbundled Gos	1,230,613	1,205,940	1,235,827	1,294,248	1,451,389	1,366,527
■ <b>Residual Grid Mix Renewables:</b> Renewable electricity blends found in the electricity grids where we operate	369,342	331,849	307,862	366,119	340,653	304,740
<b>TOTAL</b>	<b>1,681,750</b>	<b>1,617,921</b>	<b>1,621,479</b>	<b>1,748,659</b>	<b>1,883,341</b>	<b>1,761,217</b>

## Low-Cost/No-Cost Improvements

One element of the roadmap to our energy goals involves making efficiency improvements at the plant level that can be performed at low cost or no cost to the company. We define low-cost/no-cost improvements as follows:

- Energy improvement measures for which the implementation cost of the measure is low enough to be counted as an expense rather than as a capital expenditure
- Energy improvement measures that are plant-related capital projects, and the annualized savings are three times the required investment with a less than four-month simple payback

This does not include energy capital expenditure projects or any measures funded by a rebuild project. Throughout our operations, we have seen employees take steps to reduce energy usage. The following are some key examples:

- **Taloja, India.** Waste heat recovery was optimized at this Composites plant, the natural gas vent valves were repaired on two ovens, and a number of further optimizations were conducted as a result of Kaizens performed by employees. This is expected to deliver an approximately 2.8% annual improvement in energy efficiency.
- **Liversedge, U.K.** A start-up sequence was installed on an oven in this Composites plant. This new sequence closes the dampers and cuts the exhaust, which heats the oven faster and enables us to use less gas, and it is expected to lead to an approximately 2.2% energy efficiency improvement annually.
- **Guangzhou, China.** A number of improvements were made at this Insulation plant, including switching the forehearth's heating sources from natural gas to electric, reducing heating loss in the forehearth by installing an isolation for the silicon carbon rod, improving external insulation on the curing furnace, and more. These improvements are expected to increase energy efficiency annually by approximately 3.0%.
- **Hangzhou, China.** In addition to program optimization employees made through shutting down one of our mainline packaging machines, employees at this site repaired a process water pump, increasing its energy efficiency by 12.5%. In addition, they completed overall improvements to warehouse lighting.
- **Irving, Texas, U.S.** In 2023, this Asphalt plant upgraded the insulation on their steam system, enabling them to use less energy and reduce their CO<sub>2</sub> emissions.



Our Composites plant in Liversedge, U.K.



## A TREASURE HUNT FOR ENERGY EFFICIENCY

While large-scale investments are a major part of our energy goals, we also acknowledge the real benefits that can be achieved through somewhat smaller improvements that can deliver greater energy efficiency at little or no cost to Owens Corning. The U.S. Department of Energy (DOE) also recognizes the importance of these actions, which they promote through a number of initiatives as part of their Better Plants program.

Their Energy Treasure Hunts are one such promotion. These multi-day events focus on identifying day-to-day operational energy efficiency improvements. Unlike standard energy assessments, which typically involve capital investments in external technology, Treasure Hunts focus on low-cost or no-cost improvements to operational behaviors within a facility.

These Treasure Hunts keep with our overall energy program, in which teams work to understand overall energy usages and create energy balances and loss trees for their plants. After conducting detailed assessments to benchmark energy-consuming systems, the teams are then challenged to complete an energy Kaizen and at least five low-cost or no-cost items. In addition, they are expected to complete at least one capital energy project yearly.

This year, teams from two U.S. plants – Kansas City, Kansas, and Danville, Illinois – participated in Treasure Hunts. In Kansas City, teams identified a number of energy-saving opportunities, and they are in the process of installing a high-efficiency compressor, adding occupancy sensors to fans, and preheating fiberizing combustion burners. They also repaired air, gas, and water leaks throughout the plant and worked to eliminate heat losses in oven

doors. Meanwhile, Danville teams took advantage of opportunities to correct air and gas leaks, and they are in the process of introducing building automation controls, replacing air-operated diaphragm pumps, and eliminating a binder trial tank recirculation pump that was not offering significant cooling.

Our plant in Amarillo, Texas, U.S., participated in an In-Plant Training focused on compressed air, another initiative established through the Better Plants program. These system-specific workshops train participants to identify, implement, and replicate energy-saving projects. The Amarillo team identified a number of opportunities around compressed air. Through their efforts, the team identified a \$400,000 capital project that will save over 4,000 MWh of electricity per year with a simple payback of just over one year.

Treasure Hunts, In-Plant Trainings, and similar initiatives are essential as we work to achieve our 2030 goals for energy efficiency and sourcing, as well as our Better Plants Challenge Partner target of a 28% energy efficiency improvement by 2030. They also create an opportunity for our people to make energy efficiency an essential part of their work in our plants – a key strategic priority for Owens Corning and our commitment to sustainability.

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**Photo above:**

The Treasure Hunt team in Kansas City, Kansas, U.S.

# SOURCING RENEWABLE ENERGY IN 2023

## Power Purchase Agreements and Virtual Power Purchase Agreements

Owens Corning recognizes the need to increase the amount of renewable electricity available, and we view power purchase agreements (PPAs) and virtual power purchase agreements (VPPAs), which support the development of large renewable energy projects, as an opportunity for us to achieve this aspiration.

To expand our renewable energy platform, we have entered into four VPPAs that have added 341 megawatts (MW) of annual capacity. These include two in the U.S. — 125 MW of wind energy in Texas and 125 MW of wind energy in Oklahoma (both signed in 2015), as well as 43 MW of wind energy in Finland and 48 MW of wind energy in Sweden. The VPPA in Sweden reached its commercial date of operation in 2021, and Finland reached its commercial date of operation in 2022.

Owens Corning aspires to have contracts in place covering 100% of our global enterprise electricity in the coming years, with those contracts operational by 2030. In early 2024, a VPPA in Spain came fully online, involving three separate VPPAs with a contracted capacity of 81.9 MW, which are collectively expected to produce 223 GWh per year.

GOs, certificates providing assurance that electricity generated comes from renewable sources, cover 100% of the electricity demand at our plant in Trzemeszno, Poland, which is among the largest users of electricity within the company, and we receive GOs from our wind VPPAs in Finland and Sweden. As of 2023, we have sourced renewable electricity for all of our European sites through a combination of PPAs, VPPAs, physical contracts, and unbundled GOs from site energy suppliers to cover shortfalls from contracts. In 2023, the following sites sourced 477,663 MWh of renewable electricity, which in turn saved 255,250 metric tons of related carbon dioxide-equivalent (CO<sub>2</sub>e).

- Apeldoorn, Netherlands
- Besana, Italy
- Brüggen, Germany
- Chambéry Science & Technology Center, France
- Hällekis, Sweden
- Hässleholm, Sweden
- Klášterec, Czech Republic
- Liversedge, United Kingdom
- Parainen Science & Technology Center, Finland
- Parainen, Finland
- San Vicente, Spain
- Skövde, Sweden
- Tessengerlo, Belgium
- Trzemeszno, Poland
- Vilnius, Lithuania
- Zele, Belgium

By 2030, we intend to source all our renewables through PPAs, VPPAs, and on-site renewables, making purchasing unbundled GOs unnecessary.



Photo submitted by:

**Daniel Pantzar | Hällekis, Sweden**

Employees participate in a Focused Improvement (FI) bootcamp at our Hällekis plant.

# OUR PEOPLE MAKING A DIFFERENCE

## Cheria Liu

Sourcing Specialist, Hangzhou, China

While attending university, Cheria Liu recognized that there was a growing need to help companies reduce their environmental impacts and decided it would be a great career path for her. With her degree in environmental engineering, Cheria originally focused on water conservation and other elements of sustainability. Upon arriving at Owens Corning, though, she began working on sourcing renewable energy for our plants in the Asia Pacific region, and she has found it to be a rewarding experience. Cheria has been with Owens Corning since 2020, and already her in-depth understanding of energy sourcing has made her a valuable asset as we seek to achieve our energy goals.

“ Our intention is to help people have better lives and better surroundings, and that’s why the environment is one of our biggest areas of focus. ”

Photo courtesy of Cheria Liu.



### On Owens Corning's unique position within renewable energy

An interesting thing about Owens Corning is that we sell composite products to the wind business, and their end products generate renewable power, which we then purchase. So there is a whole value chain there. Demand for wind power in Asia Pacific is only starting to grow, though, because there are fewer requirements to purchase renewable power than in the U.S. Within our own value chain, however, we are encouraging companies to purchase renewable power as well. We can use our influence and encourage all our partners and vendors to be more engaged in these sustainability efforts.

### On the collaborative nature of our energy sourcing efforts

We have a regular touch base with our global Energy teams. They give us updates on how the global side is doing, and we share our progress with them. They also give us feedback on how we can do it better, and of course we need the leaders' alignment on this as they support us with matters. There is also a lot of cross-functional work, because these projects need a great deal of collaboration with other teams, like the Operations team and the Legal team. So I think our broader company supports cooperation because they already support sustainability projects overall.

### On the differences in sourcing within the Asia Pacific region

We have two strategies for achieving our goal of 100% renewable electricity in Asia Pacific. We are doing solar power rooftop projects for all the plants here in China, India, and Korea. Sourcing renewable energy is totally different in the three countries, so we have different strategies for each. For example, the ability to source solar power and wind power is very limited in Korea. In China, we will go to the solar power panels first, and we will have some PPAs to achieve 100% step by step. These different strategies require collaborations within the entire company, and I feel that all our employees are cooperating to achieve our goals.

## Sourcing Renewable Electricity: On-Site and Off-Site Programs

Globally, approximately 57% of our electricity across our portfolio came from renewable sources, including wind, hydro, solar, and geothermal energy in 2023. This metric is defined as the renewable electricity sourced from the grid and the energy enabled by our PPAs and VPPAs, including on-site generation.

In 2023, approximately 50% of the electricity used in our U.S. facilities came from renewable sources: wind (45%), hydro (2%), solar (2%), and biomass (1%). This overall percentage includes renewable electricity sourced from the grid as well as energy enabled by our PPAs and VPPAs. In fact, of our total U.S. electricity consumption, 43% is directly attributable to our renewable energy programs.

As we increasingly shift to renewable sources, we evaluate global opportunities and invest in on-site renewable programs. In addition to the PPAs and VPPAs discussed previously, the following are highlights of our on-site and off-site renewable programs:

- **Compton, California, U.S.** A 0.75-MW fuel cell was installed at the site, which is nearly double the size of the previous fuel cell at that site and delivers significantly greater efficiency.
- **Delmar, New York, U.S.** A 2.7-MW solar array provides approximately 7% of the power to the site.
- **Fairburn, Georgia, U.S.** A 1-MW solar installation saves an estimated 771 metric tons of CO<sub>2</sub>e emissions.
- **Kearny, New Jersey, U.S.** A 0.5-MW solar array provides approximately 5% of the power to the site.
- **Toledo, Ohio, U.S.** A 2.4-MW solar array provides approximately 18% of the power for our world headquarters.
- **Tessenderlo, Belgium.** A 3.3-MW wind installation provides approximately 13% of the power to the site.
- **L'Ardoise, France.** This site sources 100% renewable electricity through the Compagnie Nationale du Rhône's (CNR) Caderousse hydroelectric project, which harnesses energy from the Rhône River.
- **Sayli, India.** A 0.4-MW solar array provides approximately 2% of the power to this site.
- **Yuhang, China.** A 2-MW solar array with an annual generation of 2,000 MWh provides approximately 3% of the site's electricity consumption.



Newly hired Owens Corning employees take a tour of our Roofing plant in Denver, Colorado, U.S.

## MAKING ENERGY SUSTAINABILITY CENTRAL TO OUR OPERATIONS

Throughout this chapter, we have seen many examples of our people working to achieve our 2030 goals for energy sustainability. Their accomplishments are an inspiration to us as we continue to find further opportunities to reduce our overall energy consumption and make more renewable electricity available.

These efforts — both large-scale advancements and everyday improvements to our efficiency — are key components of our approach to sustainability. They help move us toward our aspirations for decarbonization, in which we eliminate all the greenhouse gas emissions associated with the manufacturing of our processes. More information about our approach to decarbonization can be found beginning on [page 255](#).

# COMBATING CLIMATE CHANGE

As temperatures seem to be rising globally and weather patterns are changing, some companies are recognizing the need to reduce the greenhouse gas emissions that contribute to climate change. In Europe, regulatory imperatives and consumer expectations regarding sustainable products are changing the way business is done. At Owens Corning, we are consequently leading sustainability from Europe. Our people are collaborating across regions, businesses, and functions as we seek to combat climate change and ensure a resilient future.



Photo submitted by:

**Danielle Sendi | Nephi, Utah, U.S.**  
Cathedral Valley in Capital Reef National Park, Utah

## Sustainability Materiality Definition

Owens Corning understands the importance of climate action, and we take our role in the fight against climate change seriously. We have embraced a science-based target for our greenhouse gas emissions in line with the most stringent standard, designed to limit global warming to 1.5° Celsius. We also have a target to reduce our Scope 3 emissions, representing emissions from our supply chain.

## Relevant United Nations Sustainable Development Goals



The data in this chapter was independently assured to a high level by SCS Global Services. For more information on the assurance process see About the Report, and for our verification statement please see [Appendix J](#).

For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more on page 314 in [About the Report](#).

# 2030 GOALS FOR COMBATING CLIMATE CHANGE

We intend to achieve the following by 2030:

**A 50% reduction in absolute Scope 1 and Scope 2 market-based GHG emissions from the base year of 2018.**

- Scope 1 include the direct emissions from our own manufacturing operations.
- Scope 2 include indirect emissions from the generation of purchased energy.

**A 30% reduction in absolute Scope 3 emissions, compared to the base year of 2018.**

- Scope 3 refers to other indirect emissions, primarily those from our supply chain.

To achieve these goals, we must reduce embodied carbon, which refers to the total amount of greenhouse gases (GHGs) associated with the manufacturing of our products at each stage of their entire cycle, including:

- Extraction of raw materials
- Transportation of raw material to manufacturing sites
- Manufacturing process
- Transportation to construction sites
- Use phase of the product
- End-of-life

The process of eliminating embodied carbon — known as decarbonization — requires consideration of the total impact of our products at every step of their life cycle, beginning at the design phase and continuing on to the end of their use. It demands cross-functional teamwork as we work to build a circular economy for our products, improve our supply chain logistics, and foster partnerships to drive decarbonization throughout our industry.

## Our Approach to Combating Climate Change

To maximize impact in our efforts to reduce greenhouse gas emissions and embodied carbon, a new governance model has been implemented through the establishment of our Decarbonization Committee. The committee currently operates at the business level, with plans to develop a regional focus, beginning in Europe and expanding into our other regions. In addition, a new Vice President role, with a special focus on circularity and decarbonization, was created in December 2023. Based in Europe, this Vice President reports to our Chief Sustainability Officer.

Owens Corning is acting in accordance with the Intergovernmental Panel on Climate Change (IPCC), which has established that temperature increases must be held to less than 1.5° C above preindustrial levels in order to avoid the worst impacts of climate change. Our 2030 Scope 1 and Scope 2 goals have been approved by the Science Based Targets initiative (SBTi) as meeting these standards. Concurrently, the SBTi has approved our Scope 3 GHG reduction goal as being aligned with the IPCC's pathway to achieve well below 2.0° C temperature increases.

We follow the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD) protocol to account for Scope 1, Scope 2, and Scope 3 emissions. Hydrochlorofluorocarbon (HCFC) and hydrofluoroolefin (HFO) emissions are optionally included in our Scope 1 calculations in addition to the gases covered by the Kyoto Protocol (carbon dioxide, methane, and others). These are outlined in [Appendix C](#).



Photo submitted by:

**Amanda Moore | Medina, Ohio, U.S.**  
Niagara Falls, Canada

# 2030 ROADMAP TO GHG REDUCTION (SCOPE 1 & SCOPE 2)

Our plan to reduce Scope 1 and Scope 2 GHG emissions includes the following strategies:



## SHORT-TERM STRATEGIES

- **Continue converting the blowing agent** used in manufacturing our XPS foam products to blowing agents with lower global warming potential (GWP).
- **Continue converting our network to renewable sources of energy** via power purchase agreements (PPAs), virtual power purchase agreements (VPPAs), and other contractual instruments, which will impact Scope 2 emissions. Learn more about our approach to PPAs and VPPAs on [page 244](#).
- **Explore circular economy business models** that would reduce overall GHG emissions. Learn more in the Circular Economy chapter of this report.
- **Energy optimization:** Following energy intensity strategies we have established for energy reduction and energy recovery, discussed in detail beginning on [page 242](#).\*
- **Adjust operating process conditions** by increasing renewable energy ratio in hot processes such as electricity boosting (e-boosting) to reduce use of natural gas.

## MEDIUM-TERM STRATEGIES

- **Ensure systematic knowledge sharing** across our network of facilities.
- **Consider additional renewable energy opportunities** on a global basis, including longer-term agreements.
- **Continue converting the blowing agent used in manufacturing our XPS foam products to those with lower GWP.** By working to develop products with reduced operational emissions and lower embodied carbon, we can make great progress toward achieving our GHG reduction goals.
- **Continue maximizing opportunities for usage of renewable energy in our glass melting,** through processes such as e-boosting, while switching to 100% renewable energy.
- **Energy reduction through equipment investment:** Reduce fossil fuels by electrifying our natural gas processes (for example, converting to electric melters and dryers in nonwovens production) and supplying them with renewable electricity or by using other innovative technologies such as hydrogen or biomethane, which could provide benefits across all three of our businesses.\*
- **Use Total Productive Maintenance and improvements to our production processes** to reduce our energy use by 20% by 2030, compared to our base year of 2018.
- **Continue to develop circular innovations** within our research and development portfolio.

## LONG-TERM STRATEGIES

- **Technology innovation:** Drive innovation in manufacturing technologies to evaluate alternatives to gas melting and curing, such as increasing electrification, hydrogen combustion, or biomethane options.
- **Reduce the GWP of blowing agent blends** even further through research and development innovations.
- **Work to develop and implement last-mile solutions for remaining operational emissions** through exploration of new equipment, processes, and still-emerging renewable fuel technologies.

\* Specified in Owens Corning's three-horizon roadmap for decarbonization in Europe

# 2030 ROADMAP TO SCOPE 3 GOALS

Our plan to reduce Scope 3 GHG emissions includes the following strategies:



## SHORT-TERM STRATEGIES

- **Create a sustainability governance framework and infrastructure within our sourcing and supply chain teams** to promote collaboration and visibility of sustainable sourcing impact.
- **Develop training and key supplier management systems to drive Scope 3 reductions**, building on segmentation work that has identified suppliers with high potential to reduce Scope 3 emissions.
- **Further refine our analysis and reporting tools beyond Purchased Goods and Services to include other types of Scope 3 categories** such as Fuel and Energy (category 3), Upstream Transportation (category 4), and Downstream Transportation (category 9).
- **Engage with our highest impact suppliers in the Purchased Goods and Services category** to better understand supplier maturity, goals and objectives, and actions related to decarbonization.
- **Leverage supplier engagements to develop long-term commodity and supplier-specific strategies** to drive decarbonization with our most impactful commodities/suppliers.
- **Establish and deliver expectations to suppliers to provide product specific documentation, such as life cycle assessments (LCAs) and Environmental Product Declarations (EPDs)**, and establish a decarbonization roadmap for the products and services supplied to Owens Corning.
- **Encourage suppliers to source 100% renewable electricity through PPAs**, helping decrease Scope 3 emissions from fuel- and energy-related activities.
- **Pursue circular economy initiatives that help reduce upstream Scope 3 emissions by using more recycled inputs into production**, such as end-of-life recycling of asphalt shingles back into our manufacturing processes.
- **Identify opportunities to partner with industry peers and parallel industries** to take a consortium-based approach to decarbonize materials and industries.

## MEDIUM-TERM STRATEGIES

- **Develop and industrialize XPS products** using lower GWP blowing agents.
- **Continue to pursue circular initiatives to reduce upstream emissions** from raw material inputs in manufacturing.
- **Further optimize logistics operations to reduce emissions from the upstream and downstream transportation fleet and leverage a third-party partner** to identify opportunities to partner with carriers to transition to less carbon-intensive fuels.
- **Increase use of renewable electricity and reduce upstream Scope 3 emissions** from sourcing and processing of coke and natural gas by electrifying processes such as glass furnaces, coke cupolas, and material handling equipment.

## LONG-TERM STRATEGIES

- **Continue to transparently engage with suppliers** to reduce value chain emissions wherever feasible.
- **Identify partnership opportunities** to invest in decarbonization technologies.

## Strategies for Reducing GHG Emissions by Scope

We are committed to taking direct actions to accomplish our emissions reduction goals. The following represent a scope-specific breakdown of our strategies.

### Reduction of Scope 1 GHG Emissions

The biggest contributors to our Scope 1 emissions are the blowing agent used in our extruded polystyrene (XPS) foam production process, as well as fossil fuel consumption across the company. Converting the blowing agent, electrifying our assets, and employing additional efficiency measures are among the strategies for Scope 1 emission reduction.

### Reduction of Scope 2 GHG Emissions

In support of our efforts to reduce our Scope 2 GHG emissions, we have expanded our renewable energy portfolio. A few examples are shared in this chapter — more information about our work in this area can be found on [page 251](#) in the Energy Efficiency & Sourcing Renewable Energy chapter.

In that chapter, we discuss the importance of PPAs, large-scale projects that inject renewable power directly into the grid. For every MWh generated by the PPA, we receive one energy attribute certificate, an overarching term for renewable energy credits (RECs), international RECs (IRECs), and guarantees of origin (GOs). This also includes site-specific energy attribute credits (EACs), which are GOs that cover all electricity demand for a site.

We also measure emissions reductions that come from behind-the-meter renewable installations, which generate power that Owens Corning consumes directly without coming from the grid. Our reductions are outlined on the following page.

We do not invest in carbon offset programs as a way to reduce our GHG emissions. Instead, we prefer to take direct action — such as making significant changes to our operations and driving change in the electricity grid — to reduce our Scope 1 and Scope 2 emissions.

### Reduction of Scope 3 GHG Emissions

One key element of our Scope 3 emissions involves the transportation of materials and products across our value chain, and we are working to reduce those emissions on a number of fronts.

One area of interest for us is the shift toward electric vehicles. While the current demand for electric vehicles outpaces supply, we expect to see electric vehicles become a greater presence in fleets around the world. By 2030, we believe that electric vehicles will be a larger part of our transportation strategy.

In the meantime, Owens Corning continues to focus on improving efficiencies in planning and in the movement of our goods. This includes identifying logistical and sourcing strategies that leverage sustainable solutions.

To help limit the number of shipments made each day, we are working to reduce the number of stock transfer orders, in which finished goods are moved from one warehouse location to another. Stock transfer orders lead to double handling and increase the number of miles a product travels before arriving at a customer location. One way to achieve this is through the optimization of storage capacity at our warehouses.

We are maximizing the amount of product delivered on each shipment and, wherever possible, collaborating with our partners to haul heavier loads on specific roads as allowed by special permit. We are also working to reduce the weight of certain products such as shingles without sacrificing product quality. In doing so, we can fit more pallets on a truck, thus further increasing our efficiency.

We are focused on using the most energy-efficient modes of transportation, opting for rail transport over trucking whenever possible and avoiding the use of air transport for our goods.

We use a range of analytics to leverage available data and identify further opportunities for improvement. For example, we can use analytics to determine which carriers, modes, and routes can deliver the efficiencies and results needed to reduce our Scope 3 emissions.

## Scope 3 Emissions

We calculate our Scope 3 emissions as follows. Please note that some emission category types are not listed here because they have been determined to be immaterial to our business.

EMISSION TYPE	DEFINITION	CALCULATION
<b>CATEGORY 1</b> <b>Purchased goods and services</b>	<p>The representative raw material inputs used to manufacture products across our portfolio, from cradle to supplier gate.</p>	<p><b>Chemicals and minerals:</b> We have revamped our calculations to incorporate verified supplier-provided emissions data when available to better represent our true impact. Invoiced quantities from our financial spend data of supplied commodities are multiplied by a material-specific emissions intensity factor using material mappings developed from procurement data taxonomy. Over the sustainability reporting goal period, we will track progress by continuing to engage suppliers, so we can replace the material-specific emissions intensity factor with information supplied by the supplier. Our practices require us to track progress from our base year forward for supplier impact.</p> <p><b>Facing materials and packaging:</b> Based on manufacturer-specific life cycle assessments (LCAs), we calculate the GHG emissions of these raw materials by combining annual production data with corresponding life cycle modules.</p> <p><b>Bespoke calculation using product-based methodology:</b> Given the impact and size of the outsourced production for one product line in Asia Pacific, Owens Corning calculated emissions using an existing process with representative, industry-average emission factors for the unique blend of input materials. This enables us to account for additional, material sources of Scope 3 emissions from purchased goods and services not otherwise included. In previous years, this impact would have been visible in our Scope 1 emissions.</p>
<b>CATEGORY 2</b> <b>Capital goods</b>	<p>Our assets, including manufacturing equipment, construction equipment, and land.</p>	<p>We determine the representative industry sector associated with each asset class's economic activity. GHG emissions are calculated using the annual expenses incurred within the asset class and the GHG emissions generated per unit of economic activity within its industry sector. Determination of Scope 3 emissions associated with capital goods was performed using an economic input-output life cycle assessment-based (EIO-LCA) method and calculated using the EIO-LCA online tool developed by Carnegie Mellon University. Primary data were collected internally on total spend for capital expenditure.</p>
<b>CATEGORY 3</b> <b>Fuel- and energy-related activities</b>	<p>This includes both upstream and downstream emissions.</p> <p><b>Upstream emissions</b> stem from the activities required to produce purchased fuels and generate electricity, such as the extraction, processing, and transportation of fuels.</p> <p><b>Downstream emissions</b> apply to purchased electricity and are the result of generation-to-consumption activities, including those produced when additional electricity needs to be generated to compensate for line losses that occur during transmission and distribution.</p>	<p>GHG emissions from this category are calculated using life cycle impact assessment factors from the ecoinvent database for purchased fuels and electricity. For electricity, geographic-specific unit processes for high-voltage production are combined with emission rate data from the U.S. Environmental Protection Agency's eGRID (for U.S. facilities) and IEA (for non-U.S. facilities). For U.S. facilities, data for downstream transmission and distribution line losses were calculated using eGRID. For non-U.S. facilities, we used IEA data sets for the calculation. This is the first year Owens Corning is reporting data for purchased fuels, which accounts for 62% of the total emissions in fuel- and energy-related activities. We have calculated emissions from our purchased fuels back to our 2018 base year for the 2030 goal.</p>

EMISSION TYPE	DEFINITION	CALCULATION
<b>CATEGORY 4</b> <b>Upstream transportation and distribution</b>	The transportation involved in sourcing raw materials.	We determine the weight of supplied raw materials and the corresponding distances transported by each major transportation mode using data from our transportation systems. After combining this activity data with the respective GHG emissions factor for each mode, we can estimate the GHG emissions from the inbound transportation of supplied input materials.
<b>CATEGORY 6</b> <b>Business travel</b>	Rental car mileage and commercial air travel, as well as employee vehicle reimbursement related to business mileage.	This data is received from our travel vendor. For employee vehicle reimbursement related to business mileage, Owens Corning uses an extract of miles from our travel system and determines emissions based on a standard emissions rate, which is provided by the U.S. EPA Greenhouse Gas Emissions from a Typical Passenger Vehicle Guide.
<b>CATEGORY 7</b> <b>Employee commuting</b>	Emissions related to our employees traveling to and from work.	Emissions are calculated using a simplified version of the Scope 3 GHG Protocol's average-data method. To estimate employee commuting, we use the U.S. EPA's guide to determine an estimate of grams of carbon dioxide per mile, as well as the average number of days worked per year. We believe this estimate is overstated, as our calculations do not take into account telecommuting, public transportation, carpooling, business travel days that would be accounted for separately, or other methods of commuting.
<b>CATEGORY 9</b> <b>Downstream transportation and distribution</b>	The outbound distribution of finished goods.	Primary data for these product shipments is collected internally from Owens Corning logistics management systems. From the data sets collected, we combine activity data – consisting of the weight of products shipped, distance transported, and transportation mode – with mode-specific emissions factors to calculate GHG emissions.
<b>CATEGORY 10</b> <b>Processing of sold products</b>	The downstream processing that is common with our intermediate products, such as reinforcement glass fiber, which is often used in reinforced plastic composites.	GHG emissions from this category are determined by correlating the revenue from our Composites business to the GHG emissions of industry sectors that represent our glass-fiber reinforced plastic (GFRP) customers. We calculate Scope 3 emissions for these products using the EIO-LCA online tool.
<b>CATEGORY 12</b> <b>End-of-life treatment of sold products</b>	Emissions from the disposal and end-of-life treatment of the products we sell.	Scope 3 EoL emissions are determined for fiberglass and XPS insulation by calculating the GHG emissions when all the glass wool and XPS foam produced by our North American facilities for 2023 is sent to the landfill. Pertaining to our fiberglass and XPS insulation, EoL emission factors are determined from cradle-to-grave EPDs, and the LCAs upon which they are based. The third party-verified LCAs were internally conducted for these products in 2017 and 2018, respectively. These factors are used in conjunction with 2023 production volumes for these two insulation materials to determine the Scope 3 emissions when the production volume quantities are disposed of as waste-to-landfill.

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## Power BI Dashboard and Engagement Pilot

To better understand our Scope 3 emissions, we had to consolidate and assess data from our suppliers and the products they sell to Owens Corning. Prior to 2023, data were collected and updated manually in Excel-based spreadsheets that allowed for analysis of emissions by commodity group, business, region, and product. These Excel-based charts allowed us to begin to understand the main contributors of our Scope 3 emissions and discuss how we wanted to prioritize engagement activities with specific suppliers. The drawback, however, was the data sets were very cumbersome to manipulate and time-consuming to generate analytics to share within the organization.

Recognizing these limitations, we assessed and developed a new tool to provide an interactive analysis of supplier emissions data. Utilizing Power BI, we transitioned the Excel-based spreadsheets into a centralized dynamic dashboard, allowing for visualization of complex data sets and rapid use and distribution among key decision makers in the company including the Sourcing and Sustainability teams. We can now easily calculate emissions by input product, finished product, supplier, and region among other filtering options.

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## Understanding the Cost of Emissions

Owens Corning has established an internal price for carbon emissions — a best practice used by many companies. Doing so helps us make smart decisions about our GHG emissions reduction initiatives, as it enables us to frame challenges and opportunities in monetary terms, which are often more broadly understood than the concept of tons of emissions.

In implementing an internal carbon price, we consider Scope 1 and 2 emissions — the total impact of our operations and our supply chain. We have internally and externally published reduction goals, which are aligned to drive strategy and action. We do not have an internal carbon tax or carbon charge allocated to our businesses, so we are using shadow pricing to assess these costs.

Quantifying the cost of carbon emissions with an internal carbon price helps us plan future scenarios and make informed business decisions. Our internal carbon price varies by region and considers a range of potential forecasted costs, ranging from \$60 to \$160 per metric ton depending on the location. A regional approach to internal carbon pricing allows us to be more accurate as we estimate and evaluate the cost of carbon for capital project planning in regions with varying carbon prices. It also places value on reducing carbon emissions in regions that do not yet have taxes or trading schemes.

By estimating the difference in metric tons of carbon dioxide-equivalent (CO<sub>2</sub>e) emissions produced from one year-end period to the next, then multiplying that amount by \$160 per metric ton, we can arrive at the high-end estimate of cost savings of emissions reduction if a carbon tax were implemented.

We have also been able to quantify our current total risk in the event of an efficient, economy-wide carbon tax, and we can see how dramatically we have reduced that risk since 2007, our peak GHG emissions year. This also allows us to value our future forecasted emissions reductions as we work toward our 2030 goals. Since 2007, we have reduced absolute Scope 1 and Scope 2 CO<sub>2</sub>e emissions by approximately 64%. By cutting emissions in half compared to 2018, our 2030 absolute Scope 1 and Scope 2 CO<sub>2</sub>e emissions will be approximately 75% lower than they were in 2007.

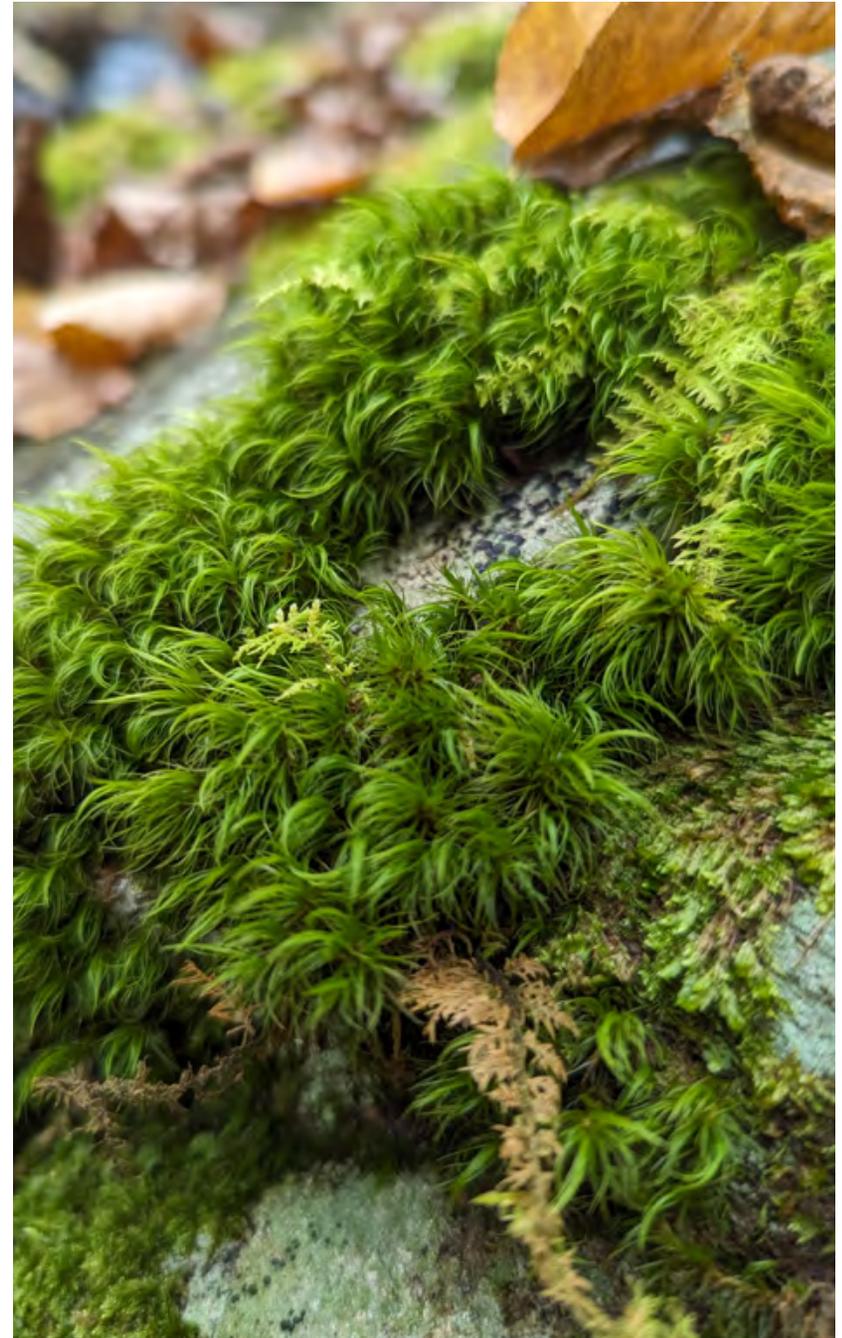


Photo submitted by:

**Kristin Bell | Toledo, Ohio, U.S.**

Moss growing on a rock at Ricketts Glen State Park in Benton, Pennsylvania, U.S.



## REDUCING EMBODIED CARBON THROUGHOUT OUR ORGANIZATION

### Decarbonization in the Design Phase

With the Ecodesign Strategy Wheel, our project teams are able to reduce embodied carbon even before products are manufactured. Through this brainstorming tool, teams are able to ensure responsible production throughout the project development process — reimagining design, choosing materials wisely, and reducing our manufacturing impacts. By empowering designers to consider sustainability at every stage, we can identify ways to reduce our overall impact, including GHG emissions. Learn more about the Ecodesign Strategy Wheel on [page 205](#).

In addition, our Insulation business now includes insights into carbon emissions in its capital delivery process. The revised process requires us to take GHG emissions into account for any new product or process.

### Operationalizing Decarbonization

At the plant level, our people are working to reduce GHG emissions by making improvements to our manufacturing processes. In addition to reducing our energy use through increased efficiencies, we are employing a range of strategies designed to move us toward our aspirations for decarbonization.

### Increasing Electrification in Our Operations

One key strategy involves the transition away from fossil fuels toward electrifying our processes when feasible. For example, we are shifting to all-electric furnaces to melt glass in our Insulation and Composites businesses.

Where process or technology constraints make a complete shift to electrification unfeasible, we still look for ways to power our processes using electricity to the greatest possible extent. For example, by modifying electrode count and locations, we are increasing electrical power supplied to the furnaces. Significant research and development will be required to continue to mitigate the impact of this approach on the life of the furnace.

Another example of this is our work to transition from coke cupolas to electric melters. In addition, we are integrating low- and no-carbon technologies into our operations, which will further reduce the embodied carbon in our products. In addition to melting processes, we are investigating similar approaches for glass delivery, drying, and curing.

Photo submitted by:

**Megan Moore | Ontario, Canada**  
Mountains in Sognefjord, Norway.

### Pursuing Renewable Fuel Sources

Where combustion is required, we are making efficiency improvements by swapping air for oxygen, and we are exploring alternate fuels such as hydrogen. These options offer opportunities for decarbonization, as their combustion emits water rather than carbon dioxide. We seek to integrate hydrogen combustion technologies into our manufacturing processes while ensuring product quality. Our work with the H2GLASS consortium, discussed further on [page 264](#), will help us achieve our hydrogen aspirations.

### Transitioning to 100% Renewable Electricity

As we electrify our processes, it is also important that we source that electricity from renewable sources. This is essential for our sustainability aspirations, and it positions us to meet increasingly stringent energy sourcing requirements, such as those underway in Europe.

We are working to source 100% renewable electricity across all our assets. We are vetting various technologies to achieve this, and our progress has been encouraging. More information about these strategies can be found beginning on [page 251](#).

Electrifying our processes using renewable sources and reducing our demand for combustion will enable us to improve efficiencies and reduce carbon dioxide-equivalent (CO<sub>2</sub>e) emissions, which refers to the number of metric tons of CO<sub>2</sub> emissions with the same global warming potential as one metric ton of another greenhouse gas.

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## Reducing Embodied Carbon in Our Products

### Made with Renewable Electricity

A number of Owens Corning products, including some of our high-density insulation products and shingles, are certified as made with 100% renewable electricity. These products, which are part of our reduced embodied-carbon portfolio, are certified in accordance with SCS Global Services' certification protocol. These certifications are made possible by PPAs and VPPAs, described in detail on [page 251](#). Owens Corning obtains and retires the EACs generated by these wind farms, enabling us to receive third-party renewable electricity certification.

These certified products provide commercial architects, specifiers, builders, and homeowners with lower-carbon product options as they seek to build more sustainable structures. They also help architects design buildings with reduced life cycle impacts in keeping with the recognized goals of the Architecture 2030 Challenge and U.S. Green Building Council's LEED® certification.

The blowing agent used to make FOAMULAR® NGX® insulation is optimized to demonstrate greater than 80% reduction in the product's GWP compared to legacy FOAMULAR® XPS insulation. In developing this product, Owens Corning is addressing climate change in two ways — by reducing the product's embodied carbon and by helping individuals reduce their own energy footprint.

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We conduct EPDs on many of our products — offering a verified, third-party source for embodied carbon values. Learn more on [page 216](#).

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Photo submitted by:

**Danielle Sendi | Nephi, Utah, U.S.**

Autumn fades to winter in the Wasatch Mountains, Midway, Utah.

# PARTNERING TO COMBAT CLIMATE CHANGE

Owens Corning works with a range of consortiums, universities, and companies to help combat climate change. These alliances provide technical capabilities, help develop new technologies, and share information and investments in infrastructure. Through our collaboration, we are able to save time, cost, and risk as we work together for a better future.

To further drive decarbonization in our Composites business, Owens Corning has joined 22 other companies in a collaborative project called H2GLASS. Established by Horizon Europe and funded through the EU, H2GLASS aims to develop ways to replace natural gas with hydrogen and utilize oxy-fuel combustion energy. Horizon Europe funds research and innovation dedicated to combating climate change through collaboration and the sharing of knowledge. The project launched in January 2023.

We are also members of the Carbon Leadership Forum, a coalition of architects, engineers, contractors, material suppliers, building owners, and policymakers dedicated to dramatically reducing the embodied carbon in the building industry and promoting whole-building life cycle assessments and impact reductions.

To help our customers reduce their embodied carbon, Owens Corning was a Methodology Partner in the development of the Embodied Carbon in Construction Calculator (EC3), a tool designed to help designers and specifiers look at a project's overall embodied carbon emissions, enabling the specification and procurement of low-carbon options.

We engage with a number of external parties with whom we can leverage our expertise and our products. Together, we can do even more to combat climate change and advance sustainability throughout our industry. These partnerships include the following:

- **Trade groups.** These partnerships enable us to expand our reach to consumers and industry professionals, so we can do more to promote energy efficiency and renewable energy practices. A complete list of trade groups with whom we engage beginning on [page 357](#) in [Appendix D](#).

We also participate at the board level in many strategically relevant organizations, such as the North American Insulation Manufacturers Association (NAIMA), the Passive House Network, and the Building Performance Institute (BPI). In addition, Owens Corning employees participate on committees and working groups within these organizations.

- **Policymakers.** Owens Corning supports legislation and regulatory efforts aimed at reducing global GHG emissions in line with the IPCC's recommendations to limit warming to 1.5° C, and we engage with policymakers to further those aspirations. Our Government Affairs team collaborates globally with our Legal, Regulatory Affairs, Corporate Affairs, Finance, Sourcing, Science & Technology, and Sustainability functions to support activities aligned with our climate objectives.
- **Non-governmental organizations (NGOs).** We actively partner with organizations that drive forward-thinking programs across a range of topics, including advanced standards for energy efficiency and the durability of buildings. This includes our membership in the American Center for Life Cycle Assessment, the National Association of State Energy Officers, and the Carbon Leadership Forum.

## Green Power Partnership

Owens Corning is a member of the Green Power Partnership, which was established by the U.S. Environmental Protection Agency to provide expert advice and technical assistance to companies and organizations seeking to increase their renewable electricity use.

To qualify for participation, partners must meet annual electricity use standards and meet a minimum percentage of their annual electricity use in the U.S. from renewable sources. As a member of the Green Power Partnership, Owens Corning has access to a range of tools and resources, as well as valuable assistance as we work toward our 2030 target for renewable electricity.

In 2023, Owens Corning was ranked No. 24 on the Green Power Partnership's ranking of the top 100 member companies.

COMBATING CLIMATE CHANGE

# 2023 IN REVIEW

Throughout our operations, Owens Corning employees are aligning toward one agenda, one in which the impacts of climate change are held in check and a sustainable future is in sight. Our goals and ambitions are embedded in our business strategy, and we are proud of the progress we have made. While there is still a great deal to accomplish, we are confident that our people will deliver on our purpose of making the world a better place together.



Photo submitted by:

**Nathaniel Bauer | Denver, Colorado, U.S.**  
Eldorado State Park in Colorado, U.S.



## PROGRESS TOWARD OUR 2030 GOALS

# 26%

ABSOLUTE REDUCTION IN  
SCOPE 1 EMISSIONS

Most of our Scope 1 emissions are attributable to the blowing agent used in our XPS foam production process, as well as fossil fuel combustion across the company. Innovations such as our FOAMULAR® NGX™ insulation are critical to our strategy. It should also be noted that changes in production output could cause increases or decreases in our emissions, given the shifts in the use of raw materials and energy.

# 34%

ABSOLUTE REDUCTION  
IN MARKET-BASED  
SCOPE 2 EMISSIONS

Electricity from utility providers is the major source of our market-based Scope 2 emissions. We use monthly invoices to capture end-to-end consumption at an enterprise level. As required through the WRI and WBCSD GHG Corporate Accounting and Reporting Standard and GHG Protocol Scope 2 Guidance, we calculate our market-based GHG emissions by tracking:

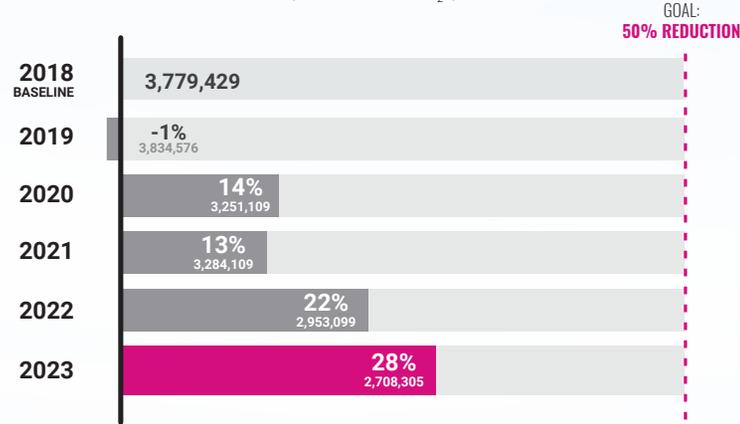
- Energy attribute certificates (including renewable energy credits)
- Contracts
- Supplier/utility emission factors
- Residual mix (where appropriate)

In 2023, we used the 2023 eGrid factors to measure location-based emissions from electricity for U.S. locations, as well as the 2023 Green-e® Residual Mix factors to measure market-based emissions from U.S. locations. For Europe, we also used the 2020 AIB European Residual Mix factors for market-based electricity emissions. For select international market-based calculations and all international location-based electricity calculations, we used IEA factors released in 2020. It should be noted that for approximately 52.5% of our facilities, we calculate emissions using supplier/utility emissions factors, which means we can make these calculations more accurately than through standard regional estimates. In these cases, suppliers provide information about the specific power sources used. These calculations may reflect the sources that make up the grid supply after renewable energy has been sold to specific users, meaning that other users are charged for the residual mix of sources.

