



A Better Tomorrow Together.

**better
for
people**

**better
for the
planet**

**better
for
performance**


MOHAWK®

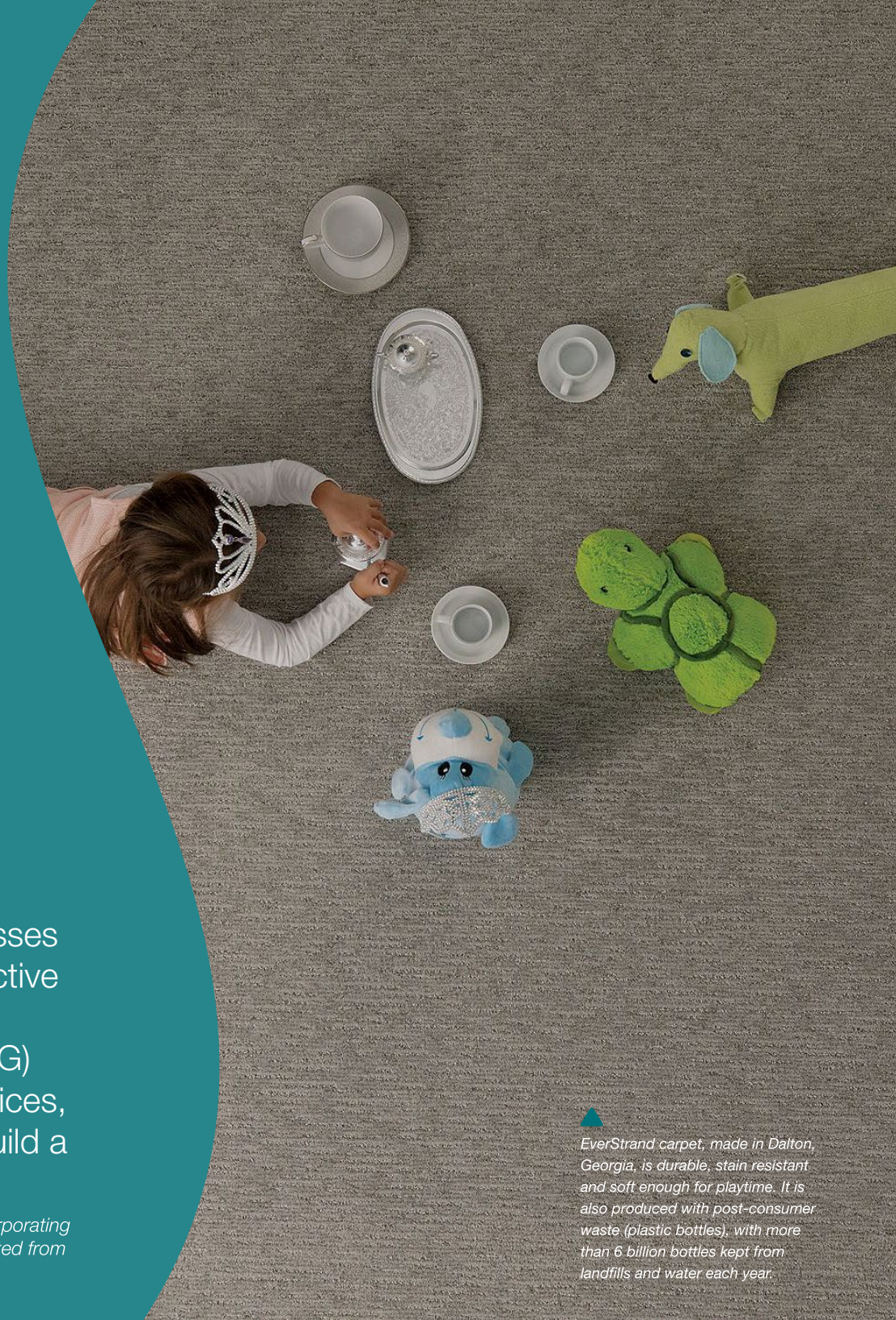
2021 Environmental,
Social and
Governance Report



Innovating for a better tomorrow

As the world's largest flooring manufacturer, Mohawk is comprised of businesses that span the globe to meet the wide range of customer needs in their respective regions. Each of these businesses has its own best practices, strengths and resources to make progress on its environmental, social and governance (ESG) journey. And today, we are collaborating as never before to share these practices, processes and programs and capitalize on these strengths so that we can build a better tomorrow—together.

About the cover: Dal-Tile ceramic tile and countertops and Mohawk Home rugs provide a wonderful outdoor experience for families incorporating sustainable products into their lifestyle. Over 99 percent of our tile products include recycled content, and our outdoor rugs are constructed from polyester fiber reclaimed from post-consumer plastic bottles.



EverStrand carpet, made in Dalton, Georgia, is durable, stain resistant and soft enough for playtime. It is also produced with post-consumer waste (plastic bottles), with more than 6 billion bottles kept from landfills and water each year.



Quick-Step luxury vinyl tile produced in Avelgem, Belgium, provides families with beautiful, low-maintenance, waterproof floors that are perfect for active lifestyles.

Believe in Better™

Welcome to Mohawk Industries' thirteenth annual Environmental, Social and Governance Report.