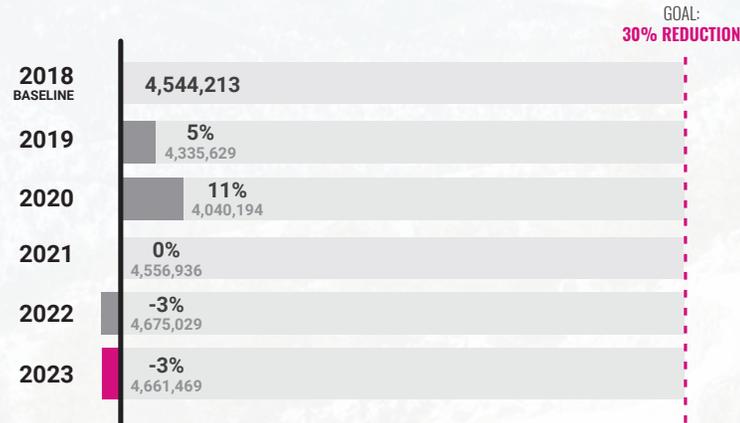
# PROGRESS TOWARD OUR 2030 GOALS

**28%**  
REDUCTION IN ABSOLUTE SCOPE 1 AND MARKET-BASED SCOPE 2 EMISSIONS

## Absolute Scope 1 and Scope 2 (Market-Based) Greenhouse Gas Emissions (metric tons of CO<sub>2</sub>e)

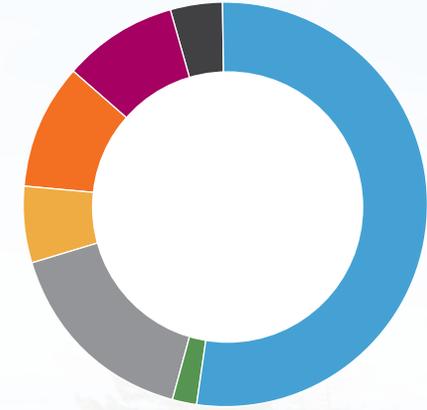


## Absolute Scope 3 Greenhouse Gas Emissions (metric tons of CO<sub>2</sub>e)



**-3%**  
REDUCTION IN ABSOLUTE SCOPE 3 EMISSIONS

## 2023 Scope 3 GHG Emissions



- Purchased goods and services <sup>^</sup> 52%
- Capital goods <sup>+</sup> 2%
- Fuel and energy-related activities (not included in Scope 1 or 2) <sup>^</sup> 16%
- Upstream transportation and distribution <sup>^</sup> 6%
- Business travel <sup>^</sup> <1%
- Employee commuting <sup>^</sup> <1%
- Downstream transportation and distribution <sup>^</sup> 10%
- Processing of sold products <sup>+</sup> 9%
- End-of-life treatment of sold products <sup>^</sup> 4%

<sup>^</sup> Assured to a high level by SCS Global Services  
<sup>+</sup> Assured to a moderate level by SCS Global Services

## INITIATIVES TO REDUCE EMBODIED CARBON

- **L'Ardoise, France.** The team at this Composites plant was able to increase e-boosting capabilities in their furnace. This has led to an approximately 45% increase in the furnace's e-boosting capacity, which is a record milestone for Owens Corning Composites.
- **Hässleholm, Sweden.** We have electrified a part of the coke-fired cupola, reducing the coke consumption at this stone wool plant by approximately 18%.
- **Hässleholm and Hällekis, Sweden.** Since 2013, our Paroc plants have been working with a company called Höganäs AB, who provides slag as a secondary raw material in the manufacturing of stone wool. Unlike virgin raw materials such as limestone, slag produces no CO<sub>2</sub> when melted. Over the course of the partnership, Owens Corning Paroc has purchased over 100,000 metric tons of slag from Höganäs AB, reducing emissions by approximately 22,000 metric tons in that time.
- **Trzemeszno, Poland.** Having switched to 100% renewable electricity in 2022 at this Insulation plant, we have been able to decrease the GWP by 78% for products produced on two of the lines. Switching also reduced CO<sub>2</sub>e emissions in our European stone wool production by over 30%.

### 2023 Renewable Programs GHG Reductions by Type\*

	MWh	EMISSIONS REDUCTION, IN MT CO <sub>2</sub> e
<b>Behind-the-Meter Renewable Installations</b>	89,949	6,248
<b>Site-Specific Energy Attribute Certificates and PPAs</b>	1,366,527	665,369
<b>TOTAL</b>	<b>1,456,476</b>	<b>671,617</b>

\* GHG reduction type descriptions can be found on [page 248](#).

- In 2023, we sourced 477,663 MWh of electricity through guarantees of origin for renewable electricity across 16 of our European sites, which translates to 255,250 metric tons of avoided carbon dioxide-equivalent (CO<sub>2</sub>e) emissions.
- Our facility in Gastonia, North Carolina, U.S., is powered with 100% nuclear electricity, the generation of which emits no greenhouse gases.
- Through our PPAs and VPPAs, Owens Corning retired 1,287,511 RECs, for a total of 649,440 metric tons of avoided CO<sub>2</sub>e in 2023.

In December 2023, the final text of the Industrial Emission Directive was adopted in the EU, which sets the tone on the decarbonization of industrial facilities. As the emissions limit values range for the installations will be directly linked to the best available technique, the next few years will be crucial for the decarbonization of our activities.

## EMBODIED CARBON IN OUR PRODUCTS

We currently have 14 products that are certified by SCS Global Services as made with 100% renewable electricity:

- EcoTouch® Flexible Duct Media Insulation
- Pink® Next Gen® Fiberglas™ Insulation
- Loosefill Insulation
- Thermafiber® Insulation
- Thermafiber® Formaldehyde-Free Insulation
- QuietR® Duct Board Insulation
- QuietR® Spiral Duct Liner
- FOAMULAR® NGX® XPS Insulation
- Fiberglas™ 700 Series Insulation Board
- Fiberglas™ Insul-Quick® Insulation
- Ceiling Board
- Duration®, Oakridge®, and Supreme® 3-Tab shingles from our facility in California

These certified products make up 25% of our total revenues.



**As of 2023, we have sourced renewable electricity to power all our European sites.**

# OUR PEOPLE MAKING A DIFFERENCE

## Ayush Mishra

Global Decarbonization Lead

Having received his bachelor's degree in India, then a master's degree and a doctorate in Finland, Ayush Mishra brings a global perspective to his work here at Owens Corning. Ayush started as a Process Development Engineer in 2020 before moving into his current role as a Global Decarbonization Lead in our Insulation business. This move toward helping the company remove embodied carbon from our products is an appropriate one for Ayush, as he has long had a deep connection with the natural world. He says the ability to combine his interest in research with the potential to have a positive impact on the environment makes this the ideal job for him, and his enthusiasm shows through here.

“ We are in a very privileged position, where our products help make buildings more energy efficient — and we are producing them in a way that helps minimize our negative impact. ”

Photo courtesy of Ayush Mishra.



### On manufacturing products with sustainability in mind

With our insulation, we are in a position where our products are making the world a better place as they make buildings more energy efficient. At the same time, we are making sure that we are producing those products with the minimum negative impact on the environment as well. One project in particular is very interesting — at our plant in Hässleholm, Sweden, we have reduced coke consumption by electrifying part of the cupola. We are able to operate the cupola using less coke without sacrificing product quality or production capacity. The beauty of this is that we also have cupolas in Europe, the U.S., and Asia, and this technology can be used across all those plants.

### On collaboration within a global corporation

One thing I really like is the collaborative nature of the work here at Owens Corning. Because I work in this global role, I need to connect across all our Insulation business sites. I have always found that people really care for one another at Owens Corning — that's been one takeaway from my work here. People are always curious and willing to learn, and I have that same attitude in my role. I need to understand all the production processes to determine the causes of CO<sub>2</sub> emissions, and the people I work with around the world have been very open to collaboration. They try to answer as many questions as possible, and they share the same passion for sustainability.

### On Europe's decarbonization

The drive for sustainability is very strong in Europe, and even within Europe, the Nordic region is at the forefront. I think I'm really lucky to be based in a place where this is very much the focus of our work every day. But I see the passion in the colleagues that I interact with from across the ocean. My colleagues really understand the importance of this, and I think that's one of the unique things about working for Owens Corning. The work we are doing here in Europe will have benefits in regions that are at different stages in their decarbonization journey. We're all in this together.

# A GLOBAL EFFORT TOWARD A BETTER FUTURE

The fight against climate change represents one of the most pressing environmental imperatives we currently face, as the need to avoid the worst impacts of climate change has become increasingly clear. Every stage of a product's life cycle represents an opportunity to reduce embodied carbon, and it is vital that we pursue many avenues toward reducing greenhouse gas emissions.

While we have not yet set a net zero target publicly, we are fully committed to total decarbonization and have developed specific reduction activities that align with the strategy to reach our science-based 2030 greenhouse emission reduction goals and beyond. Every step we take toward reducing the embodied carbon in our products places us closer to the aspirations we have for ourselves as a company.

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Photo submitted by:

**Nathaniel Bauer | Denver, Colorado, U.S.**

A marmot at Mount Blue Sky (formerly Mount Evans) in the Rocky Mountains, Colorado.



# WASTE MANAGEMENT

Our internal waste reduction strategy relies on three pillars: reducing, diverting, or recycling waste. Throughout our operations, we are working to reduce waste through operational efficiency improvements, increase internal recycling by developing new capabilities, and establish external diversion to alternate applications.



This chapter focuses on the many ways we are reducing waste. These efforts are part of a larger commitment to reducing waste in all its forms — liquid, solid, hazardous, and non-hazardous — over every product’s life cycle. The waste generated at our sites comes from manufacturing processes, such as those used to manufacture glass fiber, and other waste streams, including those considered commodities. The goals we have set here go hand-in-hand with our circular economy aspirations, which are described in detail beginning on [page 217](#).

Photo submitted by:

**Abigail Sprague | Granville, Ohio, U.S.**

Wild mushroom growing on the grounds of Eibingen Abbey, Rudesheim am Rhein, Germany.

## Sustainability Materiality Definition

Our ambition is to mitigate the waste that we produce by redesigning the process to avoid its creation, then repurposing it whenever possible. We are committed to redefining waste, continuously looking for beneficial uses for our byproducts and other waste materials.

## Relevant United Nations Sustainable Development Goals



The waste data in this chapter was independently assured to a moderate level by SCS Global Services. For more information on the assurance process see [About the Report](#), and for our verification statement please see [Appendix I](#).

For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more on [page 314](#) in [About the Report](#).

# 2030 GOALS FOR WASTE MANAGEMENT

We aspire to send zero waste-to-landfill by 2030.

We have made waste management one of our top strategic priorities for sustainability, and we have established a two-part approach to achieve it.



## THE ROADMAP TO OUR 2030 GOALS

We have established a range of strategies to reach the point where we are sending zero waste-to-landfill.



### SHORT-TERM STRATEGIES

- **Reduce waste intensity by improving operational efficiency and process design.**  
By improving process performance, we can reduce the amount of waste generated.
- **Increase the percentage of recycled content** in our products and packaging materials through design innovations and operational improvements.
- **Identify and activate more solutions** to reuse and recycle waste back into our own processes.
- **Divert our waste** into other applications and markets through external partnerships.
- **Continually drive reduction in waste production** and improve the efficacy of our waste management and recycling efforts.

### MEDIUM-TERM STRATEGIES

- **Establish internal recycling capabilities** across our three businesses.
- **Continue to find new external outlets** for specific waste streams.
- **Focus research and development on glass fiber recycling technologies**, which can reduce the demand for raw materials and energy.

### LONG-TERM STRATEGIES

- **Invest in next-generation technologies** that allow us to approach zero waste in our production processes.
- **Invest in technologies and processes** to recycle waste glass fibers into raw materials, so they are of sufficient quality to be put back into production.
- **Collaborate with strategic partners** to support the recycling of glass and other waste streams.



Photo submitted by:

**Jai Jaiswal | Taloja, India**

Tree on the grounds of our Taloja plant.

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## Internal Processes and Accountability

Zero waste-to-landfill (WTL) requires a cross-functional approach across our enterprise – people at all levels and positions taking action to drive reductions. Our environmental management system (EMS) is a collection of policies and procedures regarding the management of our environmental performance in our facilities. Among other things, the EMS ensures compliance with all regulatory requirements related to waste and adherence to our Environmental, Health, Safety, and Product Stewardship Policy. More information about the EMS can be found on [page 77](#).

Preventing waste throughout the life cycle of our products is an important commitment of Owens Corning. To identify opportunities for additional waste reduction and diversion strategies, we conduct periodic assessments of our waste management and recycling efforts. More information about our approach to product stewardship can be found on [page 203](#).

Our Circular Economy team is also responsible for driving waste reductions and fostering relationships with internal and external stakeholders across all our businesses to achieve our goals. The team conducts periodic reviews to assess progress, and they take necessary corrective actions to help mitigate waste.

Although all our waste programs are subject to enterprise-level leadership review and reporting, many of our waste reduction initiatives begin at our manufacturing facilities, where our people's dedication and ingenuity have helped identify opportunities for improvements. In the next section of this chapter, we will demonstrate the ways we are operationalizing waste management.

WASTE MANAGEMENT

# 2023 IN REVIEW

This year, we made very promising progress toward our waste management goals. This is in part because we have changed our overall mindset about waste and worked to develop new avenues for reduction, recycling, and diversion. The gains we have made are a testament to the work of our people everywhere, and we look forward to documenting even more progress on the way to our 2030 waste management goals.



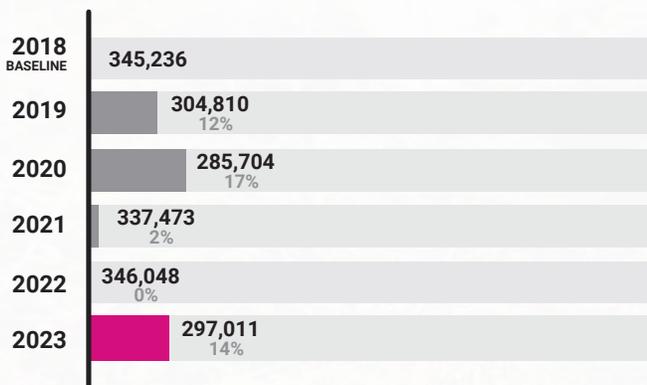
Photo submitted by:  
**Megan Moore | Ontario, Canada**  
Bee on a purple flower.



# PROGRESS TOWARD OUR 2030 GOALS

## Waste-to-Landfill in Metric Tons by Year

GOAL: ZERO WASTE-TO-LANDFILL



### Drivers of Progress Toward Our 2030 Goal

Changing market conditions and associated network optimization actions have resulted in reductions in our WTL. In addition, shifting product mixes and increased throughput have resulted in increased scrap production.

In our Composites business, there was an increase in process waste generated due to disruptions caused by sub-standard raw material quality and weather. We are managing impacts from raw material quality by testing raw input materials to ensure they meet quality standards. We also worked with our suppliers to ensure sufficient raw material quality.

Although our Roofing business has lost a number of recycling outlets in recent years due to the pandemic, we accelerated diversion in 2023 by securing new outlets, including more shingle recyclers. We have also been working with our waste haulers to find recycling outlets for our sand and granule waste.

## OPERATIONALIZING WASTE MANAGEMENT

To deliver our waste management goals, we will rely on the concerted efforts of every Owens Corning facility around the world. Through a collaborative effort, we have developed and deployed training, shared best practices, expanded recycling, and leveraged new ideas across our plants, businesses, and R&D operations to ensure progress towards our ambitious aspirations.

In 2023, Owens Corning successfully diverted 63% of waste generated away from landfills and toward other uses. Offtake customers have found value in these materials, and successful transaction agreements have been established as a result. Even so, each business unit continues to have waste streams that are being landfilled. However, we are working to develop capabilities for reducing, recycling, and diverting these waste streams, both internally and with external partners that can help evaluate technology solutions for waste recycling. In handling these materials, our approach – which can be seen across all three of our businesses – is to establish internal recycling opportunities for a more robust pathway to zero WTL.

The waste sent to landfill from our Composites and Insulation businesses is mainly glass fiber. This glass fiber waste is very valuable, and our intent is to develop technologies that will enable us to internally recycle glass waste within our plants and make new products from it.

Our Roofing business represents a relatively low percentage of our enterprise. For that business, the biggest waste opportunity is with shingle tear-off waste (the end-of-life of the shingle). This waste stream does not count toward our total waste-to-landfill, and therefore does not count toward our 2030 waste management goal. More information about our shingle waste recycling can be found on [page 224](#).

### Waste Mapping

To identify waste flows within our processes at our top waste-generating plants, our Circular Economy team has undertaken a Waste Mapping initiative that applies the principles of value stream mapping used in Lean management. The goal of this initiative is to increase the understanding of material efficiency in the process and to identify processes that are wasteful. The waste maps are developed through collaboration between various teams – Operations, EHS, and Logistics within the plant. Through the process, the teams have identified opportunities to reduce costs, improve production flows, reduce inventory, and improve performance. For example, in April 2023, a TPM workshop on waste was held in Jackson, Tennessee, U.S., where a cross-functional team in the plant utilized the waste loss map to estimate the value of waste loss and to define the roadmap to zero out the waste through targeted efficiency improvement and diversion projects.

# WASTE MANAGEMENT INITIATIVES

The following are among our key waste management initiatives throughout our operations:

- **Aiken, South Carolina, U.S.** During 2023, a major emphasis was placed on the expansion of existing diversion partners across the enterprise. This led to increased diversion of nonwoven mat/dry glass waste in North America. The Circular Economy team (discussed on [page 218](#)) includes a diversion group that was able to expand their reach to both nonwovens and roofing facilities that were previously unable to be serviced by working with two third-party companies. One company uses our waste mat to manufacture a paper roofing product made with over 90% of recycled material. The other converts scrap/damaged rolls by splicing them, removing quality defects, and telescoping them, so they can be used for roofing applications in areas where Owens Corning does not service. The expansion of these programs has enabled us to recycle over 4,260 metric tons of nonwoven mat/dry glass waste across our North American nonwovens plants in 2023, an approximately 76% increase over the 2,416 metric tons recycled in 2022. Not only has this program brought Owens Corning closer to our 2030 zero WTL goal, but it has also allowed the Composites and Roofing businesses to see a reduction in costs associated with landfilling material.
- **Joplin, Missouri, U.S.** The Joplin plant is one of Owens Corning's largest mineral wool facilities, and reduction of WTL is a top priority. At the end of 2023, we signed an agreement to divert process scrap glass (shot) and fly ash waste into a cellular concrete mix produced by a third-party company, which they are using to backfill their property. In the initial phase of this project, they are focused on using this waste to elevate their land for the construction of a 40,000-square foot equipment shop, which will be used to house their mobile machinery.

- **Medina, Ohio, U.S.** This Roofing plant was able to leverage a long-standing relationship with a third-party trucking company to recycle 100% of the waste shingles generated by the plant in 2023. Since January 2023, Medina diverted over 8,400 metric tons of waste shingles from landfill. After hauling the shingles directly from the plant, the trucking company grinds the material and uses it as road covering within their facility. This diversion represents an expansion of our relationship; for over 10 years, they have been successfully diverting the plant's filler waste. Employees at the plant are optimistic that this diversion/recycling partnership will continue for years to come.
- **Vilnius, Lithuania.** This Insulation plant achieved zero WTL in 2023 through two measures: returning to a previously used composting method, and continuously improving the briquetting process. In 2022, the Vilnius plant's waste hauler introduced a new method for composting various waste streams. However, when it was deemed unsuccessful, the plant and waste hauler agreed to return to historic composting practices. This allowed for the plant's filter house wool waste to be reused, and this resulted in the plant not sending waste to landfill or to be incinerated. Additionally, the plant continues to collaborate with their long-standing briquetting partner to improve the briquetting process and briquette recipe. Both activities allowed the plant to increase diversion by almost 10% compared to 2022.
- **Amarillo, Texas, U.S.** We work with Re'tek Engineering Solutions, located in Elkhart, Indiana, U.S. to divert core and runback waste from this Composites plant. Re'tek Engineering Solutions is able to process fiberglass scrap into insulation, which is used in the oil and gas industries. Over 2,500 U.S. tons of waste have been diverted to date. Owens Corning is currently in the process of expanding the program to enable more U.S. Composites plants to divert their waste to Re'tek in 2024.

- **Apeldoorn, Netherlands.** Owens Corning has established a pilot program at this Composites plant, which aims to address the challenge of implementing the circular economy model by developing cost-effective ways to upcycle nonwoven waste material. A team has been working with a thermoplastic compounder that is making compound from our waste mat fibers and recycled polymer.

The team has performed successful compounding and injection of 100% post-industrial recycled flakes. The team uses the compounding line at our Science & Technology Center in Chambéry, France, to test these materials and define a comprehensive value proposition. One promising avenue is in thermoplastic compounding and injection molding, in which nonwoven byproducts are repurposed to make components for use in automotive, appliance, and electrical applications.

By diverting waste, the project also has the potential to deliver savings in landfill costs. Looking ahead, the team is working to leverage additional external partners and identify new thermoplastic applications. In addition, they are gauging the extent to which the project can be expanded beyond the Apeldoorn facility's nonwoven waste and into other nonwoven or glass fiber byproducts. These options may include thermoset resins, cement-based formulations, and wood- and paper-based products. We are also collaborating internally with Paroc to leverage this waste material as a source of recycled content for mineral wool products.

## Excellence in Waste Diversion

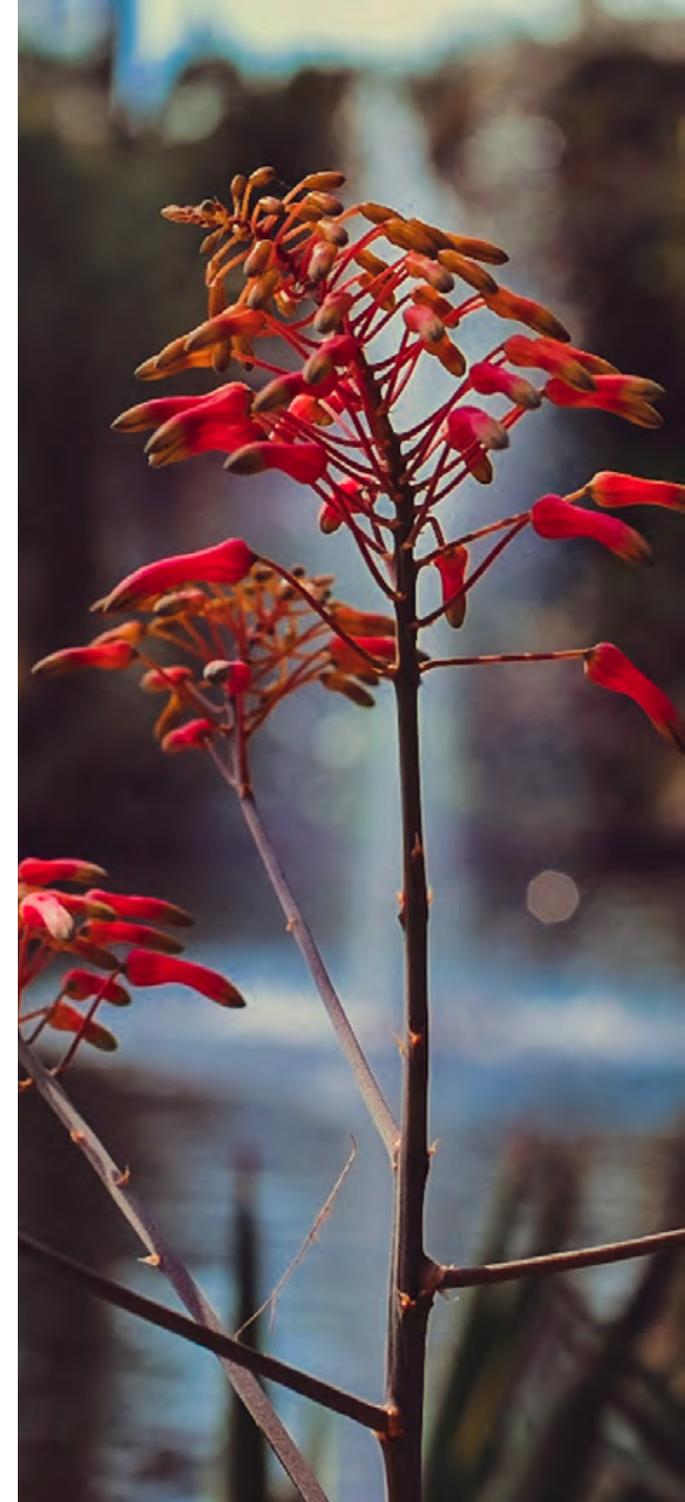
Owens Corning facilities are committed to managing waste, and we are proud to recognize their accomplishments. We use an internal rating system comparing diversion from landfill to total waste generated. In 2023, 32 plants diverted more than 80% of their waste from the landfill.

<b>PLATINUM LEVEL</b> 100% WASTE DIVERSION	<b>GOLD LEVEL</b> >98% WASTE DIVERSION	<b>SILVER LEVEL</b> >80% WASTE DIVERSION
<ul style="list-style-type: none"> <li>■ Nanjing</li> <li>■ Qingdao Novia</li> <li>■ Ridgeview</li> <li>■ Vilnius</li> <li>■ Xuancheng Guangde</li> </ul>	<ul style="list-style-type: none"> <li>■ Asan</li> <li>■ Tianjin Glass Line</li> <li>■ Trzemeszno</li> <li>■ Yantai</li> <li>■ Yuhang Glass Wool</li> </ul>	<ul style="list-style-type: none"> <li>■ Changzhou</li> <li>■ Charleston</li> <li>■ Dapada</li> <li>■ Gresham</li> <li>■ Guangzhou</li> <li>■ Hällekis</li> <li>■ Hässleholm</li> <li>■ Kearny</li> <li>■ Medina</li> <li>■ Mount Vernon</li> <li>■ Nephi</li> <li>■ Portland Asphalt</li> <li>■ Rockford</li> <li>■ Sayli</li> <li>■ Skovde</li> <li>■ Springfield</li> <li>■ Tallmadge</li> <li>■ Taloja</li> <li>■ Tessengerlo</li> <li>■ Tiffin</li> <li>■ Valleyfield</li> <li>■ Yuhang GRS</li> </ul>

Photo submitted by:

**Valéria de Freitas Mesquita | Rio Claro, Brazil**

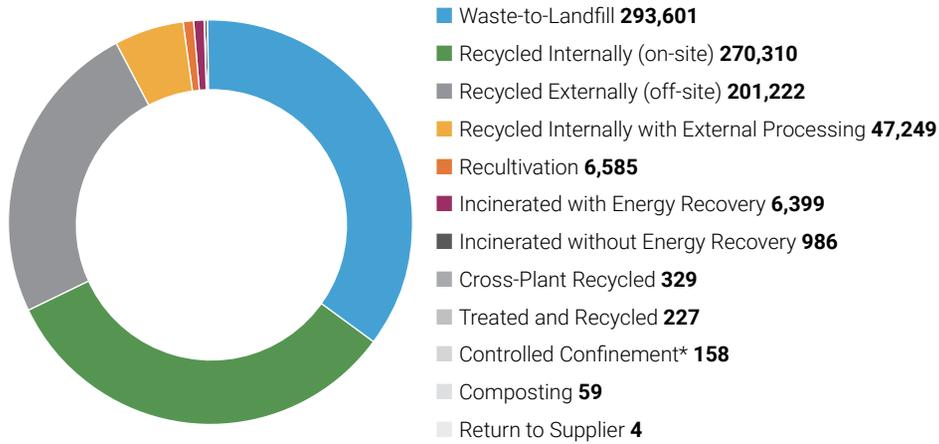
Flower, Miami, Florida, U.S.



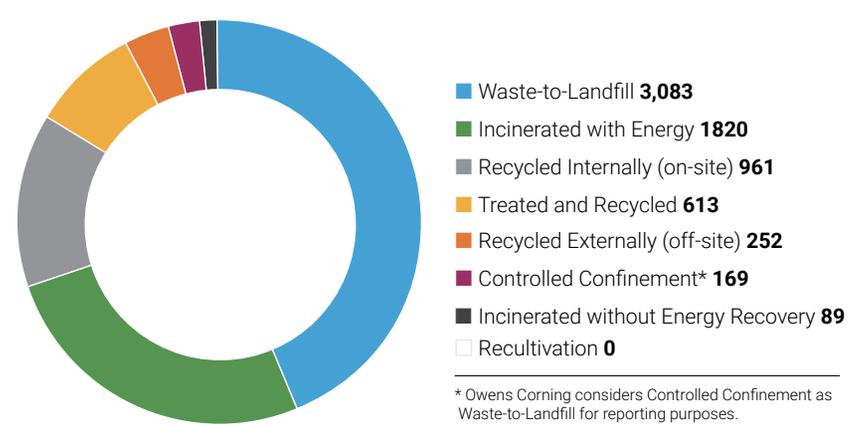
## Waste Management Performance

Owens Corning uses waste intensity to measure our performance toward our 2030 waste management goals. We continue to evaluate and improve upon the methods and mechanisms used to track how waste streams are recycled, reused, or landfilled. When available, we use invoices from waste management or recycling companies in our data reporting; otherwise, we rely on on-site weight scales. In the absence of scales, we use calculated estimates to determine the weights of our shipments. We assess our performance based on the final disposition of each material.

### 2023 Non-hazardous Waste by Disposal Method (Metric Tons)



### 2023 Hazardous Waste by Disposal Method (Metric Tons)



\* Owens Corning considers Controlled Confinement as Waste-to-Landfill for reporting purposes.



Photo submitted by:

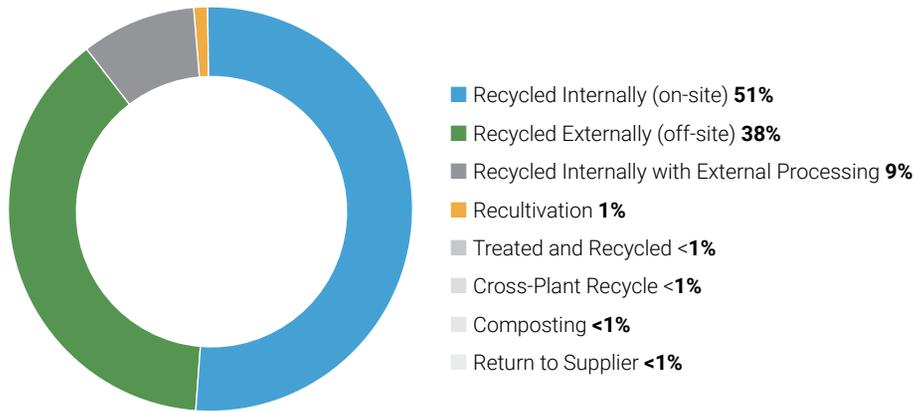
**Sarah Jones | Granville, Ohio, U.S.**  
Palm trees in Orlando, Florida, U.S.

## Total Waste Generation and Disposal

The majority of waste generated in Owens Corning facilities is either diverted or sent to landfill. Depending on the type of waste, we use such diversion methods as commercial composting, incineration with energy recovery, and returning waste to supplier.

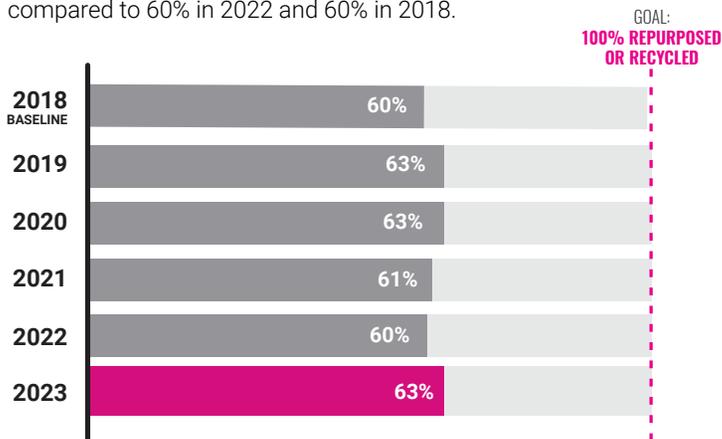
In 2023, Owens Corning generated 834,118 metric tons of waste, compared to 879,637 metric tons in 2022. We separate waste into hazardous and non-hazardous categories. In 2023, the overwhelming majority, 827,130 metric tons, was non-hazardous waste. More information about our approach to hazardous waste can be found in the [Environmental Compliance section](#).

### 2023 Waste Diversion by Disposal Method



### Waste Diversion 2018–2023

Our overall waste diversion rate for 2023 was 63%, compared to 60% in 2022 and 60% in 2018.



## REINFORCING OUR COMMITMENT TO ZERO WTL

Managing waste remains one of our top strategic priorities for sustainability, and we remain committed to achieving our waste-to-landfill ambitions. This involves redefining waste – continuously looking for beneficial uses for our byproducts and other waste materials – and we are proud of the gains our people are making in plants and facilities everywhere.

Throughout our operations, we are working to divert materials, which would otherwise have gone to the landfill, toward other uses. This requires a great deal of collaboration and innovation within and among our plants, and we are encouraged by the progress we have made improving operational efficiency and process design. Every step we take toward zero WTL demonstrates our people’s resilience and ingenuity, helping ensure that our 2030 waste management goals are within reach.



Photo submitted by:

**Valéria de Freitas Mesquita | Rio Claro, Brazil**  
A view from the city of Americana, São Paulo, Brazil.

# OUR PEOPLE MAKING A DIFFERENCE

## Rafael Correa

Operations Manager

As the Operations Manager at our Composites plant in Rio Claro, Brazil, Rafael Correa is able to do a great deal to increase our positive impacts. Although Rafael has been with Owens Corning for just under two years, he has been instrumental in a number of important initiatives to reduce waste. In addition to taking on sustainability responsibilities on the job, Rafael is also an advocate for reducing, reusing, and recycling at home. He is proud of the work Owens Corning is doing to manage waste, and he shares some of his plant's recent accomplishments here.

“ We need to see the future in a sustainable way for the next generation — and create less waste at home and at our jobs. ”

Photo courtesy of Rafael Correa.



### On recent waste management initiatives at Owens Corning

We have implemented numerous initiatives aimed at reducing and reusing waste. One initiative focuses on the internal reuse of pallets; we repair and reuse them when possible instead of discarding them. These initiatives, developed using the Total Productive Maintenance (TPM) methodology, have resulted in significant waste reduction and contributed to environmental conservation.

### On the importance of caring for our environment

It is important that we are not only thinking about the moment, but that we are also caring about the future, because natural resources are limited. I would like for everyone to have the same resources, the same access to fresh air, water, and all the other things that we have today. When we talk about sustainability, we must be committed in terms of how we care for ourselves now and the next generations. When we do this, both inside the company and outside the company, we can increase the potential benefits of the things we do, and we will have a better planet as a result. I believe that every small action that we all take towards sustainability can have a significant impact, and that is what will truly make a difference in the future of our planet.

### On our company's emphasis on collaboration throughout the organization

I think we are very well supported by Owens Corning in our waste management efforts. If we have an idea that will help reduce waste or help improve the environment in other ways, the enterprise is always open to hearing about it. If we can prove it's a good idea, they will provide the support we need. There's also a lot of collaboration, where we can discuss ideas with people from other plants, improve on those ideas, and then implement them. For example, we have worked with people at other plants who are trying to take waste and reuse it in melters. This opened our minds about how we can use our waste here at our plant. If it weren't for these collaborations, we might never have thought about this. I think that's something that makes Owens Corning different.

# RESPONSIBLE WATER SOURCING & CONSUMPTION

Abundant fresh water is essential to life on Earth. Owens Corning recognizes the need to balance our own needs with the needs of communities — especially in areas with a lack of access to usable water. That's why we're actively working to reduce our water use in ways that deliver tangible results, both for our company and for the people with whom we share these scarce resources. Doing so requires a tremendous amount of collaboration and innovation among our people.

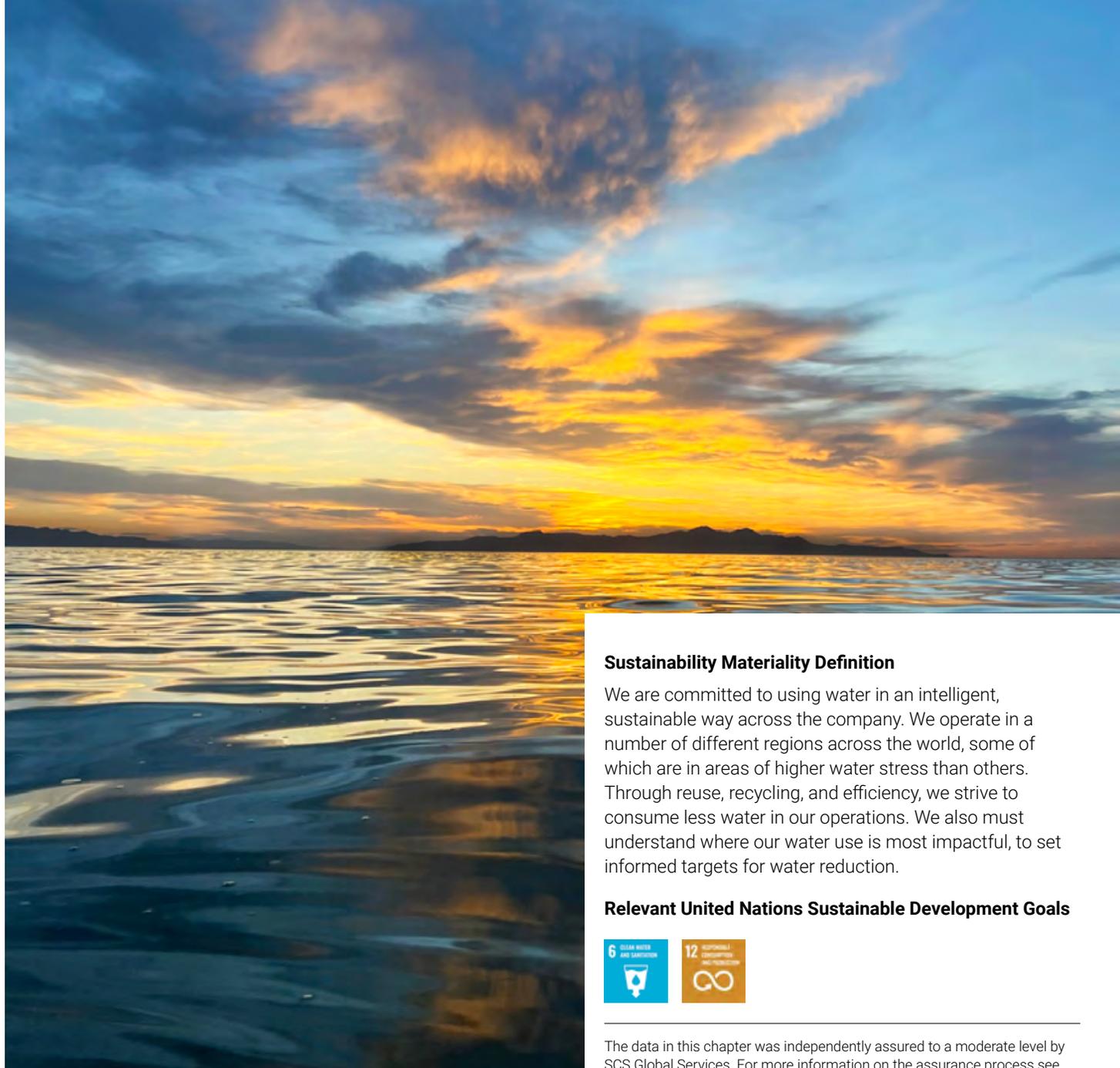


Photo submitted by:

**Danielle Sendi | Nephi, Utah, U.S.**  
Sunset over the Great Salt Lake, Utah.

## Sustainability Materiality Definition

We are committed to using water in an intelligent, sustainable way across the company. We operate in a number of different regions across the world, some of which are in areas of higher water stress than others. Through reuse, recycling, and efficiency, we strive to consume less water in our operations. We also must understand where our water use is most impactful, to set informed targets for water reduction.

## Relevant United Nations Sustainable Development Goals



The data in this chapter was independently assured to a moderate level by SCS Global Services. For more information on the assurance process see [About the Report](#), and for our verification statement please see [Appendix I](#).

For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more on [page 314](#) in [About the Report](#).

## 2030 GOALS



# FOR RESPONSIBLE WATER SOURCING & CONSUMPTION

**By 2030, we will cut in half the amount we take from local water supplies in places where water is limited in quantity or quality. In addition, we intend to ensure that our other facilities remain at the same water intensity as our base year of 2018, or lower when aggregated.**

We have established the following targets to guide our water conservation efforts:

- At high water-stress sites, achieve a 50% aggregate intensity reduction of water withdrawal in, compared with the base year 2018.
- In all other locations, maintain or reduce aggregate water withdrawal, compared to the base year 2018.



Photo submitted by:

**Skylar Bone** | Edmonton, Canada  
Angel Glacier, Alberta, Canada.

# THE ROADMAP TO OUR 2030 GOALS

To achieve our goals for responsible water sourcing and consumption, Owens Corning has established the following strategies:



## SHORT-TERM STRATEGIES

- **Conduct annual water risk assessments, identifying areas of high water stress for all our sites.** More information about our approach to water risk assessments can be found on [page 284](#).
- **Increase water efficiency through equipment and maintenance optimization.** This includes leak detection, meter installation, water mapping, and more. These initiatives have lowered operating costs and further reduced our dependence on local and regional water sources. Many of the reductions we have made since 2018 can be attributed to low- or no-cost efficiency efforts, in addition to more significant capital investment projects.
- **Engage employees to raise awareness of best water use practices.** We empower our employees to use the principles of Total Productive Maintenance (TPM) to prevent and fix problems, including issues related to water efficiency, as well as the guidelines set for the U.S. Department of Energy's Better Plants Program.
- **Assess our operations for additional reuse and recycling opportunities.** One pillar of TPM, Focused Improvement (FI), encourages our teams to identify and address issues and ensure continuous improvement across our operations, including ways we can source water even more responsibly.

## MEDIUM-TERM STRATEGIES

- **Deepen our understanding of our water consumption through water balances and life cycle assessments (LCAs).** A water balance looks at the amount of water going into our processes, the amount of water going out, and what we do with it in between. By understanding where we are consuming water, we can find opportunities to reduce our overall usage. Our understanding can be shaped through loss analysis and the use of TPM's FI tools.  
  
LCAs help us identify the amount of freshwater consumed during the life cycle of each of our products.
- **Explore and test innovative water recycling technologies.** Owens Corning seeks to increase water recycling practices throughout our operations. Learn more about these efforts on [page 285](#).
- **Engage with suppliers to understand water use and risk in the value chain.** We will conduct an annual supplier survey, which includes information about whether select Tier 1 suppliers have goals to reduce water usage and strategies for water management in water-stressed areas. These suppliers are selected based on a high-risk country-based ESG rating, single- and sole-source supplier status, and/or critical supplier status.

## LONG-TERM STRATEGIES

- **Continue to explore and proceed with key investments in infrastructure.** Since we have increased water efficiency through equipment maintenance and optimization in the short term, we are committed to finding more opportunities for increased water efficiency and improvements in water quality in the long term.
- **Continue employee and stakeholder engagement to raise awareness of best water use practices.** We work to establish positive relationships within the communities where we operate. To mitigate any future conflicts, we proactively engage with local stakeholders when we build, expand, or update our facilities. Stakeholder engagement at all levels helps us optimize water usage for reduced consumption and waste.

Photo submitted by:

**Phil Casey | Ontario, Canada**

Bruce Peninsula National Park, Tobermory, Ontario, Canada.

# WATER RISK ASSESSMENTS

## AT OWENS CORNING

Water-related risks and availability of supply vary across our geographies, processes, and product lines. To minimize the impact of these challenges at our locations, we perform regular risk assessments using the World Resources Institute (WRI) Aqueduct Water Risk Atlas. Using this tool, in conjunction with our internal knowledge, we gain the information needed for a framework to develop our targets and measure our progress.

The WRI Aqueduct Water Risk Atlas features 13 indicators that address the quantity and quality of physical risk, as well as regulatory and reputational risks. As we look at these indicators, we seek to determine the following:

- Which indicators could have a direct impact on our ability to withdraw water
- Which indicators could be impacted by our water withdrawal
- Which indicators would be affected by a 50% decrease in our water withdrawal intensity

Based on those considerations, we selected seven indicators that have the highest relevance to our operations. They are categorized as follows:

- **Significantly relevant.** These indicators are emphasized in our internal evaluation and in the scoring of our facilities.
  - **Baseline Water Stress** compares the water withdrawn to the water available in a given subbasin. Each subbasin is part of a larger basin that drains into an ocean or lake at a single point. Since water demand is usually local, the WRI Aqueduct Water Risk Atlas measures water withdrawal at the subbasin level.
  - **Baseline Water Depletion** is similar to baseline water stress, but rather than considering total withdrawals, it is calculated based only on the amount of water consumption.
  - **Drought Risk** measures the probability that drought will occur, as well as the magnitude of its impact based on the exposure and vulnerability of the affected population and assets.
- **Relevant to our operations.** We also consider these indicators in our water risk assessments.
  - **Interannual Variability** refers to the variations in available water supply from year to year.
  - **Seasonal Variability** refers to the average variations within a year, including both renewable surface water and groundwater supplies.
  - **Unimproved/No Drinking Water** areas are those where people have less access to safe drinking water. This measurement only measures the proportion of the population without access to treated drinking water, rather than the availability of water or the actual quality of water.
  - **Peak RepRisk** is a third-party index that quantifies business risk exposure to environmental, social, and governance (ESG) issues in a given country.

Since 2018, we have measured our water risk using WRI Aqueduct Indicators and our annual water data, which serve as a strong proxy for all aspects of water risk to a business's operations. This metric takes into account the supply and demand stress of regional water withdrawal, providing us with a more complete understanding of water-stressed areas.

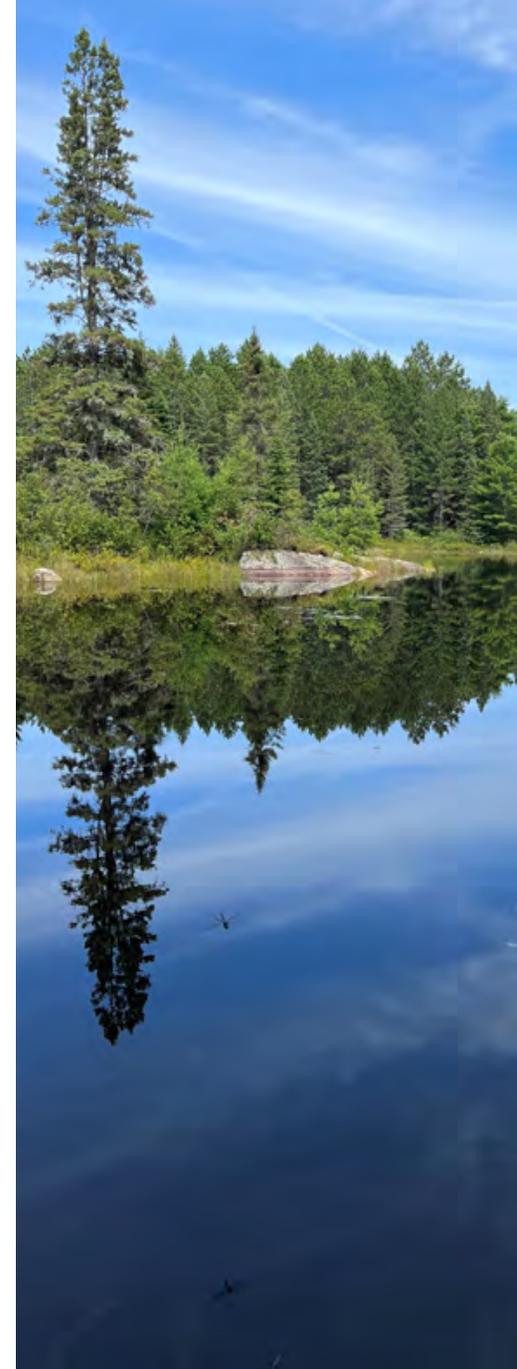


Photo submitted by:

**Megan Moore | Ontario, Canada**  
Algonquin wetland, Canada.

## Location-Based Targets

We have developed location-based targets to address our potential impact on water conditions around the world. Location-based targets address both our need for water, as well as the needs of the communities where we operate.

Our targets are based on a score for each facility, which is derived through calculations based on the indicators previously listed. A site is included in our list of high water-stress areas if it meets the following criteria:

- The facility has an extremely high risk score in the three significantly relevant indicators.
- The facility has a high total score based on all seven indicators.

We also have a watchlist for all sites where a water risk could change over time. Each year, we evaluate all sites according to these indicators, and location-based targets will be added as needed to address high water-stressed areas. See our 2023 location-based targets [here](#).



Photo submitted by:

**Megan Moore | Ontario, Canada**  
Wilderness around Skjolden, Norway.

## Water Recycling and Recirculation

■ **Recycled water** refers to water that is used in the production of prime product and is then pulled out of a specific production process area, mechanically and/or chemically treated, then returned to the same process or used in a different area (either production-related or nonproduction-related).

■ **Recirculated water** refers to water that is used in a closed-loop system in the production of prime product. This water only exits the recirculating system when it evaporates or when the recirculating system is flushed or cleaned.

At the site level, we track recycled and recirculated water monthly, along with water withdrawal, water use, and water discharge. Most of our withdrawal data comes from invoices and meter readings, which are supplemented by calculations based on process knowledge and production levels. All sites are required to follow our detailed water governance documentation to ensure standardization and accuracy.

We have taken steps to increase recirculation and recycling of water at our plants, which decreases costs related to intake, treatment, and discharge. In several Composites manufacturing facilities, for example, process water is recycled and used for cooling towers and landscaping. In our Insulation plants, we have increased water recirculation percentages where processes support using recirculated water.

As a result, we have seen a decrease in water withdrawal, despite increased production in these plants. This reduces our footprint in the communities where we operate while also benefiting our company financially.

### Discharge Compliance

Owens Corning facilities comply with national, state, and local regulations and permits regarding water withdrawal wastewater discharge.

Our businesses use water in different regions with different regulations and in different processes. As a result, our water management approach is tailored to the site level.

At applicable sites, we actively monitor relevant effluent data, including chemical oxygen demand (COD), biochemical oxygen demand (BOD), and total suspended solids (TSS). We also collaborate with external organizations to verify our discharge information. Where it is necessary to meet discharge requirements, we pretreat or treat our wastewater prior to discharge accordingly. Most of our sites are charged for their water discharge, and all our sites are expected to comply with local regulations.

Discharges in environments around our facilities are controlled through permits and required monitoring. In addition, several of our facilities have achieved a zero-discharge level, other than water discharged for irrigation. Unauthorized discharges and runoff must be reported to our Environmental and Legal departments, and corrective action must be taken. Employees are subject to disciplinary action for knowingly failing to comply with legally required environmental reporting.

### Impact on Local Water Bodies

We evaluate all our facilities to determine their proximity to sites listed as ecologically sensitive or significantly important to maintaining biodiversity. Aquatic evaluations are also completed at the corporate level to determine if any of our facilities are located near rare, threatened, or endangered species; sensitive habitats; or species on the IUCN Red List of Threatened Species. Water withdrawals from our facilities do not exceed volume thresholds, as we do not extract from Ramsar Wetlands sites or other highly sensitive water resources based on our knowledge of suppliers and sources.

Owens Corning is not impacting any specially protected bodies of water or related habitats, as defined at the country level by the U.N. World Heritage Sites, U.N. Biosphere Sites, or Ramsar Wetlands. This determination is based on an annual evaluation that continues to demonstrate our manufacturing sites' lack of proximity to these defined sites or species.

More information about these efforts can be found in the [Protecting Biodiversity chapter](#) of this report.

RESPONSIBLE WATER  
SOURCING & CONSUMPTION

# 2023 IN REVIEW

Owens Corning uses water for a range of activities — from chillers used in building maintenance to process water used to manufacture our products to industrial cleaning at our facilities. Thanks to the perseverance and resourcefulness of the people at our sites around the world, we’re making progress toward our goal of using less water in our processes and ensuring more water is available in our communities.



Photo submitted by:

**Nathaniel Bauer | Denver, Colorado, U.S.**

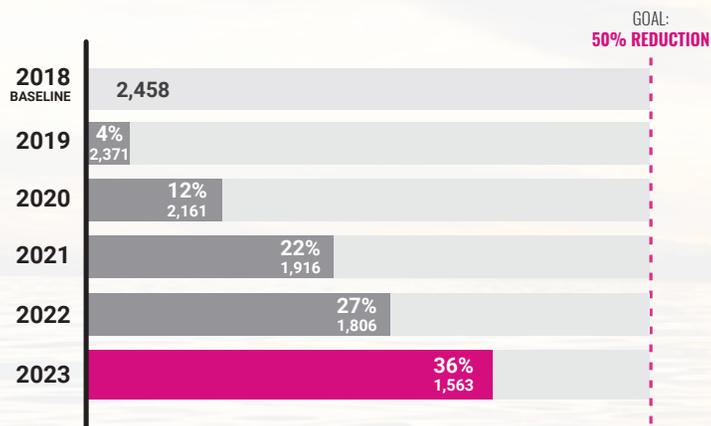
At the base of Mount Blue Sky (formerly Mount Evans) in the Rocky Mountains, looking at Echo Lake in Colorado.



# PROGRESS TOWARD OUR 2030 GOALS

### High Water-Stress Sites Water Withdrawal Intensity

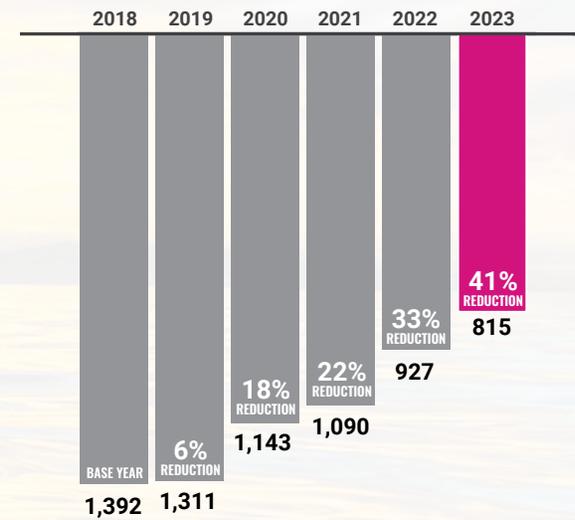
(cubic meters normalized by revenue, in millions)



### All Other Sites Water Withdrawal Intensity

(cubic meters normalized by revenue, in millions)

GOAL: REMAIN FLAT OR REDUCE



The progress we have made toward these targets is due to our work to promote continued water use efficiencies through prioritizing fixture upgrades and repairs.

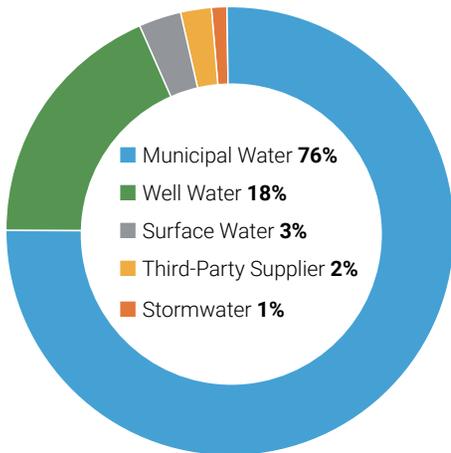
# ADDITIONAL PROGRESS IN WATER CONSERVATION

Using a metric based on multiple factors taken from the WRI Aqueduct Indices, our water stress analysis indicates that, of our sites that were active in 2023, 31 were in water-stressed areas. Our facilities at these sites accounted for 39% of our overall water withdrawal in 2023, as well as 47% of our overall water discharge.

In 2023, Owens Corning facilities:

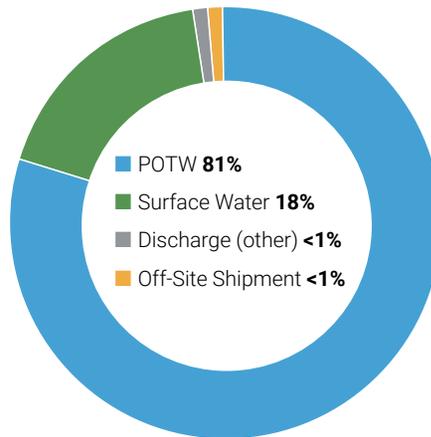
- Recycled 445,563 cubic meters – 25% of water withdrawn
- Recirculated 195,497,813 cubic meters – 11,040% of water withdrawn
- Since 2018, our conservation and efficiency efforts have avoided more than 2.2 million cubic meters of water, saving more than \$2 million in water intake related costs – and enough drinking water for about 1.9 million people for a year.

2023 Water Withdrawal by Source



We source water for our operations from the sources listed in the accompanying chart. This year, we withdrew 9,893,982 cubic meters of water, a 7% absolute decrease compared to the base year 2018.

2023 Water Discharge by Destination



In 2023, we discharged a total of 4,789,193 cubic meters of water, which represents a 15% improvement from the base year of 2018. This includes discharges to publicly owned treatment works (POTW), surface water sites, off-site shipment, and other destinations.

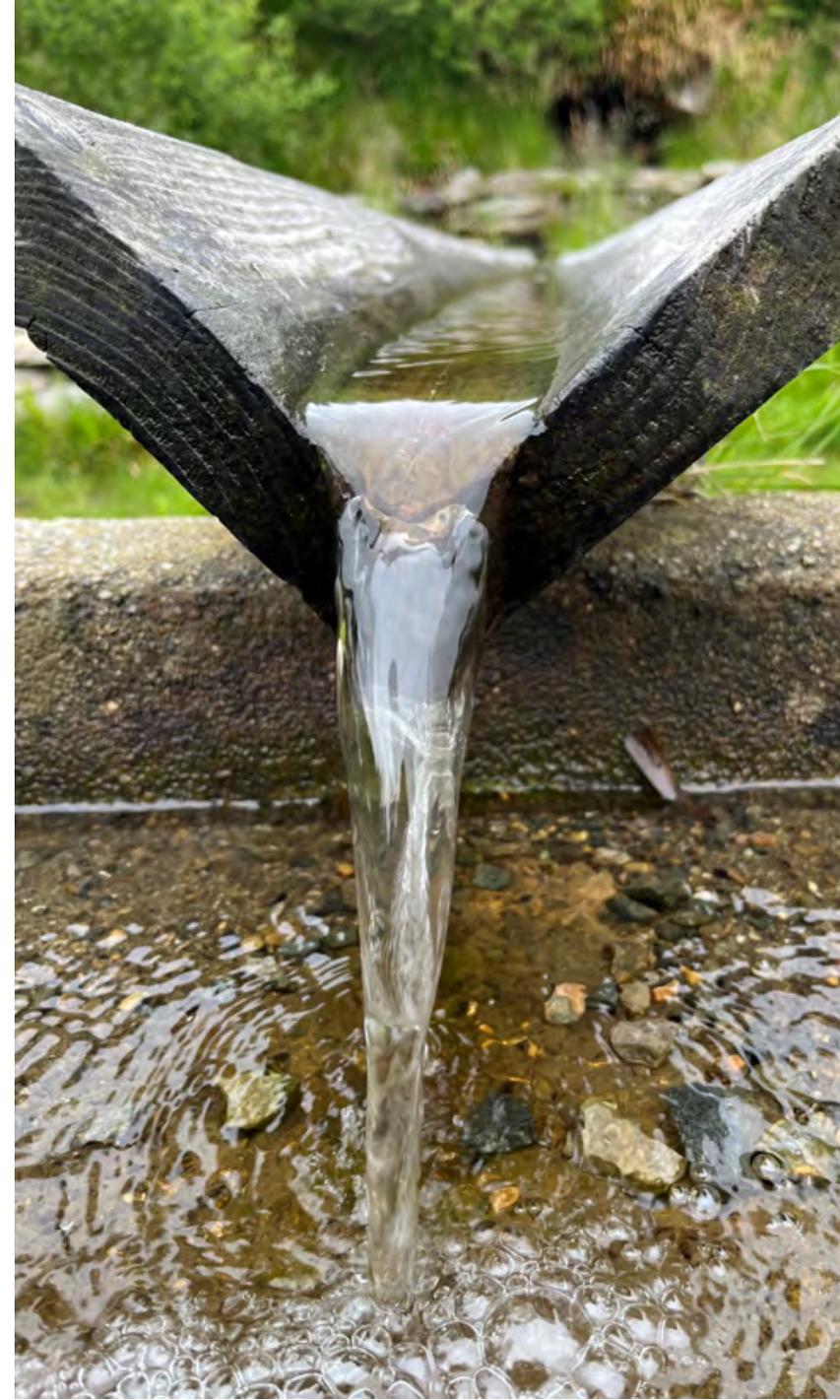


Photo submitted by:

**Megan Moore | Ontario, Canada**  
Water feature in Bergen, Norway.

## Water Risk Assessments in 2023

Using the water risk assessment approach described earlier, Owens Corning conducted our 12th annual water risk assessment in 2023 – our sixth year using multiple water stress factors taken from the WRI Aqueduct Indices to define our metric. We used the findings from this analysis in conjunction with our sites' 2023 water intake and discharge statistics. Collectively, this assessment informs the development of our water management plans to optimize water efficiency at facilities in water-stressed regions with high water demand.

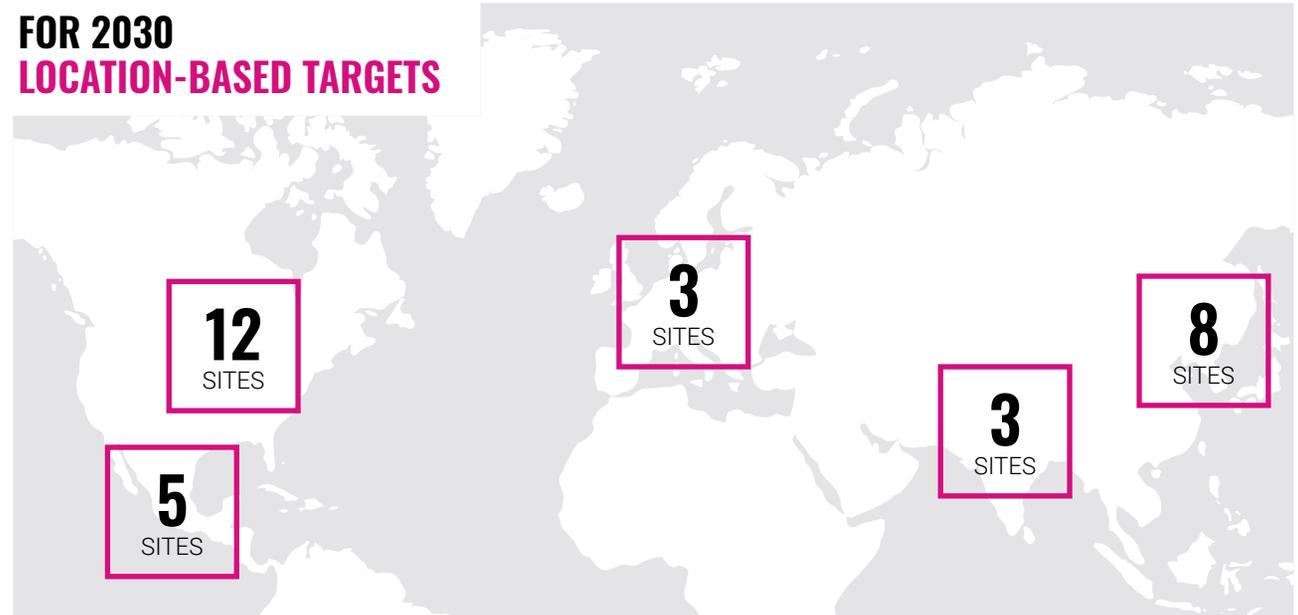
Photo submitted by:

**Abigail Sprague | Granville, Ohio, U.S.**  
Krka National Park, Croatia.

## Location-Based Targets in 2023

We have identified 31 location-based targets using the process discussed earlier. Although these sites currently on our list serve as the baseline for our 2030 goals, we also have a watchlist for all sites where a water risk could change over time. Each year, we evaluate all sites according to these indicators, and location-based targets will be added as needed to address high water-stressed areas.

### FOR 2030 LOCATION-BASED TARGETS



# OUR PEOPLE MAKING A DIFFERENCE

## Josh Casemier

Utilities Maintenance Supervisor

Working in our Composites plant in Amarillo, Texas, U.S., Josh Casemier oversees utilities maintenance and helps with other capital projects as needed. In his five years with us, he has been actively involved in many initiatives that help us make our sustainability aspirations happen throughout our operations. This year, Josh took part in the Treasure Hunt in Kansas City, Kansas, where he collaborated with other Owens Corning employees and the U.S. Department of Energy to discover low-cost/no-cost improvement opportunities (see [page 250](#)). Josh's focus on the day-to-day aspects of managing water use gives him a perspective on responsible consumption.

“ There’s a lot of water on Earth, but the vast majority of it is salt water. Since we have limited freshwater resources, it’s very important to be intentional about our water usage. ”

Photo courtesy of Josh Casemier.



### On the need to be purposeful about water use

If you don't focus on water usage, your usage is always going to kind of go up. It's never going to be flat if you're not focusing on it, so it's really important to be intentional — to stop little leaks before they turn into big leaks. We can also see what low-cost/no-cost solutions are available. For example, our scrubbers clean the air with water. The overspray water was discharged to wastewater. We basically took the overspray and instead of going to wastewater, returned it back to where it would get recycled. So for about 200 feet of PVC pipe, we're going to save millions of gallons a year.

### On the benefits of participating in our Treasure Hunt

One of the biggest takeaways was how much a small leak adds up in a year. It can be quite significant, depending on your water rate and multiplying that by 60 minutes an hour, 24 hours a day — you end up using quite a bit of water just even on a small leak. It really opened my eyes to have that cultural mindset to fix little things when you see them. And the collaborative aspect really helped us go further than the sum of our parts. People come from all different backgrounds, walk through a plant, and bounce ideas off each other, and something can stick out to somebody that might not have stuck out to you.

### On the importance of having ambitious goals for water consumption

Amarillo is located in a water-stressed area. We don't get a ton of rain every year, and Amarillo is also one of the heaviest water users in the company. So we're managing a lot of our water-intensive processes, looking at ways we can recycle and reduce water while still making sure that we're producing quality fiberglass for our customers. I think setting a high standard for what we want to achieve by 2030 is definitely unique — we're really trying to take a big, big swing and knock down some of our usages.

## OPERATIONALIZING WATER CONSERVATION

- **Granville, Ohio, U.S.** Following a water balance at this Science & Technology Center, we identified an opportunity to reduce our water withdrawal by switching a cooling system from a single-pass water system to one that uses recycled water. This is especially important for Owens Corning, as Granville is identified as a high-stressed site for water.
- **Tlaxcala, Mexico.** We have made upgrades to our wastewater treatment plant at this site. We are also conducting tests and investigating potential opportunities for water reuse, with an eye toward developing water recycling capabilities in the coming months.
- **Rio Claro, Brazil.** Following a Kaizen to look for improvements to its well water treatment process, the team at this Composites plant was able to implement a reverse osmosis system, a UV filter, and a biological reactor to treat their well water for use in their plant's cooling tower. Water that is unusable from the treatment process is being continuously monitored and mixed with rainwater for use in cleaning applications.
- **Besana, Italy.** The team at this Composites plant performed a water audit to gain a greater understanding of the sources of wastewater within the plant, which will help them focus their improvement plans and assess the potential reuse of wastewater. In addition, they replaced their physical-chemical treatment plant with a new wastewater treatment plant, and they are already seeing significant improvements in their wastewater quality. Looking ahead, the plant is considering such initiatives as water reverse osmosis to reduce the amount of wastewater from the treatment process and reducing wastewater through recycling.

### Better Plants Challenge

Owens Corning is a partner in the U.S. Department of Energy's Better Plants Challenge, through which we have pledged to reduce our water withdrawal intensity by 15% in our U.S. operations by 2030, using 2018 as our base year. The Challenge requires an additional commitment from partners to share corporate data, solutions, and successes to help guide other industrial companies.

As part of the Department of Energy Treasure Hunts, described in detail on [page 250](#), our teams also worked to discover opportunities for water conservation at their plants. In Kansas City, Kansas, U.S., teams identified a number of ways to reduce water usage at their plant, and many of them could be completed at low cost or no cost. This includes diverting rainwater into process water usage, using reverse osmosis in conjunction with our three softeners, and installing variable frequency drives on water pumps. In addition, they noted that by reducing the cooling load in their cooling tower, they could reduce the evaporation rate. At a similar event in Danville, Illinois, U.S., a team identified several water conservation measures, including repairing water leaks and installing more efficient pumps.

While these efforts are being completed at little or no cost, we expect that these plants will deliver meaningful reductions in our water usage, and we can expect to see significant cost savings as a result.

## INNOVATING & INVESTING TO USE WATER RESPONSIBLY

Looking ahead, we will be making even more investments in infrastructure at our sites around the world, with a continued focus on the areas that we have identified as being high-stressed sites for water. We will be making more upgrades to our plants in the years to come, and we look forward to sharing more information about these investments in future reports. We will also be investigating new opportunities for water reuse at our plants as another way to reduce our overall impacts.

Sourcing and consuming water responsibly can have a positive effect in the communities around our plants, many of which are in areas where quality water is relatively scarce. This is important to Owens Corning, as we believe that no one should be disproportionately impacted by environmental issues because of where they live. It's an ideal that we will carry with us as we move toward our 2030 goals and beyond.



Photo submitted by:

**Kristin Bell | Toledo, Ohio, U.S.**

Waterfalls at Ricketts Glen State Park in Benton, Pennsylvania, U.S.

# AIR QUALITY MANAGEMENT

We have set specific targets to reduce select air emissions, and we closely monitor several other air emissions — it's all part of our dedication to ensuring cleaner air everywhere.

In addition to reducing air emissions within our processes, we are also dedicated to improving indoor air quality. By eliminating formaldehyde from our products, we are developing an all-encompassing approach to cleaner air everywhere.

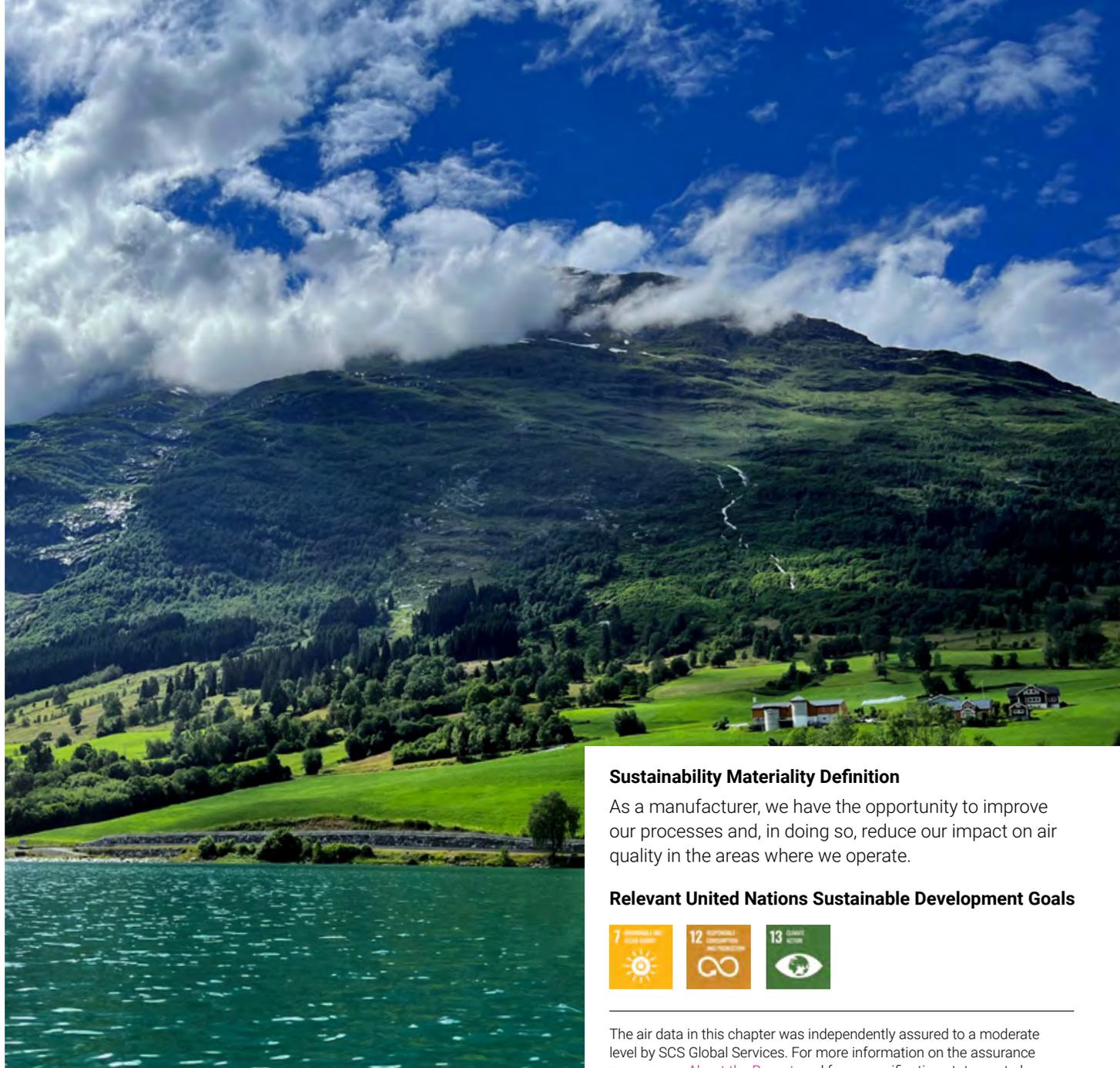


Photo submitted by:

**Megan Moore | Ontario, Canada**  
Morning clouds over mountains.

## Sustainability Materiality Definition

As a manufacturer, we have the opportunity to improve our processes and, in doing so, reduce our impact on air quality in the areas where we operate.

## Relevant United Nations Sustainable Development Goals



The air data in this chapter was independently assured to a moderate level by SCS Global Services. For more information on the assurance process see [About the Report](#), and for our verification statement please see [Appendix I](#).

For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more on [page 314](#).

# 2030 GOALS

## FOR AIR QUALITY MANAGEMENT

By 2030, we will reduce the aggregate intensity of the emissions of volatile organic compounds (VOCs) and fine particulate matter (PM<sub>2.5</sub>) by 50%.

**A 50% aggregate intensity reduction in VOC emissions (metric tons normalized by revenue, in millions) from the base year of 2018.**

VOCs are certain carbon compounds that evaporate into the air at room temperature and contribute to ground level ozone formation. They are found in manufacturing processes and are used in many types of products, including building materials. VOCs represent a broad category of emissions, including formaldehyde and other toxic air emissions.

**A 50% aggregate intensity reduction in PM<sub>2.5</sub> emissions (metric tons normalized by revenue, in millions) from the base year of 2018.**

PM<sub>2.5</sub> refers to tiny, inhalable particles that can be released during chemical reactions and mechanical processes, including those that can occur in the manufacturing process. The number denotes the aerodynamic diameter of the particulate matter, in this case 2.5 microns or less.

**We also manage, track, and report against nitrogen oxide (NO<sub>x</sub>) and sulfur oxide (SO<sub>x</sub>) air emissions requirements.**

- NO<sub>x</sub> refers to gases that contribute to air pollution, including smog and acid rain.
- SO<sub>x</sub> refers to gases that contribute to air pollution and can harm plant life, contribute to acid rain, and can cause health impacts in humans.

The ways we measure and control NO<sub>x</sub> and SO<sub>x</sub> vary by location and local regulatory requirements. Combustion is a significant source of these emissions.

We use combustion-related factors to calculate our footprint where practical. We also perform testing in some facilities to directly measure emissions, depending on equipment, regulatory requirements, and processes.

We follow industry best practices to control emissions from combustion processes. In addition to routinely inspecting and tuning boilers and burners, we work to ensure ideal fuel mixtures to promote optimal air quality.



Photo submitted by:

**Carrie Sim | Toledo, Ohio, U.S.**

Bamboo trees at the Arboretum in Pasadena, California, U.S.



Photo submitted by:  
**Eric Klinger | Toledo, Ohio, U.S.**  
Lighthouse near Anclote Keys, Florida, U.S.

## THE ROADMAP TO OUR 2030 GOALS

Our plan to reduce air emissions includes the following strategies:



### SHORT-TERM STRATEGIES

- **Maximize efficiency through equipment and maintenance optimization.** Our employees use the principles of [Total Productive Maintenance](#) to ensure that the equipment we use to control emissions — incinerators, dust collectors, scrubbers, etc. — are operating as reliably and efficiently as possible.
- **Leverage life cycle assessments (LCAs) and use principles of product stewardship when developing new products or improving existing ones.** More information about these strategies for sustainable innovation can be found beginning on [page 212](#) of this report.

### MEDIUM-TERM STRATEGIES

- **Explore and implement process changes to lower manufacturing-related emissions.** Owens Corning's experts act in partnership with our business units and plants to ensure that we understand the impact of potential changes to our processes and plan accordingly for future events.
- **Drive innovations that reduce emissions from our products.** During the product development process, we will continue to use the principles of product stewardship to evaluate impacts during the use phase.
- **Explore and test technologies to control air emissions.** To ensure consistency of testing for air emissions, our experts oversee testing at our facilities, and review and verify the results and findings.

### LONG-TERM STRATEGIES

- **Design products with low emissions from both the manufacturing process and product use phase.** We have seen the impact of this strategy with our residential EcoTouch® insulation. The product uses a starch-based formaldehyde-free binder and also reduced our PM<sub>2.5</sub> emissions.

## Formaldehyde-Free Products

As part of our overall approach to air quality management, Owens Corning is working to eliminate formaldehyde from our product formulations. Historically, formaldehyde has been used in the binder that holds fibers together in many insulation and nonwoven composite products. By developing formaldehyde-free binder technologies, we are able to reduce emissions from our manufacturing processes and eliminate formaldehyde emissions.

### Insulation Products

The following insulation products are either made with formaldehyde-free binder or have no binder applied:



#### U.S. & Canada

- AttiCat® Loosefill Insulation
- EcoTouch® Certified R Metal Building Insulation
- EcoTouch® Batt and Roll Insulation with PureFiber™ Technology
- EcoTouch® Faced Insulation (Kraft, FS-25, Foil, PSK)
- EcoTouch® Insulation for Flexible Duct
- EcoTouch® QuietZone Acoustic Insulation
- EcoTouch® MBI Newark Products (Monarch binder)
- EcoTouch® MBI Plus Metal Building Insulation
- EcoTouch® Metal Building Utility Blanket
- GEM® Insulation
- ProCat™ Unbonded Loosefill Insulation
- ProPink® MultiSpec™ Loosefill Insulation
- ProPink® Unbonded Loosefill Insulation (L77)
- PINK Next Gen® Fiberglas™ Insulation (EcoTouch® and Monarch 0 binders)
- PureSolution® Technology Products (GEM®, NuCore™, InsulGuard™, TRS with PST)
- QuietZone® Acoustic Batts with PureFiber™ Technology
- RA Series EcoTouch® Insulation
- SonoBatts, Sound Attenuation Batts with PureFiber™ Technology
- Thermafiber® FF Products (FF SAFB, FF Fire & Sound Guard Plus, FF Safing, FF FireSpan 40 & 90)
- ThermoRange® System (TRS) Insulation
- Utilicore® Insulation



#### Mexico

- Duct Wrap LF Fiberglass Insulation
- ThermoRange® System (TRS) Insulation



#### Asia Pacific

- Unfaced EcoTouch® Insulation
- Kraft-faced EcoTouch® Insulation
- Non-Added Formaldehyde Mineral Wool

AIR QUALITY MANAGEMENT

# 2023 IN REVIEW

Our people have made great progress toward our 2030 goals for air quality management, developing strategies to reduce emissions and engaging the communities where we operate. Examples of these initiatives are found throughout this section.



Photo submitted by:

**Skylar Bone | Edmonton, Canada**

Coniferous forest near Waterton Lakes, Alberta, Canada.

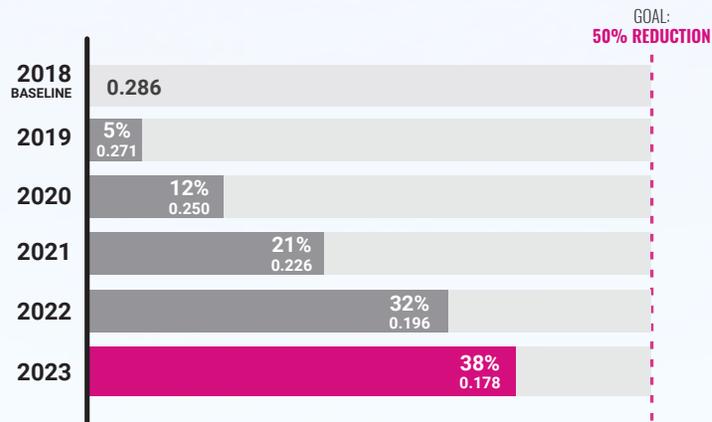


# PROGRESS TOWARD OUR 2030 GOALS

Reduce the aggregate intensity in volatile organic compounds (VOC) emissions by 50% from the base year of 2018.

### VOC Emissions Intensity

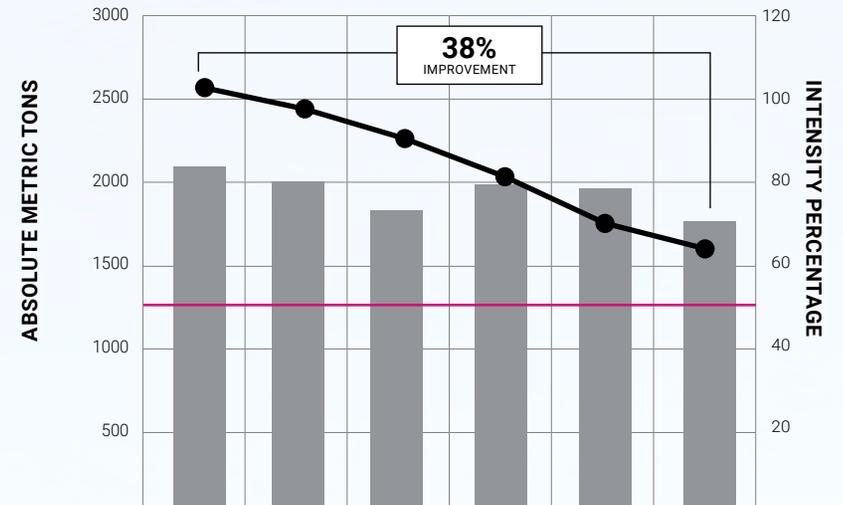
(metric tons normalized by revenue, in millions)



This improvement of 38% is due to equipment upgrades and improved efficiencies.

### VOC Footprint

■ VOC Emissions ● Aggregate Intensity Percentage — 2030 Goal



	2018	2019	2020	2021	2022	2023
Absolute Metric Tons	2,049	1,960	1,789	1,945	1,923	1,720
Aggregate Intensity Percentage	100%	95%	88%	79%	68%	62%
Aggregate Intensity (Metric Tons Normalized by Revenue, in Millions)	0.286	0.271	0.250	0.226	0.196	0.178

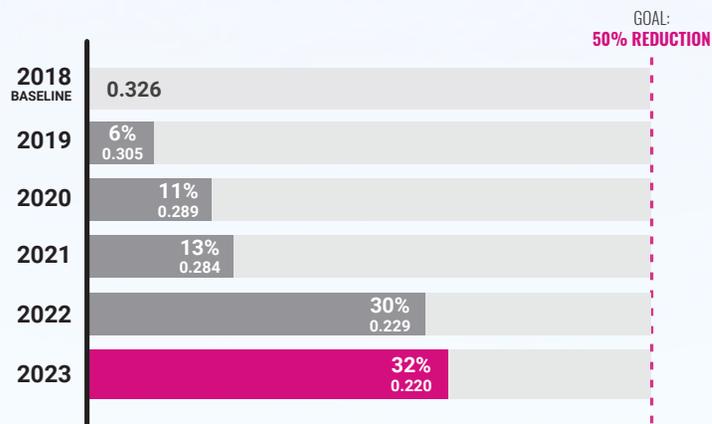


# PROGRESS TOWARD OUR 2030 GOALS

Reduce the aggregate intensity of fine particulate matter (PM<sub>2.5</sub>) emissions by 50% from the base year of 2018.

### PM<sub>2.5</sub> Emissions Intensity

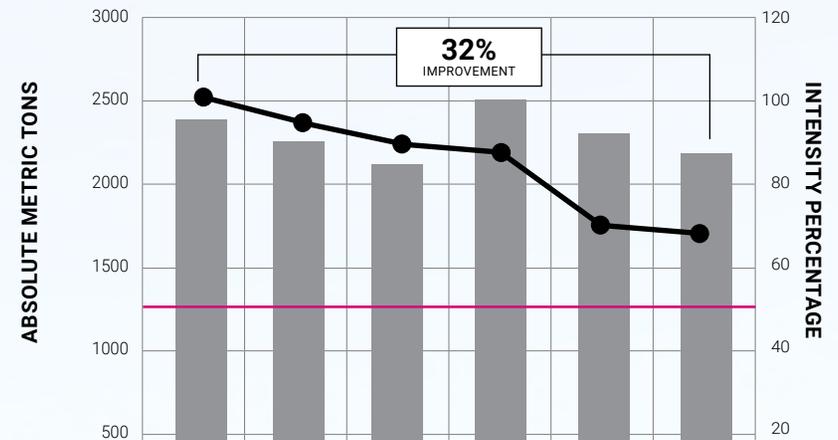
(metric tons normalized by revenue, in millions)



This improvement of 32% is due to equipment operations and maintenance optimization.

### PM<sub>2.5</sub> Footprint

■ PM<sub>2.5</sub> Emissions ● Aggregate Intensity Percentage — 2030 Goal



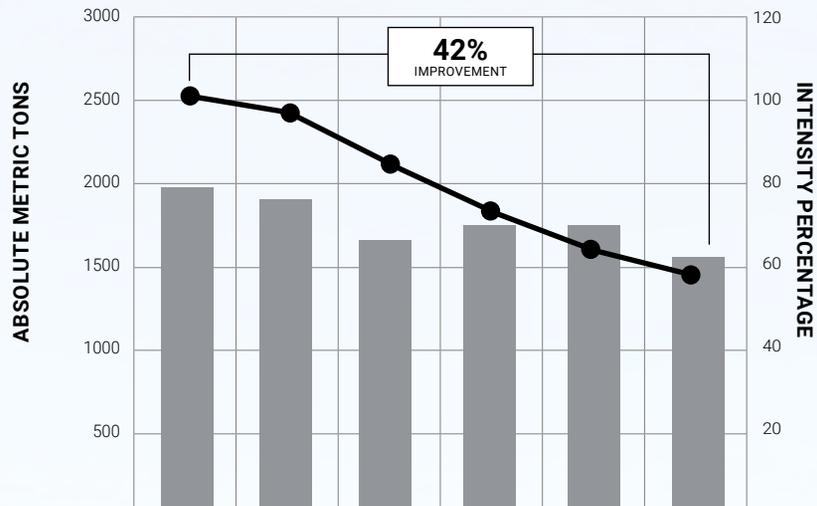
	2018	2019	2020	2021	2022	2023
Absolute Metric Tons	2,338	2,207	2,069	2,453	2,251	2,132
Aggregate Intensity Percentage	100%	94%	89%	87%	70%	68%
Aggregate Intensity (Metric Tons Normalized by Revenue, in Millions)	0.326	0.305	0.289	0.284	0.229	0.220



Management, tracking, and reporting against nitrogen oxide (NO<sub>x</sub>) and sulfur oxide (SO<sub>x</sub>) air emissions requirements.

**NO<sub>x</sub> Emissions Footprint**

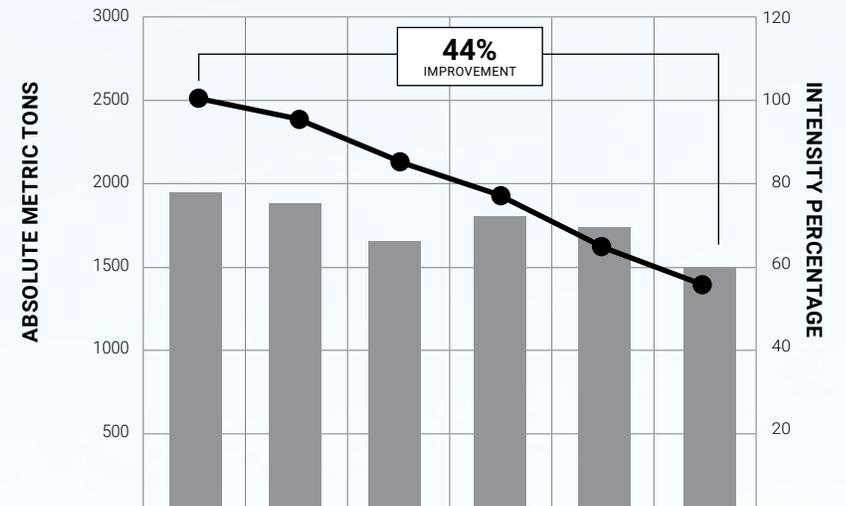
■ NO<sub>x</sub> Emissions ● Aggregate Intensity Percentage



	2018	2019	2020	2021	2022	2023
Absolute Metric Tons	1,919	1,850	1,602	1,692	1,693	1,504
Aggregate Intensity Percentage	100%	96%	84%	73%	64%	58%
Aggregate Intensity (Metric Tons Normalized by Revenue, in Millions)	0.268	0.256	0.224	0.196	0.172	0.155

**SO<sub>x</sub> Emissions Footprint**

■ SO<sub>x</sub> Emissions ● Aggregate Intensity Percentage



	2018	2019	2020	2021	2022	2023
Absolute Metric Tons	1,903	1,832	1,607	1,754	1,694	1,450
Aggregate Intensity Percentage	100%	95%	85%	77%	65%	56%
Aggregate Intensity (Metric Tons Normalized by Revenue, in Millions)	0.265	0.253	0.225	0.203	0.172	0.150

# OPERATIONALIZING AIR QUALITY MANAGEMENT

At a number of Owens Corning sites, we have made significant investments toward air quality improvements. The following are some examples of the ways that we are leveraging technologies across our operations to reduce our air emissions and the impacts on the communities where we operate.

- **Guangzhou, China.** We installed a wet electrostatic precipitator at this plant in 2023, which uses electrical forces to remove particulate matter from the exhaust and significantly reduces the emission of PM<sub>2.5</sub>. Through this investment, we were able to improve the automation level of the treatment system and continue to meet air emissions standards in the region.
- **Tianjin, China.** A wet electrostatic precipitator was also installed at this plant, which is located in a region where regulations are becoming increasingly rigorous. Through this initiative, the plant has been able to reduce their PM<sub>2.5</sub> emissions.
- **Apeldoorn, Netherlands.** Two teams are working in tandem to reduce ammonia (NH<sub>3</sub>) emissions with scrubber technology and improve energy efficiency through the electrification of dryers and the use of coils or infrared technology as a booster.
- **Kearny, New Jersey, U.S.** With the 2022 installation of a regenerative thermal oxidizer (RTO), we have been able to reduce VOC emissions from the most significant sources in the shingle manufacturing process by more than 90%. RTOs reduce our VOC emissions while using less energy than other available technologies.

## Maintenance Training to Reduce Air Emissions

We deliver a full suite of training courses related to the electrostatic precipitator, a type of control equipment that uses an electric charge to reduce air emissions. This complex equipment is used at three of our bonded fiberglass insulation plants. These courses establish and standardize preventive maintenance and troubleshooting protocols, enabling us to improve equipment operating efficiency and operate for longer periods of time. To complement this training, we provide on-site, hands-on maintenance workshops dedicated to preventive and corrective maintenance actions on this specialized equipment.

The Insulation business has formed an Air Pollution Control Device (APCD) team, which is comprised of subject matter experts from within the business and the enterprise. The APCD team goals are two-fold: to develop and implement work streams to ensure continued compliance with existing emissions limits and to identify technical opportunities to reduce our air emissions footprint. In 2023, a primary team focus was the development of a comprehensive APCD inventory in North America and risk assessment of our equipment. This ongoing work is driving short- and long-term projects, such as the development of enhanced preventative maintenance activities meant to improve equipment performance and reduce air emissions.



Photo submitted by:

**Katelyn Ireland | Kearny, New Jersey**  
Regenerative thermal oxidizer at our Kearny plant.

# OUR PEOPLE MAKING A DIFFERENCE

## Alex Sim

EHS Leader

For nearly 10 years, Alex Sim has been an EHS Leader at our plant in Kearny, New Jersey, U.S., bringing an in-depth understanding of how government, private enterprise, and public demand have shaped both U.S. and global environmental policy. His interest in environmental issues, including the impact human activity has on natural resources, goes back even further. Among his friends and family, he's known as an outdoor enthusiast and an advocate for recycling and responsible energy use. Alex shares some of the Kearny plant's recent successes and offers perspective on what it takes to be a leader in sustainability within our industry.

“ Owens Corning’s commitment to maintaining accountability for air emissions is important in defining us as a global leader. ”



Photo courtesy of Alex Sim.