Mohawk's passion for sustainability and commitment to transparency can be found in products, processes and practices across the enterprise. This year, our report continues to build on our sustainability strategy that was introduced in 2021 and reflects how our sharing of best practices yields consistent and effective programs and processes across our businesses. The Company's decentralized structure allows our leadership teams in each business to implement initiatives that are best suited for their customers, employees and communities.

Also, this year, we are pleased to report our progress against our enterprise-level commitments, which are guiding our progress over the next decade. These include a corporate

goal to reduce Scope 1 and 2 emissions and a commitment to disclose Scope 3 emissions and develop science-based targets (SBTs) by 2024.

These milestones in our sustainability journey reflect our commitment to addressing climate change and a readiness to formalize and measure more of the good work that has taken place within the business for decades. Mohawk's business strategy has always focused on delivering results, and we bring that same passion for achieving excellence in each of our sustainability pillars.

This year's report is prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option and covers the 2021 calendar year,

which is also our fiscal year. We also provide information from 2022, as appropriate. The report's content relates to the products and operations of Mohawk Industries and its wholly owned subsidiaries.

In addition to GRI, Mohawk uses the Sustainability Accounting Standards Board (SASB) and the Taskforce on Climate-related Financial Disclosures (TCFD) to guide our ESG disclosures. Since 2017, we have also published an annual climate change report with CDP Global, an international nonprofit organization that helps companies and cities disclose their environmental impact. Currently, we are beginning to align our reporting with the European Union (EU) Taxonomy framework, a classification system establishing a list of environmentally sustainable economic activities. Finally, we were pleased to participate in the 2022 Dow Jones Sustainability Index submission process and to have been added to the S&P 500 ESG Index in April 2022.

We invite you to read the report and learn more about the actions we are taking to build a better tomorrow together.

Thank you.

Content Overview

WELCOME

Leadership Messages • Company Overview • ESG at Mohawk • ESG Recognition



better for people

Engagement
Women's Leadership
Demographics
High-Performing Workforce
Safety
Health & Well-being
Community Partnerships



better for the planet

Climate-Positive Future
Energy Conservation
Water Restoration
Product Circularity
Responsible Sourcing



better for performance

Governance
Ethics
Security & Privacy

INDICES

GRI • SASB • TCFD • Reconciliation Table



Photo credit: Garrett Nudd

A Message

from our Chairman and CEO,
Jeffrey S. Lorberbaum

Outside my office, a white oak soars almost 100 feet. This tree was growing in Calhoun when the land on which our headquarters sits was a working farm and, long before that, when it was a forest where indigenous people lived. In the 30 years since Mohawk has been at this location, the tree has symbolized the growth of our business.

Mohawk treats trees with great thoughtfulness, just as we responsibly use all materials and natural resources. In past reports, we have highlighted how we transform billions of plastic bottles into carpet and how more than 99 percent of our ceramic tile collections contain recycled content. These processes reflect our commitment to product circularity,

and similar processes apply to our use of wood, which is a primary component in about one-fifth of our product offering.

Some facts about our wood-based products that you might not know include

- More than 90 percent of the wood used in our laminate flooring, chipboard and panel products is recovered or recycled content
- At 7 facilities in Europe, the U.S. and Brazil, Mohawk utilizes end-of-life wood waste to generate carbon neutral electricity and biomass heat, which amounts to almost 10 percent of our total annual energy consumption
- End-of-life trees from the Malaysian rubber industry become cores for our parquet flooring
- We are the first company in the world to extract wood fiber from used MDF and HDF boards, so the content can be reclaimed and repurposed

We apply many approaches to reducing our carbon footprint. One is very simple: keeping CO₂ stored in our products for as long as possible through a commitment to product circularity. Not all trees will stay in the environment as long as the one outside my office; those that are responsibly harvested must be used wisely and reused purposefully across multiple generations.

Trees also teach us how to better measure the passage of time. In business, there's a tendency to evaluate success quarter by quarter. I take a 100-year view with Mohawk. Our actions are intended to make the business as sustainable as our products and processes.

We have all been taught that each tree ring marks a year of growth. Study the rings closely and you can see that growth is uneven due to varying conditions. Trees are resilient: their progress continues through both bountiful and challenging years. Mohawk is much the same. We sustain our growth by adapting to evolving conditions, thoughtfully using resources, and, perhaps most importantly, investing in people.

The trajectory of our growth naturally has been impacted by economic cycles. Though the Great Recession hurt our industry, our net sales have approximately doubled from a decade ago, as Mohawk rebounded vigorously. Our geographic footprint in the past ten years has also grown, now encompassing Australia, Brazil, Bulgaria, Germany, Italy, New Zealand, Poland, Spain and more.

Currently, our industry faces near-term economic uncertainty that will temporarily impact housing markets and consumer spending. As trees remind us, growth is sustainable if the structure is healthy, the foundation is stable, and risks are mitigated. All of that is true of our business.



Mohawk Chairman and CEO Jeff Lorberbaum enjoys a conversation with FNA Communications Director Lauren Sneary, left, and Corporate Treasurer/VP of Investor Relations Shailesh Bettadapur, right, at the Company's Calhoun, Georgia, headquarters.

My confidence in the future of our business stems from our ability to respond to challenges—whether uncertain economic conditions or sustainability challenges such as climate change—through innovation, which results from listening and learning. To develop new ideas and drive meaningful progress, we ensure all perspectives are included and everyone's voices are heard and respected. Today, we are working together across businesses and geographies to develop and implement a holistic sustainability strategy that is delivering results. A good example is the excellent progress we have already made toward our 2030 sustainability goals, each of which is covered in this report.

Mohawk is committed to responsibly and thoughtfully amplifying our growth during the next hundred years. As the world's largest flooring manufacturer, we have both the strength to preserve during turbulent times and the responsibility to create a positive impact in our communities and for the environment. We are excited about our newest acquisitions, which are recognized for their sustainable practices; and we remain optimistic about Mohawk's future performance and our ability to further reduce our carbon footprint through science-based strategies.

“Today, we are working together across businesses and geographies to develop and implement a holistic sustainability strategy that is delivering results.”



▲ Mohawk Industries' corporate headquarters in Calhoun, Georgia, features old growth trees, open green spaces and several creeks and streams. The Mohawk Flooring Center was repurposed from a former yarn spinning mill and was LEED Gold certified in 2015.

There is an ancient proverb that suggests the best time to plant a tree was twenty years ago and the second-best time is now. Many of the actions we implemented two decades ago continue to positively impact our business and our sustainability practices, and we are continually introducing new initiatives to drive more positive change. This 2021 ESG Report includes some of our established practices as well as new ideas we are introducing. Collectively,

they are helping us to build a better tomorrow together. I hope you will enjoy learning more about our journey through these stories and data.

Thank you.

Jeffrey S. Lorberbaum
Chairman and CEO

Mohawk Industries: Scale and Scope

2021 BUSINESS HIGHLIGHTS

 **\$11.2B**
Worldwide Net Sales

 **\$1.9B**
Adjusted EBITDA*

 **~43,000**
Employees Worldwide

 **~170**
Countries — Sales

 **18**
Countries —
Manufacturing

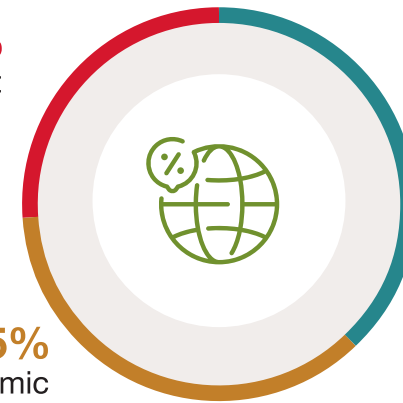
*See page 68 for Reconciliation
of Non-GAAP Measures.

2021 SALES BY BUSINESS SEGMENTS

28%
Flooring Rest
of World

37%
Flooring
North America

35%
Global Ceramic




MOHAWK
MAJOR BRANDS

 daltile

 MARAZZI

 AMERICAN CLEAN®

 eliane

 Karastan

 QUICK-STEP

 COMMERCIAL

 MOHAWK
HOME

 EMILGROUP

 RAGNO

 KAI
GROUP

 KERAMA MARAZZI

 Mohawk Group

 DURKAN

 leoline®
residential floors

 UNILIN

 moduleo
Design Floors

 PERGO

 FOSS
FLOORS

 ivo home
RESIDENTIAL FLOORS

 Feltex

 Godfrey Hirst

 ivo COMMERCIAL



▲ At Australia's Geelong Waterfront, GH Commercial team members partnered with Take 3 for the Sea to remove almost 2,500 pieces of rubbish, preventing hundreds of pieces of plastic from washing into the ocean.

ESG at Mohawk

Sustainability Vision: Building a better future for our people, our planet and Mohawk as the global leader in innovative, sustainable and healthy products designed to enhance and inspire people's lives.

Sustainability Mission: Our future depends on the work we do today. At Mohawk, our commitment to sustainability extends beyond just products and processes: it is how we challenge ourselves to do and be better every day, how we make decisions, how we reinvest in our people and our planet, and how we define what matters as we work to deliver value for generations to come.

In 2021, Mohawk launched a refreshed sustainability strategy, highlighting how innovation at the heart of our business yields efficient operations and sustainable product design. This strategy centers around the three pillars of People, Planet and Performance and includes goals, some of which we already have met, to guide our work.



PERFORMANCE-DRIVEN WORKFORCE

Building and developing a high-performing team with diverse backgrounds and experiences

- ▶ Continue to build out comprehensive, accessible talent development programs across all levels and career stages to achieve maximized business results by growing our sustainable internal talent pipeline.
- ▶ Develop an enterprise-wide Human Rights Policy that incorporates existing business segment standards and practices by 2022, which has been achieved.

ZERO-HARM WORKPLACE

Creating safe, hazard-free environments that support employee health and well-being

- ▶ Further the reduction of workplace injuries by lowering our incident rate to 1.0 by 2030. Safety is a core Company value that is continuous, driven by leadership commitment and embraced by all levels of employees in their daily activity.

CONNECTED COMMUNITIES

Partnering locally and globally with organizations to improve lives where our team members, customers and stakeholders live and work

- ▶ Attract best-fit talent by continuing to build community partnerships and leverage our employer brand to yield an applicant pool that reflects the diversity of our communities.
- ▶ Continue investing in and engaging with local nonprofit partners to improve the quality of life in the communities where our employees live and work.