### On maintaining ties to the communities where we operate

With Owens Corning’s position as a global leader, it is important to view the company’s impacts not just manufacturing site by manufacturing site, or state by state, but as a comprehensive global entity. In my role as an EHS Leader, it is important to maintain awareness of overall company goals in order to keep making positive progress with respect to air emissions management and other sustainability initiatives. In 2023, the Kearny site conducted our first environmental community engagement exercise, the aim of which was to connect with local community organizations and community leaders. The result of these communications generated positive feedback regarding the level of responsibility with which Owens Corning conducts its business practices as a good industrial neighbor.

### On the regulations that are shaping our industry

Historic landmark legislation like the Clean Air Act and Clean Water Act have improved the quality of important public resources that everyone should have the right to enjoy equally. Working within those regulations to maintain our site in Kearny puts into perspective how important it is to responsibly manage our site operations. I feel fortunate to work for an organization that prioritizes responsible action to ensure that our emissions are quantified accurately and treated appropriately in order to minimize impacts to the regional and global community. For example, in Kearny, a new regenerative thermal oxidizer (RTO) was installed on a voluntary basis and ahead of regulatory requirements in order to properly manage Roofing manufacturing emissions. During my time at Owens Corning Kearny, I have had a chance to contribute to the specification and installation of several new environmental control devices designed to limit the facility’s air emissions and maintain indoor air quality for our employees. These include fume collectors, dust collectors, and duct systems. While regulatory air emissions requirements can sometimes be complex to navigate, they ensure that we are operating in a manner consistent with industry standards to maintain the quality of our region’s air resources.

### On collaboration between individuals and across functions

Teamwork and collaboration is one of the most important aspects of our job as EHS professionals. Effective communication between EHS personnel across the organization, between site EHS and consultants, and with regulators is essential to ensure that we are working towards improving sustainability performance. Without effective collaboration and teamwork, it would not be possible to ensure that work on complex air emissions regulations is being navigated correctly and the best results are achieved for our site, our employees, and the community.

# IMPROVING AIR QUALITY THROUGH OUR PRODUCTS AND PROCESSES

Air quality management remains an essential part of our sustainability journey, and we are taking steps to further operationalize it throughout our plants. Going forward, we will continue to investigate opportunities to reduce our emissions through thoughtful initiatives that target both maintenance and operations processes.

For example, in our Insulation business, we are developing training modules that enable us to document our employees' understanding of our furnaces more effectively, train new employees at our plant locations to support their growth and development, and help us take steps to reduce emissions. By effectively training our people, we are empowering them to prioritize air quality management.

As we continue to invest in technologies and processes to reduce VOCs, PM<sub>2.5</sub>, and other emissions, we expect to see increased benefits in the form of cleaner air and a more sustainable future.

Photo submitted by:  
**Kenny Zhang | Guangzhou, China**  
Wet electrostatic precipitator at our Guangzhou plant.



# PROTECTING BIODIVERSITY

Caring for the natural world means recognizing that every species plays a role in maintaining life on our planet. That's why, in addition to working to reduce emissions and use resources responsibly, we are taking an even more hands-on approach to protecting biodiversity at our sites around the world. According to the United Nations, approximately 1 million plant and animal species are facing extinction, which can have devastating impacts on the delicate ecosystems that sustain all life on Earth. Much of this loss can be tied to human activity, from the destruction of habitats to the effects of climate change.



Our first step in understanding and managing our biodiversity impacts was to create a [Biodiversity Statement](#). In this initial document, released in 2015, we commit to:

- Integrate biodiversity assessments into current and proposed activities.
- Work with governmental agencies at each of our operating locations to obtain appropriate clearances and information to operate and, if necessary, take appropriate measures to protect the environment, including sensitive ecosystems.
- Encourage and support facilities to participate in local initiatives that protect and restore biodiversity.
- Publicly report on biodiversity impacts and activities in a timely, consistent, and transparent manner.
- Understand and positively influence the impact of our supply chain on biodiversity.

Photo submitted by:

**Shannon Jordan | Toledo, Ohio, U.S.**

Wild iguana sunbathing in the protected waters surrounding the ruins in Tulum, Mexico.

## Sustainability Materiality Definition

Biodiversity describes the variety of life that keeps nature's ecosystems in balance. Owens Corning is committed to preserving and enhancing biodiversity and the natural habitats that surround our operations around the world. We seek to understand and manage the biodiversity impact of all our own operations, as well as gain insights into the impacts of our supply chain on biodiversity.

## Relevant United Nations Sustainable Development Goals





## SCREENING OUR LOCATIONS **AROUND THE WORLD**

Owens Corning performs a complete location screening for all our facilities using the Integrated Biodiversity Assessment Tool (IBAT) explained below. Sites located in close proximity to protected and high-value biodiversity habitat areas may pose a higher risk for impacts to biodiversity.

We compare each of our site locations to the following lists of the most protected and highly valued areas:

- United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Sites and Biosphere Reserves
- Sites designated by the Ramsar Convention of Wetlands
- Sites designated by the Alliance for Zero Extinction, an organization dedicated to conserving the world's most threatened species
- Key Biodiversity Areas (KBA), referencing the 2016 IUCN Global Standard Report
- Natura 2000 sites, as applicable to Europe
- Nationally listed nature and wildlife reserves

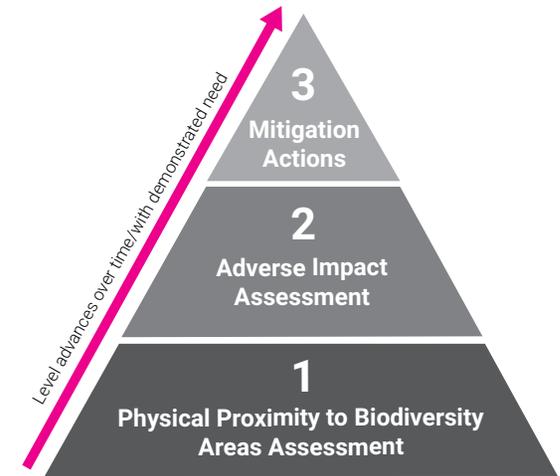
### Integrated Biodiversity Assessment Tool

We upload site coordinates into IBAT to help us obtain information about a facility's proximity to nationally and regionally protected sites, key bird and biodiversity areas, and endangered or threatened species in the vicinity. IBAT is a web-based mapping and reporting assessment developed and maintained by the IBAT Alliance, a consortium of organizations made up of BirdLife International, Conservation International, the International Union for Conservation of Nature (IUCN), and the U.N. Environment World Conservation Monitoring Centre. IBAT is designed to help users make informed, data-driven decisions in their biodiversity policies and practices.

IBAT provides access to the following global biodiversity datasets:

- IUCN Red List of Threatened Species
- IUCN Species Threat Abatement and Recovery (STAR) Metric
- World Database on Protected Areas
- World Database of Key Biodiversity Areas (KBA)

Sites that are determined to be within a KBA's boundaries are prioritized to assess potential adverse impacts, and plans are established to assess the remaining sites. IBAT provides us with a greater awareness of our sites' proximity to protected sites and enables us to act with greater transparency.



## 2030 GOALS FOR PROTECTING BIODIVERSITY

We are currently working to gain a complete picture of our impacts, and based on our findings, we intend to establish our specific 2030 goals for biodiversity by 2025. We are collaborating with non-governmental organizations (NGOs) to enable corporations to set science-based nature targets. Our goals will include the management of impacts in our own operations as well as throughout our value chain.

Photo submitted by:

**Alan Chan | Toronto, Canada**

African elephants able to roam safely at a private reserve in South Africa.

# COLLABORATING TO SAFEGUARD SPECIES

As we work to develop strategies that will protect biodiversity, we rely on the guidance we receive from expert organizations dedicated to best practices for saving species.

## Wildlife Habitat Council

Owens Corning works with third-party nonprofit organizations to conduct Biodiversity Impact Assessments at selected sites, designed to help us address adverse impacts as part of our Biodiversity Management Plan. The Wildlife Habitat Council (WHC), an organization dedicated to promoting and certifying habitat conservation and management on corporate lands, is one of our key partners. In conjunction with the WHC, we are developing bespoke methodologies to assess our impacts at our locations around the world.

Owens Corning also partners with WHC to develop a range of initiatives that empower sites to proactively protect species in ways that are aligned with best practices. WHC's invaluable guidance has helped us initiate a range of projects and maintain native habitats at many Owens Corning sites, including the restoration of native habitats such as prairie lands and the installation of bird boxes, bat boxes, and pollinator gardens.

Since 2015, we have held a series of activities and programs designed to raise awareness among employees of the nature projects and features at our locations. Two sites in Ohio, U.S., have been certified gold by the WHC, our world headquarters in Toledo and our Science & Technology Center in Granville.

To achieve gold certification, sites are awarded points for the quality and quantity of onsite biodiversity programs, including physical programs such as prairie restoration and bird boxes, and engagement programs such as Nature Day walks and webinars. For example, in Granville, the following programs contributed to our certification:

- Installation, monitoring, and maintenance of bird boxes, as well as reporting results
- Presentation of a "Bats and Biodiversity" webinar, featuring a guest speaker from the Ohio Department of Natural Resources
- Installation and management of bat boxes
- Native prairie habitat
- Pollinator garden



Photo submitted by:

**Emma Barrasso | Toledo, Ohio, U.S.**

Honey bee near our world headquarters in Toledo.

## Science Based Targets Network

Owens Corning is a member of and has been actively participating in the Corporate Engagement Program (CEP) with the Science Based Targets Network (SBTN), which is part of the Global Commons Alliance. The SBTN includes international environmental nonprofit organizations, agencies, and mission-driven entities. Its goal is to empower individuals, companies, and governments to become stewards of the environment using science-based targets — measurable, actionable, and timebound objectives based on the best available science. The SBTN aims to develop methods and tools that help companies set goals and actions toward understanding and preventing negative impacts on nature and biodiversity by expanding on the successes of the Science Based Targets initiative (SBTi). This, in turn, fosters an atmosphere that builds momentum toward our collective goals.

Maintaining this partnership positions us to align our efforts with a wide range of nature-related sustainability goals established by the United Nations and incorporated into broader frameworks by the SBTN. These goals address a range of global concerns, including ecosystems, extinction risks, land degradation, climate change, and sustainable development. Our participation in the SBTN will enable us to further support sustainable development and contribute to the advancement of target-setting methodologies that can be adopted throughout the private sector.

## PROTECTING BIODIVERSITY

# 2023 IN REVIEW

In 2023, we continued our efforts to understand our impacts in risk areas, and we are taking steps to manage those impacts. We are currently working with consultants to develop a nature strategy to ensure readiness in goal setting and close gaps in data. Looking ahead, we are considering using this work to set a Science-Based Target for Nature with Science Based Targets Network (SBTN). The work will also continue to support our methods and tools to set goals and actions toward understanding and preventing negative impacts on nature and biodiversity. Through these combined efforts, we will be on track to have our 2030 goals for protecting biodiversity in place by 2025.



Photo submitted by:

**Abigail Sprague | Granville, Ohio, U.S.**

Birdhouses on the grounds of our Granville Science & Technology Center are among the criteria for our Wildlife Habitat Council certification.

## Integrated Biodiversity Assessment Tool Findings

The chart shown here contains information about Owens Corning sites that have been determined to be Key Biodiversity Areas (KBAs), derived from the Biodiversity Management Plan. IBAT defines KBAs as “sites contributing significantly to the global persistence of biodiversity in terrestrial, freshwater, and marine ecosystems.” Sites within a KBA’s boundaries are prioritized as we plan mitigating action. All sites listed below are Owens Corning manufacturing sites.

LOCATION/ACREAGE	KEY BIODIVERSITY AREA (KBA)	TYPE OF KBA	BIODIVERSITY TRIGGERS	NUMBER OF SPECIES WITH POTENTIAL HABITATS WITHIN 1 KM OF SITE*	DETAIL ON PROXIMITY
<b>Asan, South Korea</b> 8.68 acres	Asan Bay (including Asan-ho Lake and Sapgyo-ho Lake)	Important Bird and Biodiversity Area (IBA)	Endangered and vulnerable species, migratory birds/ congregations	CR: 5 EN: 37 VU: 49 NT: 37 LC: 735	Within 1 km
<b>Brüggen, Germany</b> Heidhausen 81: 6.08 acres Christenfeld 24: 3.1 acres	Schwalm-Nette-Platte and Grenzwald	IBA	Bird species with most of their range restricted to a region, regionally important congregations, species threatened at the European Union level (IBA status B2, B3, and C6)	CR: 5 EN: 10 VU: 47 NT: 44 LC: 771	Within 1 km
<b>Fort Smith, Arkansas, U.S.</b> 5520 Planters Rd.: 38.07 acres 5401 Excelsior Rd.: 33.51 acres	Fort Chaffee	IBA	Threatened bird species population (IBA status A1)	CR: 4 EN: 9, VU: 20 NT: 27 LC: 789	Within 1 km
<b>Guangde, China</b> 13.56 acres	Anhui Chinese Alligator National Nature Reserve	Alliance for Zero Extinction Area (AZE)	Endangered species, endemic species	CR: 5 EN: 9 VU: 28 NT: 19 LC: 732	Within the AZE boundary
<b>Qingdao, China</b> 12.36 acres	Qingdao-Rizhao Coastal Wetland and Islands	IBA	Endangered and vulnerable species	CR: 9 EN: 35 VU: 47 NT: 25 LC: 688	Within the IBA boundary
<b>San Vicente, Spain</b> 6.33 acres	Mountains of Barcelona	IBA	Important area for species characteristic of the Mediterranean region and cliff nesting species	CR: 17 EN: 38 VU: 94 NT: 102 LC: 1,210	Within the IBA region

\*Species are listed in the order of Critically Endangered (CR), Endangered (EN), Vulnerable (VU), Near Threatened (NT), Least Concern (LC).

## 2023 Biodiversity Collaborations

In 2023, Wildlife Habitat Council assessments were completed in Asan, South Korea; Guangde, China; and San Vicente, Spain. These assessments included actionable recommendations as the sites work to improve conditions for local species, such as:

- Engagements with employees around biodiversity awareness
- Installation of green infrastructure, such as lighting improvements, green rooftops, and stormwater runoff collection, all of which can support native species
- Potential restoration projects

As we receive more guidance from the Science Based Target Network, a more complete framework is emerging that will continue to inform our understanding. Our strategies are continuing to evolve, and we will have an opportunities to improve upon our management plan and consider factors beyond our sites’ physical proximity to species.

We are currently conducting a gap assessment of our biodiversity-related assessment data, and relevant operational and supplier impact data as available, against guidance/requirements for SBTN, Taskforce on Nature-related Financial Disclosures (TNFD), and Corporate Sustainability Reporting Directive (CSRD) European Sustainability Reporting Standards (ESRS) E4: Biodiversity and Ecosystems.

# OUR PEOPLE MAKING A DIFFERENCE

## Sung Dae (SD) Kim

Plant Leader

With approximately 30 years' experience at Owens Corning, SD Kim has an in-depth understanding of our operations in general and our Asan, South Korea, Roofing plant in particular. His expertise has been instrumental as we have sought to increase our positive impacts throughout the region, including our work to protect biodiversity around the plant. SD became especially interested in this topic after reviewing data provided by the Wildlife Habitat Council in 2022, and he has been actively involved in several projects that take concrete action toward our biodiversity aspirations.

“ Owens Corning is unique in placing sustainability at the core of our business, and we are very active in biodiversity protection. ”



Photo courtesy of Sung Dae (SD) Kim.

### On the importance of protecting biodiversity

When the Earth's natural ecosystems maintain relationships with each other and achieve balance based on biodiversity, everything can flow more naturally. Protecting biodiversity is important globally as we work toward meeting the needs of today's generations while preserving our world for future generations. This goes beyond environmental issues — it relates to social ethics and morality as well as the sustainability and self-preservation of humanity. Efforts that preserve biodiversity are essential for companies and are valuable in terms of conserving nature and ensuring coexistence between humans and the planet. Therefore, we believe that sustainable management is critical for all companies that develop resources and utilize them for business.

### On the initiatives underway at the Asan plant

I have shared the importance of protecting biodiversity with plant employees, and it has become part of our sustainability efforts. We have initiated several projects to protect birds, including the installation of film on office windows, which prevents collision. We also adjusted the angle of the streetlights so as not to obstruct the view of migrating birds. In 2024, we will install birdhouses and noise reduction equipment. We are actively working on improving internal plant processes for reducing waste scrap and achieving zero waste-to-landfill using the Focused Improvement pillar of Total Productive Maintenance. In addition, we are installing solar panels on our roof in 2024, and we have targets to reduce energy intensity within the plant. Earth has a finite number of resources, and once they are gone, they cannot be used again. Therefore, we must take responsibility for sustainability and constantly think about it.

### On tying biodiversity to the overall Owens Corning sustainability mission

Recently, interest in the environment, ecosystems, and animal welfare appears to be increasing, and people recognize a need for consumption to be more sustainable and ethical. Improving the environment has now become a necessity rather than an option. I believe that sustainability is not only my responsibility, but also the responsibility of Owens Corning. As a company, we are making great efforts in manufacturing with the recycling of waste across all our businesses, as well as energy reduction, developing environment-friendly products, and supporting communities. I feel these are all definitely connected to protecting biodiversity around the world.



Photo submitted by:

**Dana Duke | Granville, Ohio, U.S.**  
Blue sage plants in Centerburg, Ohio, U.S.

## Mining, Quarries, and Their Impacts on Biodiversity

We recognize that our own operations are only a part of the impact that our business has on biodiversity. We operate a number of quarries that extract industrial rock from the earth, and we purchase materials extracted by other companies as part of our global supply chain. To assess and continuously improve the sustainability of each product, we need to thoroughly understand and be able to influence or manage the product's footprint.

As part of our plans for biodiversity, we will expect our suppliers to meet environmental performance standards, protect local habitats, and maintain an overall commitment to sustainability. Environmental, social, and governance risk exposures are part of our overall approach to prioritizing suppliers. Details can be found in the Supply Chain Sustainability chapter of this report.

### Environmental Impacts of Our Quarries

In contrast to many traditional mining operations, all industrial rock sourced from our quarries is used in some capacity. In fact, we ensure that there are solutions in place for all materials extracted from the quarries.

- Fine granules that are not directly relevant to stone wool production are either sold into the glass industry, used in construction, or compacted into briquettes, which can then be used as inputs for stone wool production.
- Usable stone is sent to our manufacturing sites to create stone wool.
- Rock that is not suitable for stone wool, known as “country rock,” is used to provide infrastructure for the quarry, to shore up sediment embankments, and as aggregate material for building projects.

In addition to managing stone waste, we manage our quarries' soil and water impacts. Topsoil moved in the development of a quarry is kept on-site. Most becomes part of the landscape again, as grass and trees grow in, while some is used as filler in quarry infrastructure.

Our ownership of Owens Corning Paroc and the rights to mining concessions in Finland includes sources of direct mineral extractions and source industrial minerals. Following our acquisition of these quarries in 2018, Owens Corning implemented our own internal auditing standards on the sites, seeking to protect local habitats and gauge any potential environmental impact. Consistent with our other initiatives, our approach has sought to extend beyond mere compliance. To this end, the management systems at each active quarry are third-party verified to ISO 14001 (2015) and ISO 9001 (2015), ensuring systems are in place that integrate consideration of environmental impacts into operations.

## A FRAMEWORK FOR PROTECTING BIODIVERSITY

We are currently working with consultants to understand our direct impacts on nature, as well as those of our suppliers. Based on those impacts, we will be expanding our work with them to develop a comprehensive nature strategy. Our intent is to create a global nature strategy that ensures we are properly and consistently accounting for the impacts our direct operations and supply chain have on nature, taking impacts on nature into account when making decisions, and taking action to reduce negative impacts identified. The results of the initial assessment and the subsequent strategy will inform our biodiversity goals and alert us to any additional data needed to report on progress to those goals.

Looking ahead to 2025, we believe we will have the knowledge and understanding in place to establish a set of goals that are in keeping with our core values. As a company, we have demonstrated our commitment to this issue, as well as an inherent curiosity that has led us to seek out data-driven solutions for managing our impact on biodiversity, and we are actively collaborating across our value chain and with proven experts in this area.

Above all, protecting biodiversity speaks to our capacity for caring. We recognize that not only does every species on the planet play a role in our ecosystem, but their survival depends on the advocacy of people and organizations everywhere. The work we're doing today will have long-term positive impacts on countless species, and we are proud to make these efforts part of our sustainability journey.

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Photo submitted by:

**Phil Casey | Ontario, Canada**

Traveling between islands in Providencia, Colombia

# ABOUT THE REPORT

The Owens Corning Sustainability Report gives us an opportunity to demonstrate the work we are doing to fulfill our mission: to build a sustainable future through material innovation. It provides stakeholders with data and information that reinforce our commitment to increasing our positive impacts around the world and reducing potential negative impacts.

This is our 18th annual Sustainability Report, published on March 19, 2024, reflecting the reporting period from January 1, 2023, to December 31, 2023. Our previous report was published on May 23, 2023. This is our seventh report prepared in accordance with the Global Reporting Initiative (GRI) Standards.

Photo submitted by:

**Emma Barrasso | Toledo, Ohio, U.S.**

Striped sweat bee near our world headquarters in Toledo.

# REPORTING AND DISCLOSURES

We prepare our report in accordance with the Global Reporting Initiative (GRI) Standards. We have chosen to provide a comprehensive picture of the most significant impacts on the economy, environment, and people, including impacts on their human rights and how we manage these impacts. We report at this level because we believe that transparency is an essential component of any sustainability effort. In addition, this report addresses disclosures and material issues related to CDP (formerly the Carbon Disclosure Project), the S&P Global Corporate Sustainability Assessment (CSA), the United Nations Sustainable Development Goals (SDGs), and the U.N. Global Compact Communication on Progress. We also address other stakeholders' requests, including the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD). This approach enables us to provide an integrated, comprehensive view of our commitments, progress, and activities related to sustainability and social responsibility.

We focus 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. To achieve this, we have developed our materiality matrix to address different stakeholder needs as well as our involvement with the impacts of material topics. To remain informed about changing business contexts, stakeholder requirements, and emerging trends, we regularly review our list of material topics and their relative priority and update them when appropriate. A discussion of our ongoing stakeholder engagement can be found on [page 42](#).

# SCOPE AND BOUNDARIES

For this report, the content and boundaries of material topics were developed and determined based on their impacts – economic, environmental, and/or social. We report on ways that we have caused or contributed to impacts in our material topics, as well as the ways our activities, projects, and services are directly linked to these topics through our business relationships. This includes relationships with entities that we do not control and might not have the leverage needed to effect change in their impacts.

- In summary, the boundaries of all impacts cover all our sites around the world, including Asia Pacific, Europe, and the Americas. We consider all our operations to be significant locations of operation. Internal boundaries include all sites owned or leased by Owens Corning, including plants, offices, distribution centers, warehouses, and manufacturing facilities. The external boundary includes supplier locations, communities, and customer locations where Owens Corning does business.

## Significant Changes in Scope

There have been no significant changes in scope in 2023. There have also been no material restatements of information in this report.

## Key External Initiatives Adopted by Owens Corning

INITIATIVE	ADOPTION DATE	WHERE APPLIED	STAKEHOLDER DEVELOPMENT	REQUIRED BY LAW/VOLUNTARY
<b>U.N. Global Compact</b>	2010	Companywide	Multi-stakeholder approach to development	Voluntary
<b>U.N. Environmental Programme</b>	2010	Companywide	Supplier Code of Conduct	Voluntary
<b>Supplemental Convention of the Abolition of Slavery, the Slave Trade, and Institutions and Practices Similar to Slavery</b>	2010	Companywide	Supplier Code of Conduct	Voluntary
<b>Protocol to Prevent, Suppress, and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention Against Transnational Organized Crime</b>	2010	Companywide	Supplier Code of Conduct	Voluntary
<b>U.N. Sustainable Development Goals</b>	2016	Companywide	Multi-stakeholder approach to development	Voluntary
<b>Science Based Targets Initiative</b>	2016	Companywide	Multi-stakeholder approach to development	Voluntary
<b>CEO Action for Diversity &amp; Inclusion</b>	2019	Companywide	Multi-stakeholder approach to development	Voluntary
<b>Science Based Targets Network</b>	2020	Companywide	Multi-stakeholder approach to development	Voluntary
<b>ISO 14000, ISO 50001, and ISO 45001/OHSAS 18001</b>	Varies by site	All EMS systems are in alignment with ISO standards. Select sites worldwide are certified.	Multi-stakeholder approach to development	Voluntary
<b>ISO 9001</b>	Varies by site	Select sites worldwide are certified.	Multi-stakeholder approach to development	Voluntary

## PRECAUTIONARY APPROACH AND ALIGNMENT WITH OTHER UNITED NATIONS INITIATIVES

Since 2010, Owens Corning has been a signatory to the United Nations Global Compact (UNGC), a strategic, voluntary policy initiative for businesses committed to aligning their operations with 10 universally accepted principles in the areas of human rights, labor, environment, and anti-corruption.

Principle 7 of the UNGC states that, “businesses should support a precautionary approach to environmental challenges.” The precautionary principle or approach was originally introduced in the 1992 Rio Declaration of Environment and Development. Principle 15 of the Rio Declaration explains, “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.”

The precautionary approach calls upon us to diligently assess and manage environmental, health, and safety risks, so we can take appropriate action to prevent harm. We ensure that our products and technology comply with or exceed all applicable laws, regulations, and approval standards to protect the environment and human life and health. In addition, our product stewardship programs are designed to ensure the integrity of our products and the processes used to develop, produce, and manage them. Owens Corning is confident that these efforts are consistent with the expectations of the precautionary approach. More information is available in our Environmental, Health, Safety, and Product Stewardship Policy, found on our sustainability website. As we discuss in detail on [page 47](#), we align our activities with the U.N.’s 17 SDGs. In addition, Owens Corning is guided by the Ten Principles of the United Nations Global Compact, the Universal Declaration of Human Rights, the U.N. Guiding Principles on Business and Human Rights, and the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work.

Owens Corning is committed — in both belief and action — to the 10 principles of the Global Compact and the 30 articles of the Universal Declaration of Human Rights. This commitment extends beyond making our products and operations more sustainable. It involves the broader objectives of sustainability, balancing economic growth with social progress, and environmental stewardship. In short, we believe that what is good for people and good for our planet is also good for Owens Corning. Our Human Rights Policy was updated and expanded in December 2016 and informs our Supplier Code of Conduct, all in accordance with the principles of the UNGC and the Universal Declaration of Human Rights.



Photo submitted by:

**Cheryl Smith | Granville, Ohio, U.S.**

Pine flower, Dawes Arboretum, Newark, Ohio.

# REPORTING METHODOLOGY

Owens Corning follows the World Resources Institute (WRI) Corporate Accounting and Reporting Standard for defining and accounting for our baseline structure. In 2023, we included over 100 sites in the scope and boundary of our reporting. The data for divested facilities are excluded from our company environmental footprint; however, the data for closures are included in our reporting.

We review all structural changes such as mergers, acquisitions, and divestments on an annual basis, in keeping with WRI's guideline for baseline adjustments. Per the stated protocol, the data of mergers or acquisitions greater than 10% are reviewed for accuracy and integrity and then integrated into our reporting inventory from base year to current year. This process of updating the baseline is completed for both the numerator (aspect) and denominator (sales or production) of our calculations. This approach was implemented to ensure a meaningful and consistent comparison of emissions over time, including for the current year.

Please note that the numbers have been rounded. Some totals have been affected as a result.

## Defining Workers

For purposes of this report, Owens Corning defines "workers" as our employees globally across all facilities in which we operate. In the chapter on safety, we also report on contractors over whom we have direct supervision, as well as those for our large capital projects.

## Environmental Methodology

For the organizational and geographical boundaries of the inventory, we have used, owned, and leased facilities globally under Owens Corning's operational control. The physical infrastructure, activities, and/or technologies of the inventory are understood as the internal boundaries mentioned on [page 312](#), as well as other contributors to emissions, including fleet vehicles, our corporate jets, and employee travel. Emissions resulting from explosives, fire extinguishers, refrigerants, and welding gases have been excluded as de minimis.

The greenhouse gas (GHG) sources identified are purchased electricity, heat, steam, cooling, natural gas, diesel, jet fuel, gasoline, propane, CO<sub>2</sub>, coke, fuel oils, kerosene, LPG, blowing agents, and emissions from the processing of asphalt, dolomite, limestone, and soda ash.

All GHGs declared in the Kyoto Protocol (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, NF<sub>3</sub>) are included in the evaluation. Hydrochlorofluorocarbon (HCFC) and hydrofluoroolefin (HFO) emissions are optionally included in Scope 1 emissions, in addition to the Kyoto gases, and are outlined on [page 337](#).

## Verification of Data

Invoices are entered electronically into our system and subjected to several audits to check both the completeness and the validity of the data. Before data is made available in our EcoStruxure™ Resource Advisor system from Schneider Electric, invoices are reviewed for missing data, potential overlaps, or collisions with existing data, and whether the data should be tracked by a third party. Once posted, the invoice data is reviewed in the context of the surrounding account to verify data entry, charge accuracy, and the overall trend in cost and consumption. Invoices with suspect data are elevated for further review and resolution, also by the third party. Where necessary, detailed estimates may be used when invoiced or directly measured data is not available. These estimates leverage existing data such as monthly production levels, and they are subject to the same checks for validity and completeness as all of our data.

Data that is put into our system goes through two variance tests. The first is to check if the currently entered value is >2 standard deviations over the average value entered (the period for the average is 12 months prior to the current month and 12 months after the current month). The second variance test is to check that the unit of measure is consistently used month over month.

In addition to the measures associated with invoice- and user-provided data, our third-party partner provides 24 hours per month of support for data management and quality assurance of global data. The purpose of this ongoing quality assurance/quality control is to identify anomalies when reviewing long-term trending and analyses in a further effort to ensure data accuracy and integrity.

These boundaries are applicable to all GRI Standards topics, including:

- General disclosures
- Management approach
- Economic
- Environmental
- Social

# EXTERNAL ASSURANCE

To enhance the reliability of our recorded data, Owens Corning works to ensure transparency in disclosure on all matrices, key performance indicators (KPIs), and mechanisms of assurance. As we move forward, we will externally assure additional topics, prioritizing based on availability of data and importance to stakeholders, as observed through our materiality assessment. SCS Global Services (SCS) performed the assurance of the Owens Corning's 2023 Sustainability Report against the AA1000 Assurance Standard (AA1000AS V3). In addition, SCS evaluated the report for adherence to the Global Reporting Initiative (GRI) Standards. Specific performance data were assessed using internationally recognized standards, which included, but are not limited to, the following:

- World Resources Institute's (WRI) Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), March 2004, along with Scope 2 and Scope 3 Guidance
- ISO 14064-3:2006 Specification with guidance for the validation and verification of GHG assertions

To view the assurance statement, please see [Appendix I](#).

For additional information on the economic and social metrics verified through SCS Global Services, see our [Verification Statements document](#).

## Questions About the Report?

Any questions regarding our reporting process or this report can be directed to our Chief Sustainability Officer:

### Mr. David Rabuano

Senior Vice President and  
Chief Sustainability Officer

**Phone:** 1.419.248.8000

**Email:** [sustainability@owenscorning.com](mailto:sustainability@owenscorning.com)

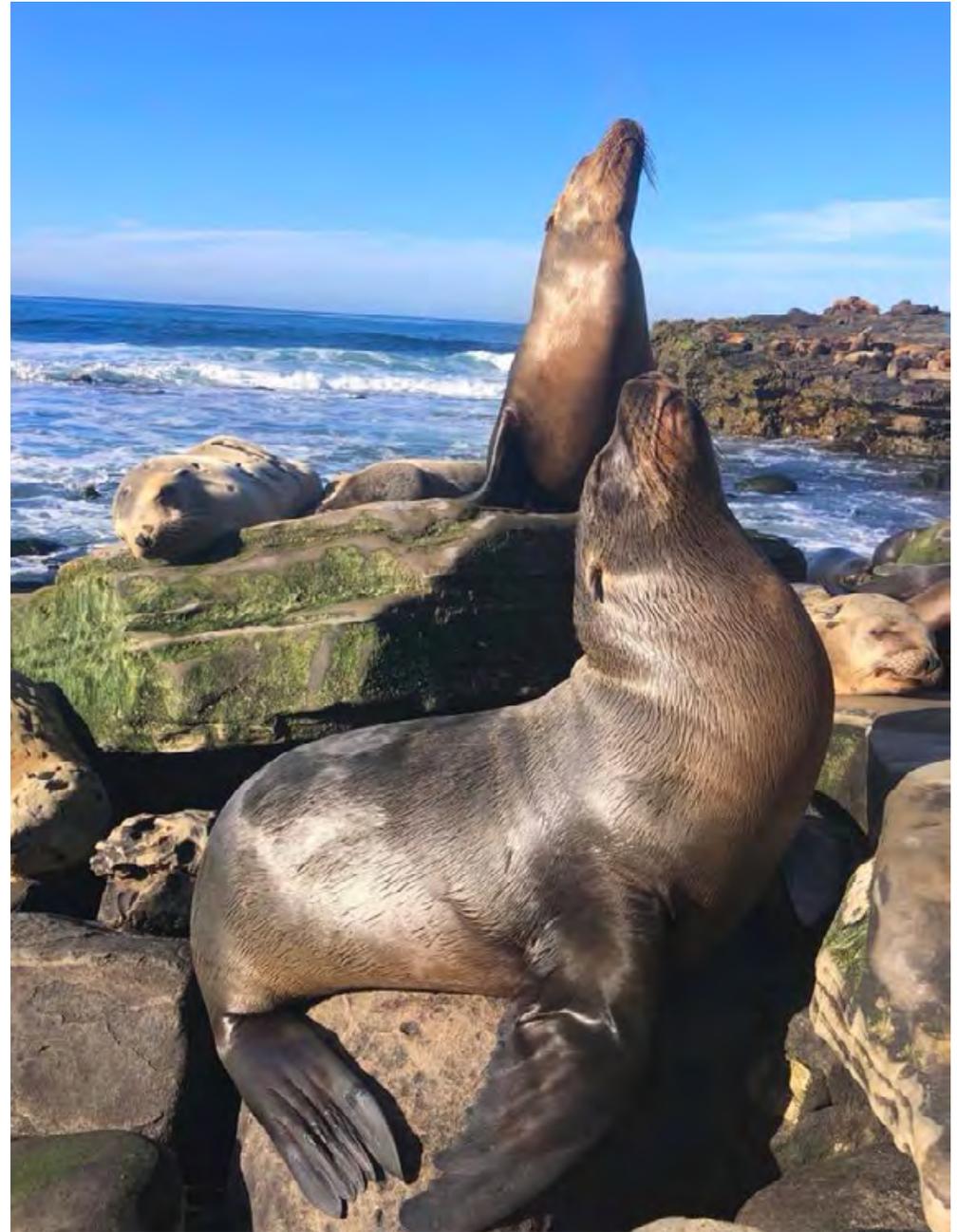


Photo submitted by:

**Shannon Jordan | Toledo, Ohio, U.S.**

California sea lions coming out of the water to sunbathe.

## APPENDIX B: WORKFORCE DATA

# SAFETY DATA

ACRONYM	DEFINITION	FORMULA
<b>LWIR</b>	Lost Work Day Injury Rate	Lost Work Day Cases x 200,000/Total Labor Hours
<b>LTIFR</b>	Lost Time Injuries Frequency Rate	Lost Work Day Cases x 1,000,000/Total Labor Hours
<b>RIR</b>	Recordable Incident Rate	Number of Injuries x 200,000/Total Labor Hours
<b>OIFR</b>	Occupational Illness Frequency Rate	Number of Illnesses x 1,000,000/Total Labor Hours
<b>TRIFR</b>	Total Recordable Injury Frequency Rate	Number of Injuries x 1,000,000/Total Labor Hours
<b>LWD</b>	Lost Work Day Rate	Lost Work Days x 200,000/Total Labor Hours

### Occupational Illness Frequency Rate (OIFR) – Employees\*

	METRIC	2020	2021	2022	2023
Occupational Illness	Total Labor Hours	41,801,818	45,269,748	44,542,782	42,150,167
	Count	2	1	1	0
	Rate	0.05	0.02	0.02	0.00

### Occupational Illness By Region\*

REGION	METRIC	2020	2021	2022	2023
North America	Total Labor Hours	41,801,818	45,269,748	44,542,782	42,150,167
	Women (Count)	0	0	0	0
	Women (Rate)	0	0	0	0
	Men (Count)	2	1	1	0
	Men (Rate)	0.05	0.02	0.02	0.00

There were no occupational illnesses in South America, Europe, or Asia Pacific in the last four years.

*Please note that the numbers have been rounded. Some totals have been affected as a result.*

**Recordable Injuries\***

REGION	METRIC	2020	2021	2022	2023
Asia Pacific	Total Labor Hours	11,991,391	13,593,699	12,086,167	11,027,517
	Women (Count)	0	4	1	2
	Women (Rate)	0.00	0.06	0.02	0.04
	Men (Count)	10	10	7	7
	Men (Rate)	0.17	0.15	0.12	0.13
Asia Pacific Total (Count)		10	14	8	9
<b>ASIA PACIFIC RIR</b>		<b>0.17</b>	<b>0.21</b>	<b>0.13</b>	<b>0.16</b>
Europe	Total Labor Hours	8,073,712	8,440,486	8,150,736	6,980,345
	Women (Count)	0	0	1	1
	Women (Rate)	0.00	0.00	0.02	0.03
	Men (Count)	13	15	8	15
	Men (Rate)	0.32	0.36	0.20	0.43
	Not Specified (Count)	3	3	1	0
Not Specified (Rate)	0.07	0.07	0.02	0.00	
Europe Total (Count)		16	18	10	16
<b>EUROPE RIR</b>		<b>0.40</b>	<b>0.43</b>	<b>0.25</b>	<b>0.46</b>
North America	Total Labor Hours	20,585,689	22,115,790	22,960,817	22,999,097
	Women (Count)	13	20	17	23
	Women (Rate)	0.13	0.18	0.15	0.20
	Men (Count)	91	89	106	78
	Men (Rate)	0.88	0.80	0.92	0.68
	Not Specified (Count)	2	1	2	1
Not Specified (Rate)	0.02	0.01	0.02	0.01	
North America Total (Count)		106	110	125	102
<b>NORTH AMERICA RIR</b>		<b>1.03</b>	<b>0.99</b>	<b>1.09</b>	<b>0.89</b>
South America	Total Labor Hours	1,151,026	1,119,773	1,345,062	1,143,208
	Women (Count)	0	0	0	0
	Women (Rate)	0.00	0.00	0.00	0.00
	Men (Count)	0	0	0	0
Men (Rate)	0.00	0.00	0.00	0.00	
South America Total (Count)		0	0	0	0
<b>SOUTH AMERICA RIR</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>GRAND TOTAL RECORDABLE INJURIES</b>		<b>132</b>	<b>142</b>	<b>143</b>	<b>127</b>
<b>RECORDABLE INCIDENT RATE (RIR)</b>		<b>0.63</b>	<b>0.63</b>	<b>0.64</b>	<b>0.60</b>
<b>TOTAL RECORDABLE INJURIES FREQUENCY RATE (TRIFR)</b>		<b>3.16</b>	<b>3.14</b>	<b>3.21</b>	<b>3.01</b>

Please note that the numbers have been rounded. Some totals have been affected as a result.

Region/Gender/Injury Type\*

ASIA PACIFIC	2020	2021	2022	2023
<b>WOMEN</b>				
Arms/Hands	0	3	1	1
Legs/Feet	0	1	0	1
<b>TOTAL</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>2</b>
<b>MEN</b>				
Arms/Hands	6	8	5	3
Back/Shoulders	1	0	0	1
Head/Face/Eyes	1	1	0	1
Legs/Feet	2	1	2	2
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>7</b>	<b>7</b>
<b>ASIA PACIFIC TOTAL</b>	<b>10</b>	<b>14</b>	<b>8</b>	<b>9</b>
<b>EUROPE</b>				
2020	2021	2022	2023	
<b>WOMEN</b>				
Arms/Hands	0	0	1	0
Legs/Feet	0	0	0	1
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>MEN</b>				
Arms/Hands	8	10	5	9
Back/Shoulders	0	0	1	1
Head/Face/Eyes	2	2	2	1
Legs/Feet	3	3	0	4
<b>TOTAL</b>	<b>13</b>	<b>15</b>	<b>8</b>	<b>15</b>
<b>UNSPECIFIED</b>				
Arms/Hands	3	2	0	0
Head/Face/Eyes	0	1	1	0
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>0</b>
<b>EUROPE TOTAL</b>	<b>16</b>	<b>18</b>	<b>10</b>	<b>16</b>

NORTH AMERICA	2020	2021	2022	2023
<b>WOMEN</b>				
Arms/Hands	3	5	7	7
Back/Shoulders	4	5	1	8
Head/Face/Eyes	2	4	1	1
Legs/Feet	3	4	6	7
Multiple/Other	1	2	2	0
<b>TOTAL</b>	<b>13</b>	<b>20</b>	<b>17</b>	<b>23</b>
<b>MEN</b>				
Arms/Hands	34	37	41	36
Back/Shoulders	17	16	27	17
Head/Face/Eyes	20	14	21	11
Legs/Feet	19	14	14	9
Multiple/Other	3	9	4	5
<b>TOTAL</b>	<b>93</b>	<b>90</b>	<b>107</b>	<b>78</b>
<b>UNSPECIFIED</b>				
Arms/Hands	1	1	1	0
Back/Shoulders	0	0	0	1
Legs/Feet	1	0	1	0
<b>Total</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>
<b>NORTH AMERICA TOTAL</b>	<b>108</b>	<b>111</b>	<b>126</b>	<b>102</b>

**SOUTH AMERICA**  
There were no injuries in South America.

REGION	2020	2021	2022	2023
Asia Pacific	10	14	8	9
Europe	16	18	10	16
North America	108	111	126	102
<b>GRAND TOTAL</b>	<b>134</b>	<b>143</b>	<b>144</b>	<b>127</b>

Please note that injuries include both occupational illnesses and recordable injuries.

Please note that the numbers have been rounded. Some totals have been affected as a result.

**Employee Lost-Time Injury Frequency Rate (LTIFR)\***

REGION	METRIC	2020	2021	2022	2023
Asia Pacific	Total Labor Hours	11,991,391	13,593,699	12,086,167	11,027,517
	Women (Count)	0	3	1	2
	Women (Rate)	0.00	0.04	0.02	0.04
	Men (Count)	7	6	6	5
	Men (Rate)	0.12	0.09	0.10	0.09
Asia Pacific Total (Count)		7	9	7	7
<b>ASIA PACIFIC LWIR</b>		<b>0.12</b>	<b>0.13</b>	<b>0.12</b>	<b>0.13</b>
<b>ASIA PACIFIC LTIFR</b>		<b>0.58</b>	<b>0.66</b>	<b>0.58</b>	<b>0.63</b>
Europe	Total Labor Hours	8,073,712	8,440,486	8,150,736	6,980,345
	Women (Count)	0	0	1	1
	Women (Rate)	0.00	0.00	0.02	0.03
	Men (Count)	9	10	7	12
	Men (Rate)	0.22	0.24	0.17	0.34
	Not Specified (Count)	3	3	0	0
	Not Specified (Rate)	0.07	0.07	0.00	0.00
Europe Total (Count)		12	13	8	13
<b>EUROPE LWIR</b>		<b>0.30</b>	<b>0.31</b>	<b>0.20</b>	<b>0.37</b>
<b>EUROPE LTIFR</b>		<b>1.49</b>	<b>1.54</b>	<b>0.98</b>	<b>1.86</b>
North America	Total Labor Hours	20,585,689	22,115,790	22,960,817	22,999,097
	Women (Count)	8	12	10	15
	Women (Rate)	0.08	0.11	0.09	0.13
	Men (Count)	38	53	50	45
	Men (Rate)	0.37	0.48	0.44	0.39
	Not Specified (Count)	1	1	1	1
	Not Specified (Rate)	0.01	0.01	0.01	0.01
North America Total (Count)		47	66	61	61
<b>NORTH AMERICA LWIR</b>		<b>0.46</b>	<b>0.60</b>	<b>0.53</b>	<b>0.53</b>
<b>NORTH AMERICA LTIFR</b>		<b>2.28</b>	<b>2.98</b>	<b>2.66</b>	<b>2.65</b>
South America	Total Labor Hours	1,151,026	1,119,773	1,345,062	1,143,208
	Men (Count)	0	0	0	0
	Men (Rate)	0.00	0.00	0.00	0.00
South America Total (Count)		0	0	0	0
<b>SOUTH AMERICA LWIR</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>SOUTH AMERICA LTIFR</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>GRAND TOTAL</b>		<b>66</b>	<b>88</b>	<b>76</b>	<b>81</b>
<b>Lost-Time Injuries Frequency Rate (LTIFR) – Employees</b>		<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>TOTAL LABOR HOURS</b>		<b>41,801,818</b>	<b>45,269,748</b>	<b>44,542,782</b>	<b>42,150,167</b>
<b>LTIFR</b>		<b>1.58</b>	<b>1.94</b>	<b>1.71</b>	<b>1.92</b>

Please note that the numbers have been rounded. Some totals have been affected as a result.

**Lost Work Day Rate (LWD)\***

REGION	METRIC	2020	2021	2022	2023
Asia Pacific	Total Labor Hours	11,991,391	13,593,699	12,086,167	11,027,517
	Women (Count)	0	57	211	44
	Women (Rate)	0.00	0.84	3.49	0.80
	Men (Count)	639	283	146	108
	Men (Rate)	10.66	4.16	2.42	1.96
Asia Pacific Total Work Days Lost		639	340	357	152
<b>ASIA LWD RATE</b>		<b>10.66</b>	<b>5.00</b>	<b>5.91</b>	<b>2.76</b>
Europe	Total Labor Hours	8,073,712	8,440,486	8,150,736	6,980,345
	Women (Count)	0	43	14	67
	Women (Rate)	0.00	1.02	0.34	1.92
	Men (Count)	592	589	615	243
	Men (Rate)	14.66	13.96	15.09	6.96
	Unspecified (Count)	167	82	0	0
	Unspecified (Rate)	4.14	1.94	0.00	0.00
Europe Total Work Days Lost		759	714	629	310
<b>EUROPE LWD RATE</b>		<b>18.80</b>	<b>16.92</b>	<b>15.43</b>	<b>8.88</b>
North America	Total Labor Hours	20,585,689	22,115,790	22,960,817	22,999,097
	Women (Count)	1181	1563	1329	1855
	Women (Rate)	11.47	14.13	11.58	16.13
	Men (Count)	4394	4646	5508	3186
	Men (Rate)	42.69	42.02	47.98	27.71
	Unspecified (Count)	133	227	0	0
	Unspecified (Rate)	1.29	2.05	0.00	0.00
North America Total Work Days Lost		5708	6436	6837	5041
<b>NORTH AMERICA LWD RATE</b>		<b>55.46</b>	<b>58.20</b>	<b>59.55</b>	<b>43.84</b>
South America	Total Labor Hours	1,151,026	1,119,773	1,345,062	1,143,208
	Women (Count)	0	0	0	0
	Women (Rate)	0.00	0.00	0.00	0.00
	Men (Count)	0	0	0	0
	Men (Rate)	0.00	0.00	0.00	0.00
South America Total Work Days Lost		0	0	0	0
<b>SOUTH AMERICA LWD RATE</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>GRAND TOTAL – TOTAL WORK DAYS LOST</b>		<b>7,106</b>	<b>7,490</b>	<b>7,823</b>	<b>5,503</b>
<b>TOTAL LWD RATE</b>		<b>34.00</b>	<b>33.09</b>	<b>35.13</b>	<b>26.11</b>

Please note that the numbers have been rounded. Some totals have been affected as a result.