CLIMATE-POSITIVE FUTURE

Being part of the climate change solution by implementing a decarbonization strategy through measurable science-based targets

- ▶ Reduce Scope 1 and 2 emissions by 25 percent by 2025¹, which we already have achieved. Further work to reduce carbon emissions continues.
- ▶ Develop consistent process for measuring and assessing Scope 3 emissions to help develop science-based emissions targets and report Scope 3 emissions by 2024.

WATER RESTORATION

Improving efficient and responsible use of water in all processes and products

- ▶ Reduce water intensity by 30 percent by 2025, which has been achieved. We continue to work on further reductions.

PRODUCT CIRCULARITY

Thoughtfully minimizing environmental impact across product life-cycle through sustainable design, innovation, extended use and responsible reuse

- ▶ Release a product circularity goal for each business segment by 2025.
- ▶ Reduce waste-to-landfill intensity 30 percent by 2025.

RESPONSIBLE SOURCING

Selecting suppliers and partners that meet our ethical, sustainable and socially conscious standards

- ▶ All manufacturing locations adhere to wood sourcing principles, such as FSC[®], PEFC[™] or other third-party validation, to ensure 100 percent of our wood fiber comes from responsibly managed forests, recycled waste streams or recovered wood sources by 2030. These programs are validated through an annual audit process.
- ▶ Engage in carbon reduction partnerships with our supply chain as part of the process to develop SBTs.
- ▶ Improve spend with diverse suppliers year over year. Develop a strategy to grow supplier diversity in 2022 via a cross-functional Supplier Diversity Committee.



SUSTAINABILITY LEADERSHIP

Aligning business direction and decision-making with sustainability goals via a multi-level council of key stakeholders

POLICIES

Maintaining clear, accessible and consistent ethics, compliance and other ESG-related policies, such as environmental and human rights, across the organization and ensuring feedback can be provided by stakeholders through anonymous platforms




- ▶ Mature our existing global, enterprise-wide Sustainability Council to grow and develop our ESG objectives and goals with an immediate focus on a climate-positive future and performance-driven workforce.



These strategies are the basis for the better future we are committed to building together.

¹ 2010 Baseline Year.

United Nations Sustainable Development Goals

Mohawk supports the United Nations (UN) Sustainable Development Goals, 17 interlinked global goals designed to be a “blueprint to achieve a better and more sustainable future for all.” The goals were set by the UN General Assembly in 2015 and are intended to be achieved by 2030. Our ESG strategy is aligned with the goals in several ways, most notably with Goal 8, Decent Work and Economic Growth, and Goal 12, Responsible Consumption and Production.

GOAL	MOST RELEVANT TARGETS	MOHAWK STRATEGIC OBJECTIVES
 <p>5 GENDER EQUALITY</p>	<p>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</p>	Performance-Driven Workforce
 <p>6 CLEAN WATER AND SANITATION</p>	<p>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</p>	Water Restoration
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</p>	Product Circularity
	<p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead</p>	Climate-Positive Future
	<p>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</p>	Performance-Driven Workforce

GOAL	MOST RELEVANT TARGETS	MOHAWK STRATEGIC OBJECTIVES
 <p>10 REDUCED INEQUALITIES</p>	<p>10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality</p>	Performance-Driven Workforce
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p>	Climate-Positive Future Water Restoration Responsible Sourcing
	<p>12.4 By 2030, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p>	Product Circularity
	<p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p>	Product Circularity
 <p>13 CLIMATE ACTION</p>	<p>13.2 Integrate climate change measures into national policies, strategies and planning</p>	Climate-Positive Future

Materiality

Materiality, as used in this report, is different from the definition used in the context of filings with the U.S. Securities and Exchange Commission (SEC). Mohawk's refreshed sustainability strategy followed the 2020 update of our material topics, which helped us better understand what is most pertinent to our business and, therefore, those areas through which we can make the greatest impact. As part of the process, we sought input from external stakeholders, including residential and commercial customers, suppliers and industry trade association members, asking them to rate the importance of topics to their relationship with Mohawk. We used this input as well as industry benchmarking and materiality studies specific to some of Mohawk's regional businesses to identify the following topics as high priorities:

SOCIAL

Ethics & Integrity
Product Impact on Health & Indoor Air Quality
Occupational Safety
Talent Management/ Diversity & Inclusion
Employment

ENVIRONMENTAL

Sustainable Product Design
Circular Economy & End-of-Life Solutions
Waste
Carbon and Energy
Water Stewardship

Stakeholder Engagement

Our key stakeholders include employees, suppliers, investors, customers, consumers and the communities in which we operate. We engage with these stakeholders consistently through a variety of communication channels, ranging from our employee intranet portal to customer surveys to ESG discussions with investors and analysts. We take feedback and incorporate it to shape a long-term strategy that will help us grow our business sustainably. We always appreciate feedback to make us better. Comments may be shared at sustainability@mohawkind.com.



▲ Mohawk's RevWood Plus, made in Thomasville, North Carolina, revolutionized wood flooring with unsurpassed scratch, dent and stain resistance in addition to waterproof protection. It is perfect for kids who are going places.

Harnessing Innovation to Drive a More Sustainable Future

A Conversation with

Malisa Maynard,
Vice President of Sustainability



Photo credit: Kevin Garrett

In late 2021, you formed new People and Planet Councils. What progress have they made?

Through the People Council, we launched an enterprise-wide Human Rights Policy for the first time. This was a good learning process for our organization, and we now have the structures in place to create more alignment in our social sustainability work. Similarly, our Planet Council has been looking at each business unit's planet-focused initiatives. We are taking the time to talk about best practices and collect feedback from across the business to identify opportunities to share successes and learnings.

How does that type of bridge-building work enhance sustainability overall?

It helps each business unit look at sustainability in a different light. We make so many different types of flooring products, and one business unit may cater its focus around one customer's specific needs. But when we look at how we can adapt that solution, it helps us learn from one another and strengthen the product across the entire line. Our customers benefit from this collaboration to strengthen our large global span of products, allowing us to find a solution that best fits project requirements. Products that perform for the life of the project allow sustainability attributes to be fully realized.

Do you face challenges in balancing the sustainability needs of your customers?

We want to make sure we are meeting all customer needs. But that does create a big challenge for us, in terms of balancing our sustainability priorities. Each customer has specific sustainability needs and their focus may be very different. As an example, some customers are looking for a low-carbon product and others may be focused on social co-benefits of a product. Ultimately, it is about making sure that we stay focused on our top-priority items so we can continue to drive meaningful change. We ensure that these core focus areas are aligned with the majority of customers through our stakeholder engagement process.

With so many business units, it seems prioritization is key. How else does this come into play?

We are also trying to find a balance between continuing to drive change and try new things while making sure that strong systems for disclosure and compliance are in place. Right now, we are identifying new efficiencies in our governance and data reporting process so we can focus more resources on environmental and social initiatives to drive improvements.

How does being a global company factor into your new, more holistic sustainability approach?

We recently launched a team that is looking at how we approach sustainability from a global, commercial perspective. They are asking questions like, "Does it make sense that Australia talks differently about these issues than Europe or North America?" And we agree that it does not—sustainability does not have borders or boundaries. We might have different products, and we may have different customers; but our approach to sustainability should be consistent and focus on our Company's overall goals. It is about finding synergies and developing resources and tools that our team can use together so we can make more impact globally.

As you evolve the Company's sustainability structure, are you making any shifts within the sustainability team?

We are transitioning from a very generalized team to a team of sustainability specialists. For example, we are bringing in experts who are well-versed in specific areas such as circular products, carbon, environmental product disclosures and certifications. These experts are deepening our expertise and understanding to drive better results across all businesses.

You have a lot on your team's agenda. What gives you energy to tackle the work to come?

I am so optimistic about and energized by the possibility of finding new innovations, technologies and approaches. For example, this year, we had over 120 interns in our Flooring North America (FNA) segment, and sustainability was represented throughout their summer projects. The projects were outstanding! I found their creativity and viewpoints to be so refreshing and exciting. They bring a new perspective on how to apply technology and reaffirm our commitment to delivering high performance by building diverse and talented teams.

I also attended FNA's recent innovation summit where participants presented sustainability-focused product samples that deliver real-world solutions. It was one of those events that made me reflect on how many smart people and big ideas our Company holds. Our decentralized structure enables innovation and ideation that can be adapted by each unit. That type of innovation is what will ultimately drive sustainable change. This important focus is rooted in each Mohawk business across the globe. I look forward with optimism as we realize the efforts of today making tomorrow better for future generations.



Mohawk receives honors around the globe for its sustainable products and practices as well as recognition for leaders who are driving positive change.

Mohawk Sustainability Recognition

GLOBAL

- Training Apex Award (16 consecutive years)

EUROPE

- ADI Design Index for Carácter Collection
- Muuz International Awards, best eco-friendly floor product for Carácter
- Wallpaper Design Awards, for Carácter's antibacterial and performance (StepWise)
- TOP EMPLOYER in Italy certification since 2017
- TOP EMPLOYER in Belgium certification since 2018
- Corriere della Sera ITALY'S BEST EMPLOYERS since 2021

AUSTRALIA

- Lendlease Supplier Awards winner in Sustainability 2021

U.S.

- Floor Covering Weekly GreenStep 2021 Awards, Product Winner for EverStrand
- Floor Covering Weekly GreenStep 2021 Awards, Practice/Process Honoree, ReCover Recycling Program
- Floor Covering Weekly GreenStep 2022 Awards, Practice/Process Winner, ReCover Recycling Program

- Floor Covering Weekly GreenStep 2022 Awards, Promotion Winner, UltraWood Naturally Sustainable Infographic
- The International Surface Event Best of Services 2021 Award, Sustainability: ReCover Carpet Recycling Program
- GOOD DESIGN Award for Smart City 2021
- Green GOOD DESIGN Award for Data Tide 2022
- Green GOOD DESIGN Award for UltraWood 2022
- Metropolis Planet Positive Awards, Flooring Product honoree for Data Tide
- Best of NeoCon Awards, Sustainability category for Data Tide 2021
- Best of NeoCon Awards, Sustainability category for Social Canvas and Painted Perspectives 2022
- HiP Awards, Green Materials category, honoree for Color Pulse
- HiP Awards, Health + Wellness Flooring category, honoree for Crossing Current
- Green Builder Media, 2021 Eco-Leader for Mohawk Flooring
- Green Builder Media, 2021 Hot 50 Products for UltraWood
- Green Builder Media, 2022 Sustainable Product of the Year, UltraWood
- Forbes' Best Large Employers
- Forbes' Best Employers for Veterans since 2020