**Contractor Safety Statistics\***

<b>BUSINESS</b>	<b>METRIC</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Building Materials Asia Pacific	Recordables	0	0	0	0
	Total Labor Hours	93,664	283,696	242,511	107,417
	Number LWD Cases	0	0	0	0
	LWIR	0.00	0.00	0.00	0.00
	RIR	0.00	0.00	0.00	0.00
	Fatalities	0	0	0	0
Composites	Recordables	0	0	1	2
	Total Labor Hours	203,206	275,040	305,350	525,102
	Number LWD Cases	0	0	0	0
	LWIR	0.00	0.00	0.00	0.00
	RIR	0.00	0.00	0.65	0.76
	Fatalities	0	0	0	0
Insulation	Recordables	1	2	3	0
	Total Labor Hours	235,705	223,279	386,385	342,698
	Number LWD Cases	0	0	0	0
	LWIR	0.00	0.00	0.00	0.00
	RIR	0.85	1.79	1.55	0.00
	Fatalities	0	0	0	0
Roofing	Recordables	0	1	0	0
	Total Labor Hours	98,119	93,277	71,696	84,748
	Number LWD Cases	0	0	0	0
	LWIR	0.00	0.00	0.00	0.00
	RIR	0.00	2.14	0.00	0.00
	Fatalities	0	0	0	0
<b>TOTAL</b>	Recordables	1	3	4	2
	Total Labor Hours	630,694	875,292	1,005,942	1,059,965
	Number LWD Cases	0	0	0	0
	LWIR	0.00	0.00	0.00	0.00
	RIR	0.32	0.69	0.80	0.38
	Fatalities	0	0	0	0

**Contractor Lost-Time Injury Frequency Rate (LTIFR)\***

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Contractor Labor Hours	630,694	875,292	1,005,942	1,059,965
Lost Work Day Cases	0	0	0	0
LTIFR Contractors	0.00	0.00	0.00	0.00
Data Coverage: % of total contractors	100	100	100	100

*Please note that the numbers have been rounded. Some totals have been affected as a result.*

**2023 Serious Injuries and Fatalities (SIF)\***

<b>SIF FIRST AIDS</b>					
<b>REGION</b>	<b>METRIC</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Asia Pacific	Total Labor Hours	11,991,391	13,593,699	12,086,167	11,027,517
	SIF First Aid (Count)	2	1	2	0
	SIF First Aid (Rate)	0.03	0.01	0.03	0.00
Europe	Total Labor Hours	8,073,712	8,440,486	8,150,736	6,980,345
	SIF First Aid (Count)	2	0	0	1
	SIF First Aid (Rate)	0.05	0.00	0.00	0.03
North America	Total Labor Hours	20,585,689	22,115,790	22,960,817	22,999,097
	SIF First Aid (Count)	10	6	8	5
	SIF First Aid (Rate)	0.10	0.05	0.07	0.04
South America	Total Labor Hours	1,151,026	1,119,773	1,345,062	1,143,208
	SIF First Aid (Count)	1	1	0	0
	SIF First Aid (Rate)	0.17	0.18	0.00	0.00
<b>GRAND TOTAL SIF FIRST AID</b>		<b>15</b>	<b>8</b>	<b>10</b>	<b>6</b>
<b>TOTAL SIF FIRST AID RATE</b>		<b>0.07</b>	<b>0.04</b>	<b>0.04</b>	<b>0.03</b>

<b>SIF NEAR MISS</b>					
<b>REGION</b>	<b>METRIC</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Asia Pacific	Total Labor Hours	11,991,391	13,593,699	12,086,167	11,027,517
	SIF Near Miss (Count)	2	4	3	3
	SIF Near Miss (Rate)	0.03	0.06	0.05	0.05
Europe	Total Labor Hours	8,073,712	8,440,486	8,150,736	6,980,345
	SIF Near Miss (Count)	3	4	3	3
	SIF Near Miss (Rate)	0.07	0.09	0.07	0.09
North America	Total Labor Hours	20,585,689	22,115,790	22,960,817	22,999,097
	SIF Near Miss (Count)	23	15	20	13
	SIF Near Miss (Rate)	0.22	0.14	0.17	0.11
South America	Total Labor Hours	1,151,026	1,119,773	1,345,062	1,143,208
	SIF Near Miss (Count)	1	1	0	0
	SIF Near Miss (Rate)	0.17	0.18	0.00	0.00
<b>GRAND TOTAL SIF NEAR MISSES</b>		<b>29</b>	<b>24</b>	<b>26</b>	<b>19</b>
<b>TOTAL SIF NEAR MISS RATE</b>		<b>0.14</b>	<b>0.11</b>	<b>0.12</b>	<b>0.09</b>

Please note that the numbers have been rounded. Some totals have been affected as a result.

SIF RECORDABLE					
REGION	METRIC	2020	2021	2022	2023
Asia Pacific	Total Labor Hours	11,991,391	13,593,699	12,086,167	11,027,517
	SIF Recordable (Count)	1	3	2	2
	SIF Recordable (Rate)	0.02	0.04	0.03	0.04
Europe	Total Labor Hours	8,073,712	8,440,486	8,150,736	6,980,345
	SIF Recordable (Count)	2	4	5	2
	SIF Recordable (Rate)	0.05	0.09	0.12	0.06
North America	Total Labor Hours	20,585,689	22,115,790	22,960,817	22,999,097
	SIF Recordable (Count)	13	14	11	9
	SIF Recordable (Rate)	0.13	0.13	0.10	0.08
South America	Total Labor Hours	1,151,026	1,119,773	1,345,062	1,143,208
	SIF Recordable (Count)	0	0	0	0
	SIF Recordable (Rate)	0.00	0.00	0.00	0.00
<b>GRAND TOTAL SIF RECORDABLES</b>		<b>16</b>	<b>21</b>	<b>18</b>	<b>13</b>
<b>TOTAL SIF RECORDABLE RATE</b>		<b>0.08</b>	<b>0.09</b>	<b>0.08</b>	<b>0.06</b>

Employee Fatalities\*

REGION	METRIC	2020	2021	2022	2023
Asia Pacific	Total Labor Hours	11,991,391	13,593,699	12,086,167	11,027,517
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	0	0	0
	<b>TOTAL FATALITIES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Europe	Total Labor Hours	8,073,712	8,440,486	8,150,736	6,980,345
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	0	0	0
	<b>TOTAL FATALITIES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
North America	Total Labor Hours	20,585,689	22,115,790	22,960,817	22,999,097
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	0	0	1
	<b>TOTAL FATALITIES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
South America	Total Labor Hours	1,151,026	1,119,773	1,345,062	1,143,208
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	0	0	0
	<b>TOTAL FATALITIES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL FATALITIES</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

Please note that the numbers have been rounded. Some totals have been affected as a result.

## APPENDIX B: WORKFORCE DATA

# EMPLOYEE DATA

The social data in this appendix marked with a + sign were independently assured to a moderate level by SCS Global Services. For more information or to see the verification statement, please go to [page 387](#).

### 2023 Global Workforce Composition (Gender and Age)<sup>+</sup>

AGE GROUPS	POSITION	WOMEN	MEN	TOTAL
Number of employees in the age group <30 years by gender within employee categories	Manager	26	50	76
	Primary	330	2,183	2,513
	Staff	236	297	533
<b>TOTAL &lt;30 AGE GROUP</b>		<b>592</b>	<b>2,530</b>	<b>3,122</b>
Number of employees in the age group 30–50 years by gender within employee categories <sup>+</sup>	Manager	364	836	1200
	Senior Executive/Vice President	13	20	33
	Primary	867	5,754	6,621
	Staff	821	1,325	2,146
<b>TOTAL 31-50 AGE GROUP</b>		<b>2,065</b>	<b>7,935</b>	<b>10,000</b>
Number of employees in the age group >50 years by gender within employee categories	Manager	103	452	555
	Senior Executive/Vice President	5	22	27
	Primary	342	2,681	3,023
	Staff	365	743	1,108
<b>TOTAL &gt;50 AGE GROUP</b>		<b>815</b>	<b>3,898</b>	<b>4,713</b>
<b>GRAND TOTAL</b>		<b>3,472</b>	<b>14,363</b>	<b>17,835</b>

### 2023 U.S. Workforce Composition (People of Color)<sup>+</sup>

	POSITION	WOMEN	MEN	TOTAL
Number of employees who identify as people of color by gender within employee categories	Manager	52	122	174
	Senior Executive/Vice President	1	8	9
	Primary	360	2,074	2,434
	Staff	142	300	442
<b>TOTAL</b>		<b>555</b>	<b>2,504</b>	<b>3,059</b>

Please note that the numbers have been rounded. Some totals have been affected as a result.

**2023 Percentage of People of Color at U.S. Sites\***

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Workforce	33%	35%	35%	36%
Management	16%	17%	18%	18%

**Percentage of 2023 U.S. Hires (Staff and Primary) Who Identify as People of Color\***

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Hires Who Identify as People of Color	435	1,141	1,254	1,078
All Hires	933	2,255	2,646	2,165
% People of Color	47%	51%	47%	50%

**2023 Ethnic Background of Non-Contingent U.S. Employees\***

<b>ETHNIC BACKGROUND</b>	<b>WOMEN</b>	<b>MEN</b>	<b>TOTAL</b>	<b>SHARE IN TOTAL WORKFORCE</b>
White	1,285	4,187	5,472	64.1%
Black or African American	319	1,226	1,545	18.1%
Hispanic	157	991	1,148	13.5%
Asian	45	158	203	2.4%
American Indian/Alaskan	8	32	40	0.5%
Native Hawaiian/Other Pacific Islander	4	17	21	0.2%
Two or More Races	22	80	102	1.2%
Not Specified	0	1	1	0.0%
<b>TOTAL</b>	<b>1,840</b>	<b>6,692</b>	<b>8,532</b>	<b>100.0%</b>

*Please note that the numbers have been rounded. Some totals have been affected as a result.*

**2023 U.S. Management Positions Share by Ethnic Background\***

BREAKDOWN	2022	2023	YOY CHANGE
Asian	4.5%	4.3%	-0.2%
Black or African American	6.7%	6.1%	-0.7%
Hispanic or Latino	5.8%	6.1%	0.3%
White	81.5%	81.8%	0.3%
Indigenous or Native	0.4%	0.6%	0.2%
Native Hawaiian/Other Pacific Islander	0.1%	0.2%	0.1%
Two or More Races	0.9%	1.0%	0.1%
Not Specified	0.0%	0.0%	0.0%
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>

**Number of Global Employees by Employment Contract (by Gender and Region)\***

REGION	WOMEN		MEN		TOTAL
	REGULAR	TEMPORARY	REGULAR	TEMPORARY	
Asia Pacific	482	0	2,536	0	3,018
Europe	646	6	3,153	3	3,808
Latin America	418	0	1,552	0	1,970
North America	1,919	1	7,114	5	9,039
<b>TOTAL</b>	<b>3,465</b>	<b>7</b>	<b>14,355</b>	<b>8</b>	<b>17,835</b>

**Number of Global Employees by Employment Type (by Gender)\***

	WOMEN	MEN	TOTAL
Full Time	3,414	14,293	17,707
Part Time	58	70	128
<b>TOTAL</b>	<b>3,472</b>	<b>14,363</b>	<b>17,835</b>

Please note that the numbers have been rounded. Some totals have been affected as a result.

**Employee Training by Gender\***

CATEGORY	HOURS SUM		COUNT		HOURS AVERAGE		TOTALS		
	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	HOURS	COUNT	HRS AVG
Senior Executive/Vice President	56	148	17	42	3	4	205	59	3
Manager	5,357	12,973	493	1,336	11	10	18,330	1,829	10
Staff	11,850	19,816	1,407	2,344	8	8	31,666	3,751	8
Primary	14,738	75,423	737	4,859	20	16	90,161	5,596	16
<b>TOTAL</b>	<b>32,001</b>	<b>108,360</b>	<b>2,654</b>	<b>8,581</b>	<b>12</b>	<b>13</b>	<b>140,361</b>	<b>11,235</b>	<b>12</b>

	2023
Average amount in USD spent per FTE on training and development*	\$511

**North American Staff Who Took Parental Leave in 2023\***

	WOMEN	MEN	TOTAL
U.S.	41	64	105
Canada	1	8	9
<b>TOTAL</b>	<b>42</b>	<b>72</b>	<b>114</b>

*Please note that the numbers have been rounded. Some totals have been affected as a result.*

## 2023 Global Workforce Composition (Gender and Country)\*

COUNTRY	WOMEN	MEN	TOTAL
Austria	1	2	3
Belgium	84	393	477
Brazil	60	453	513
Canada	80	427	507
Chile	13	27	40
China	288	706	994
Czech Republic	61	234	295
Denmark	2	6	8
Estonia	2	5	7
Finland	52	182	234
France	101	379	480
Germany	33	129	162
Hong Kong	–	1	1
India	166	1,506	1,672
Italy	28	302	330
Japan	5	13	18
Latvia	1	7	8
Lithuania	46	199	245
Mexico	345	1,072	1,417
Netherlands	16	164	180
Norway	–	7	7
Poland	99	668	767
Singapore	9	38	47
Slovakia	–	2	2
South Korea	14	272	286
Spain	33	50	83
Sweden	75	333	408
Switzerland	2	11	13
United Kingdom	16	83	99
United States	1,840	6,692	8,532
<b>TOTAL</b>	<b>3,472</b>	<b>14,363</b>	<b>17,835</b>

Please note that the numbers have been rounded. Some totals have been affected as a result.

**Number of Employees Joining the Organization in 2023\*\***

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2023 RATE</b>
Total Employees	2,436	4,274	4,205	3,078	17%
<b>BY AGE GROUP</b>					
<30 Years	1,174	2,217	1,870	1,336	43%
30 to 50 Years	1,095	1,756	1,940	1,464	15%
>50 Years	167	301	395	278	6%
<b>BY GENDER</b>					
Men	1,927	3,447	3,200	2,474	17%
Women	509	827	1,005	604	17%
<b>BY REGION</b>					
Asia Pacific	758	957	400	172	6%
Europe	319	477	469	234	6%
Latin America	391	649	747	626	32%
North America	968	2,191	2,589	2,046	23%
<b>OTHER METRICS</b>					
% of Open Positions Filled by Internal Candidates	39	28	29	32	–
Average Hiring Cost/FTE in USD	5,079	4,800	5,500	5,375	–

\* Average Hiring Cost/FTE does not include hiring costs of directors or above in the organization.

**Number of Employees Leaving Employment in 2023\***

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2023 RATE</b>
Total Employees	2,908	3,879	5,225	4,387	24%
<b>BY AGE GROUP</b>					
<30 Years	812	1,509	1,689	1,414	42%
30 to 50 Years	1,417	1,650	2,596	2,208	21%
>50 Years	679	720	940	765	16%
<b>BY GENDER</b>					
Men	2,298	3,131	4,079	3,483	23%
Women	610	748	1,146	904	25%
<b>BY REGION</b>					
Asia Pacific	636	908	838	893	25%
Europe	405	453	1,129	374	10%
Latin America	480	475	731	921	43%
North America	1,387	2,043	2,527	2,199	24%

**Total Employee Turnover Rate\***

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Total Employee Turnover Rate	16%	20%	26%	24%
Voluntary Employee Turnover Rate	10%	13%	14%	13%

Please note that the numbers have been rounded. Some totals have been affected as a result.

APPENDIX C: ENVIRONMENTAL DATA

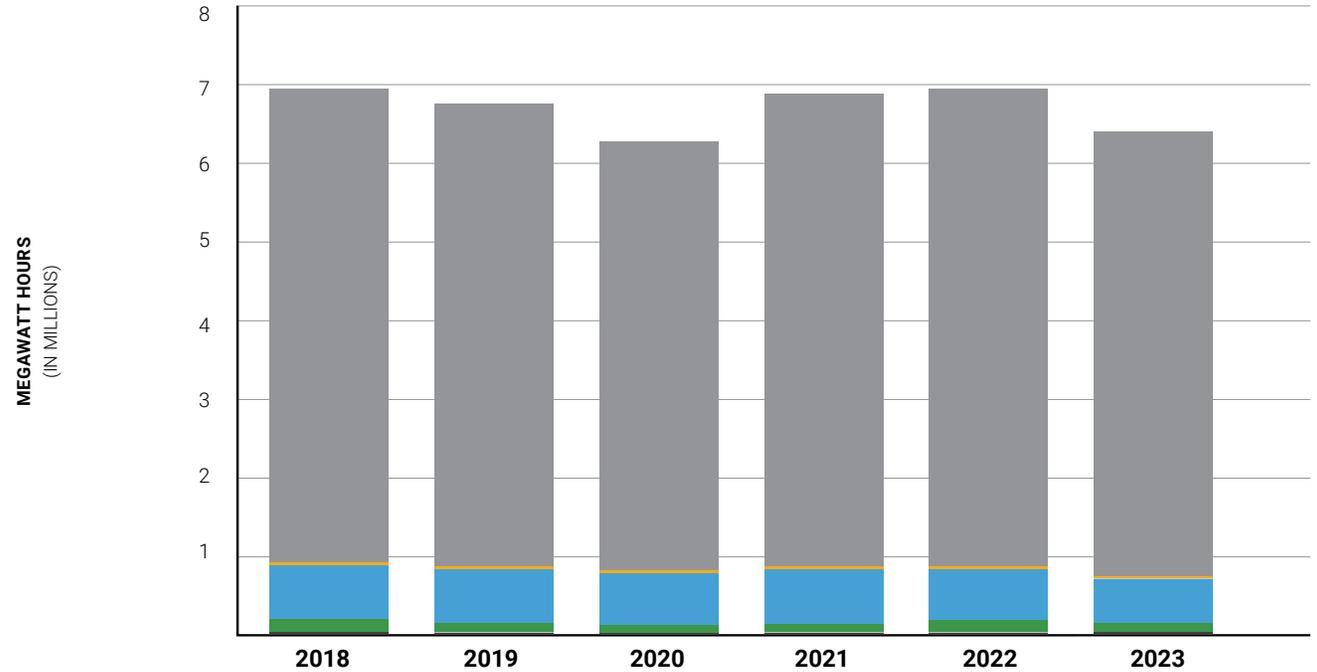
# ENERGY DATA

## Energy

The energy, Scope 1 and Scope 2 greenhouse gas emissions, and select Scope 3 greenhouse gas emission categories data in this appendix were independently assured to a high level by SCS Global Services. Other data were independently assured to a moderate level by SCS Global Services. For more information or to see the verification statement, please go to [page 387](#).

For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more in [About the Report](#).

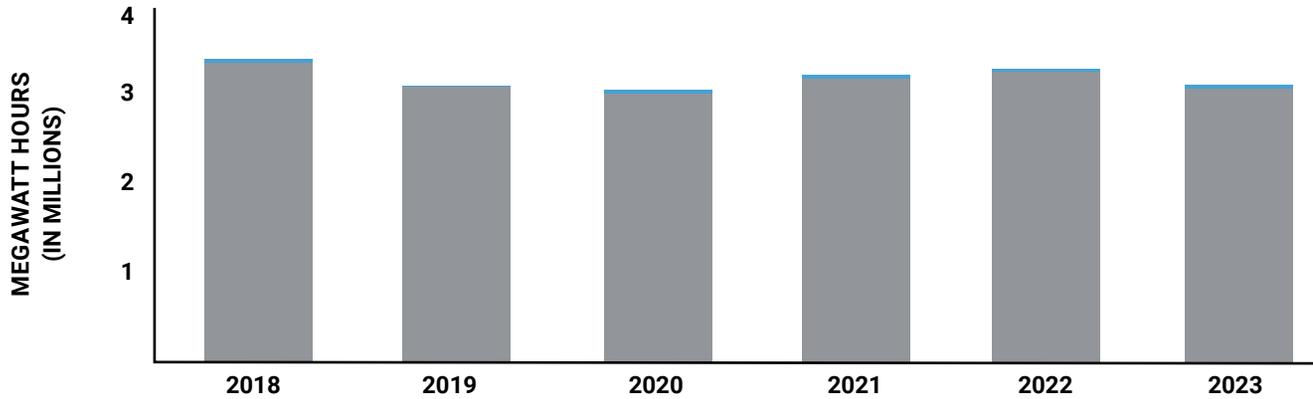
### Direct Energy by Fuel Type



	2018	2019	2020	2021	2022	2023
Gasoline & Diesel	25,404	22,065	17,184	20,146	20,126	25,856
Jet Fuel (Jet A or A-1)	12,503	11,197	4,290	8,970	10,473	9,848
Propane & LPG	156,150	116,357	100,521	106,168	157,395	112,365
Coke	674,908	671,221	651,777	687,353	633,777	552,074
Fuel Oil 1,2,6	4,164	3,194	3,298	4,053	5,122	3,348
Liquefied Natural Gas (LNG)	39,982	32,202	34,088	34,481	34,894	32,760
Natural Gas	5,973,853	5,845,104	5,406,083	5,969,429	6,026,573	5,613,622
<b>TOTAL</b>	<b>6,886,964</b>	<b>6,701,340</b>	<b>6,217,240</b>	<b>6,830,601</b>	<b>6,888,360</b>	<b>6,349,875</b>

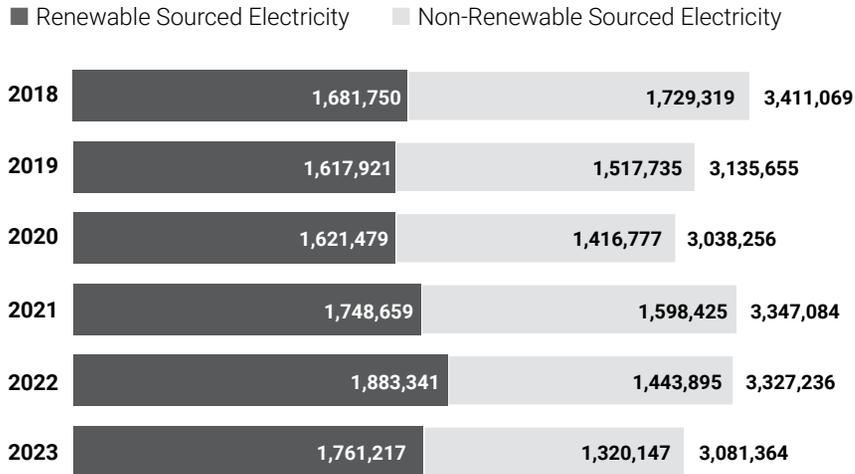
Please note that the numbers have been rounded. Some totals have been affected as a result.

Indirect Energy by Source

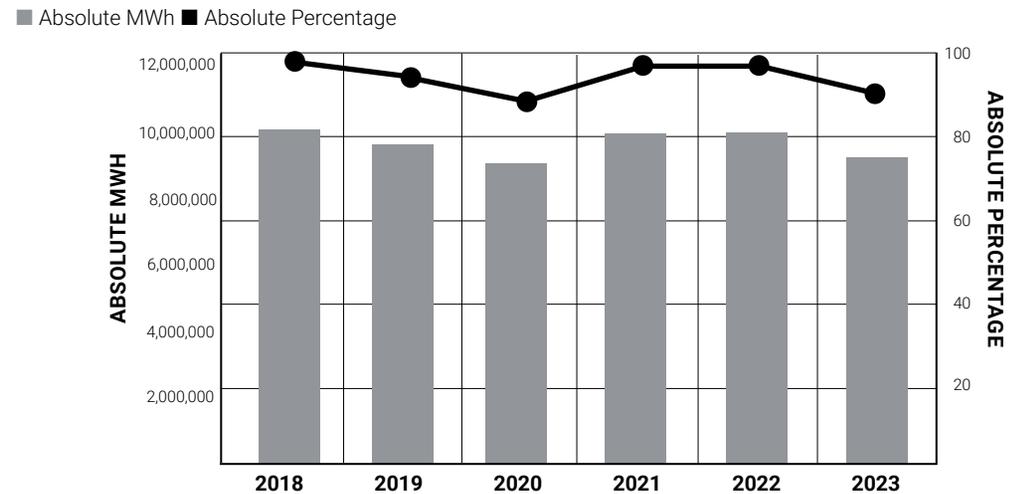


	2018	2019	2020	2021	2022	2023
Electricity	3,411,069	3,135,655	3,038,256	3,347,084	3,327,236	3,081,364
Steam, Heat, Cooling	6,272	5,941	6,550	7,186	4,804	5,390
<b>TOTAL</b>	<b>3,417,340</b>	<b>3,141,596</b>	<b>3,044,807</b>	<b>3,354,270</b>	<b>3,332,040</b>	<b>3,086,754</b>

Electricity Consumption by Source (in Megawatt Hours)



Energy Efficiency Footprint



	2018	2019	2020	2021	2022	2023
Absolute MWh	10,304,304	9,842,936	9,262,047	10,184,871	10,220,399	9,436,629
Absolute Percentage	100%	96%	90%	99%	99%	92%
Aggregate Intensity (MWh Normalized by Revenue - In Millions)	1,437	1,361	1,295	1,181	1,040	975

Please note that the numbers have been rounded. Some totals have been affected as a result.

Energy Portfolio (in Megawatt Hours)

DIRECT ENERGY						
Non-Renewable						
	2018	2019	2020	2021	2022	2023
Asia Pacific	796,739	862,902	694,287	776,939	755,432	747,086
Canada	258,307	221,106	215,059	272,769	275,856	256,320
Europe	1,458,858	1,372,432	1,302,993	1,378,485	1,394,311	1,232,623
Latin America	587,602	539,885	547,783	579,581	563,056	517,770
United States	3,785,457	3,705,015	3,457,118	3,822,828	3,899,704	3,596,075
Renewable						
	2018	2019	2020	2021	2022	2023
All Regions	0	0	0	0	0	0
INDIRECT ENERGY						
Non-Renewable						
	2018	2019	2020	2021	2022	2023
Asia Pacific	347,984	376,704	342,418	371,692	324,445	326,268
Canada	158,663	116,290	21,352	17,022	17,702	26,860
Europe	295,371	204,537	236,122	263,243	73,747	5,390
Latin America	184,371	161,638	149,248	169,850	165,156	154,919
United States	749,203	664,506	674,188	783,804	867,649	812,100
Renewable						
	2018	2019	2020	2021	2022	2023
Asia Pacific	77,835	89,291	85,769	92,961	83,111	84,507
Canada	67,057	54,676	166,838	219,840	228,769	216,637
Europe	250,119	315,170	309,920	340,257	540,717	562,361
Latin America	90,036	88,960	82,660	94,656	97,160	91,958
United States	1,196,703	1,069,824	976,292	1,000,945	933,585	805,754
Overall Energy Usage						
	2018	2019	2020	2021	2022	2023
Non-Renewable	8,622,555	8,225,015	7,640,568	8,436,212	8,337,058	7,675,412
Renewable	1,681,750	1,617,921	1,621,479	1,748,659	1,883,341	1,761,217
<b>TOTAL ENERGY USAGE</b>	<b>10,304,304</b>	<b>9,842,936</b>	<b>9,262,047</b>	<b>10,184,871</b>	<b>10,220,399</b>	<b>9,436,629</b>
<b>PERCENT ENERGY FROM RENEWABLE SOURCES</b>	<b>16.3%</b>	<b>16.4%</b>	<b>17.5%</b>	<b>17.2%</b>	<b>18.4%</b>	<b>18.7%</b>

Please note that the numbers have been rounded. Some totals have been affected as a result.

Renewable and Non-Renewable Electricity Consumption by Region (in Megawatt Hours)

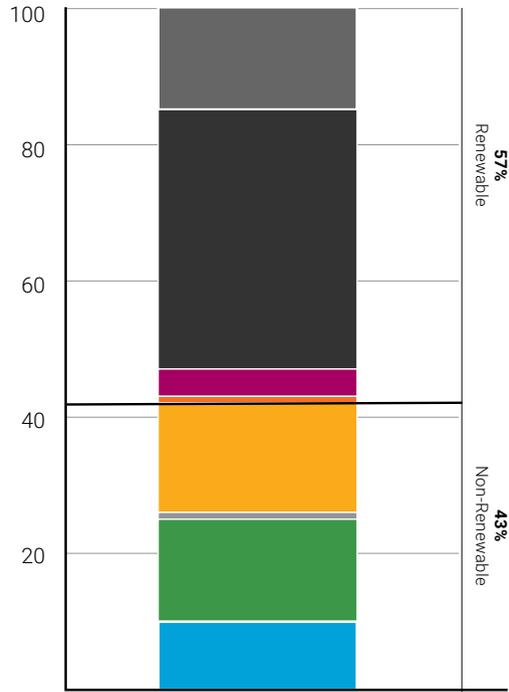
	2018	2019	2020	2021	2022	2023
<b>Renewable</b>						
Asia Pacific	77,835	89,291	85,769	92,961	83,111	84,507
Canada	67,057	54,676	166,838	219,840	228,769	216,637
Europe	250,119	315,170	309,920	340,257	540,717	562,361
Latin America	90,036	88,960	82,660	94,656	97,160	91,958
United States	1,196,703	1,069,824	976,292	1,000,945	933,585	805,754
<b>TOTAL RENEWABLE</b>	<b>1,681,750</b>	<b>1,617,921</b>	<b>1,621,479</b>	<b>1,748,659</b>	<b>1,883,341</b>	<b>1,761,217</b>
<b>Non-Renewable</b>						
Asia Pacific	346,888	375,528	340,912	370,543	324,445	326,268
Canada	158,663	116,290	21,352	17,022	17,702	26,860
Europe	290,195	199,773	231,077	257,206	68,943	0
Latin America	184,371	161,638	149,248	169,850	165,156	154,919
United States	749,203	664,506	674,188	783,804	867,649	812,100
<b>TOTAL NON-RENEWABLE</b>	<b>1,729,319</b>	<b>1,517,735</b>	<b>1,416,777</b>	<b>1,598,425</b>	<b>1,443,895</b>	<b>1,320,147</b>

2023 Direct and Indirect Energy Summary by Region (in Megawatt Hours)

REGION	RENEWABLE	NON-RENEWABLE	TOTAL BY REGION
Asia Pacific	84,507	1,073,354	1,157,861
Canada	216,637	283,180	499,817
Europe	562,361	1,238,014	1,800,375
Latin America	91,958	672,689	764,647
United States	805,754	4,408,175	5,213,929
<b>TOTAL</b>	<b>1,761,217</b>	<b>7,675,412</b>	<b>9,436,629</b>

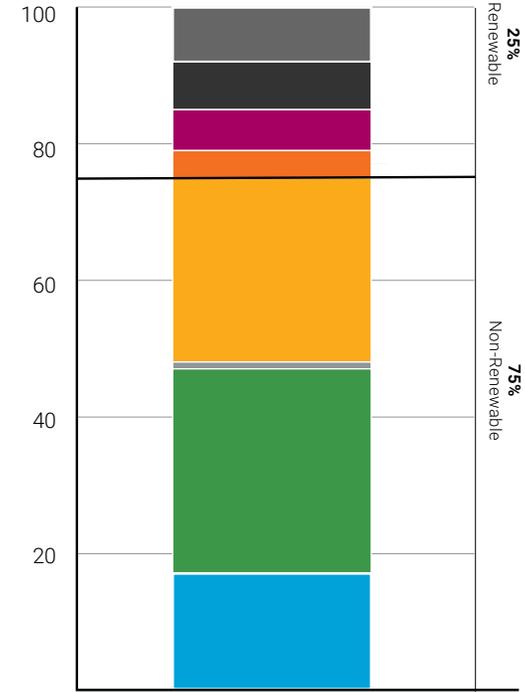
Please note that the numbers have been rounded. Some totals have been affected as a result.

Global Electricity Mix Market-Based



CATEGORY	SOURCE	U.S.	NON-U.S.	GLOBAL
Renewable	Hydro	2%	29%	15%
	Wind	45%	29%	38%
	Solar	2%	6%	4%
	Biomass	<1%	1%	<1%
	Geothermal	<1%	0%	<1%
	Other Renewable	0%	<1%	<1%
Non-renewable	Coal	15%	18%	16%
	Oil	<1%	2%	1%
	Gas	19%	11%	15%
	Other Fossil	<1%	<1%	<1%
	Nuclear	16%	4%	10%
	Other Unknown/Purchased Fuel	<1%	0%	<1%
<b>TOTAL</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>

Global Electricity Mix Location-Based



CATEGORY	SOURCE	U.S.	NON-U.S.	GLOBAL
Renewable	Hydro	3%	12%	8%
	Wind	8%	6%	7%
	Solar	2%	10%	6%
	Biomass	1%	7%	4%
	Geothermal	<1%	0%	<1%
	Other Renewable	0%	<1%	<1%
Non-renewable	Coal	26%	28%	27%
	Oil	<1%	2%	1%
	Gas	37%	23%	30%
	Other Fossil	<1%	<1%	<1%
	Nuclear	22%	12%	17%
	Other Unknown/Purchased Fuel	<1%	0%	<1%
<b>TOTAL</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>

Please note that the numbers have been rounded. Some totals have been affected as a result.

2023 Total Energy Consumed in Our Value Chain (in Megawatt Hours)

CATEGORY	COMPOSITES	INSULATION	ROOFING	TOTAL
Coal	1,449,225	2,782,107	1,761,914	5,993,246
Natural Gas	1,572,060	2,071,048	2,753,340	6,396,448
Petrol	670,933	1,401,336	2,408,246	4,480,515
Bio/Waste	249,382	511,827	590,312	1,351,522
Non-fossil Electricity	557,403	622,042	704,818	1,884,263
<b>TOTAL ENERGY</b>	<b>4,499,004</b>	<b>7,388,360</b>	<b>8,218,630</b>	<b>20,105,993</b>

Energy consumption outside of the organization is determined using an economic input-output life cycle assessment-based (EIO-LCA) method. The calculation is performed using the EIO-LCA online tool developed by Carnegie Mellon University. It is based on the respective North American Industry Classification System (NAICS) manufacturing industry sectors associated with Owens Corning’s three major business operations. Net sales figures in the 2022 Owens Corning Annual Report on Form 10-K were used as indicators of, and inputs for, economic activity in each of the three respective sectors. The reported value is reflective of only Scope 3 upstream use for each of our three businesses.

Energy Disclosures Based on SASB Definitions and Metrics

DISCLOSURE REQUEST	VALUE
Total energy consumed in gigajoules (GJ)	33,971,865
Percentage of energy consumed that was supplied from grid electricity	33%
Percentage of energy consumed that was from alternative sources	0%
Percentage of energy consumed that is renewable energy*	15%

\* Excluding renewable electricity from residual grid mix data

2023 Estimated Savings from Energy Investments by Region

LOCATION	ESTIMATED ANNUAL SAVINGS (METRIC TONS CO <sub>2</sub> e)	ANNUAL MONETARY SAVINGS (USD)	INVESTMENT REQUIRED (USD)
North America	539	\$88,050	\$286,087
Outside North America	5,629	\$1,181,372	\$1,438,729
<b>TOTAL</b>	<b>6,169</b>	<b>\$1,269,422</b>	<b>\$1,724,816</b>

Please note that the numbers have been rounded. Some totals have been affected as a result.

Global Electricity Mix Factors

TYPE	LOCATIONS	CALENDAR YEAR	SOURCE
Electricity	Canada	2023	Statistics Canada Electric Power Annual Generation Data (w/2021 data)
Electricity	EU Countries	2023	Association of Issuing Bodies (AIB): European Residual Mixes (w/2022 data)
Electricity	ROW*	2023	International Energy Agency (IEA): Month Electricity Statistics Data (w/2021 data)
Electricity	Singapore	2023	International Energy Agency (IEA): Data and Statistics (w/2020 data)
Electricity	US	2023	US EPA eGRID 2023 (w/2021 data)
Electricity	Canada	2022	Statistics Canada Electric Power Annual Generation Data (w/2021 data)
Electricity	EU Countries	2022	Association of Issuing Bodies (AIB): European Residual Mixes (w/2021 data)
Electricity	ROW*	2022	International Energy Agency (IEA): Month Electricity Statistics Data (w/2020 data)
Electricity	Singapore	2022	International Energy Agency (IEA): Data and Statistics (w/2020 data)
Electricity	US	2022	US EPA eGRID 2022 (w/2020 data)
Electricity	Canada	2021	Statistics Canada Electric Power Annual Generation Data (w/2019 data)
Electricity	EU Countries	2021	Association of Issuing Bodies (AIB): European Residual Mixes (w/2020 data)
Electricity	ROW*	2021	International Energy Agency (IEA): Month Electricity Statistics Data (w/2018 data)
Electricity	Singapore	2021	Singapore Government Energy Market Authority (w/2018 data)
Electricity	US	2021	US EPA eGRID 2021 (w/2019 data)
Electricity	Canada	2020	Statistics Canada Electric Power Annual Generation Data (w/2018 data)
Electricity	EU Countries	2020	Association of Issuing Bodies (AIB): European Residual Mixes (w/2019 data)
Electricity	ROW*	2020	International Energy Agency (IEA): Month Electricity Statistics Data (w/2018 data)
Electricity	Singapore	2020	Singapore Government Energy Market Authority (w/2018 data)
Electricity	US	2020	US EPA eGRID 2020v2 (w/2018 data)
Electricity	Canada	2019	Statistics Canada Electric Power Annual Generation Data (w/2018 data)
Electricity	EU Countries	2019	Association of Issuing Bodies (AIB): European Residual Mixes (w/2018 data)
Electricity	ROW*	2019	International Energy Agency (IEA): Month Electricity Statistics Data (w/2017 data)
Electricity	Singapore	2019	Singapore Government Energy Market Authority (w/2018 data)
Electricity	US	2019	US EPA eGRID 2018 (w/2016 data)
Electricity	Canada	2018	Statistics Canada Electric Power Annual Generation Data (w/2017 data)
Electricity	EU Countries	2018	Association of Issuing Bodies (AIB): European Residual Mixes (w/2017 data)
Electricity	ROW*	2018	International Energy Agency (IEA): Month Electricity Statistics Data (w/2016 data)
Electricity	Singapore	2018	Singapore Government Energy Market Authority (w/2017 data)
Electricity	US	2018	US EPA eGRID 2018 (w/2016 data)

\* ROW: Countries besides the US, Canada, Singapore, and the EU

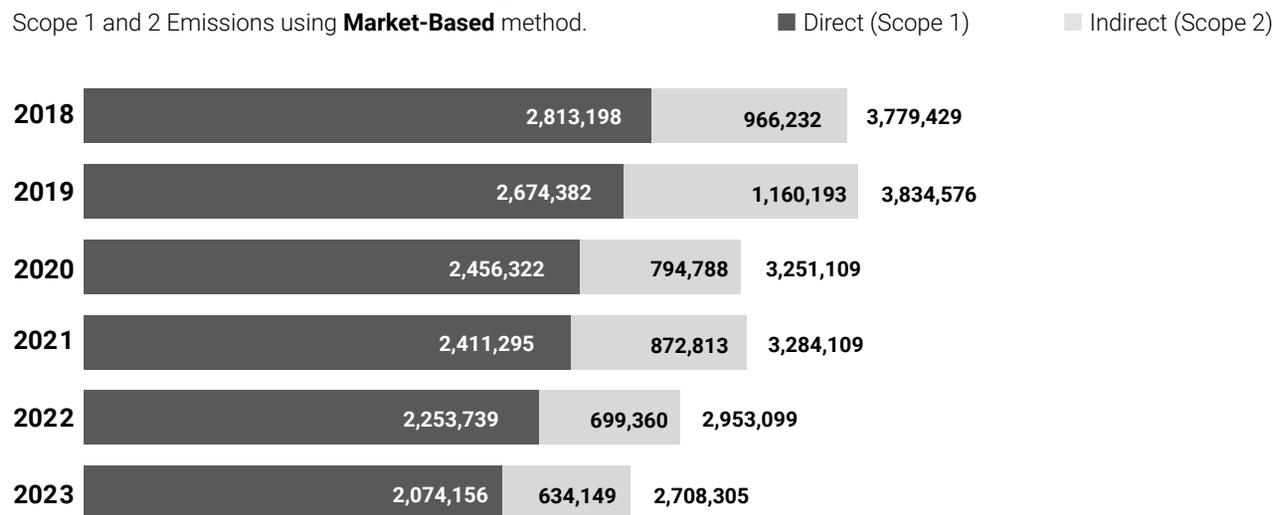
APPENDIX C: ENVIRONMENTAL DATA

# EMISSIONS DATA

Hydrochlorofluorocarbon (HCFC) emissions are optionally included in Scope 1 emissions, in addition to the Kyoto gases, and the associated emissions are outlined in the table [Ozone-Depleting Substances](#). Hydrofluoroolefin (HFO) emissions are also optionally included in Scope 1 emissions.

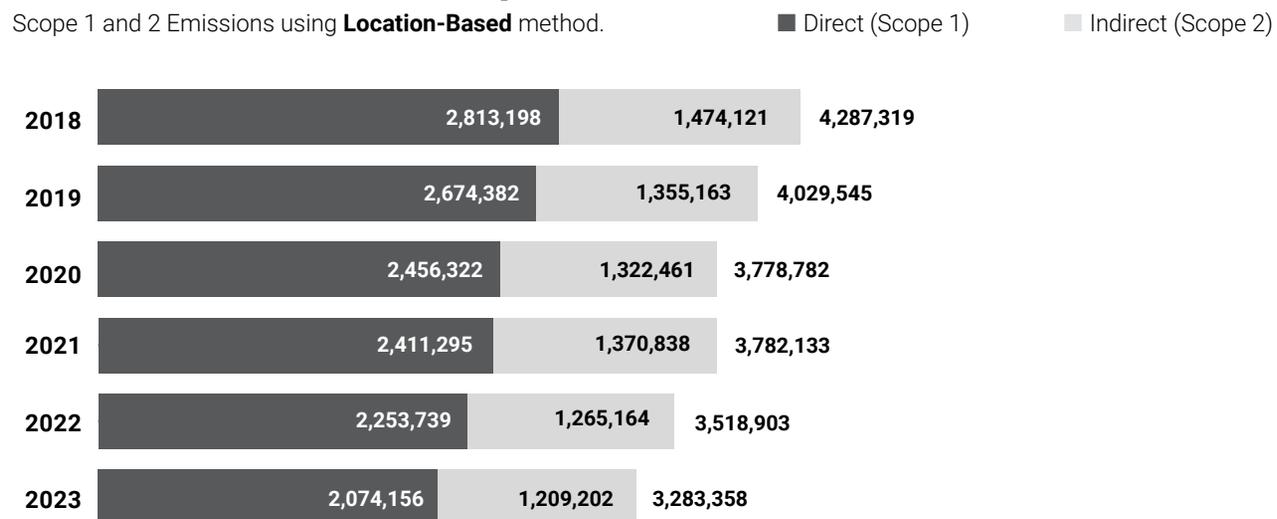
### Direct and Indirect Emissions (Metric Tons CO<sub>2</sub>e)

Scope 1 and 2 Emissions using **Market-Based** method.

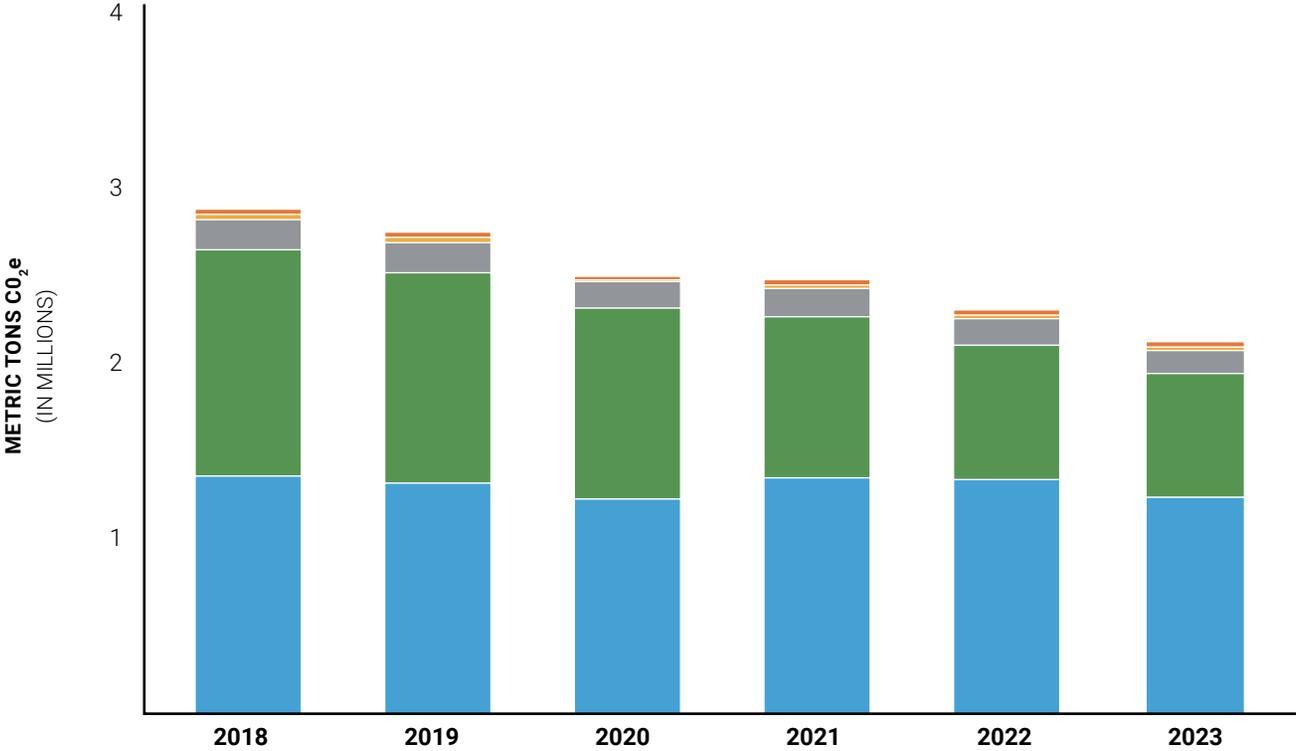


### Direct and Indirect Emissions (Metric Tons CO<sub>2</sub>e)

Scope 1 and 2 Emissions using **Location-Based** method.