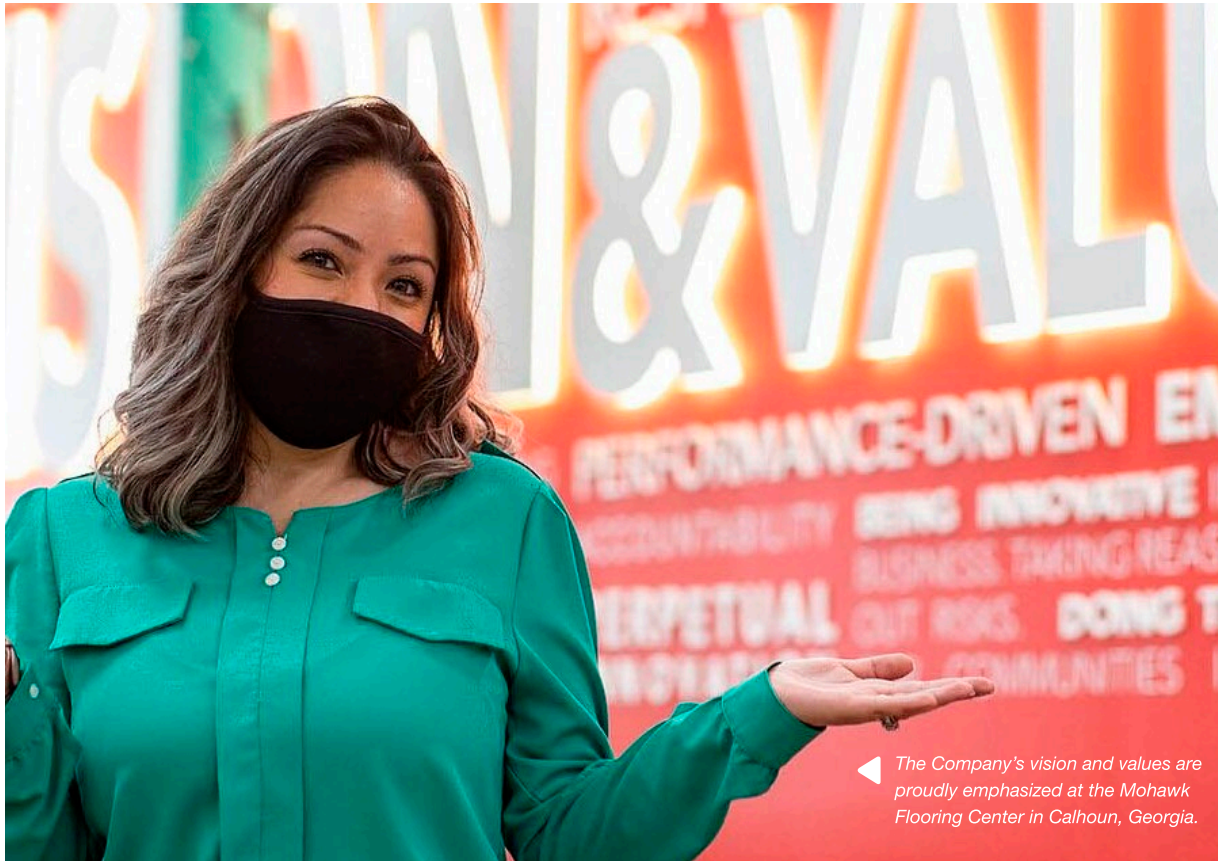


better for people

“Every innovation we drive, every product we launch and every time we win with our customers—those successes are only possible when we have the right people doing the right work. That’s why we are committed to attracting the best talent and investing in our people and teams to create opportunity, growth and engagement at every level. We win when our people thrive.”

Paul De Cock
President, Flooring North America Segment





◀ The Company's vision and values are proudly emphasized at the Mohawk Flooring Center in Calhoun, Georgia.

Employee Connection

Around the world, Mohawk cultivates a performance-driven workforce comprised of individuals with diverse backgrounds, talents and experiences.

Our workforce includes people whose racial/ethnic identities reflect the regions in which we operate, as well as people across the gender spectrum and individuals with disabilities.

Our world-class training programs foster inclusion because they equip all employees with skills for fulfilling careers and career paths, ensuring they can perform their tasks successfully and safely at every level. As we build the technical skills of people in our communities, our employees are proud to give back through volunteering and donation-based programs.

With approximately 43,000 employees worldwide, Mohawk's culture promotes individual accountability and teamwork, which create opportunities for advancement at every level. The Company's global workforce also requires a localized approach to talent management to ensure the specific needs of employees in each individual region are being met.

Mohawk's values include promoting opportunity, equity and inclusion and standing firmly against any forms of discrimination, harassment or retaliation. The Company's nondiscriminatory policies and practices ensure that our equal-opportunity philosophy is actualized. Around the world, our businesses have many initiatives to increase inclusion, including the hiring of people with physical disabilities and increasing the number of women and other underrepresented individuals on the gender spectrum and BIPOC individuals in our workforce globally.

Employee Engagement

To create a workplace of choice for high-performing employees, it is important that we understand how they feel about our business and their roles. In 2021, we conducted our second global engagement survey with a participation rate of 76 percent. The survey revealed that employees consider Mohawk's

top strengths to be our problem-solving capabilities; our compensation, benefits and people; and the focus on our customers. We were especially pleased to find that an overwhelming 80 percent rated our COVID-19 pandemic response positively.

The survey's real value, however, is to learn how we can be an even better workplace. Employees shared that the top three opportunities to improve engagement were stress reduction, rewards and recognition and professional development. Globally, we are executing 108 localized action plans that include

- Improve workforce planning and communications at facilities to ensure employees can experience better work/life balance
- Institute flexible work and work-from-home arrangements for certain jobs
- Increase employee recognition via social media, electronic signage and team events
- Establish quarterly meals as recognition events for quality improvement milestones
- Increase our internship program by 50 percent
- Launch of ASCEND, our front-line leader training program
- Expand RISE, our mid-management development program, to Dal-Tile and corporate employees
- Introduce LEAD, an executive development program

Our businesses around the world also complete their own engagement assessments. For example, in the U.S., Dal-Tile presents the IGNITE Quarterly Award, recognizing individuals and teams who have driven Dal-Tile innovation, transformation or excellence in execution. Dal-Tile Mexico's most recent biannual survey indicated that employees rated their happiness level at 9.1 on a 10-point scale.

Creating a Network of Female Flooring Industry Leaders



WHITNEY WELCH
Vice President
Commercial Sales



HILARY FRANK
Vice President
Midwest

It is no secret that the flooring industry—like many others, such as manufacturing and construction—has long lagged in female representation. According to one career site’s data, for example, among more than 6,700 flooring sales specialists in the U.S., women make up just 32 percent.¹

As vice president of the Midwest region at Dal-Tile, Hilary Frank became acutely aware of the issue while working to fill an open sales manager position in late 2021. She realized that no women had ever served in the role—not only in the Midwest but across every region. “It kind of got my wheels turning that maybe we needed to be doing more in the organization to help elevate women,” she said. That December, she proposed an idea to her boss: “I told him, I’d had a lot of help getting where I am from other women mentors in the company, and I think we need to make them more visible.”

LEAD*her*

Hilary then approached her colleague, Vice President of Commercial Sales Whitney Welch. Together, they designed the LeadHer initiative to mentor, develop and prepare women to excel in their current capacity and assume leadership roles in the organization. After presenting LeadHer to Dal-Tile’s leadership team in early 2022, the founders launched the program on International Women’s Day in March. They credit the initiative’s quick timeline to Mohawk’s decentralized business model, which tends to spur rapid innovation.

¹ [“Flooring Sales Specialist Demographics and Statistics \[2022\]: Number Of Flooring Sales Specialists In The US.” Zippia](#)

Guided by a steering committee of nine senior women leaders at Dal-Tile, LeadHer is built around three components: female leader accessibility and visibility, virtual engagement and mentorship. The virtual engagement events are held quarterly and have garnered over 300 participants for programming such as featured guest speakers and an internal leadership panel. The mentorship program includes 15 women-leader mentors paired with 15 female mentees, who were selected through an internal nomination process to represent all areas within Dal-Tile North America.

As LeadHer evolves in 2023, Hilary and Whitney plan to double the mentorship cohort. They also hope to work with human resources leaders to introduce additional learning and development resources. Based on their business roles, they feel that such initiatives are crucial to their company's success—not only do they accelerate gender equity within the industry, but they help companies better meet consumers' needs.

"These initiatives can have a meaningful impact for any group because they provide a platform to share experiences, encourage collaboration and build positive working relationships," said Whitney. "They help drive success for female leaders and elevate people." Added Hilary, "Our industry is a little bit behind, but that's why we are doing things like this—to get us where we need to be."

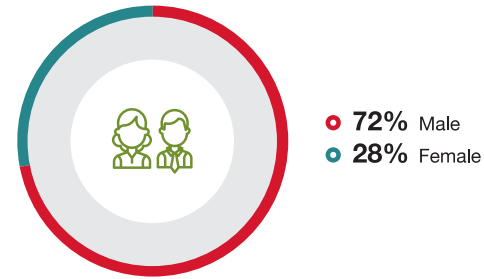
▼ *The inaugural group of LeadHer executives facilitate a discussion for women at Dal-Tile's Dallas, Texas, headquarters.*



2021 Employee Demographics¹

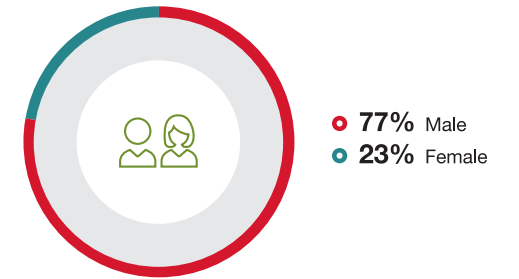
Around one in 10 of Mohawk's employees around the globe have been with the Company for more than 25 years. These men and women have grown their skills and built fulfilling careers within the business. As our workforce matures, the Company's hiring practices help the business mirror the communities in which we operate. For instance, during the pandemic, women have been disproportionately pushed out of the workforce due to lack of childcare and other issues. During 2021, Mohawk was able to hire effectively to maintain the percentage of women in our workplace. Our award-winning training and apprenticeship programs are appealing to Generation Z individuals entering the workplace for the first time, so we are preparing now for the next cohort of 25-year employees.