Scope 1 Emissions Breakdown



	2018	2019	2020	2021	2022	2023
Fossil Fuel Combustion	1,348,577	1,313,017	1,222,909	1,338,719	1,343,050	1,232,900
Foam Blowing Agent Emissions	1,283,946	1,187,221	1,076,580	910,695	761,058	703,681
Process Emissions	174,519	168,074	153,440	157,045	143,924	131,714
Leased Corporate Aircraft	3,107	2,785	1,066	2,229	2,602	2,447
Leased Corporate Fleet	3,048	3,286	2,327	2,609	3,106	3,413
<b>TOTAL</b>	<b>2,813,198</b>	<b>2,674,382</b>	<b>2,456,322</b>	<b>2,411,295</b>	<b>2,253,739</b>	<b>2,074,156</b>

**Scope 1 Total Direct GHG Emissions – Market-Based** (Metric Tons CO<sub>2</sub>e)

	2018	2019	2020	2021	2022	2023
Total Direct GHG Emissions (Scope 1)	2,813,198	2,674,382	2,456,322	2,411,295	2,253,739	2,074,156
Data Coverage (% of units of production)	100	100	100	100	100	100

**Scope 2 Total Indirect GHG Emissions – Market-Based** (Metric Tons CO<sub>2</sub>e)

	2018	2019	2020	2021	2022	2023
Total Indirect GHG Emissions (Scope 2)	966,232	1,160,193	794,788	872,813	699,360	634,149
Data Coverage (% of units of production)	100	100	100	100	100	100

**Scope 3 Total GHG Emissions** (Metric Tons CO<sub>2</sub>e)

CATEGORIES	2018	2019	2020	2021	2022	2023
Purchased goods and services	2,026,093	1,997,339	1,878,263	2,230,464	2,350,004	2,410,048
Capital goods	219,941	164,772	129,523	92,210	94,788	102,897
Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	891,911	897,789	795,687	863,319	830,088	749,257
Upstream transportation and distribution	304,962	211,535	219,226	218,386	196,546	294,932
Business travel	13,708	13,931	3,370	3,852	9,172	9,824
Employee commuting	25,083	23,861	22,508	22,912	22,993	21,366
Downstream transportation and distribution	449,663	427,809	424,116	476,716	472,895	444,740
Processing of sold products	410,382	407,629	371,481	429,416	470,168	419,345
End-of-life treatment of sold products	202,469	190,965	196,019	219,661	228,375	209,060
<b>TOTAL</b>	<b>4,544,213</b>	<b>4,335,629</b>	<b>4,040,194</b>	<b>4,556,936</b>	<b>4,675,029</b>	<b>4,661,469</b>

**2023 Direct GHG Emissions – Market-Based** (Metric Tons CO<sub>2</sub>e)

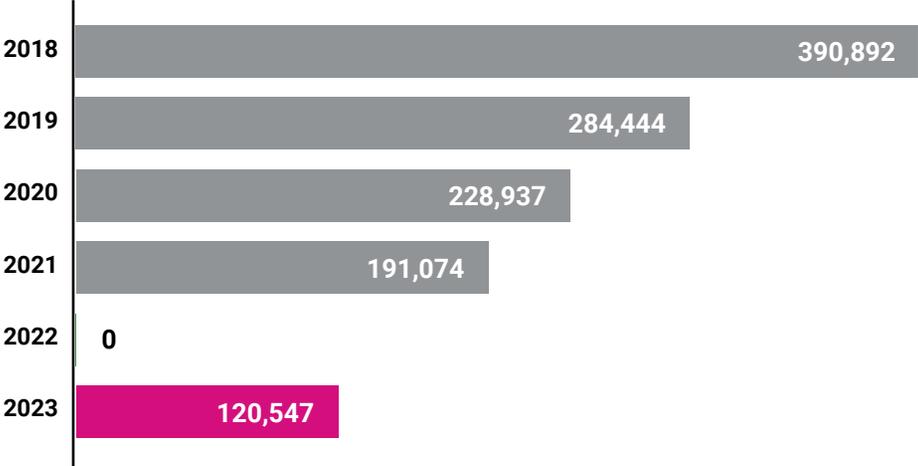
	NORTH AMERICA	OUTSIDE NORTH AMERICA	TOTAL
Direct GHG Emissions	1,331,391	742,765	2,074,156
Emissions Normalized by Metric Tons of Product Produced	–	–	0.2627

**2023 Indirect GHG Emissions – Market-Based** (Metric Tons CO<sub>2</sub>e)

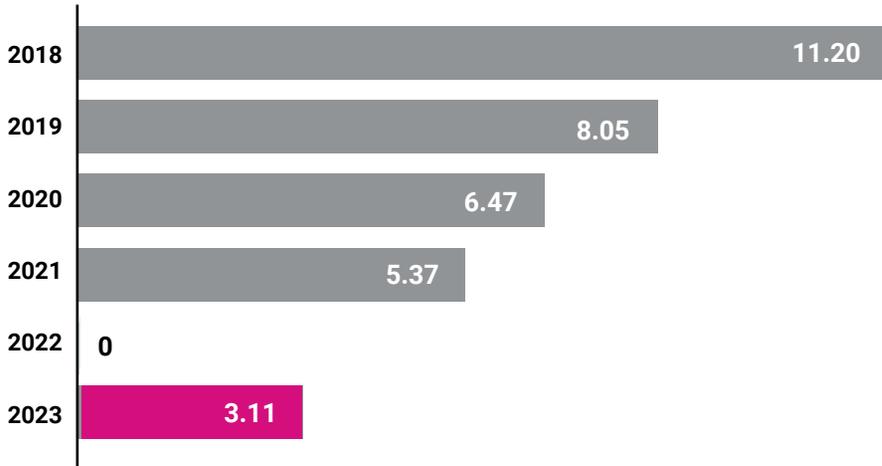
	NORTH AMERICA	OUTSIDE NORTH AMERICA	TOTAL
Indirect GHG Emissions	355,895	278,254	634,149
Emissions Normalized by Metric Tons of Product Produced	–	–	0.0803

Please note that the numbers have been rounded. Some totals have been affected as a result.

Ozone-Depleting Substances – HCFCs (Absolute Metric Tons CO<sub>2</sub>e)



Emissions of Ozone-Depleting Substances – Metric Tons of CFC-11 Equivalent (GRI 305-6)



Owens Corning optionally chooses to report our hydrochlorofluorocarbon (HCFC) and hydrofluoroolefin (HFO) emissions within our Scope 1 for transparency.

Excluded from this calculation are the HCFC emissions of 97,226 MT CO<sub>2</sub>e in 2022 and 34,543 MT CO<sub>2</sub>e in 2023 from a foam product that we outsourced in Asia, although these emissions are tracked in our Scope 3 Purchased Goods and Services.

CFC-11 is not directly emitted by Owens Corning. This is a calculation of CFC-11 Equivalents in MT from the MT of HCFC blowing agents used and EPA conversion factors to answer GRI 305-6.

Excluded from this calculation are the HCFC emissions of 2.21 MT CFC-11 equivalent in 2022 and 0.7 MT CFC-11 equivalent in 2023 from a foam product that we outsourced in Asia, although these emissions are tracked in our Scope 3 Purchased Goods and Services.

Particulate Matter 10 Micrometers or Less in Diameter (PM<sub>10</sub>)

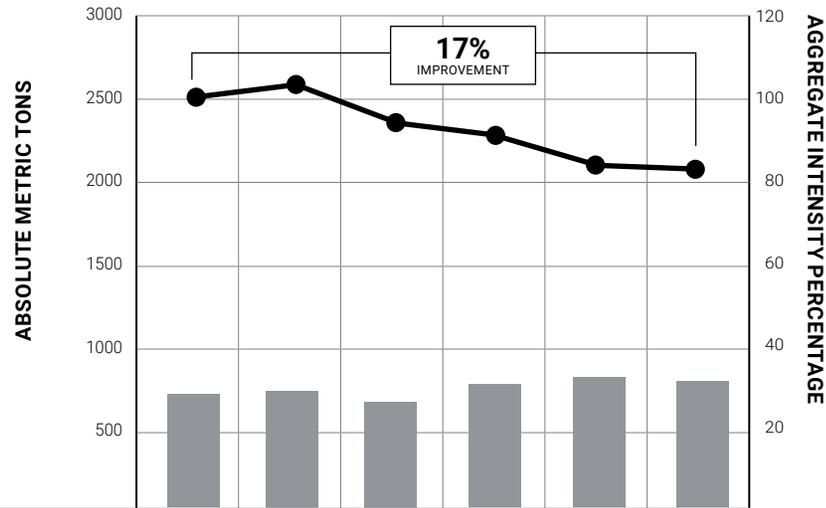
	2018	2019	2020	2021	2022	2023
Absolute Metric Tons	2,898	2,769	2,591	3,012	2,775	2,623

Retired Carbon Offsets

QUANTITY RETIRED	GHG OFFSET	OFFSET TYPE	REGISTRY	PURPOSE OF RETIREMENT	DETAILS OF CREDIT ORIGINATION
40	40 mt CO <sub>2</sub> e	Verified Emissions Reductions (VERs)	Gold Standard Impact Registry	Retired in support of 2023 sales of net-zero products	India: Delhi Metro rail efficiency project, related to the implementation of energy efficiency measures in selected stations of the Delhi Metro in India and promoting less GHG intensive transportation models for the region

Toxic Air Emissions Footprint

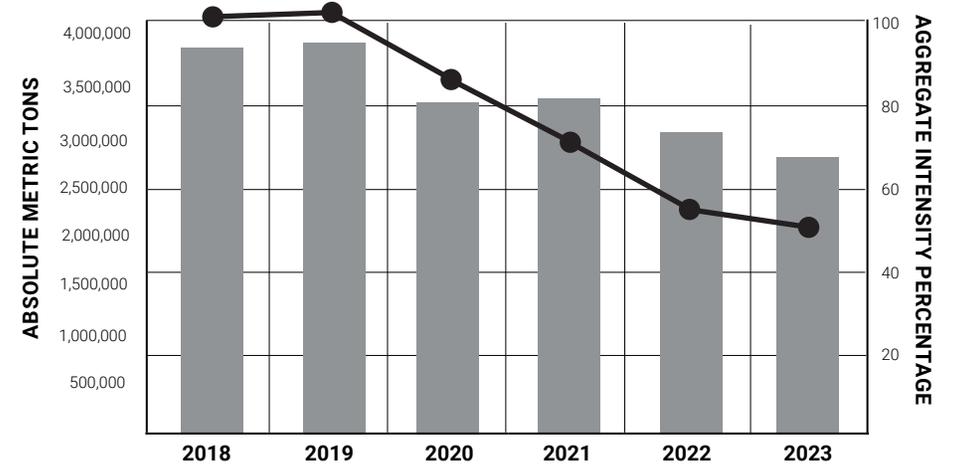
■ TAE ● Aggregate Intensity Percentage



	2018	2019	2020	2021	2022	2023
Absolute Metric Tons	680	703	636	742	784	759
Aggregate Intensity Percentage	100%	103%	94%	91%	84%	83%
Aggregate Intensity (Metric Tons Normalized by Revenue, in Millions)	0.095	0.097	0.089	0.086	0.080	0.078

GHG Scope 1 and Scope 2 Intensity

■ Scope 1 and Scope 2 (Market-Based) Emissions ● Aggregate Intensity Percentage



Scope 1 and Scope 2 (Market-Based) Emissions	3,779,429	3,834,576	3,251,109	3,284,109	2,953,099	2,708,305
Aggregate Intensity Percentage	100%	101%	86%	72%	57%	53%
Aggregate Intensity (MT CO <sub>2</sub> e normalized by revenue in millions)	527	530	455	381	300	280

**Source of GHG Emissions Factors**

TYPE	LOCATIONS	CALENDAR YEAR	SOURCE
Natural Gas	All locations	2018-2023	US EPA MRR: Final Rule (40 CFR 98) – Industrial Sector 2013
Distillate fuel oil No 1	All locations	2018-2023	US EPA MRR: Final Rule (40 CFR 98) – Industrial Sector 2013
Distillate fuel oil No 2	All locations	2018-2023	US EPA MRR: Final Rule (40 CFR 98) – Industrial Sector 2013
Distillate fuel oil No 6	All locations	2018-2023	US EPA MRR: Final Rule (40 CFR 98) – Industrial Sector 2013
Propane	All locations	2018-2023	US EPA MRR: Final Rule (40 CFR 98) – Industrial Sector 2013
Coke	All locations	2018	The Climate Registry: 2018 Gen. Reporting Protocol – USA Industrial
Coke	All locations	2019	The Climate Registry: 2019 Gen. Reporting Protocol – USA Industrial
Coke	All locations	2020	The Climate Registry: 2020 Gen. Reporting Protocol – USA Industrial
Coke	All locations	2021-2022	The Climate Registry: 2021 Gen. Reporting Protocol – USA Industrial
Coke	All locations	2023	The Climate Registry: 2023 Gen. Reporting Protocol – USA Industrial
Diesel/Gas Oil	All locations	2018-2023	US EPA MRR: Final Rule (40 CFR 98) – Industrial Sector 2013
Motor Gas	All locations	2018-2023	US EPA MRR: Final Rule (40 CFR 98) – Industrial Sector 2013
Liquified Petroleum Gas (LPG)	All locations	2018-2023	US EPA MRR: Final Rule (40 CFR 98) – Industrial Sector 2013
Liquified Natural Gas (LNG)	All locations	2018	The Climate Registry: 2018 Gen. Reporting Protocol – USA Transport
Liquified Natural Gas (LNG)	All locations	2019	The Climate Registry: 2019 Gen. Reporting Protocol – USA Transport
Liquified Natural Gas (LNG)	All locations	2020	The Climate Registry: 2020 Gen. Reporting Protocol – USA Transport
Liquified Natural Gas (LNG)	All locations	2021-2022	The Climate Registry: 2021 Gen. Reporting Protocol – USA Transport
Liquified Natural Gas (LNG)	All locations	2023	The Climate Registry: 2023 Gen. Reporting Protocol – USA Transport
Kerosene	All locations	2018-2023	US EPA MRR: Final Rule (40 CFR 98) – Industrial Sector 2013
Jet Fuel	All locations	2018	The Climate Registry: 2018 Gen. Reporting Protocol – USA Transport
Jet Fuel	All locations	2019	The Climate Registry: 2019 Gen. Reporting Protocol – USA Transport
Jet Fuel	All locations	2020	The Climate Registry: 2020 Gen. Reporting Protocol – USA Transport
Jet Fuel	All locations	2021-2022	The Climate Registry: 2021 Gen. Reporting Protocol – USA Transport
Jet Fuel	All locations	2023	The Climate Registry: 2023 Gen. Reporting Protocol – USA Transport
Limestone	All locations	2018-2023	IPCC Mineral Industry Emissions Chapter 2 V3 publication 2006
Dolomite	All locations	2018-2023	IPCC Mineral Industry Emissions Chapter 2 V3 publication 2006
Soda Ash	All locations	2018-2023	IPCC Mineral Industry Emissions Chapter 2 V3 publication 2006
Steam Purchased	All locations	2018-2023	US EPA MRR: Final Rule (40 CFR 98) – Industrial Sector 2013
District Heating	All locations	2018-2023	US EPA MRR: Final Rule (40 CFR 98) – Industrial Sector 2013
Blowing Agents excluding Isopentane	All locations	2018-2022	IPCC Fifth Assessment Report (AR5): Climate Change 2014
Blowing Agents excluding Isopentane	All locations	2023	IPCC Sixth Assessment Report (AR6): Climate Change 2023
Blowing Agents – Isopentane	All locations	2022-2023	Industry average factor
Electricity – Market – Utility Emission Factors	Select Locations	2018-2023	Provided factors vary by energy supplier by site and year
Electricity – Market Residual Mix	EU Countries	2023	Association of Issuing Bodies (AIB): European Residual Mix 2022 v1.0
Electricity – National Sources	ROW*	2023	International Energy Agency (IEA): CO <sub>2</sub> Emissions from Fuel Combustion 2022-Year 2020

Source of GHG Emissions Factors

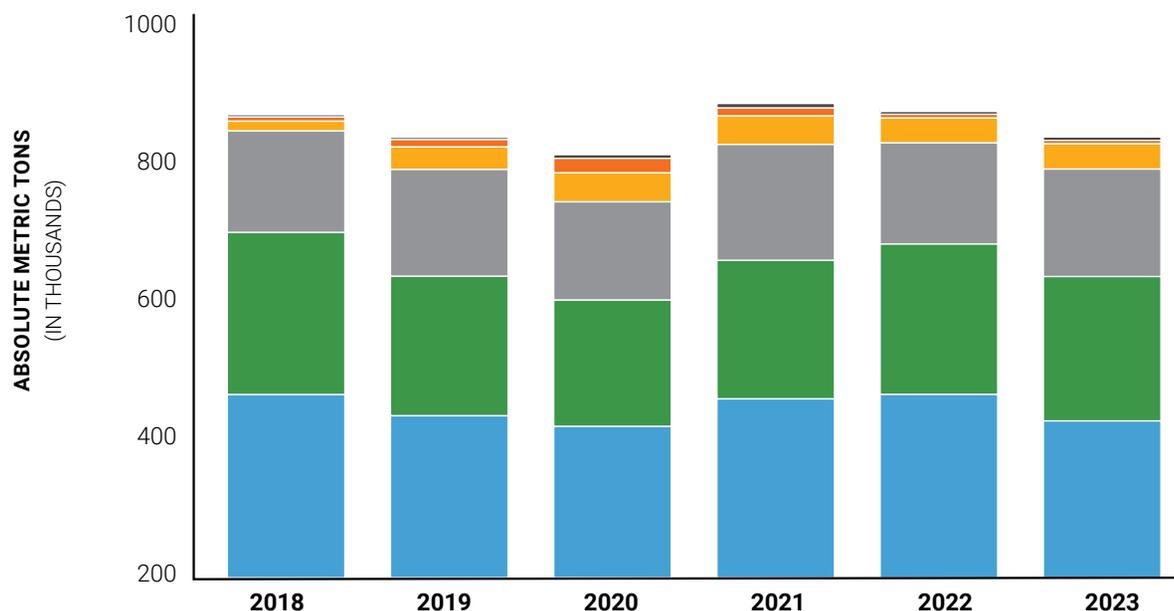
TYPE	LOCATIONS	CALENDAR YEAR	SOURCE
Electricity – Market Residual Mix	US	2023	2022 Green-e Residual Mix (2020 certified sales) v2
Electricity – Location – Regional Sources	US	2021	US EPA eGRID 2021 (w/2019 Data)
Electricity – Location – Regional Sources	US	2023	US EPA eGRID 2023 (w/2021 Data)
Electricity – Market Residual Mix	EU Countries	2022	Association of Issuing Bodies (AIB): European Residual Mix 2021 v1.0
Electricity – National Sources	ROW*	2022	International Energy Agency (IEA): CO <sub>2</sub> Emissions from Fuel Combustion 2022-Year 2020
Electricity – Market Residual Mix	US	2022	2022 Green-e Residual Mix (2020 certified sales) v2
Electricity – Location – Regional Sources	US	2022	US EPA eGRID 2022 (w/2020 Data)
Electricity – Market Residual Mix	EU Countries	2021	Association of Issuing Bodies (AIB): European Residual Mix 2020 v1.0
Electricity – National Sources	ROW*	2021	International Energy Agency (IEA): CO <sub>2</sub> Emissions from Fuel Combustion 2020-Year 2018
Electricity – Market Residual Mix	US	2021	2021 Green-e Residual Mix (2019 certified sales)
Electricity – Market Residual Mix	EU Countries	2020	Association of Issuing Bodies (AIB): European Residual Mix 2019 v1.0
Electricity – National Sources	ROW*	2020	International Energy Agency (IEA): CO <sub>2</sub> Emissions from Fuel Combustion 2020-Year 2018
Electricity – Market Residual Mix	US	2020	2020 Green-e Residual Mix (2018 certified sales)
Electricity – Location – Regional Sources	US	2020	US EPA eGRID 2020 v2 (w/2018 Data)
Electricity – Market Residual Mix	EU Countries	2019	Association of Issuing Bodies (AIB): European Residual Mixes 2018
Electricity – National Sources	ROW*	2019	International Energy Agency (IEA): CO <sub>2</sub> Emissions from Fuel Combustion 2019-Year 2017
Electricity – Market Residual Mix	US	2019	2019 Green-e Residual Mix (2017 certified sales)
Electricity – Location – Regional Sources	US	2019	US EPA eGRID 2018 (w/2016 data)
Electricity – Market Residual Mix	EU Countries	2018	Association of Issuing Bodies (AIB): European Residual Mixes 2018
Electricity – National Sources	ROW*	2018	International Energy Agency (IEA): CO <sub>2</sub> Emissions from Fuel Combustion 2018-Year 2016
Electricity – Market Residual Mix	US	2018	2018 Green-e Residual Mix (2016 certified sales)
Electricity – Location – Regional Sources	US	2018	US EPA eGRID 2018 (w/2016 data)
Leased Facilities	Warehouse	2019-2023	Energy Star Portfolio Manager – U.S. Energy Use Intensity by Property Type; publication 8/2018
Leased Facilities	Office/Other	2019-2023	Energy Star Portfolio Manager – U.S. Energy Use Intensity by Property Type; publication 8/2018
Leased Facilities	Warehouse	2018	Energy Star Portfolio Manager – Energy Star Score for Warehouses in the United States; publication 7/13
Leased Facilities	Office/Other	2018	Energy Star Portfolio Manager – Energy Use in Office Buildings; publication 10/2012

\*ROW includes EU countries when using the location-based approach. Residual mix data from AIB is used in market-based emissions calculations only.

APPENDIX C: ENVIRONMENTAL DATA

# WASTE DATA

Non-hazardous Waste by Disposal Method (Metric Tons)



	2018	2019	2020	2021	2022	2023
Waste-to-Landfill	342,838	303,199	283,280	334,834	343,106	293,601
Recycled Internally (on-site)	303,633	261,166	236,502	259,328	281,617	270,310
Recycled Externally (off-site)	190,086	199,973	184,044	217,013	189,455	201,222
Recycled Internally with External Processing	18,182	42,204	54,224	53,466	46,356	47,249
Recultivation	7,841	13,836	27,163	14,821	7,122	6,585
Incinerated with Energy Recovery	4,369	4,199	6,978	8,525	5,391	6,399
Treated and Recycled	1,600	2,118	1,354	495	352	227
Incinerated Without Energy Recovery	725	186	506	881	897	986
Controlled Confinement*	549	200	137	186	139	158
Composting	72	73	24	19	25	59
Return to Supplier	14	2	2	2	3	4
Cross-Plant Recycle	1,116	1,089	93	-	-	329
<b>GRAND TOTAL</b>	<b>871,023</b>	<b>828,245</b>	<b>794,305</b>	<b>889,569</b>	<b>874,464</b>	<b>827,130</b>

\* Owens Corning considers Controlled Confinement as Waste-to-Landfill for reporting purposes.

Please note that the numbers have been rounded. Some totals have been affected as a result.

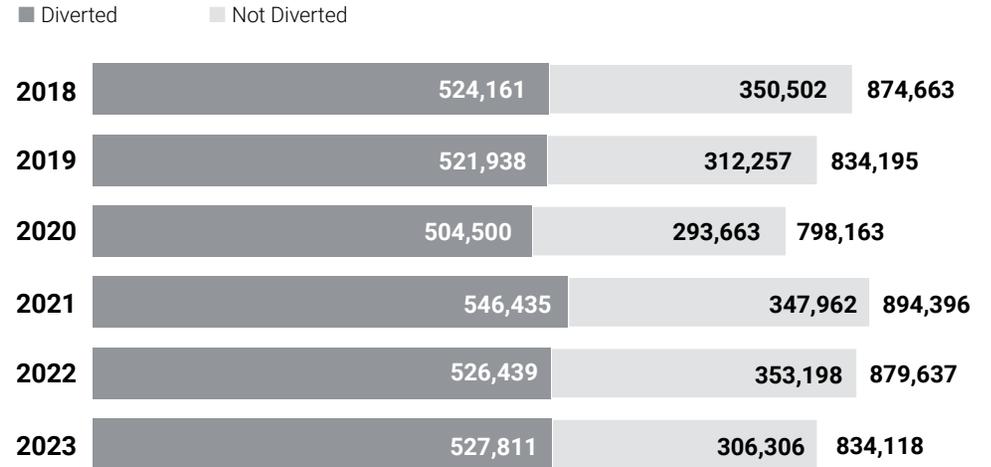
Non-hazardous Waste by Business (Metric Tons)

	2018	2019	2020	2021	2022	2023
Corporate	1,231	2,206	1,031	998	867	896
Composites	196,041	179,826	162,182	198,362	217,159	188,445
Insulation	584,135	557,308	538,269	598,427	567,330	544,971
Roofing	89,616	88,906	92,823	91,783	89,107	92,819
<b>GRAND TOTAL</b>	<b>871,023</b>	<b>828,245</b>	<b>794,305</b>	<b>889,569</b>	<b>874,464</b>	<b>827,130</b>

Hazardous Waste Intensity (Normalized by Metric Tons of Product Produced)



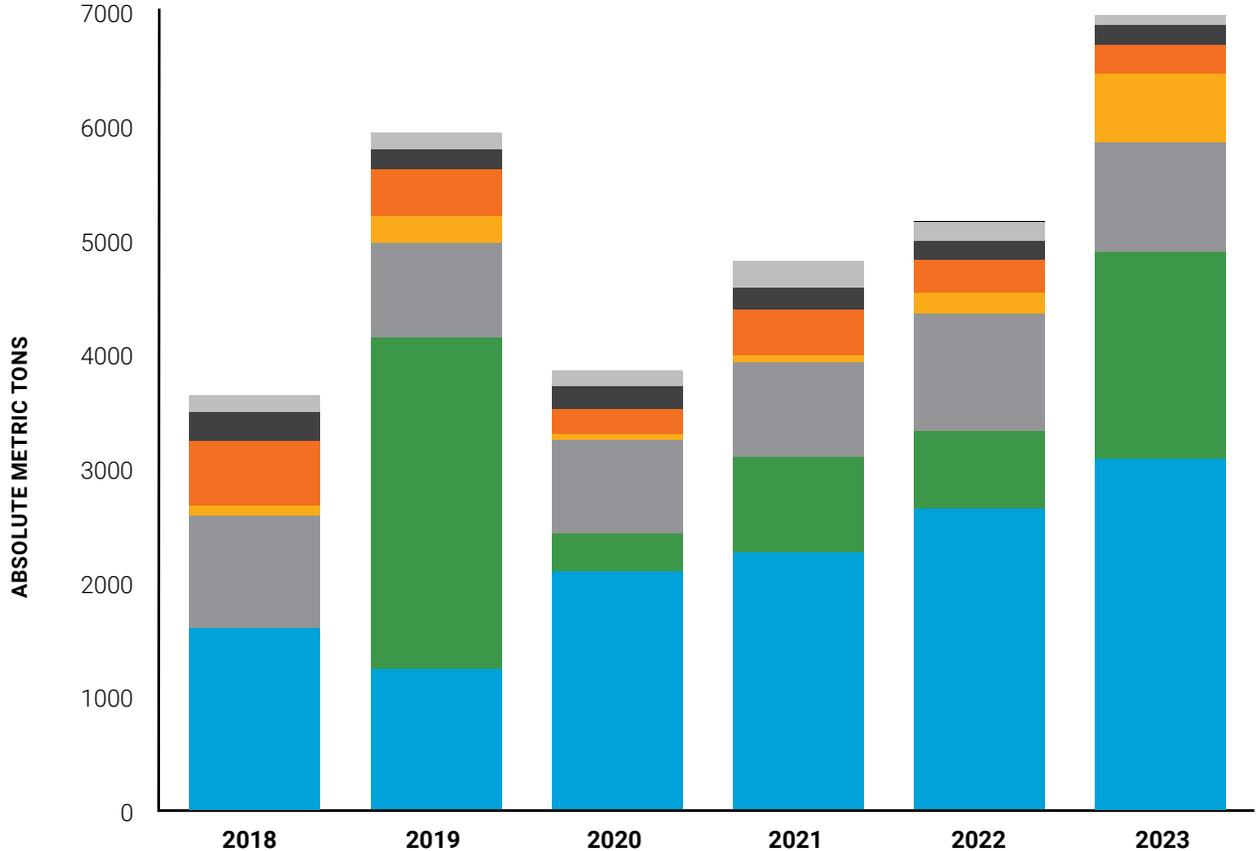
Diverted vs. Not Diverted Waste (Metric Tons)



In 2023, 62% of our total waste generated was recycled. This includes the categories Recycled Internally (on-site), Recycled Externally (off-site), Recycled Internally with External Processing, Treated and Recycled, and Cross-Plant Recycle for both hazardous and non-hazardous waste.

Please note that the numbers have been rounded. Some totals have been affected as a result.

Hazardous Waste by Disposal Method (Metric Tons)



Waste-to-Landfill	1,595	1,234	2,090	2,258	2,642	3,083
Incinerated with Energy Recovery	25	2,916	337	845	691	1,820
Recycled Internally (on-site)	961	835	824	825	1,033	961
Treated and Recycled	91	235	52	68	178	613
Recycled Externally (off-site)	566	407	219	398	293	252
Controlled Confinement	255	177	197	195	161	169
Incinerated Without Energy Recovery	147	146	138	238	171	89
Reclamation	-	-	-	-	4	-
<b>TOTAL</b>	<b>3,640</b>	<b>5,950</b>	<b>3,858</b>	<b>4,827</b>	<b>5,173</b>	<b>6,987</b>

Please note that the numbers have been rounded. Some totals have been affected as a result.

In 2023, we generated 6,988 metric tons of hazardous waste, which is only 0.84% of the total waste generated. A total of 3,252 metric tons of hazardous waste was sent to landfill, which includes waste disposed of through controlled confinement.

Hazardous Waste by Business (Metric Tons)

	2018	2019	2020	2021	2022	2023
Corporate	24	20	27	18	6	11
Composites	1,128	899	742	1,095	1,412	2,014
Insulation	2,467	5,002	3,034	3,648	3,692	4,907
Roofing	21	29	55	66	63	56
<b>GRAND TOTAL</b>	<b>3,640</b>	<b>5,950</b>	<b>3,858</b>	<b>4,827</b>	<b>5,173</b>	<b>6,988</b>

Please note that the numbers have been rounded. Some totals have been affected as a result.

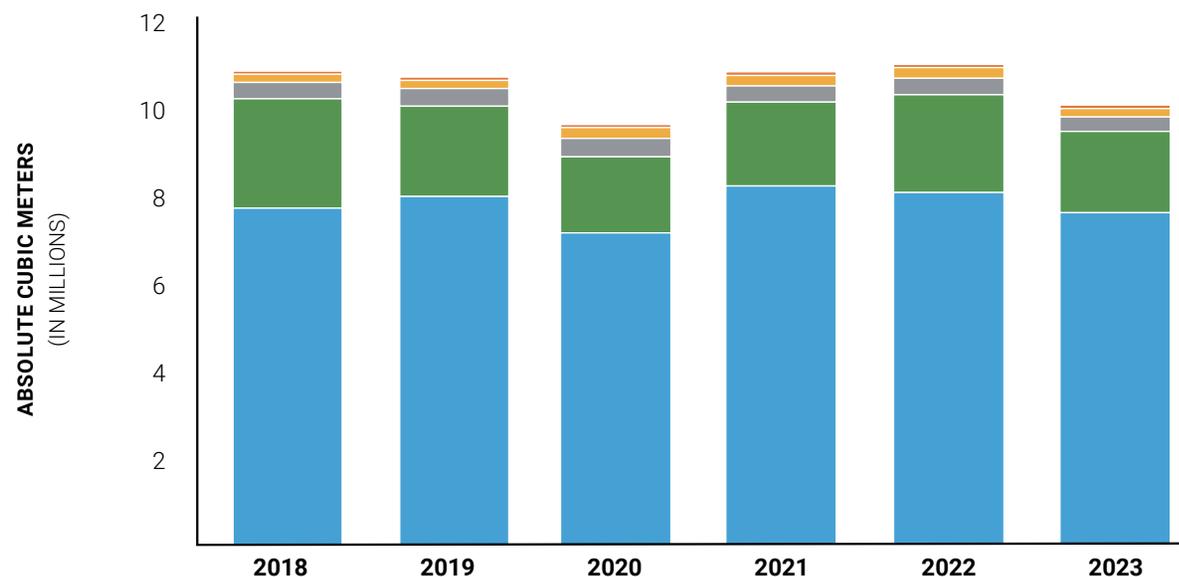
## APPENDIX C: ENVIRONMENTAL DATA

# WATER DATA

### Water Consumption (Cubic Meters)

	2018	2019	2020	2021	2022	2023
Withdrawal	10,656,402	10,522,679	9,455,562	10,640,705	10,808,970	9,893,982
Discharge	5,666,241	5,828,809	5,218,886	5,336,326	5,356,871	4,789,193
Consumption	4,990,161	4,693,870	4,236,676	5,304,379	5,452,099	5,104,789

### Water Withdrawal by Source



	2018	2019	2020	2021	2022	2023
Municipal Water	7,575,660	7,838,880	7,019,926	8,074,675	7,927,719	7,473,645
Well Water	2,458,714	2,028,623	1,709,518	1,885,111	2,197,345	1,827,670
Surface Water	367,753	397,720	413,751	363,039	369,818	323,766
Third-Party Supplier Water	182,998	181,658	243,680	235,427	240,659	189,132
Stormwater	71,277	75,798	68,687	82,453	73,429	79,769
Withdrawal (Other)	-	-	-	-	-	-
<b>TOTAL</b>	<b>10,656,402</b>	<b>10,522,679</b>	<b>9,455,562</b>	<b>10,640,705</b>	<b>10,808,970</b>	<b>9,893,982</b>

### Water Withdrawal by Business (Cubic Meters)

	2018	2019	2020	2021	2022	2023
Composites	5,340,886	5,593,770	4,853,999	5,321,986	5,584,206	4,907,015
Insulation	4,044,759	3,620,992	3,395,976	3,974,498	4,003,522	3,752,851
Roofing	1,151,712	1,194,563	1,092,678	1,229,838	1,097,524	1,117,092
Corporate	119,045	113,354	112,909	114,383	123,719	117,024
<b>TOTAL</b>	<b>10,656,402</b>	<b>10,522,679</b>	<b>9,455,562</b>	<b>10,640,705</b>	<b>10,808,970</b>	<b>9,893,982</b>

Water Discharge by Destination (Cubic Meters)

	2018	2019	2020	2021	2022	2023
POTW	4,118,174	4,330,783	3,873,102	4,152,554	4,243,547	3,891,318
Surface Water	1,504,890	1,470,828	1,320,524	1,164,378	1,098,713	882,981
Discharge (Other)	38,418	21,642	21,352	16,753	13,546	13,780
Off-Site Shipment	4,759	5,556	3,908	2,640	1,065	1,114
<b>TOTAL</b>	<b>5,666,241</b>	<b>5,828,809</b>	<b>5,218,886</b>	<b>5,336,326</b>	<b>5,356,871</b>	<b>4,789,193</b>

Water Discharge by Location (Cubic Meters)

	2018	2019	2020	2021	2022	2023
North America	3,055,087	3,094,168	2,779,522	2,938,614	3,083,139	2,803,132
Outside North America	2,611,154	2,734,641	2,439,363	2,397,712	2,273,732	1,986,060
<b>TOTAL</b>	<b>5,666,241</b>	<b>5,828,809</b>	<b>5,218,886</b>	<b>5,336,326</b>	<b>5,356,871</b>	<b>4,789,193</b>

Average Discharge Quality by Effluent Type

WATER QUALITY	2023
Effluent – BOD	60.56
Effluent – COD	285.49
Effluent – TSS	113.32

In average milligrams of effluent per liter of water.

2023 WRI Extremely High/High Baseline Water Stress in Accordance with GRI and CDP

DISCHARGE BY DESTINATION	DISCHARGE (IN CUBIC METERS)
POTW	1,319,806
Surface Water	332,790
Off-Site Shipment	–
Discharge (Other)	1,780
<b>TOTAL</b>	<b>1,654,376</b>

Please note that the numbers have been rounded. Some totals have been affected as a result.

2023 Water Withdrawal by Source with Freshwater Breakdown (Cubic Meters)

	ALL SITES	HIGH WATER-STRESS SITES
WITHDRAWAL BY SOURCE	WITHDRAWAL	WITHDRAWAL
<b>Municipal Water</b>	<b>7,473,645</b>	<b>3,022,957</b>
Freshwater	7,473,645	3,022,957
Other Water	-	-
<b>Well Water</b>	<b>1,827,670</b>	<b>735,414</b>
Freshwater	1,827,670	735,414
Other Water	-	-
<b>Surface Water</b>	<b>323,766</b>	<b>17,817</b>
Freshwater	323,766	17,817
Other Water	-	-
<b>Third-Party Supplier Water</b>	<b>189,132</b>	<b>39,251</b>
Freshwater	189,132	39,251
Other Water	-	-
<b>Stormwater</b>	<b>79,769</b>	<b>-</b>
Freshwater	79,769	-
Other Water	-	-
<b>Withdrawal (Other)</b>	<b>-</b>	<b>-</b>
Freshwater	-	-
Other Water	-	-
<b>TOTAL</b>	<b>9,893,982</b>	<b>3,815,439</b>
Freshwater	9,893,982	3,815,439
Other Water	-	-

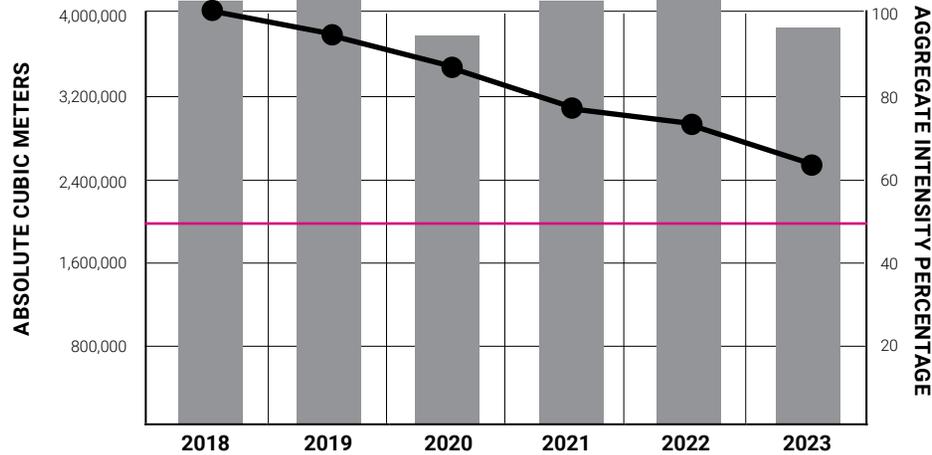
2023 Water Discharge by Destination with Freshwater Breakdown (Cubic Meters)

	ALL SITES	HIGH WATER-STRESS SITES
DISCHARGE BY DESTINATION	DISCHARGE	DISCHARGE
<b>POTW</b>	<b>3,891,318</b>	<b>1,877,732</b>
Freshwater	3,891,318	1,877,732
Other Water	-	-
<b>Surface Water</b>	<b>882,981</b>	<b>383,411</b>
Freshwater	882,981	383,411
Other Water	-	-
<b>Discharge (Other)</b>	<b>13,780</b>	<b>-</b>
Freshwater	13,780	-
Other Water	-	-
<b>Off-Site Shipment</b>	<b>1,114</b>	<b>-</b>
Freshwater	1,114	-
Other Water	-	-
<b>TOTAL</b>	<b>4,789,193</b>	<b>2,261,143</b>
Freshwater	4,789,193	2,261,143
Other Water	-	-

Please note that the numbers have been rounded. Some totals have been affected as a result.

Water Withdrawal Intensity High Water-Stress Sites

■ Absolute Cubic Meters ● Aggregate Intensity Percentage — 2030 Goal



Absolute Cubic Meters	4,068,573	4,183,580	3,736,000	4,072,904	4,220,578	3,815,439
Aggregate Intensity Percentage	100	96	88	78	73	64
Aggregate Intensity (Cubic Meters Normalized by Revenue, in Millions)	2,458	2,371	2,161	1,916	1,806	1,563

Water Withdrawal All Remaining Sites

	2018	2019	2020	2021	2022	2023
Absolute Cubic Meters	6,587,829	6,339,099	5,719,562	6,567,801	6,588,392	6,093,295
Aggregate Intensity Percentage	100	94	82	78	67	59
Aggregate Intensity (Cubic Meters Normalized by Revenue, in Millions)	1,392	1,311	1,143	1,090	927	815

2023 Water Consumption Areas with Water Stress (Cubic Meters)

	ALL SITES	HIGH WATER STRESS SITES
Withdrawal	9,893,982	3,815,439
Discharge	4,789,193	2,261,143
Consumption	5,104,789	1,554,296

2023 WRI Extremely High/High Baseline Water Stress in Accordance with GRI and CDP

WITHDRAWAL BY SOURCE	WITHDRAWAL (IN CUBIC METERS)
Municipal Water	2,625,309
Well Water	740,253
Surface Water	17,817
Third-Party Supplier Water	39,251
Stormwater	–
Withdrawal (Other)	–
<b>TOTAL</b>	<b>3,422,631</b>

Estimated Water Savings by Business (2018-2023)

	CUBIC METERS	USD
Composites	388,973	357,692
Insulation	1,146,659	1,054,445
Roofing	678,440	623,880
<b>TOTAL</b>	<b>2,214,073</b>	<b>2,036,018</b>

Please note that the numbers have been rounded. Some totals have been affected as a result.

# APPENDIX D GENERAL DISCLOSURES

## GENERAL DISCLOSURES | EMPLOYEE BENEFITS

Owens Corning offers a wide range of competitive benefits, allowing our employees to choose what best fits their individual needs. Benefits are made available to regular, full-time employees and some part-time employees working at least 24 hours per week. These benefits vary by country, business unit, and work location, and not all benefits are available at all locations.

### Health and Wellness Benefits

- Medical insurance
  - Employee healthcare
  - Family healthcare, including domestic partners
  - Dental
  - Vision
- Short-term and long-term disability
- Employee Assistance Program
- Fertility, surrogacy, and adoption benefits
- Wellness and fitness programs
- On-site fitness facilities (at some locations)
- Wellness credits and access to health improvement programs
- Preventive healthcare programs
- Retirement healthcare benefits (for employees hired before 1/1/2006)

### Financial and Retirement Benefits

- Bonus/incentive pay
- 401(k) financial education
- 401(k) match
- Health savings account
- Matching gift programs
- Life insurance
- Business travel accident protection
- Employee stock purchase programs
- Retirement savings plans

### Employment Opportunity and Security Benefits

- Recall rights for laid-off employees
- Job security initiatives for redeployment, including retraining, relocation, work-sharing, and outplacement services
- Matching gift programs
- Education benefits for employees and their families
- Mentoring programs
- Employee recognition programs
- Workforce training, skills, and leadership development programs
- Tuition reimbursement (other than career training)

### Work/Life Support Programs

- Maternity and/or paternity leave
- Flexible work schemes and work sharing
- Paid and unpaid leaves of absence
- Bereavement leaves
- Paid vacation and holidays
- Short-term disability
- Long-term disability
- Survivor benefits

### Trend of Employee Well-Being

	2018	2019	2020	2021	2022	2023
Employee Engagement	88%	74%	74%	89%	89%	70%
% of Employees Responding	62%	84%	85%	73%	73%	70%

This table includes the results of both our primary and staff employee engagement surveys

**Customer Satisfaction**

We collected feedback from nearly 900 respondents, representing all three of our integrated businesses, their distinct customer types, contractors, and locations. The survey allows us to measure overall satisfaction and the Net Promoter Score (NPS), as well as go into more detail across customer touch points to help drive specific improvements. In 2022, the most recent year we issued a survey, the NPS score was 57 for the company, based on an index ranging from -100 to 100.

**2023 Financial Assistance**

Owens Corning receives financial assistance in the form of various tax credits, which are reflected in the table below. All figures are in U.S. dollars.

COUNTRY	TAX RELIEF AND TAX CREDITS	SUBSIDIES	GRANTS	AWARDS	ROYALTY HOLIDAYS	ECA ASSISTANCE	FINANCIAL INCENTIVES	OTHER GOVERNMENT BENEFITS
France	\$2,311,675	\$6,397,855	\$881,435	\$-	\$-	\$-	\$-	\$123,417
Italy	\$9,084,662	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Belgium	\$-	\$98,227	\$-	\$-	\$-	\$-	\$-	\$12,844
Netherlands	\$-	\$133,535	\$-	\$-	\$-	\$-	\$-	\$-
Poland	\$-	\$4,680,625	\$-	\$-	\$-	\$-	\$-	\$-
Sweden	\$-	\$2,243,959	\$-	\$-	\$-	\$-	\$-	\$-
United States	\$18,875,366	\$-	\$-	\$-	\$-	\$-	\$-	\$-
China	\$-	\$-	\$2,463,923	\$-	\$-	\$-	\$-	\$-
South Korea	\$-	\$8,644	\$-	\$-	\$-	\$-	\$-	\$55,656
India	\$-	\$-	\$980,246	\$-	\$-	\$-	\$1,357,174	\$-
<b>TOTAL</b>	<b>\$30,271,703</b>	<b>\$13,562,845</b>	<b>\$4,325,604</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,357,174</b>	<b>\$191,917</b>

1. Grants include: green production, industrial investment, and other relevant types of grants.

2. Subsidies include: business/industrial development, educational, employment, energy, and other business-relevant subsidies.

3. Tax Relief and Tax Credits include federal R&D tax credits, foreign tax credits, and other federal and state credits. The majority of this category is reported under ASC 740.

Tax

Owens Corning’s tax strategy is guided by the following principles:

1. Ensure that all tax filings and payments are made accurately and in a timely manner
2. Build and maintain transparent and collaborative relationships with tax authorities
3. Evaluate and mitigate risk through rigorous review processes and controls, including by external auditors
4. Implement only those tax initiatives that are consistent with the company’s business objectives and risk profile

The company has a global team of tax professionals in many of its operating jurisdictions. Each location manages their respective tax affairs in accordance with Owens Corning’s Code of Conduct, global tax strategy, policies, and procedures. The Chief Financial Officer has the ultimate responsibility for Owens Corning’s tax strategy. The Vice President of Tax oversees the day-to-day operations of the tax function, including the execution of the company’s tax objectives and policies. Tax matters are reported to the Board’s Audit and Finance Committees on a regular basis.

Information about Owens Corning’s taxes is provided in Note 20 of the company’s Form 10-K filed with the SEC. The information is bifurcated into U.S. and Foreign because the U.S. provides the majority of the company’s earnings before interest and taxes (EBIT). The management discussion and analysis (MD&A) section of Form 10-K provides an explanation of why the company’s global effective tax rate differs from the U.S. statutory rate. An additional table is provided in Note 20 Income Taxes to further explain the material differences between the effective tax rate and the statutory tax rate.

Risk management is a critical part of Owens Corning’s tax function. The tax function has rigorous processes and controls in place to identify, assess, and measure known, new, and emerging risks. The company’s public disclosures related to tax are reviewed by an external audit firm as part of the company’s quarterly and annual audit process. The risk of tax law changes is regularly monitored and analyzed using research software, trade and news publications, and active participation in tax associations. The company tracks proposed tax law changes globally to determine which changes could potentially have an impact on the company’s tax position, including the utilization of its tax attributes. Appropriate measures are then taken to mitigate the negative impact of such changes.

In addition, the tax function works very closely with the company’s Corporate Financial Planning & Analysis (FP&A) and Business Finance and Operational teams to understand both the short-term and the long-term trends of our global operations. Tax planning and operational initiatives are identified, analyzed, and implemented to support and complement these business objectives.

Lastly, Owens Corning seeks to develop and maintain open and constructive relationships with all stakeholders. The tax function collaborates with the company’s Government Affairs group, as well as other tax and trade organizations, to advocate public policy and legislative matters as they relate to tax. The company also strives to resolve disputes through mutual transparency and collaboration, always behaving in the utmost professional and ethical manner with tax authorities.

Our Partnerships and Collaborations with Organizations/Governing Bodies

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
<b>COMMUNITIES</b>					
Association of Corporate Citizenship Professionals				✓	✓
Charities Aid Foundation				✓	✓
ConnecToledo		✓	✓	✓	✓
Dana Open (LPGA charitable tournament)		✓	✓	✓	✓
DEAI ALLiance of Northwest Ohio					✓
Gary Sinise Foundation			✓	✓	✓
Give2Asia				✓	✓
Habitat for Humanity – Local and International			✓	✓	✓
Jill of All Trades				✓	
King Baudouin Foundation				✓	✓
Local Initiatives Support Corporation Toledo		✓	✓	✓	✓
Metroparks Toledo Foundation		✓	✓	✓	✓
National Center for Construction Education and Research				✓	✓
Purple Heart Homes		✓		✓	✓
Toledo Public School Foundation		✓		✓	✓
Toledo Excel			✓	✓	
Toledo Museum of Art		✓	✓	✓	
Toledo Zoo		✓	✓	✓	
UNICEF				✓	
United Way Greater Toledo			✓	✓	✓
United Way Worldwide			✓	✓	✓
Wildlife Habitat Council				✓	✓

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
<b>EDUCATION</b>					
Bowling Green State University				✓	✓
Brigham Young University				✓	✓
Lehigh University		✓	✓	✓	
New York University			✓		
Ohio State University			✓		✓
University of Florida				✓	✓
University of Michigan			✓		✓
University of Toledo	✓	✓	✓	✓	✓
Western Michigan University Bronco Challenge			✓		
<b>GOVERNMENT</b>					
DOE's Better Plants Program	✓				✓
EPA's ENERGY STAR®	✓				✓
EPA's Green Power Partnership	✓				✓
National Institute for Standards and Technology		✓	✓		✓
Transportation Research Board	✓				
<b>INDUSTRY ASSOCIATIONS</b>					
Air Barrier Association of America (ABAA)	✓				✓
Air Duct Council (ADC)					✓
American Composites Manufacturing Association (ACMA)	✓	✓	✓		
American Concrete Institute (ACI)	✓		✓		✓
American Concrete Paving Association (ACPA)	✓				
American Institute of Architects (AIA)	✓		✓		✓
Asphalt Institute		✓	✓		✓
Asphalt Institute Foundation	✓	✓	✓		✓
Asphalt Interlayer Association (AIA)	✓				
Asphalt Roofing Manufacturers Association (ARMA)	✓	✓	✓		✓
Association for Materials Protection and Performance	✓				
Association of National Advertisers	✓		✓		✓
Center for the Integration of Composites into Infrastructure (CICI)		✓	✓		✓
Construction & Demolition Recycling Association			✓		
Construction Specifiers Institute (CSI)	✓	✓	✓	✓	✓

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<b>INDUSTRY ASSOCIATIONS</b>					
Eastern States Insulation Contractors Association (ESICA)		✓	✓		✓
Engineered Wood Technology Association (EWTA)	✓				
Extruded Polystyrene Foam Association (XPSA)		✓	✓	✓	✓
Firestop Contractors International Association (FCIA)	✓		✓	✓	✓
Firesafe North America	✓	✓	✓		✓
Heating, Air-Conditioning & Refrigeration Distributors International (HARDI)	✓				✓
HVACR Manufacturer's Association (HMA)	✓				
Innovation Research Interchange (IRI)	✓		✓		✓
Institute for Advanced Composites Manufacturing Innovation (IACMI)	✓				
Insulation Contactors of America Association (ICAA)			✓	✓	✓
International Firestop Council (IFC)	✓	✓	✓		✓
International Institute for FRP in Construction (IIFC)	✓	✓	✓		
International Institute of Ammonia Refrigeration (IAR)	✓				
International Institute of Building Enclosure Consultants (IIBEC)	✓	✓	✓		
National Association of Manufacturers (NAM)	✓	✓	✓	✓	✓
National Insulation Association (NIA)	✓		✓		✓
National Women in Roofing			✓		
North Energy Efficiency Alliance (NEEA)			✓		✓
Polyisocyanurate Insulation Manufacturers Association (PIMA)	✓		✓		✓
Southwest Energy Efficiency Project (SWEEP)	✓		✓		✓
Southwest Insulation Contractors Association (SWICA)		✓	✓		✓
Spray Polyurethane Foam Alliance	✓				
Western Insulation Contractors Association	✓				
<b>NON-GOVERNMENT ORGANIZATIONS</b>					
American Association of State Highway Transportation Officials	✓		✓		✓
American Center for Life Cycle Assessment		✓	✓	✓	✓
American Chemistry Council Spray Foam Coalition	✓	✓	✓		
American Council for an Energy-Efficient Economy	✓				✓
American Ceramic Society		✓	✓		✓
American Society for Testing and Materials	✓		✓		✓
ASTM International	✓	✓	✓		✓

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<b>NON-GOVERNMENT ORGANIZATIONS</b>					
American Society of Civil Engineers (ASCE)	✓				
American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)		✓	✓		✓
American Society of Safety Professionals (ASSP)	✓		✓		
Building Performance Institute (BPI)	✓	✓	✓		✓
Business Roundtable (BRT) – National and State Levels	✓	✓	✓		✓
California Contract Cities Association	✓				
Campbell Institute	✓	✓	✓		✓
Carbon Leadership Forum	✓		✓	✓	✓
Energy Efficiency Business Coalition	✓	✓	✓		✓
Factory Mutual (FM)			✓		✓
Fire Safe North America	✓			✓	✓
Glass Manufacturing Industry Council		✓	✓		✓
Glasstrend		✓	✓	✓	✓
Glass Recycling Coalition	✓		✓		✓
Health Product Declaration Collaborative (HPDC)	✓	✓	✓		✓
Insurance Institute for Business & Home Safety	✓				✓
International Firestop Council (IFC)	✓	✓	✓	✓	✓
International Living Future Institute (ILFI)	✓		✓		✓
Institute of Packaging Professionals		✓	✓		✓
Midwest Energy Efficiency Alliance	✓				✓
International Association for the Engineering Modelling, Analysis and Simulation Community		✓	✓		✓
National Association of State Energy Officials (NASEO)	✓				✓
National Fire Protection Agency (NFPA)			✓		✓
National Safety Council (NSC)	✓		✓		
Northeast Energy Efficiency Partnerships	✓				✓
Procurement Leaders			✓		
Rainscreen Association in North America	✓		✓		✓
Residential Energy Services Network (RESNET)		✓			✓
Science Based Targets Network	✓		✓		✓
Underwriters Laboratories (UL)			✓		✓
Western Research Institute	✓		✓		
World 50	✓				

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<b>INTERNATIONAL ASSOCIATIONS</b>					
<b>LATIN AMERICA</b>					
Brazil – Bradesco Pension Fund Administration	✓	✓			✓
Brazil – Committee on the Hydrographic Basins of Piraciacaba, Capivari and Jundiá Rivers	✓				✓
Composites Materials Latin American Association	✓	✓			✓
Brazil – Glass Industry Federal Union: Sindividro	✓				✓
Brazil – Human Resources Association: DEASA	✓		✓		
Mexican Red Cross			✓	✓	✓
Brazil – National Glass Industry Association: ABIVIDRO	✓		✓		✓
Brazil – State of São Paulo Industry Association	✓				✓
<b>CANADA</b>					
Architectural Institute of British Columbia	✓		✓		✓
British Columbia Building Envelope Council	✓		✓		✓
Canadian Association of Consulting Energy Advisors	✓		✓		✓
Canadian Green Building Council	✓		✓		✓
Canadian Home Builders Association	✓	✓	✓		✓
Canadian Roofing Contractors Association	✓		✓		✓
Canadian Standards Association	✓		✓		✓
Chemistry Industry Association of Canada	✓		✓		✓
Construction Specifications Canada	✓		✓		✓
Ecohabitation	✓		✓		✓
EnerQuality	✓	✓	✓		✓
National Resource Council Canada			✓		✓
National Resources Canada		✓	✓		✓
North American Insulation Manufacturers Association	✓	✓	✓	✓	✓
Passive House Institute Canada	✓		✓		✓
Conseil de l'enveloppe du bâtiment du Québec	✓	✓	✓		✓
Quebec Home Builders Association	✓		✓		✓
Association de l'isolation du Québec	✓		✓		✓
Royal Architecture Institute of Canada	✓		✓		✓
Underwriters Laboratories of Canada	✓	✓	✓		✓

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<b>CHINA</b>					
China Metal Building Association – Metal Roof and wall system branch			✓		
China Building Waterproof Association, Single Ply Roofing Branch (SPR)		✓			
China Insulation and Anti-Corrosion Material for Powerplant Association	✓				
China Thermal Insulation Material Code Committee			✓		
China Plastic Industry Association – XPS Branch	✓				
China Plastic Industry Code Committee TC48 – XPS Branch			✓		
China Thermal Insulation Material Academy		✓			
China Thermal Insulation Material Association		✓			
China Building Energy Efficiency Association		✓			
China Cold Storage and Supply Chain Association	✓				
Shanghai Building Material Industry Association	✓				
Jiangsu Building Energy Efficiency Association	✓				
Tianjin Building Material Industry Association	✓				
<b>EUROPE</b>					
American Chamber of Commerce in Europe	✓				
Danish Standards			✓		✓
European Energy Savings Alliance	✓	✓	✓	✓	
European Industrial Insulation Foundation		✓	✓		
Estonia Association Insulation Enterprise + EKVU (HVAC)	✓				
ETISOL	✓				
Federation du Institute du Beton	✓		✓		
Fire Safe Europe	✓	✓	✓	✓	
Finland – Confederation of Finnish Construction Industries RT		✓	✓		✓
Finland – Finnisol	✓	✓	✓		
Finland – RTT Association of Insulation Producers	✓	✓	✓		

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<b>EUROPE</b>					
Germany – DGNB (Deutsche Gesellschaft für Nachhaltiges Bauen)	✓				✓
Germany – Fachvereinigung Faserbeton e.V.	✓		✓		
Germany – FMI (Fachverband Mineralwolleindustrie e.V.)	✓		✓		✓
Germany – GGM Gütegemeinschaft Mineralwolle e.V.	✓				
Glass Fibre Europe	✓		✓		
Germany – VDPM (Verband für Dämmsysteme, Putz und Mörtel)	✓				✓
International Federation for Structural Concrete	✓		✓		
Italy – Associazione Italiana Sottofondi, Massetti e Pavimentazioni e Rivestimenti Continui	✓				
Danish Mineral Wool Association		✓	✓		✓
Latvia – LATIZOL		✓	✓		
Lithuania – Mineral Wool Producers Association, Lithuanian Technical Insulation Contractors Association, Lithuanian Builders Association, Baltic Investors Forum	✓	✓	✓		✓
Spanish Association for Standardization	✓		✓		✓

As we assess our climate change risks and opportunities, we monitor a range of factors that may impact our operations or our planning. These include the physical risks of climate change and other climate-related variations, as well as transition risks such as changing environmental regulations, new technologies, and changes in the overall marketplace.

We are also committed to managing the market and reputational risks that arise from the impacts of climate change. This commitment informs our goals and our approach to reducing greenhouse gas emissions through both our products and our processes.

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## Governance

### Board Oversight of Climate-Related Risks and Opportunities

According to our Directors' Code of Conduct, sustainability includes the following concepts:

- Environmental compliance
- Product stewardship
- Personal safety
- The environmental and social impacts of our global operations and the products we make and sell

Oversight, guidance, and direction on sustainability matters — including our 2030 sustainability goals — are provided by our Board of Directors, who oversee management's execution of our sustainability strategy.

In addition, the Board committees maintain oversight of management's responsibilities for issues relevant to their respective areas. These include the following:

- Audit Committee: oversight of legal and regulatory compliance
- Governance and Nominating Committee: oversight of Board structure and stockholder rights

The Board committees periodically provide reports concerning these sustainability matters to the entire Board.

In addition, the Audit Committee and the Board as a whole retain some oversight responsibility for environmental, health, and safety (EHS) risks. Directors are expected to provide oversight, guidance, and direction on sustainability issues and opportunities that potentially impact our reputation and long-term economic viability. This includes all elements of our 2030 sustainability goals, such as the reduction of greenhouse gas (GHG) emissions, efficient energy use in our operations, and the sourcing of 100% renewable electricity.

### Managerial Responsibility for Climate Risks and Opportunities

Along with our Board of Directors, our CEO and Chief Sustainability Officer (CSO) have oversight on our progress toward our climate and sustainability goals, and our executive compensation is tied to progress toward our sustainability goals (see [page 74](#) for more information). The CSO reports directly to the CEO and is responsible for our compliance and with legal and company requirements related to EHS and sustainability. In addition, Owens Corning employs approximately 50 people who report to the CSO in our Sustainability organization. This team is accountable for all aspects of sustainability at the enterprise level, including circular economy, product stewardship, supply chain sustainability, sustainability reporting and analytics, operations sustainability, medical, and EHS.

Furthermore, climate-related issues are addressed through our risk management process and included in our risk registers, which are developed by the business unit and legal teams and from the plant level up. Our Risk Committee is responsible for overseeing and monitoring our risk assessment and mitigation actions. Safety and environmental concerns, including climate-related concerns, are part of the core risk register, which increases the extent to which sustainability issues are embedded into the enterprise-wide risk process. The Risk Committee reports to the Executive Committee, and it is specifically sponsored by both the Chief Financial Officer and General Counsel, who are themselves members of the Executive Committee.

## Strategy

### Identification of Climate-Related Risks

Substantive impacts are assessed and monitored through Owens Corning's risk management process. Owens Corning looks at all risks, including climate-related risks, through essentially the same process. At the asset level, our business units (BUs) create business-specific risk registers which are used in their Strategic and Operational Planning processes. In creating these registers, the BUs identify internal and external factors that could pose threats and opportunities to their business. They evaluate the potential impact and likelihood, and then establish management plans to mitigate the risk. Each risk is assessed by subject matter experts who consider relevant indicators in determining impact. These indicators vary depending on the aspects that are relevant for each risk. Potential quantifiable indicators that could factor into an individual risk's impact classification include potential impact on revenue, potential number of sites disrupted, applicable fines, litigation outcome, medical treatment costs, and others.

Of the risks that we monitor, Owens Corning has established three levels for value impact, which have a number of different factors which can be used to qualify a risk into one of the three levels. The lowest level are those risks where the company can absorb the financial impact, and the reputational impact is relatively non-existent. The next level is medium impact, with a potential to be known by the public or to damage our reputation. The highest level of impact can be qualified by factors such as a significant material financial impact, long-term reputational

damage, or serious injury, among other factors, with the potential to be catastrophic to the organization.

Risk horizons are defined as follows:

- Short-term (1–3 years)
- Medium-term (3–6 years)
- Long-term (over 6 years)

*Owens Corning has recognized numerous risks specifically related to climate change, and we have strategies in place to mitigate them. Those risks are outlined below.*

#### **Risk: Increased Severity and Frequency of Extreme Weather Events**

Many of Owens Corning's business activities involve substantial investments in manufacturing facilities and many products are produced at a limited number of locations. For example, some insulation products are only made at a small number of facilities, where disruption could lead to delayed fulfillment of customer orders. These facilities could be materially damaged by natural disasters such as floods, tornadoes, hurricanes, and earthquakes, or by sabotage. We have experienced flooding at plants in New Jersey and Texas, U.S., as well as India. Owens Corning could incur uninsured losses and liabilities which increase direct costs such as loss of physical assets/inventory, as well as disruptions in production capacity that could increase indirect costs such as business interruption/lost sales, as well as additional indirect cost incurred through higher insurance premiums to cover a site which is seen as at-risk after a flooding event.

In addition, natural disasters pose a significant threat to the safety of our employees, contractors, and customers. We engage with our third-party loss prevention engineering firm to equip our locations to have minimal losses and best endure weather-related incidents. As climate change occurs, these risks could become more likely and also make insuring these risks less feasible. For example, at one Owens Corning facility the company experienced a catastrophic flood resulting from a named storm approximately 10 years ago. The ~190,000-square-foot building is located in New Jersey and is floodprone due to its proximity to a river system and the Atlantic Ocean. As such, continuing to purchase flood insurance for this facility has become more challenging, and recently the insurance capacity available for purchase was reduced. Combined with a potential increase in likelihood of this risk due to the impact of climate change, this situation is even more important to mitigate appropriately. Other natural disasters could also impact Owens Corning locations in a similar manner.

#### **Risk: Enhanced Emissions-Reporting Obligations**

Owens Corning is subject to or has chosen to voluntarily participate in Emissions Trading Schemes (ETS) around the world, such as Alberta Technology Innovation and Emissions Reduction, EU Emissions Trading System, the Canadian Federal Output-Based Pricing System, the Québec's Cap-and-Trade GHG Emissions System, and South Korea's Emissions Trading Scheme. Expansions of these schemes could impact us by reducing our carbon allowances, thus increasing our operating costs in those countries.

For example, with the further reductions in allowances through Phase 4 of the European ETS, our annual allowances were reduced, which requires us to purchase credits.

The Phase 4 period began in 2021 and will continue through to 2030. Volatility in carbon market pricing creates additional risk. Our course of action in managing these risks involves: interacting with the commission regarding the implementation of the EU Green Deal and Fit-for-55 package; pursuit of R&D initiatives involving a change in material composition or in manufacturing processes to enable emissions reductions; and implementation of energy and GHG reduction projects.

Owens Corning has strategies in place to mitigate these risks. Chief among them is our commitment to the circular economy model, in which we work to avoid the use of virgin raw materials whenever possible, manufacture products to deliver the least negative environmental impact, and ensure that materials used in our products remain in the economy indefinitely.

We had 10 plants in 2023 that were impacted by the EU ETS: plants in L'Ardoise, France; Besana, Italy; and Apeldoorn, Netherlands; and Insulation plants in Tessenderlo, Belgium; Klášterec, Czech Republic; Hällekis, Sweden; Hässleholm, Sweden; Parainen, Finland; Vilnius, Lithuania; and Trzemeszno, Poland. Both composite glass and insulation production create GHG emissions. In 2023, 21.1% of our Scope 1 emissions fell under emissions-limiting regulations.

Our emission reduction projects are key to managing this risk. In 2023, we implemented 20 projects, generating energy savings of 22,000 MWh and reducing GHG emissions by over 6,100 MT per year.

### Identification of Climate-Related Opportunities

In addition to the risks outlined here, conditions related to climate change can present opportunities for our business. While these opportunities offer some potential for growth, Owens Corning remains committed to our sustainability goals. Opportunities are addressed through our long-range planning process.

#### Opportunity: Increased Demand for Energy-Efficient Products

More aggressive energy efficiency building codes and regulations to mitigate climate risk drive the sale and use of Owens Corning's insulation and other energy-saving products and systems. Owens Corning has identified and is working with the U.S. government to update energy codes through three federal mortgage offerings: U.S. Federal Housing Authority (FHA), U.S. Veterans Affairs Department (VA), and the U.S. Department of Agriculture (USDA) Each federal mortgage offering has minimum requirements building energy efficiency, including energy codes. These agencies reference old energy codes that should be updated to reference the 2021 International Energy Conservation Code (IECC). These updates would lead to increased revenue for the company due to the increased demand for our energy-efficient insulation products for homes built to qualify for

FHA, VA, and USDA loans across the U.S., creating an incentive for builders in states with older energy codes to build beyond their state code standards, thereby using more of our products.

During the Biden administration, Owens Corning has been collaborating with trade associations and NGOs, primarily through the North American Insulation Manufacturers Association (NAIMA), to ask the administration to update energy code standards to the 2021 IECC for FHA, VA, and USDA mortgages. These are important because at the state level, states' energy codes are often still referencing old energy codes from 2009 or earlier. The federal mortgage code update would incentivize builders in these states to build to the 2021 IECC code to enable their homes to qualify for FHA/VA/USDA mortgages, and in doing so these builders would have higher demand for insulation products.

#### Opportunity: Increased Demand for Roofing Materials

Demand for products in our roofing business is generally driven by both residential repair and remodeling activity and by new residential construction. As the effects of climate change are felt in the increased frequency and severity of storms, Owens Corning as a building materials company may see an increased demand for our products in our roofing business due to storm related roof damage.

As a company with the majority of our roofing business located within the United States, we are therefore affected by the effects of weather in the U.S., which vary by region. Storms are one of the drivers of

roofing product sales, along with renovation and new home builds. Because of this, we are in a position to increase sales of roofing products when seasonal storms such as hail and hurricanes affect the U.S., especially the South which is prone to severe weather, and increases in these weather events would lead to higher sales. All of our architectural laminate shingles are designed to protect against high winds seen in these conditions. Our TruDefinition® Duration FLEX® and TruDefinition® Duration STORM® shingles also meet the industry's highest classification for impact resistance, and they are preferred products in many hail-prone regions. With elevated storm activity, our entire shingle product line could see increased revenues.

#### Impact of Climate-Related Risks and Opportunities on Our Strategies

Owens Corning has developed a range of strategies to address the continued rise of climate-related risks and opportunities. These strategies have had a major impact of the way we conduct our business.

#### ■ Products and Services

In response to the identified risk of potential for increased energy efficiency and emissions regulations and standards, Owens Corning has made dramatic improvements to its product lines across the enterprise, such as PINK Next Gen® Fiberglas™, released in 2021, which is certified made with 100% renewable electricity through the use of power purchase agreements, and it has earned UL GREENGUARD® Gold certification for low volatile organic compounds.

In addition, we are always working to develop new products to comply

with climate-related regulation and reduce emissions. The validation of new, lower-GWP blowing agent formulation, such as those used in Foamular NGX, is one example of a new product with significantly lower global warming potential, and reduced Scope 1 emissions in production. The successful development of this product also addresses a short-term climate transition risk, by helping the company to stay ahead of regulations of this sort elsewhere. The time horizon for the conversion of our legacy blowing agent to the new Foamular NGX is active currently, with more activity expected to convert in the short term.

The demand for renewable energy continues to increase, and along with it comes a need for larger turbines that can deliver more wind power. To maximize power, longer, stiffer, stronger wind blades are required. In 2023, Owens Corning launched a new product, H2, which delivers up to 5% greater stiffness than traditional H glass.

H2 joins a range of other products that help maximize wind power's potential. WindStrand® combines design and reliability to create long, light wind blades that are able to operate at low operating costs. WindStrand® 4000, Ultrablade® 2, and Ultraspar™ 2 help wind blade manufacturers facilitate cost-effective wind energy by developing blades with optimal length, stiffness, and strength.

In 2022, we introduced PINKBAR®+ Fibreglas™ Rebar, which is lighter and stronger than traditional steel rebar, offering sustainability advantages for optimal performance.

Because of its lighter weight, it can be delivered with fewer trucks, which helps reduce the GHG emissions associated with transportation.

### ■ Supply Chain

We believe transportation of materials and engagement with a supplier can be done more efficiently if the supplier is nearby, which enhances sustainability across the supply chain and minimizes the impact of storms and natural disasters.

Another example of how we manage climate-related risks in the value chain can be seen through our regional shingle strategy. Hurricane Katrina led to a surge in demand for replacement shingles due to storm damage. As a result, shingles from different plants within the same region needed their coloring to be completely interchangeable, so if shingles from two or more different plants end up on the same roof, they would match color as intended. This resulted in the development of “regional shingles,” which is a shingle produced at different manufacturing facilities, tested and proven to be color-matched to allow mixing between all or some of the producing manufacturing facilities in a specific region. With state-of-the-art technology and stringent testing requirements.

Owens Corning Roofing is able to provide regional shingles that allow more efficient service during storm surge demand, more flexibility for multiple locations, and easy inventory management. We developed and rolled out the regional shingle approach for our roofing locations in 2005, and maintain this strategy today. As a result, our regional shingle gives us the flexibility to have a competitive advantage in storm reaction time, as shingle demand can be met from multiple sites, should severe weather lead to a surge in demand.

Another way in which climate-related risks and opportunities influence our strategy in the value chain can be seen in the recent development of our 2030 long-term sustainability goals. A Sustainability Materiality Assessment yielded responsible sourcing as a material topic, along with combating climate change: these two areas combine to inform a 2030 goal to reduce Scope 3 emissions from our supply chain 30% by 2030 against a 2018 base year.

### ■ Research and Development

Owens Corning has invested in energy-efficient, performance-driven products such as Cool Roof Collection™ shingles and WindStrand® high performance glass fiber roving. Currently, Owens Corning is investing substantially in R&D to respond to the climate-related risks and opportunities that have been identified through our ERM. We intend to produce new processes and products in response to these risks and opportunities in the short term through the long term, as the world transitions to increased climate action.

The risk management process has had a moderate impact on how funds are invested in R&D, as the risk management process often leads to mitigation needs and identified business opportunities. For example, the investment in R&D for WindStrand® was driven in part by climate change-related risk and opportunity evaluations. This innovative material allows wind blade manufacturers to use 30% fewer layers of material in the blade molds, while delivering the same quality and performance as standard fabrics. This in turn represents a 50% savings in labor and production time for the blades. In 2023, Owens Corning launched a new product, H2, which delivers up to 5% greater stiffness than traditional H glass. H2 joins a range of other products that help maximize wind power’s potential. WindStrand® combines design and reliability to create long, light wind blades that are able to operate at low operating costs. WindStrand® 4000, Ultrablade® 2, and Ultraspar™ 2 help wind blade manufacturers facilitate cost-effective wind energy by developing blades with optimal length, stiffness, and strength.

Another significant example of climate-related R&D with near term implications is the development of the newly announced FOAMULAR® NGX®, a foam insulation a greater than 80% reduction in global warming potential (GWP), compared to legacy FOAMULAR® insulation products. NGX was developed to comply with expected and actual blowing agent regulation, such as a phaseout in Canada that went into effect in 2021, and in several U.S. states (CA, NY, NJ, MA, WA, VT, MD, and CO) that

have enacted similar regulations to Canada. FOAMULAR® NGX® is available in Canada and all U.S. states affected by the anticipated regulation, managing the transition risk. The investment in developing a product that meets and exceeds the stringent regulations that went into effect in 2021 and 2022 reflects Owens Corning’s continued commitment to offering building materials that merge the highest levels of performance and our corporate sustainability goals.

### ■ Operations

Identified climate-related risks and opportunities have had an impact for Owens Corning. To help meet our 2030 Science-Based Target for a 50% Scope 1 and 2 GHG reduction, which was developed in response to climate risks for our company, we have made investments in renewable energy. In 2015, Owens Corning signed power purchase agreements for renewable electricity totaling 250 megawatts. In Q4 of 2016, two wind farms came online and are now providing renewable energy into the grid, impacting emissions and renewable energy in 2023. Furthermore, in 2021, we entered into two wind VPPAs, one in Finland and one in Sweden, which bring in 43 MW and 48 MW of renewable electricity capacity, respectively.

In early 2024, a VPPA in Spain came fully online, involving three separate VPPAs with a contracted capacity of 81.9 MW, which are collectively expected to produce 223 GWh per year. Owens Corning continues to look for opportunities to expand our renewable portfolio in the short term, reviewing several on-site and off-site programs

as we work towards our goal of 100% renewable electricity by 2030, and a 50% reduction in Scope 1 and 2 emissions in the same timeframe.

In addition to growing our renewable electricity portfolio, in support of our goal of sourcing 100% renewable electricity by 2030, we are also changing our operations strategy in response to climate risks and opportunities through the electrification of assets. A recent example can be seen with construction of an energy-efficient Electric Arc Furnace (EAF) in Trzemeszno, Poland, in 2019. We expect to reduce our CO<sub>2</sub> emission by 75–80% with this line compared to a traditional coke-fired furnace line. Moreover, the new line's EAF will reduce carbon intensity by roughly 10% for all Paroc Insulation in Europe. The EAF is the third stone wool electric furnace for Owens Corning in Europe and the second on the Owens Corning site in Poland. In 2021, we entered into VPPAs to source renewable electricity for the EAF, thereby avoiding grid emissions associated with electricity. As we plan for the further development of the EU ETS in the long term, we are proactively managing this risk with financial planning and operations changes like the electrification of the Trzemeszno furnace.

### Impact of Climate-Related Risks and Opportunity on Our Financial Planning

#### ■ Revenues

Owens Corning has incorporated climate risks and opportunities into our financial planning process. Our new product developments are factored into our forecasting, as previous climate

related products, like EcoTouch® PINK® Insulation, were when they were being developed. Currently Low Carbon Products, which were introduced in 2017 and made up 25% of 2023 revenues, have also been included in future revenue projections at a forecasted rate of growth. These risks and opportunities have a moderate impact on revenues in the financial planning process. We also monitor products that avoid emissions in the value chain, such as fiberglass products, ENERGY STAR® shingles, and several composites products. These products accounted for 59% of revenues in 2023.

#### ■ Direct Costs

Owens Corning incorporates the impact of the identified risks into its direct operating costs for financial planning models based on a number of factors including the likelihood, timeframe, and magnitude of the financial impact of the risk or opportunity. For example, in the event of reduced production capacity due to climate-related increases in storm activity and severity, Owens Corning would potentially see increased (direct) operating costs with substantial magnitude of impact in the affected regions. The increase would be due to cleanup costs, as well as alternate transportation costs, increased maintenance, increased sourcing costs due to supply chain strain, and likely increased production costs as the repaired line is brought back up to production. This estimated impact would be included in the financial planning process in various scenarios and analyses. When Hurricane Sandy

damaged our Kearny Roofing plant, we had a good example to use to adjust our planning estimates for future potential severe weather events and their impact on operating costs.

#### ■ Indirect Costs

Indirect costs like insurance have been influenced by climate-related risks, such as extreme weather events and their increased likelihood. A recent example is that at one Owens Corning facility the company experienced a catastrophic flood approximately 10 years ago. In the years since the flood, purchasing flood insurance for this facility has become more difficult, leading to constraints in capacity and increased premiums to achieve coverage. This indirect cost not only became more difficult to purchase, the available protection capacity was altered entirely due to the increased likelihood of climate-related weather events like flooding. This example influences indirect cost financial planning in any Owens Corning site with similar natural disaster risk.

#### ■ Capital Expenditures (CapEx)

CapEx is influenced by climate risks and opportunities. One particular example is a regulatory transition risk regarding our blowing agent blend, which is being phased out in the short term as a component of climate/environmental regulation. We included in the planning process a few years ago the new equipment required to use a foam blowing agent with a lower GWP, as the need for blowing agent changes was identified in our risk and opportunities analyses. The first such product with lower GWP blowing agent, Foamular

NGX®, was announced in mid-2020. All our plants in regions affected by existing or emerging regulation are capable of using the new blowing agent as of early 2022. As a result, we can manage this risk into the future, and are doing so already, as with the 2021 release of Foamular NGX® for Canada and the U.S. Our response to identified climate-related risks and opportunities like these has had a substantial impact on our financial planning of capital allocation.

#### ■ Assets and Liabilities

Climate risks and opportunities have had a moderate impact on our financial planning for assets and liabilities, primarily through our acquisitions. Owens Corning has purchased several companies in the last four to five years, including InterWrap, Pittsburgh Corning, Paroc, Vliepa, and several companies in 2022, including Natural Polymers and WearDeck. With these acquisitions, Owens Corning reported \$11.237 billion in total assets in 2023. These companies were determined to be important to expand our portfolio of energy-saving and performance-driven products, an opportunity we consider in the long-term horizon. These opportunities continue to be involved in our financial planning process as we continue to evaluate and analyze additional acquisition targets.

### Resilience of Owens Corning Strategy in Climate-Related Scenarios

Owens Corning has developed resilient strategies related to different climate-related scenarios, including science-based targets.

Our actions to reduce GHG emissions have always been informed by the latest science-based methodologies. Owens Corning has set targets aligned with the latest findings from the Intergovernmental Panel on Climate Change (IPCC). To avoid the worst impacts of climate change, the IPCC urges that temperature rise should be held below 1.5° C. As we seek to reduce our Scope 1 and Scope 2 greenhouse gas emissions by 50% by 2030, we will use this metric — representing the latest in climate science — as our guide.

Owens Corning has assessed potential risks associated with climate change, giving us a full understanding of the many ways in which climate-related risks can impact operations across our entire value chain. As weather conditions shift, severe storms can have a significant impact on the markets for residential and commercial construction, repair, and improvement, as well as a material adverse impact on our results of operations.

Among our customers, severe weather conditions could slow or limit residential or commercial construction activity, which in turn could adversely affect demand for our products. Within our own operations, extreme weather can lead to disruptions in our manufacturing capacities, as damages to our facilities may occur. In addition, as weather-based disruptions become more common, we anticipate potential difficulties in obtaining affordable insurance.

### Assessing Climate Scenarios in Partnership with The Ohio State University

In 2020, Owens Corning began working with The Ohio State University (OSU) to evaluate efforts in assessing resiliency of current strategies against a range of climate-related scenarios and time horizons. The scenario analyses focused on “Shared Socioeconomic Pathways” (SSPs), which reference NDCs found in IEA APS, for the scenario analysis: SSP1-2.6, SSP2-4.5, and SSP5-8.5. The use of these SSP models aligns our analyses with the most recent 2021 IPCC sixth assessment report (AR6).

These initial analyses referenced time horizons of the current period, 2036, and 2051. The initial scenario analysis work focused on two areas: physical climate risks posed to our company locations, and potential impacts of climate change on demand for our roofing products influenced by severe weather activity.

In the first project, OSU conducted a climate scenario analysis for physical climate risk across facilities over the same emission pathways and time horizons. The findings will be incorporated into our risk assessment for our plants. Variables assessed included factors like winds, cyclones and severe weather, flood risk, drought risk, and maximum temperature. Each of these factors can change for each facility in response to different climate scenarios, and awareness of these potential changes at the site level is a key step to ensuring preparedness at the enterprise level. We are currently evaluating more detailed analysis for specific facilities.

For the second scenario analysis, OSU was able to model the potential changes to U.S.

roofing product demand by region for each emission pathway and time horizon. This analysis will help us evaluate how drivers of roofing shingle demand potentially change as variables like wind, tropical cyclones, and hail fluctuate in different climate scenarios. Outcomes of this analysis will provide Owens Corning the ability to ensure our production capability can adapt to climate change and ensure we successfully serve our markets as their demand for roofing products changes due to climate change. We are still evaluating how best to incorporate these findings within our business units’ decision-making process.

### Risk Management

Owens Corning’s Risk Committee meets with functional and business leaders throughout the organization to discuss identified risks, including climate risks, and manage corresponding action plans. Risks are considered by the committee for all ranges of time horizon, and in all aspects of the value chain. At the asset level, our business units (BUs) create business-specific risk registers which are used in their strategic and operational planning processes. In creating these registers, the BUs identify internal and external factors that could pose threats and opportunities to their business. They evaluate the potential impact and likelihood, and then establish management plans to mitigate each risk. Risks are retained (risk exposure is accepted without further mitigation), reduced/transferred (risk exposure is reduced, transferred, or consequences are reduced) or avoided (risk exposure eliminated entirely, e.g., through ceasing a business).

The Risk Committee considers significant risk to the corporation. They have a process where they:

- 1. Review the Owens Corning Risk Register substantiated by business and functional reviews.** Risks are prioritized based on their placement in the risk register. The Y-axis (“Value”) represents the potential financial impact, while the X-axis (“Likelihood”) represents the probability of occurrence. Color coding (for risk acceptability) and different shapes (for trending information) offer a fuller understanding of the potential risks. We also include the concept of risk velocity in our conceptualization of risk, describing the potential rate at which a risk could impact our businesses. While risk velocity is not depicted on the risk register in an infographic manner, the concept is described in conjunction with the overall register narrative. By incorporating the idea of risk velocity into our understanding of risk, we gain a better understanding of impending impacts, which enables us to be proactive in our approach.
- 2. Align around key mitigation programs.** Based on the risk assessment register outputs, the Risk Committee identifies the various mitigation actions to be taken, and a planned approach is taken towards implementing them through the businesses.
- 3. Meet quarterly.** The Risk Committee meets quarterly to review the risk registers and their potential impact to Owens Corning. They review the existing risk aspects, add any new risks being

identified from internal or external sources, and update any risks which are no longer considered applicable to the businesses. The Risk Committee also reviews the mitigation actions and outputs for the annual cycle. Annually, the business reviews emerging risks for the company and partners with the Strategic Growth Council to ensure these are contemplated in the strategic planning cycle for the company.

4. **Review the risk registers with the Executive Committee.** All risk assessment results and outputs are reviewed by the Executive Committee, and feedback received is incorporated in the action register and reflected in the mitigation planning.
5. **Provide quarterly updates to the Audit Committee of the Board of Directors.**

### Managing Climate-Related Risks and Opportunities

We have a variety of processes for identifying and managing opportunities within the business, marketing, R&D, and across the company, including climate-related opportunities. As an example, tech scouting is a business strategy aligned with our corporate innovation team, and it is designed to continuously fuel Owens Corning business pipelines with technology-based opportunities that enable growth or mitigate threats. Our tech scouting team is integrated with each business unit, systematically finding and assessing business opportunities that match our needs and strategy, and effectively sourcing the most suitable technologies and partners. Any new products developed must go through

our stringent product stewardship process, and each product is evaluated through our Ecodesign Strategy Wheel. Recycling, in the context of the circular economy, will be a key focus of the tech scouting team.

Some case studies of how we have followed our processes for managing climate-related risks and opportunities:

#### ■ Transitional Risk

Broad and gradual tightening of limits on emissions by federal and state governments could impact Owens Corning by disrupting our use of specific raw materials which in turn would disrupt our production capacity for products using those materials. One specific Owens Corning example is the phaseout of certain blowing agents used in our XPS foam plants in North America and Asia. As this occurs, we have been required to make certain capital investments at our plants to use alternative blowing agents. Because we believe the likelihood of this identified risk is high in the long term, we have completed development and certification of new foam blowing agent blends with lower GWP while maintaining product performance, and we have also begun capital upgrades needed to run our lines with these lower GWP blowing agent blends. All our plants in regions affected by existing or emerging regulations are capable of using the new blowing agent as of early 2022. As a result, we can manage this risk into the future, and are doing so already, as with the 2021 release of Foamular NGX® for Canada and the U.S.

#### ■ Physical Opportunity

Demand for products in our roofing business is generally driven by residential repair, remodeling activity, and new residential construction. As the effects of climate change are felt in the increased frequency and severity of storms, Owens Corning as a building materials company may see an increased demand for our roofing products due to storm related roof damage. Evaluation of climate-related physical risks and opportunities have driven changes and expansion in production and marketing of specific Owens Corning products, like Duration® FLEX® shingles, which are rated against high winds and storm activity.

### Recognizing Climate Risks and Opportunities Through Building Science

Owens Corning's experts continually research and deploy building science to serve architects, buildings, occupants, and the environment. One of the primary ways building science is promoted within the company is through an internal team who specialize in engaging architects, engineers, and builders through informational sessions. This team uses engagement to educate actual and potential customers and architects about how to optimally use Owens Corning's energy-saving products to maximize their performance and contribute to green buildings. Engaging architects, engineers, and construction customers around building science is crucial, as customers who are engaged around building science can have a "ripple effect" on sustainable revenue. This is because the company prioritizes engaging with high-impact architects and engineers who, if successfully engaged, can spread practices

and specifications that use Owens Corning products to a broader network. For example, if a major architecture firm is engaged and begins to specify using an Owens Corning insulation product as a result, that firm may share their approach with their satellite locations and other architectural firms in their region, magnifying the impact of the engagement.

Owens Corning also engages with customers around climate through direct and indirect outreach. When we engage with a customer around sustainability and climate, we share details with them about our company's sustainability commitment, and how we are working to reduce our climate and environmental impact. To support this, we may also help them understand and use our life cycle assessment (LCA) data, which gives them more context on the climate impacts of our products, with the rationale that transparency can be an advantage for customers who want value chain climate impact data. Some customers may seek to understand our climate and sustainability commitments through our EcoVadis scorecards as well.

## Metrics & Targets

### Reducing Our Emissions In-Line with a 1.5° World

The Intergovernmental Panel on Climate Change (IPCC) has established that temperature increases must be held to below 1.5° C above preindustrial levels in order to avoid the worst impacts of climate change. By 2030, our goal is a 50% reduction in absolute Scope 1 and Scope 2 market-based GHG emissions from the base year of 2018.

We also have a goal for 2030 to reduce absolute Scope 3 emissions by 30%, compared to the base year of 2018.

Our 2030 Scope 1 and Scope 2 goals have been approved by the Science Based Targets initiative (SBTi) as meeting these standards. Concurrently, the SBTi has approved our Scope 3 GHG reduction goal as being aligned with the IPCC's pathway to achieve well below 2.0° C temperature increases.

In 2023, our absolute Scope 1 and Scope 2 market-based emissions were 28% lower than our 2018 base year. Progress toward our GHG emissions goals is made possible through several key programs, including the following:

- Implementation of energy-efficiency initiatives across our enterprise
- Evaluation of combined heat and power
- Heat recovery
- Expansion of renewable sources to replace grid energy
- Blowing agent conversion

In 2023, our Scope 3 emissions were slightly lower year-over-year, but remained 3% higher than our base year of 2018. Further progress toward our goal for reducing Scope 3 emissions will require us to continue collaboration across our supply chain.

### Linking Executive Compensation to Climate-Related Performance

Monetary rewards for the CEO and the corporate executive team are based in part on progress to a selection of our 2030 goals, one of which is progress towards meeting our 2030 science-based target to cut absolute Scope 1 and Scope 2 emissions by 50%. This is a formal part of our executive compensation program; further details can be found in our Proxy Statement. Current sustainability goals influencing executive compensation include GHG reduction, waste-to-landfill reduction, and progress made towards our inclusion and diversity targets. Per the Proxy Statement, this applies to our CEO and Chairman of the Board, and our other named executive officers. These individuals are identified in our 2023 Proxy Statement, available on our Investors website.

### Understanding the Cost of Emissions

Owens Corning has established an internal price for carbon emissions — a best practice used by many companies. Doing so helps us make smart decisions about our GHG emissions reduction initiatives, as it enables us to frame challenges and opportunities in monetary terms, which are often more broadly understood than the concept of tons of emissions.

In implementing an internal carbon price, we consider Scope 1 and 2 emissions — the total impact of our operations and our supply chain. We have internally and externally published reduction goals, which are aligned to drive strategy and action. We do not have an internal carbon tax or carbon charge allocated to our businesses, so we are using shadow pricing to assess these costs.

Quantifying the cost of carbon emissions with an internal carbon price helps us plan future scenarios and make informed business decisions. Our internal carbon price varies by region and considers a range of potential forecasted costs, ranging from \$60 to \$160 per metric ton depending on the location. A regional approach to internal carbon pricing allows us to be more accurate as we estimate and evaluate the cost of carbon for capital project planning in regions with varying carbon prices. It also places value on reducing carbon emissions in regions that do not yet have taxes or trading schemes.

By estimating the difference in metric tons of CO<sub>2</sub> emissions produced from one year-end period to the next, then multiplying that amount by \$160 per metric ton, we can arrive at the high-end estimate of cost savings of emissions reduction if a carbon tax were implemented.

We have also been able to quantify our current total risk in the event of an efficient, economy-wide carbon tax, and we can see how dramatically we have reduced that risk since 2007, our peak GHG emissions year. This also allows us to value our future forecasted emissions reductions as we work toward our 2030 goals.

### Addressing Emerging Climate-Related Risks and Opportunities

Our commitment to sustainability starts with our passion for developing energy-saving products, such as insulation and durable products that significantly reduce energy use and associated emissions. A significant portion of global greenhouse gas emissions come from the combustion of fossil fuels; therefore, energy savings, or avoided energy consumption, are directly tied to a quantifiable amount of avoided emissions. More information about our sustainable product portfolio and approach is included in the Product Innovation and Sustainable Growth chapters of this report.

## Governance

Disclose the organization's governance around climate-related risks and opportunities.

DISCLOSURE	CHAPTER	PAGE	ADDITIONAL INFORMATION
Describe the Board's oversight of climate-related risks and opportunities.	Risk Management	61	
	Board Leadership	57	See Management Oversight of Sustainability
Describe management's role in assessing and managing climate-related risks and opportunities.	Risk Management	61	
	Board Leadership	57-58	See Management Oversight of Sustainability
	Combating Climate Change	255	Our Approach to Combating Climate Change

## Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.

DISCLOSURE	CHAPTER	PAGE	ADDITIONAL INFORMATION
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Risk Management	64-66	Summary of Key Risks
	Combating Climate Change	256-258, 262-263, 268	Emissions Reductions Roadmaps and Strategies, Reducing Embodied Carbon
	TCFD Climate Risks & Opportunities	363-364	Identification of Climate-Related Risks, Identification of Climate-Related Opportunities
Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Risk Management	64-65	
	TCFD Climate Risks & Opportunities	364-366	
Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2° C or lower scenario.	Combating Climate Change	256-258, 261-263	
	TCFD Climate Risks & Opportunities	367	

## Risk Management

Disclose how the organization identifies, assesses, and manages climate-related risks.

DISCLOSURE	CHAPTER	PAGE	ADDITIONAL INFORMATION
Describe the organization's processes for identifying and assessing climate-related risks.	Risk Management	62-63	
	TCFD Climate Risks & Opportunities	367-368	
Describe the organization's processes for managing climate-related risks.	Risk Management	61-65	
	TCFD Climate Risks & Opportunities	367-368	
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Risk Management	61-65	
	TCFD Climate Risks & Opportunities	367-368	

## Metrics & Targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

DISCLOSURE	CHAPTER	PAGE	ADDITIONAL INFORMATION
Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Planet Section	241-309	Owens Corning discloses GHG, energy, water, waste, and air quality metrics in their respective chapters in the Planet section of the report. We also discuss other metrics in our TCFD Climate Risk section.
	TCFD Climate Risks & Opportunities	368-369	
	Appendix C – Environmental Data	337-343	Detailed emissions data
Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Combating Climate Change	266-267	
	Appendix C – Environmental Data	337-343	Detailed emissions data
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Planet Section	241-309	Owens Corning discloses GHG, energy, water, waste, and air quality targets in their respective chapters in the Planet section of the report, along with 2023 performance against those targets.
	Appendix C – Environmental Data	337-343	Detailed emissions data
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Planet Section	241-309	Owens Corning discloses GHG, energy, water, waste, and air quality targets in their respective chapters in the Planet section of the report, along with 2023 performance against those targets.

# APPENDIX G

# SASB INDEX

DISCLOSURE NUMBER	TOPIC	ACCOUNT METRIC	CHAPTER	PAGE NUMBER
EM-CM-110a.1	Greenhouse Gas Emissions	Gross global Scope 1 emissions	Appendix C – Environmental Data	337-338
EM-CM-110a.1	Greenhouse Gas Emissions	Percentage of gross global Scope 1 GHG emissions that are covered under an emissions-limiting regulation or program	Appendix F – TCFD Climate Risks & Opportunities	363
EM-CM-110a.2	Greenhouse Gas Emissions	Description of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Combating Climate Change	255-258, 262-268
EM-CM-120a.1	Air Quality	Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , (3) particulate matter (PM <sub>10</sub> ), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs), and (7) heavy metals	Air Quality Management, Appendix C – Environmental	292-302, 341
EM-CM-130a.1	Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative, (4) percentage renewable	Appendix C – Environmental Data	335
EM-CM-140a.1	Water Management	(1) Total fresh water withdrawn, (2) percentage recycled, (3) percentage in regions with High or Extremely High Baseline Water Stress	Responsible Water Sourcing & Consumption	287-288
EM-CM-150a.1	Waste Management	Amount of waste generated, percentage hazardous, percentage recycled	Waste Management, Appendix C – Environmental Data	279, 344-347
EM-CM-160a.1	Biodiversity Impacts	Description of environmental management policies and practices for active sites	Protecting Biodiversity	303-309
EM-CM-160a.2	Biodiversity Impacts	Terrestrial acreage disturbed, percentage of impacted area restored	Protecting Biodiversity	303-309
EM-CM-320a.1	Workforce Health & Safety	(1) Total Recordable Injury Rate (TRIR) and (2) Near Miss Frequency Rate for (a) full-time employees and (b) contract employees	Safer Together, Appendix B – Workforce Data	107, 317, 321-322
EM-CM-320a.2	Workforce Health & Safety	Number of reported cases of silicosis	Safer Together	95
EM-CM-410a.1	Product Innovation	Percentage of products that qualify for credits in sustainable building design and construction certifications	Product Stewardship, Product Innovation, Product Transparency	203-214
EM-CM-410a.2	Product Innovation	Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	Product Innovation, Sustainable Growth	210, 234, 237-238
EM-CM-520a.1	Pricing Integrity & Transparency	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	Upholding Ethical Standards	72-74

# APPENDIX H

# GRI INDEX

Statement of Use	Owens Corning has reported in accordance with the GRI Standards for the period January 1, 2023 and December 31, 2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

## GRI Standard

GRI STANDARD/ OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/ RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ ADDITIONAL COMMENTS	SDG TARGET LINKAGE
				LOCATION		OMISSION		
GRI STANDARD								
GRI 2: General Disclosures 2021	2-1	Organizational details	About Owens Corning	a = 8 b = 8 c = 8 d = 8				
2023 Sustainability Report & 2023 Proxy Statement & Form 10-K & Human Rights Policy	2-2	Entities included in the organization's sustainability reporting	Form 10-K; About the Report	a = 10-K page 21 as numbered in document b = 312 c = 312, 314				
	2-3	Reporting period, frequency, and contact point	About the Report; Form 10-K	a = 315 b = 10-K page 1 as numbered in document c = 311 d = 315				
	2-4	Restatements of information	About the Report	a. i. = 312 a. ii = No material restatements	a. ii.	Not applicable	No material restatements, therefore no effect of the restatements	
	2-5	External assurance	About the Report; Appendix I – Assurance Statements	a = 315, See comment b = 387			The Senior Director and CSO educate the Executive Committee on all components of the reporting process, including assurance.	
	2-6	Activities, value chain, and other business relationships	About Owens Corning, Responsible Supply Chain, Form 10-K, Leadership & Advocacy Throughout our Industry, About the Report	a = 5-8, 7 b = 7, 184-202 c = 10-K, pg. 1-3 & Partnership List; Appendix D – Partnerships with Industry Organizations and Additional Advocacy Initiatives d = 312				

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS	SDG TARGET LINKAGE	
			<b>LOCATION</b>		<b>OMISSION</b>				
2023 Sustainability Report & 2023 Proxy Statement & Form 10-K & Human Rights Policy	2-7	Employees	Appendix B – Workforce Data, Employee Experience	a = 324, 328 b = 324-329 c i. = Headcount ii. = At the end of reporting period d = 122-135 e = page 16 of <a href="#">10-K</a> See comment			See details of this risk on page 16 of our <a href="#">10-K</a> : Labor shortages and increased turnover rates, increased employee-related costs, and labor disputes could have a material adverse impact on our operations, results of operations, liquidity, and cash flows.	#8 Decent Work and Economic Growth	
	2-8	Workers who are not employees	Appendix B – Workforce Data, Employee Experience		2-8 a, b	Information unavailable/incomplete	Data not available		
	2-9	Governance structure and composition	Board Leadership, Stakeholder Engagement and Material Sustainability Topics, <a href="#">Proxy Statement</a>	a = 54 b = 57 c. = 43, 59, <a href="#">Proxy page 6</a>					#5 Gender Equality #16 Peace, Justice, and Strong Institutions
	2-10	Nomination and selection of the highest governance body	Board Leadership, Stakeholder Engagement and Material Sustainability Topics	a = 55 b = 43, 55					#5 Gender Equality #16 Peace, Justice, and Strong Institutions
	2-11	Chair of the highest governance body	Board Leadership	a = 54, 59 b = 54-57					#16 Peace, Justice, and Strong Institutions
	2-12	Role of the highest governance body in overseeing the management of impacts	Board Leadership, Stakeholder Engagement and Material Sustainability Topics	a = 57 b = 43, 57 c = 54, 57					
	2-13	Delegation of responsibility for managing impacts	Board Leadership	a, b = 57-58					
	2-14	Role of the highest governance body in sustainability reporting	Board Leadership, Stakeholder Engagement and Material Sustainability Topics	a = 57, 43 b = N/A, See comment				The highest governing body is responsible for reviewing and approving the reported information.	
	2-15	Conflicts of interest	Board Leadership	a, b = 56					#16 Peace, Justice, and Strong Institutions
	2-16	Communication of critical concerns	Upholding Ethical Standards, Board Leadership, Safeguarding Human Rights	a = 69-70 b = 56, 70, 74, 175					
	2-17	Collective knowledge of the highest governance body	Board Leadership, <a href="#">Proxy Statement</a>	a = 57, 56, <a href="#">Proxy Statement page 6</a>					#4 Quality Education
	2-18	Evaluation of the performance of the highest governance body	Board Leadership	a, b, c = 56					
	2-19	Remuneration policies	Upholding Ethical Standards	a, b = 69, 74					
	2-20	Process to determine remuneration	Upholding Ethical Standards, <a href="#">Proxy Statement</a>	a, b = 69, 74 <a href="#">Proxy Statement page 32</a>					
	2-21	Annual total compensation ratio	Employee Experience, <a href="#">Proxy Statement</a>	a = <a href="#">Proxy Statement page 56</a> b = See comment c = See comment				2-21 b. 120% 2-21 c. By following the GRI guidance in 2-21 a and b	
	2-22	Statement on sustainable development strategy	Message from our CEO and CSO	a = 3-4					
	2-23	Policy commitments	Safeguarding Human Rights, About the Report, Upholding Ethical Standards	a = 173-182, 312 b = 174, 312 c = 68, 74 d = 74 e = 74, 176 f = 74, 176					
	2-24	Embedding policy commitments	Safeguarding Human Rights	a = 174-176					

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS	SDG TARGET LINKAGE
			<b>LOCATION</b>		<b>OMISSION</b>			
<b>2023 Sustainability Report &amp; 2023 Proxy Statement &amp; Form 10-K &amp; Human Rights Policy</b>	2-25	Processes to remediate negative impacts	Upholding Ethical Standards, Stakeholder Engagement and Material Sustainability Topics, Safeguarding Human Rights	a, b, c, e = 68-72, 78, 80 d = 43, 311-315, <a href="#">Human Rights Policy</a>				
	2-26	Mechanisms for seeking advice and raising concerns	Upholding Ethical Standards	a, b = 69-70				
	2-27	Compliance with laws and regulations	Environmental Management & Compliance	a, b, c, d = 79-80, 215				
	2-28	Membership associations	Appendix D – General Disclosures	a = 355-361				
	2-29	Approach to stakeholder engagement	Stakeholder Engagement and Material Sustainability Topics	a = 42-46				
	2-30	Collective bargaining agreements	Employee Experience	a, b = 129, 133				#8 Decent Work and Economic Growth
<b>MATERIAL TOPICS</b>								
<b>GRI 3: Material Topics 2021/ 2023 Sustainability Report</b>	3-1	Process to determine material topics	Stakeholder Engagement and Material Sustainability Topics	a, b = 42-46				
	3-2	List of material topics	Stakeholder Engagement and Material Sustainability Topics	a, b = 44-45				
<b>ECONOMIC PERFORMANCE</b>								
<b>GRI 3: Material Topics 2021/ 2023 Sustainability Report</b>	3-3	Management of material topics	Risk Management, Sustainable Growth, Combating Climate Change, TCFD Appendix – F, <a href="#">CDP Climate Change</a>					
<b>2023 Sustainability Report &amp; CDP Climate Change</b>	201-1	Direct economic value generated and distributed				Confidentiality constraints	Owens Corning provides required financial disclosure to the SEC in the <a href="#">Form 10-K</a> : P&L, Balance Sheet, Statement of Cash Flows. Other financial measures are considered confidential to the company.	#2 Zero Hunger #5 Gender Equality #7 Affordable and Clean Energy #8 Decent Work and Economic Growth #9 Industry, Innovation, and Infrastructure
	201-2	Financial implications and other risks and opportunities due to climate change	Combating Climate Change, Risk Management, Sustainable Growth, TCFD Appendix E and F, <a href="#">CDP Climate Change</a>	a = 258-261, 66-68, 233-240, TCFD Appendix F 362-370, <a href="#">CDP C2.3 + C2.4 page 21-30</a>				#13 Climate Action
	201-3	Defined benefit plan obligations and other retirement plans	Employee Experience	a-e = 133				
	201-4	Financial assistance received from government	Appendix D – General Disclosures	a, b = 353 c = 356				
<b>MARKET PRESENCE</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Employee Experience, Inclusion & Diversity					
<b>2023 Sustainability Report</b>	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Employee Experience		202-1 a, b, c, d	Not applicable	201-1 a, b, c, d are immaterial to Owens Corning	#1 No Poverty #5 Gender Equality #8 Decent Work and Economic Growth
	202-2	Proportion of senior management hired from the local community	Inclusion & Diversity, About the Report	a = 98% b = Presidents and Vice Presidents c = Work country d = All our operations				#8 Decent Work and Economic Growth #2 Zero Hunger

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS	SDG TARGET LINKAGE
				<b>LOCATION</b>	<b>OMISSION</b>			
<b>INDIRECT ECONOMIC IMPACTS</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Community Engagement					
<b>2023 Sustainability Report</b>	203-1	Infrastructure investments and services supported	Community Engagement	a, b, c = 156-158				#7 Affordable and Clean Energy #9 Industry, Innovation, and Infrastructure #11 Sustainable Cities and Communities
	203-2	Significant indirect economic impacts	Community Engagement	a, b = 156-158				#1 No Poverty #2 Zero Hunger #3 Good Health and Well-Being #8 Decent Work and Economic Growth #10 Reduced Inequalities #17 Partnerships for the Goals
<b>PROCUREMENT PRACTICES</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Supply Chain Sustainability					
<b>2023 Sustainability Report</b>	204-1	Proportion of spending on local suppliers	Supply Chain Sustainability, About the Report	a, b = 186, 195 c = 312				#12 Responsible Consumption and Production
<b>ANTI-CORRUPTION</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Risk Management, Sustainable Growth, Combating Climate Change, TCFD Appendix, <a href="#">CDP Climate Change</a>					
<b>2023 Sustainability Report</b>	205-1	Operations assessed for risks related to corruption	Upholding Ethical Standards	a, b = 70-73				#16 Peace, Justice, and Strong Institutions
	205-2	Communication and training about anti-corruption policies and procedures	Upholding Ethical Standards	a-e = 70-73				#16 Peace, Justice, and Strong Institutions
	205-3	Confirmed incidents of corruption and actions taken	Upholding Ethical Standards	a-d = 70-73				#16 Peace, Justice, and Strong Institutions
<b>ANTI-COMPETITIVE BEHAVIOR</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Upholding Ethical Standards, Safeguarding Human Rights					
<b>2023 Sustainability Report</b>	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Upholding Ethical Standards, Safeguarding Human Rights	a, b = 72-74				#16 Peace, Justice, and Strong Institutions

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS	SDG TARGET LINKAGE
				<b>LOCATION</b>	<b>OMISSION</b>			
<b>TAX</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Appendix D – General Disclosures					
<b>2023 Sustainability Report &amp; 2023 Form 10-K</b>	207-1	Approach to Tax	Appendix D – General Disclosures	a = 354				#1 No Poverty
	207-2	Tax governance, control, and risk management	Appendix D – General Disclosures	a, b, c = 354, 387, <b>10-K</b>				#1 No Poverty
	207-3	Stakeholder engagement and management of concerns related to tax	Appendix D – General Disclosures	a = 354				#1 No Poverty
	207-4	Country-by-country reporting	Appendix D – General Disclosures	See note	207-4 a, b, c	Confidentiality constraints	All pertinent tax information of the company is disclosed in its quarterly and annual filings with the SEC. The company considers the information included in the company's country-by-country report to be confidential and proprietary in nature.	#1 No Poverty
	<b>MATERIALS</b>							
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Circular Economy					
<b>2023 Sustainability Report</b>	301-1	Materials used by weight or volume	Circular Economy	a = 223	301-1 a	Information unavailable/incomplete	Owens Corning does not currently classify our input materials used into renewable and nonrenewable. We are in the process of classifying our input materials by this methodology in the short term.	#8 Decent Work and Economic Growth #12 Responsible Consumption and Production
	301-2	Recycled input materials used	Circular Economy	a = 219, 223, 224				#8 Decent Work and Economic Growth #12 Responsible Consumption and Production
	301-3	Reclaimed products and their packaging materials	Circular Economy	a = 220-221	301-3 a	Information unavailable/incomplete	We are in the process of putting together a system to track our reclaimed materials data in the short term.	#8 Decent Work and Economic Growth #12 Responsible Consumption and Production
<b>ENERGY</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Energy Efficiency & Sourcing Renewable Energy, Appendix C – Environmental Data, Product Innovation & Stewardship					
<b>2023 Sustainability Report</b>	302-1	Energy consumption within the organization	Energy Efficiency & Sourcing Renewable Energy, Appendix – Environmental Data	a = 330-336 b = 247-248 c = 247-248, 330-336 d = None e = 247-248 f = 314 g = 336				#7 Affordable and Clean Energy #8 Decent Work and Economic Growth #12 Responsible Consumption and Production #13 Climate Action

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS	SDG TARGET LINKAGE
			<b>LOCATION</b>		<b>OMISSION</b>			
<b>2023 Sustainability Report</b>	302-2	Energy consumption outside of the organization	Appendix C – Environmental Data	a, b = 330-336 c = 336				#7 Affordable and Clean Energy #8 Decent Work and Economic Growth #12 Responsible Consumption and Production #13 Climate Action
	302-3	Energy intensity	Energy Efficiency, Appendix C – Environmental Data	a, b, c, d = 247-248, 330-336				#7 Affordable and Clean Energy #8 Decent Work and Economic Growth #12 Responsible Consumption and Production #13 Climate Action
	302-4	Reduction of energy consumption	Energy Efficiency & Sourcing Renewable Energy, Appendix C – Environmental Data	a, b = 247 c = 247, 314 d = 314				#8 Decent Work and Economic Growth #12 Responsible Consumption and Production #13 Climate Action
	302-5	Reductions in energy requirements of products and services			302-5 a, b, c	Not Applicable	Owens Corning does not manufacture any products that require energy to use.	
<b>WATER AND EFFLUENTS</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Responsible Water Sourcing & Consumption, Appendix C – Environmental Data					
<b>2023 Sustainability Report</b>	303-1	Interactions with water as a shared resource	Responsible Water Sourcing & Consumption	a = 281-291 b = 283 c = 288 d = 282-288				#6 Clean Water and Sanitation
	303-2	Management of water discharge-related impacts	Responsible Water Sourcing & Consumption	a = 284-285				#6 Clean Water and Sanitation
	303-3	Water withdrawal	Responsible Water Sourcing & Consumption, Appendix C – Environmental Data	a = 287, 348 b = 287, 349 c = 350 d = 281-291				#6 Clean Water and Sanitation
	303-4	Water discharge	Responsible Water Sourcing & Consumption, Appendix C – Environmental Data	a = 288, 349 b = 349 c = 350 d = 349, 285 e = 281-291			303-4 d. In addition to page 90, our discharges are monitored and controlled to local requirements. We defer to local regulation, ordinances, and codes. Any violation of discharge limits would be recorded as an environmental non-conformity (ENC) in our internal database.	#6 Clean Water and Sanitation
	303-5	Water consumption	Responsible Water Sourcing & Consumption, Appendix C – Environmental Data	a = 348 b = 287, 351 d = 281-291, 314	303-5 c	Not Applicable	Water storage is not identified as having a significant water-related impact.	#6 Clean Water and Sanitation

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			LOCATION		OMISSION			
<b>BIODIVERSITY</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Protecting Biodiversity					
<b>2023 Sustainability Report</b>	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Protecting Biodiversity	a = 304, 307				#14 Life Below Water #15 Life on Land
	304-2	Significant impacts of activities, products, and services on biodiversity	Protecting Biodiversity	a = 303-309 b = 307	304-2 b. iii, iv	Information unavailable/incomplete	We do not disclose duration of impacts and reversibility or irreversibility of the impacts. The information is still in the pilot or planning stages and will develop into more details through the biodiversity management planning process over the next couple years.	#6 Clean Water and Sanitation #14 Life Below Water #15 Life on Land
	304-3	Habitats protected or restored	Protecting Biodiversity	a, b = 305, 307 c = 307 d = 304				#6 Clean Water and Sanitation #14 Life Below Water #15 Life on Land
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Protecting Biodiversity	a = 307				#14 Life Below Water #15 Life on Land

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS	SDG TARGET LINKAGE
			LOCATION		OMISSION			
EMISSIONS								
GRI 3: Material Topics 2021	3-3	Management of material topics	Combating Climate Change, Appendix C – Environmental Data, About the Report, Air Quality Management					
2023 Sustainability Report	305-1	Direct (Scope 1) GHG emissions	Summary & Highlights, Combating Climate Change, Appendix C – Environmental Data, About the Report	a = 266-267 b, e, f, g = 314 c = None d = 34, 36, 266-267, 312				#3 Good Health and Well-Being #12 Responsible Consumption and Production #13 Climate Action #14 Life Below Water #15 Life on Land
	305-2	Energy indirect (Scope 2) GHG emissions	Summary & Highlights, Combating Climate Change, Appendix C – Environmental Data	a = 266-267 b, e, f, g = 314 c = 311-315 d = 34, 36, 266-267, 312				#3 Good Health and Well-Being #12 Responsible Consumption and Production #13 Climate Action #14 Life Below Water #15 Life on Land
	305-3	Other indirect (Scope 3) GHG emissions	Summary & Highlights, Combating Climate Change, Appendix C – Environmental Data	a = 266-267 b, e, f, g = 314 c = None d = 34, 36, 266-267, 312				#3 Good Health and Well-Being #12 Responsible Consumption and Production #13 Climate Action #14 Life Below Water #15 Life on Land
	305-4	GHG emissions intensity	Combating Climate Change, Appendix C – Environmental Data	a = 337-343, 36 b = 337-343, 36 c = 337-343 d = 314				#3 Good Health and Well-Being #12 Responsible Consumption and Production #13 Climate Action #14 Life Below Water #15 Life on Land
	305-5	Reduction of GHG emissions	Summary & Highlights, Combating Climate Change	a = 247 b = 314 c = 34 d = 247 e = 314				#3 Good Health and Well-Being #12 Responsible Consumption and Production #13 Climate Action #14 Life Below Water #15 Life on Land
	305-6	Emissions of ozone-depleting substances (ODS)	Appendix C – Environmental Data	a, b, c = 340, 337-343 d = 314			CFC-11 equivalent was calculated by taking the MT used of each ozone-depleting substance and multiplying by the corresponding Class II factor for that substance found at the EPA location below. <a href="#">Source</a>	#3 Good Health and Well-Being #12 Responsible Consumption and Production #13 Climate Action

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS	SDG TARGET LINKAGE
			<b>LOCATION</b>		<b>OMISSION</b>			
2023 Sustainability Report	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Air Quality Management	a = Progress toward our 2030 goals (3 pages) b = The majority of our significant air emissions are calculated using either direct measurement, site-specific data, or published emissions factors/methodology based on the level and quality of data available for each location and as required by law. A small portion of data is estimated using emission results from comparable process units within the company c = 314	305-7 a. iii & v 305-7 b	Information unavailable/incomplete	We are reassessing our significant air emissions. Persistent organic pollutants (POPs) are not significant for our operations. We plan to have obtained and analyzed that data in two years	#12 Responsible Consumption and Production #13 Climate Action #14 Life Below Water #15 Life on Land
<b>WASTE</b>								
GRI 3: Material Topics 2021	3-3	Management of material topics	Waste Management, Circular Economy, Appendix C – Environmental Data					
2023 Sustainability Report	306-1	Waste generation and significant waste-related impacts	Waste Management, Circular Economy	a = 271-280, 217-227				#3 Good Health and Well-Being #6 Clean Water and Sanitation #12 Responsible Consumption and Production
	306-2	Management of significant waste-related impacts	Circular Economy, Waste Management	a = 217-227 b = See comments c = 272, 277, 314	306-2 b	Information unavailable/incomplete	All our contracts allow for auditing to ensure that material is being handled properly. We always have the option to audit our third parties as well.	#3 Good Health and Well-Being #6 Clean Water and Sanitation #12 Responsible Consumption and Production
	306-3	Waste Generated	Waste Management, Appendix C – Environmental Data	a, b = 278-279, 344-347				#3 Good Health and Well-Being #6 Clean Water and Sanitation #12 Responsible Consumption and Production
	306-4	Waste diverted from disposal	Waste Management, Appendix C – Environmental Data	a, b, c, e = 278-279 d = 344-347				#3 Good Health and Well-Being #12 Responsible Consumption and Production
	306-5	Waste directed to disposal	Waste Management, Appendix C – Environmental Data	a, b, c, e = 278-279 d = 344-347				#6 Clean Water and Sanitation #12 Responsible Consumption and Production #15 Life on Land

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS	SDG TARGET LINKAGE
			<b>LOCATION</b>		<b>OMISSION</b>			
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Supply Chain Sustainability, Safeguarding Human Rights					
<b>2023 Sustainability Report</b>	308-1	New suppliers that were screened using environmental criteria	Supply Chain Sustainability	a = 187, 195, 197				
	308-2	Negative environmental impacts in the supply chain and actions taken	Safeguarding Human Rights	a, b, c, d, e = 176-177				#12 Responsible Consumption and Production
<b>EMPLOYMENT</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Employee Experience, Appendix B – Workforce Data, Appendix D – General Disclosures					
<b>2023 Sustainability Report</b>	401-1	New employee hires and employee turnover	Appendix B – Workforce Data	a = Appendix B – Workforce Data – Employee Data b = Appendix B – Workforce Data – Employee Data				#5 Gender Equality #8 Decent Work and Economic Growth
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Appendix D – General Disclosures	a = Appendix D – General Disclosures – List of Employee Benefits b = 312				#8 Decent Work and Economic Growth
	401-3	Parental leave	Employee Experience	a = Appendix D – General Disclosures – List of Employee Benefits, 129 b = Appendix B Workforce Data – Employee Data (NA Staff who took parental leave)	401-3 c, d, e	Information unavailable/incomplete	While we are disclosing that all employees are entitled to leave (a) and the number of North American staff who took parental leave in 2023 by gender (b), we are also developing the data collection necessary to disclose the full GRI 401-3 requirements in next year's sustainability report.	#5 Gender Equality #8 Decent Work and Economic Growth
<b>LABOR/MANAGEMENT RELATIONS</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Employee Experience					
<b>2023 Sustainability Report</b>	402-1	Minimum notice periods regarding operational changes	Employee Experience	a, b = 129				#8 Decent Work and Economic Growth
<b>OCCUPATIONAL HEALTH AND SAFETY</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Safer Together					
<b>2023 Sustainability Report</b>	403-1	Occupational health and safety management system	Safer Together	a = i. = No, ii = Yes, 94 b = 94-97, 98				#3 Good Health and Well-being #8 Decent Work and Economic Growth
	403-2	Hazard identification, risk assessment, and incident investigation	Safer Together, Upholding Ethical Standards	a = 91-98 b = 91-92, 67-75 c = 90-101 d = 90-101				#3 Good Health and Well-being #8 Decent Work and Economic Growth
	403-3	Occupational health services	Safer Together	a = 94-96, 98				#3 Good Health and Well-being #8 Decent Work and Economic Growth
	403-4	Worker participation, consultation, and communication on occupational health and safety	Safer Together	a = 90, 94, 98, 100-101, 104-105 b = 90				#3 Good Health and Well-being #8 Decent Work and Economic Growth

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				<b>LOCATION</b>	<b>OMISSION</b>			
2023 Sustainability Report	403-5	Worker training on occupational health and safety	Safer Together	a = 98				#3 Good Health and Well-being #8 Decent Work and Economic Growth
	403-6	Promotion of worker health	Health & Wellness	a = 110-121, Appendix D General Disclosures – List of employee benefits b = 115, 119, Appendix D General Disclosures – List of employee benefits				#3 Good Health and Well-being #8 Decent Work and Economic Growth
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safer Together	a = 92-97, 99-103				#8 Decent Work and Economic Growth
	403-8	Workers covered by an occupational health and safety management system	Safer Together	a = 94-98 b = None excluded c = 93, 100-103, 314				#8 Decent Work and Economic Growth
	403-9	Work-related injuries	Safer Together, Appendix B – Workforce Data	a, b = Appendix B – Workforce Data – Safety Data c, d = 91-97 e = 107, Appendix B – Workforce Data – Safety Data f = No workers excluded g = 89-109, 314				#8 Decent Work and Economic Growth
	403-10	Work-related ill health	Safer Together, Appendix B – Workforce Data	a = Appendix B – Workforce Data – Safety Data b = Appendix B – Workforce Data – Safety Data c = 91-98 d = None e = 89-109, 314				#3 Good Health and Well-being
<b>TRAINING AND EDUCATION</b>								
GRI 3: Material Topics 2021	3-3	Management of material topics	Employee Experience, Appendix B – Workforce Data					
2023 Sustainability Report	404-1	Average hours of training per year per employee	Employee Experience, Appendix B – Workforce Data	a = Appendix B – Workforce Data – Employee Data to Safety Data				#4 Quality Education #5 Gender Equality #8 Decent Work and Economic Growth
	404-2	Programs for upgrading employee skills and transition assistance programs	Employee Experience	a, b = 123-126				#8 Decent Work and Economic Growth
	404-3	Percentage of employees receiving regular performance and career development reviews	Employee Experience	a = 124-125				#5 Gender Equality #8 Decent Work and Economic Growth

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			<b>LOCATION</b>		<b>OMISSION</b>			
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>								
GRI 3: Material Topics 2021	3-3	Management of material topics	Board Leadership, Employee Experience, Appendix B – Workforce Data					
2023 Sustainability Report	405-1	Diversity of governance bodies and employees	Board Leadership, Employee Experience, Appendix B – Workforce Data	a = 54-59 b = 316-329				#5 Gender Equality #8 Decent Work and Economic Growth
	405-2	Ratio of basic salary and remuneration of women to men	Employee Experience	a = 127-129 b = 312	405-2 a	Confidentiality Constraint	Owens Corning has concerns that disclosure may make it possible to estimate pay ranges for roles that we don't disclose or to identify compensation for specific individuals.	#5 Gender Equality #8 Decent Work and Economic Growth #10 Reduced Inequalities
<b>NON-DISCRIMINATION</b>								
GRI 3: Material Topics 2021	3-3	Management of material topics	Human Rights					
2023 Sustainability Report	406-1	Incidents of discrimination and corrective actions taken	Safeguarding Human Rights	a, b = 175-180			Our Business Conduct Council reviewed and investigated 10 reported equal opportunity concerns. Actions for correction and improvements were taken as applicable.  None of the 10 concerns resulted in a substantiated finding of discrimination; 8 of the 10 were fully unsubstantiated, and 2 of 10 identified remedial actions for management.	#5 Gender Equality #8 Decent Work and Economic Growth #10 Reduced Inequalities #16 Peace, Justice, and Strong Institutions
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>								
GRI 3: Material Topics 2021	3-3	Management of material topics	Supply Chain, Employee Experience, Safer Together, Safeguarding Human Rights					
2023 Sustainability Report	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Supply Chain, Employee Experience, Safer Together, Safeguarding Human Rights, Upholding Ethical Standards	a = 129, 133, 176 b = 74				#8 Decent Work and Economic Growth
<b>CHILD LABOR</b>								
GRI 3: Material Topics 2021	3-3	Management of material topics	Responsible Supply Chain, Safeguarding Human Rights					
2023 Sustainability Report	408-1	Operations and suppliers at significant risk for incidents of child labor	Responsible Supply Chain, Safeguarding Human Rights	a = 175-180 b = 175-180, 186-187 c = 175-180				#8 Decent Work and Economic Growth #16 Peace, Justice, and Strong Institutions
<b>FORCED OR COMPULSORY LABOR</b>								
GRI 3: Material Topics 2021	3-3	Management of material topics	UN Sustainable Development Goals Alignment, Risk Management, Responsible Supply Chain, Safeguarding Human Rights					
2023 Sustainability Report	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	UN Sustainable Development Goals Alignment, Risk Management, Responsible Supply Chain, Safeguarding Human Rights	a = 175-180, 197 b = 178-182, 197				#8 Decent Work and Economic Growth

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS	SDG TARGET LINKAGE
				<b>LOCATION</b>	<b>OMISSION</b>			
<b>SECURITY PRACTICES</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Safeguarding Human Rights					
<b>2023 Sustainability Report</b>	410-1	Security personnel trained in human rights policies or procedures	Safeguarding Human Rights	a, b = 175				#16 Peace, Justice, and Strong Institutions
<b>RIGHTS OF INDIGENOUS PEOPLES</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Safeguarding Human Rights					
<b>2023 Sustainability Report</b>	411-1	Incidents of violations involving rights of indigenous peoples	Safeguarding Human Rights	a = 176, 180 b = None				#2 Zero Hunger
<b>LOCAL COMMUNITIES</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Community Engagement					
<b>2023 Sustainability Report</b>	413-1	Operations with local community engagement, impact assessments, and development programs	Community Engagement	a = 155-172, 90	413-1 a. ii, iii, v, viii	Information unavailable/incomplete	Owens Corning is in the process of conducting community needs assessments at select company locations around the world gathering this information, but has not completed assessments at all locations. Owens Corning plans to assess sustainable community engagement needs in a systematic manner for U.S. facilities within the next 5 years that will include these topics. Owens Corning tracks all Environmental Non-conformities and Notices of Violation.	
	413-2	Operations with significant actual and potential negative impacts on local communities	Community Engagement	a = 155-172		Information unavailable/incomplete	Owens Corning is in the process of conducting community needs assessments at select company locations around the world gathering this information, but has not completed assessments at all locations. Owens Corning plans to assess sustainable community engagement needs in a systematic manner for U.S. facilities within the next 5 years that will include these topics. Owens Corning tracks all Environmental Non-conformities and Notices of Violation.	#1 No Poverty #2 Zero Hunger
<b>SUPPLIER SOCIAL ASSESSMENT</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Safeguarding Human Rights, Responsible Supply Chain					
<b>2023 Sustainability Report</b>	414-1	New suppliers that were screened using social criteria	Responsible Supply Chain	a = 187				#5 Gender Equality #8 Decent Work and Economic Growth #16 Peace, Justice, and Strong Institutions
	414-2	Negative social impacts in the supply chain and actions taken	Safeguarding Human Rights, Responsible Supply Chain	a, b = 173-176, 186-187, 191-201 c = 173-177 d = None e = None				#5 Gender Equality #8 Decent Work and Economic Growth #16 Peace, Justice, and Strong Institutions

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			<b>LOCATION</b>		<b>OMISSION</b>			
<b>PUBLIC POLICY</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Upholding Ethical Standards, Appendix D – General Disclosures					
<b>2023 Sustainability Report</b>	415-1	Political contributions	Upholding Ethical Standards, Appendix D – General Disclosures	a = 75 b = None. We do not provide in-kind political contributions.	415-1 a. Partially omitted	Confidentiality constraints	Due to confidentiality constraints, total monetary value is disclosed, but not by country/recipient.	#16 Peace, Justice, and Strong Institutions
<b>CUSTOMER HEALTH AND SAFETY</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Product Transparency					
<b>2023 Sustainability Report</b>	416-1	Assessment of the health and safety impacts of product and service categories	Product Transparency	a = 212-216				
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Transparency	a = None b = 215-216				#16 Peace, Justice, and Strong Institutions
<b>MARKETING AND LABELING</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Product Transparency					
<b>2023 Sustainability Report</b>	417-1	Requirements for product and service information and labeling	Product Transparency	a = 212-216	417-1	Information unavailable/incomplete	Although a percentage is unavailable, see our HPD public repository SDS's, SUI's, Product data sheets, installation guides, etc.  See our product compliance and product transparency websites  <a href="https://www.owenscorning.com/en-us/corporate/sustainability/product-sustainability/product-transparency-standards">https://www.owenscorning.com/en-us/corporate/sustainability/product-sustainability/product-transparency-standards</a>	#16 Peace, Justice, and Strong Institutions
	417-2	Incidents of non-compliance concerning product and service information and labeling	Product Transparency	a = None b = 215-216				
	417-3	Incidents of non-compliance concerning marketing communications	Product Transparency	a = None b = 215-216				
<b>CUSTOMER PRIVACY</b>								
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Upholding Ethical Standards					
<b>2023 Sustainability Report</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Upholding Ethical Standards	a, b, c = 69-75				#16 Peace, Justice, and Strong Institutions



## Independent Assurance Statement

### To Owens Corning's Stakeholders

SCS Global Services (SCS) has been engaged by Owens Corning to provide independent assurance for the Owens Corning 2023 Sustainability Report as published on the Owens Corning website. SCS conducted a moderate level of assurance on the full report in adherence to AccountAbility's Principles of Inclusivity, Materiality, Responsiveness, and Impact. In addition, SCS conducted assurance on multiple environmental, economic, and social key performance indicators.

### Objective

The objective of this assurance engagement was to provide an independent opinion on Owens Corning's reporting of qualitative and quantitative claims and their supporting management systems to assure stakeholders of the overall credibility of the reported information within the scope.

### Scope

The scope of Owens Corning's 2023 Sustainability Report and this assurance engagement includes all of Owens Corning's sites and activities under their operational control globally. A Type 2 assurance engagement was performed on Owens Corning's performance against AccountAbility's AA1000 Principles (2018) to a moderate (limited) level. GHG emissions covering scope 1, scope 2 (location- and market-based), and select scope 3 categories (1, 3, 4, 6, 7, 9, 12) and social and economic disclosure topics of employee engagement (% responding and % actively engaged) and gender pay indicators have all been assured to a high (reasonable) level. All other data, including but not limited to, performance data and progress towards 2030 goals were assured to a moderate (limited) level. In addition, SCS evaluated the Report's adherence to Global Reporting Initiative's (GRI) Consolidated Set of Sustainability Reporting Standards. A complete list of indicators assured can be found in the final assurance report delivered to Owens Corning by SCS Global Services.

### Standards and Criteria

SCS performed the assurance of the Owens Corning 2023 Sustainability Report against the AA1000 Assurance Standard AA1000AS v3 (2020). Specific performance data were assessed utilizing internationally recognized standards, frameworks, conventions, or guidelines which included, but are not limited to the following:

- AA1000 Accountability Principles (2018)
- World Resources Institute's Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), March 2004 along with Scope 2 and Scope 3 Guidance
- ISO 14064-3:2006 Specification with guidance for the validation and verification of GHG assertions.
- GRI 1, 2, 3: Universal Standards (2021); Consolidated Set of GRI Sustainability Reporting Standards
- S&P Global Corporate Sustainability Assessment (CSA) 2023
- Internal Owens Corning Governance Documents

## Responsibilities

The management of Owens Corning had sole responsibility for the preparation and content of the Sustainability Report.

SCS Global Services responsibilities were to:

- Provide moderate level assurance as per AA1000 over the accuracy, reliability and objectivity of the information contained within the Report;
- Form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- Report our detailed conclusions and recommendations in an internal report to Owens Corning management.

## Methodology

SCS' Assurance Team undertook the following activities to render our opinion:

- Reviewed management systems and governance documents developed as a part of Owens Corning's sustainability management system, which includes their identification of material topics, stakeholder engagement, mechanisms for stakeholder responsiveness, and evaluation of impact and calculation methods;
- Reviewed and analyzed a sample of primary and secondary performance data collected at the sites and aggregated at the corporate level to identify any material misstatements or calculation errors;
- Conducted interviews with key management and staff and requested procedures and data from a sample of Owens Corning's regions and sites; and
- Reviewed the Sustainability Report for material misstatements and its alignment to the requirements of the Global Reporting Initiative (GRI) Standards.

## Limitations

SCS conducted interviews with management and staff, reviewed governance documents and data, and performed limited recalculations on aggregate and site-specific data through risk-based sampling. These processes enabled SCS to provide a moderate level of assurance on Owens Corning's 2023 Sustainability Report, which reduces the risk of our conclusions being in error but does not reduce the risk to zero. The assurance did not cover financial data such as the balance sheet, the income statement, and the cash flow statement, technical descriptions of buildings, equipment and production processes, or other information not related to sustainability or already supported by existing documents, such as third-party audits or certifications.

For certain scopes, Owens Corning provided actual data covering first the three quarters of their reporting period while the fourth quarter was reliant on estimates. Areas that had a complete years' worth of data included: Community, Safety, Human Resources, and select scope 3 categories.

## Adherence to the AA1000 Principles

Based on the methodology and activities performed we have found that Owens Corning's 2023 Sustainability Report and specified key performance indicators are in adherence to AA1000 Assurance Standard V3 (2020) and AA1000 Accountability Principles (2018). A summary of our conclusions and evidence follows:

## ***Inclusivity***

The evidence gathered shows that Owens Corning engages with a wide range of key stakeholders, including investors, customers, employees, suppliers, facilities, non-government agencies and community partners through various means. For example, in 2023, Owens Corning engaged with customers to develop transparent product environmental data and develop initiatives for waste reduction efforts. Internally, Owens Corning conducted sustainability forums both in person and virtual, employee engagement surveys, and affinity group meetings to discuss sustainability topics. In 2023, Owens Corning expanded their employee listening efforts to better understand employee sentiments at manufacturing sites to identify opportunities and address issues. Suppliers were engaged via supplier summits and surveys to develop initiatives for scope 3 emissions reporting, circular economy, and waste diversion opportunities, and assure understanding of Owens Corning’s inclusion and diversity goals throughout the supply chain. Owens Corning launched a new direct engagement program in 2023 with 20+ suppliers and is expanding supplier engagement programs generally. Owens Corning engaged with communities affected by facilities through local neighborhood and community groups, who meet with plant representatives and other interested guests.

Based on this review, SCS concludes Owens Corning continues to engage with a wide range of stakeholders and seeks their participation regularly.

## ***Materiality***

Owens Corning conducts a comprehensive materiality assessment on a five-year basis; the last one was conducted in 2019. During the 2019 materiality assessment SCS observed that Owens Corning followed a clear process for identifying business risks and material topics. The result of this assessment identified material topics based on stakeholder preferences and impact. In 2022, Owens Corning made four acquisitions that complement or expand their existing business ventures. As such, Owens Corning conducted a refresh of the 2019 Materiality Assessment to determine the continued relevance and applicability of material topics for the company as a whole and by their three major geographical regions. The materiality refresh was informed by engagement with stakeholders, peer performance, emerging issues, trends, risk, and financial considerations. In 2023, Owens Corning began a more comprehensive materiality assessment engagement with a qualified consultancy that will use a double materiality methodology to align with the European Corporate Sustainability Reporting Directive (CSRD). No acquisitions occurred in 2023.

Based on this review, SCS confirmed that Owens Corning has a robust and ongoing process for identification of and reporting on material topics.

## ***Responsiveness***

SCS confirmed Owens Corning remained responsive to issues identified by its stakeholders through the development of policies, procedures, goals, objectives, and key performance indicators reported in its annual sustainability report. Owens Corning increased their employee listening efforts in 2023 to better understand the needs of their employees, specifically prioritizing front-line workers. Owens Corning expanded employee listening strategies to use different mediums for surveys such as mobile for employees who may not regularly access email, for example, to gather feedback. Evidence showed responsiveness to the needs of these key employees which included updated standards to improve conditions at plant locations based on specific employee feedback. Other response mechanisms remained in place and functioning for 2023, including telephone and email help lines for staff and customers, electronic surveys, and anonymous reporting systems for collecting stakeholder sentiment and assistance, as well as collecting and responding to grievances in violation of the Business Code of Conduct. In response to plant specific needs and to take further steps to operationalize sustainability, in 2023, Owens Corning increased frequency or reporting on EHS topics, particularly waste and high impact areas, from quarterly or biannually to a monthly cadence.

Based on this review, SCS has collected sufficient evidence of Owens Corning’s responsiveness to stakeholders.

## ***Impact***

Evidence shows that Owens Corning has established and maintained processes for identifying, monitoring, measuring, evaluating, and managing their most material impacts. The company measures and reports on identified impacts using metrics and key performance indicators in line with the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), Task Force on Climate-Related Financial Disclosures (TCFD), The GHG Protocol, and ISO 14000 and 45000 series standards. Multi-year goals for reducing material impacts were established with completion planned for 2030 and annual reporting of progress through key initiatives is independently assured (see full list of assured indicators in table below).

Based on the evidence collected we conclude Owens Corning continues to meet the principle of impact.

## **Conclusions**

SCS has assured Owens Corning’s 2023 Sustainability Report to an overall moderate level of assurance (otherwise known as limited level). The reporting period covered is January 1, 2023 to December 31, 2023. Based on the methodology and activities performed within the scope of this assessment, nothing has come to our attention to suggest:

- Owens Corning’s reporting of 2023 scope 3 greenhouse gas emissions (categories 2 and 10), water withdrawal and discharge, waste data, air emissions, environmental, social, and economic key performance indicators, and progress towards 2030 sustainability goals are not materially correct;
- The 2023 Sustainability Report does not adhere to the principles of Inclusivity, Materiality, Responsiveness, and Impact in its operations as per the AA1000 Accountability Principles (2018);
- The underlying management systems, governance documents, data collection methods, and KPI calculations are not appropriate for the reported information or have material errors; and
- Owens Corning’s 2023 Sustainability Report does not adhere with the consolidated set of GRI Sustainability Reporting Standards (2023).

In addition to above, SCS has assured to a high level of assurance (otherwise known as reasonable assurance) the following emissions and environmental, social, and economic KPI reported information as materially accurate, free from material misstatement and can be considered reliable:

- Greenhouse gas emissions for scope 1, 2, and scope 3 (categories 1, 3, 4, 6, 7, 9, and 12);
- Energy use; and
- The KPIs of Employee engagement (% responding and % actively engaged) and Gender Pay.

**Observations & Recommendations**

SCS found that hydrochlorofluorocarbon (HCFC) and hydrofluoroolefin (HFO) emissions were included in 2023 scope 1 emissions as they have been in prior years. These emissions are not covered by the Kyoto Protocol GHG emissions and the WRI Greenhouse Gas Protocol states that these emissions should be reported as “Optional Emissions” outside of scope 1 reporting. It is therefore noted that the scope 1 emissions reported herein include current and historical HCFC and HFO emissions back to the base year instead of being reported separately as “Optional Emissions” under WRI requirements.

SCS recommends that Owens Corning continues to improve its data collection systems by minimizing manual entry and thus, the potential for errors or misstatements.

**Independence, Impartiality and Competence**

SCS Global Services complies with independence, impartiality, quality control, and competency requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior. SCS Global Services assurance team has the relevant professional and technical competencies and experience to conduct an assurance to the AA1000 Assurance standard. The assessment team qualifications are available upon request.

SCS Global Services maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

SCS Global Services is an independent and internationally accredited conformance assessment body. SCS Global Services conducts a limited number of independent assessments and product certifications for Owens Corning annually which do not compromise our independence or impartiality. In conducting our engagement, SCS Global Services confirms the company satisfies the criteria for assurance providers as set out in the AA1000 Assurance Standard v3 (2020) to carry out the assurance engagement.

**Declaration**



Nicole Muñoz  
Vice President – Environmental Certification Division



SCS Global Services  
Emeryville, California  
February 28, 2024



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