EMPLOYEES BY GENDER

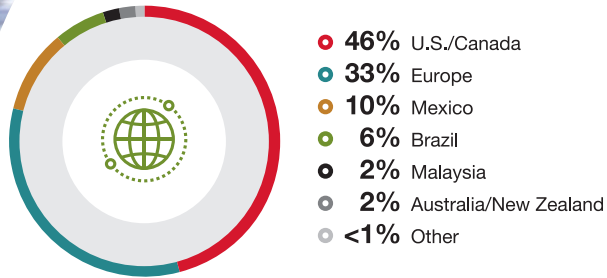


LEADERSHIP BY GENDER

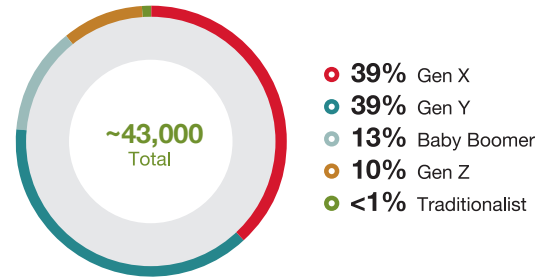
Employees with direct reports



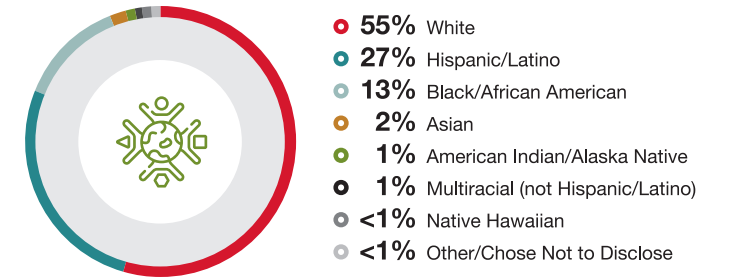
EMPLOYEES BY REGION²



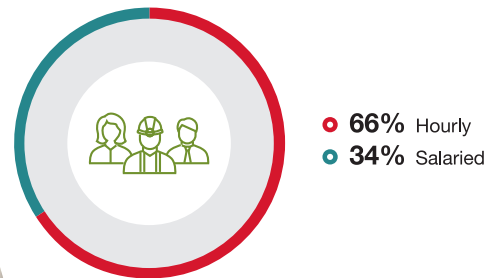
EMPLOYEES BY GENERATION^{2, 3}



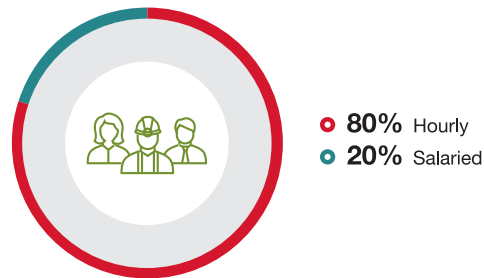
U.S. EMPLOYEES BY ETHNICITY^{2, 4}



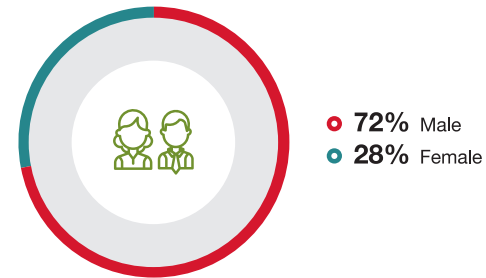
EMPLOYEES BY TYPE⁵



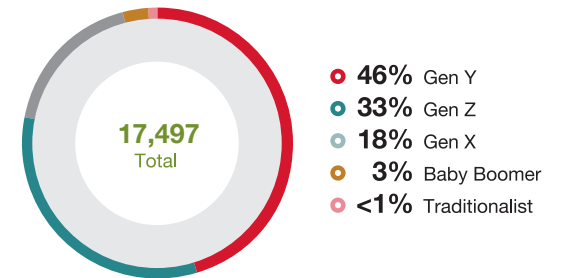
NEW HIRES BY TYPE⁵



NEW HIRES BY GENDER



NEW HIRES BY GENERATION^{2, 3}



¹ Data as of December 31, 2021.

² Not all totals will add up to 100 percent due to rounding.

³ As of December 31, 2021, the Company employed approximately 43,000 persons, consisting of approximately 19,600 in North America – United States, approximately 14,400 in Europe and Russia and approximately 9,000 in other countries. Some recent acquisitions are not yet integrated into our global HRIS platform, which limits the detail we can access on employees in those businesses.

⁴ U.S. employees account for approximately 50 percent of our employee population. We do not track this data outside of the U.S.

⁵ Outside the U.S., white collar employees are considered salaried employees, and blue collar employees are considered hourly employees.

Mohawk truck drivers are brand ambassadors to our thousands of customers.



Developing a High-Performing Workforce

From our front line to our leadership suite, we make a meaningful investment in training and development programs customized to support employees at each step of their careers.

By helping our employees realize their full potential and long-term goals, we enhance our ability to build and retain a performance-driven workforce with the skills to grow our business and make a difference.

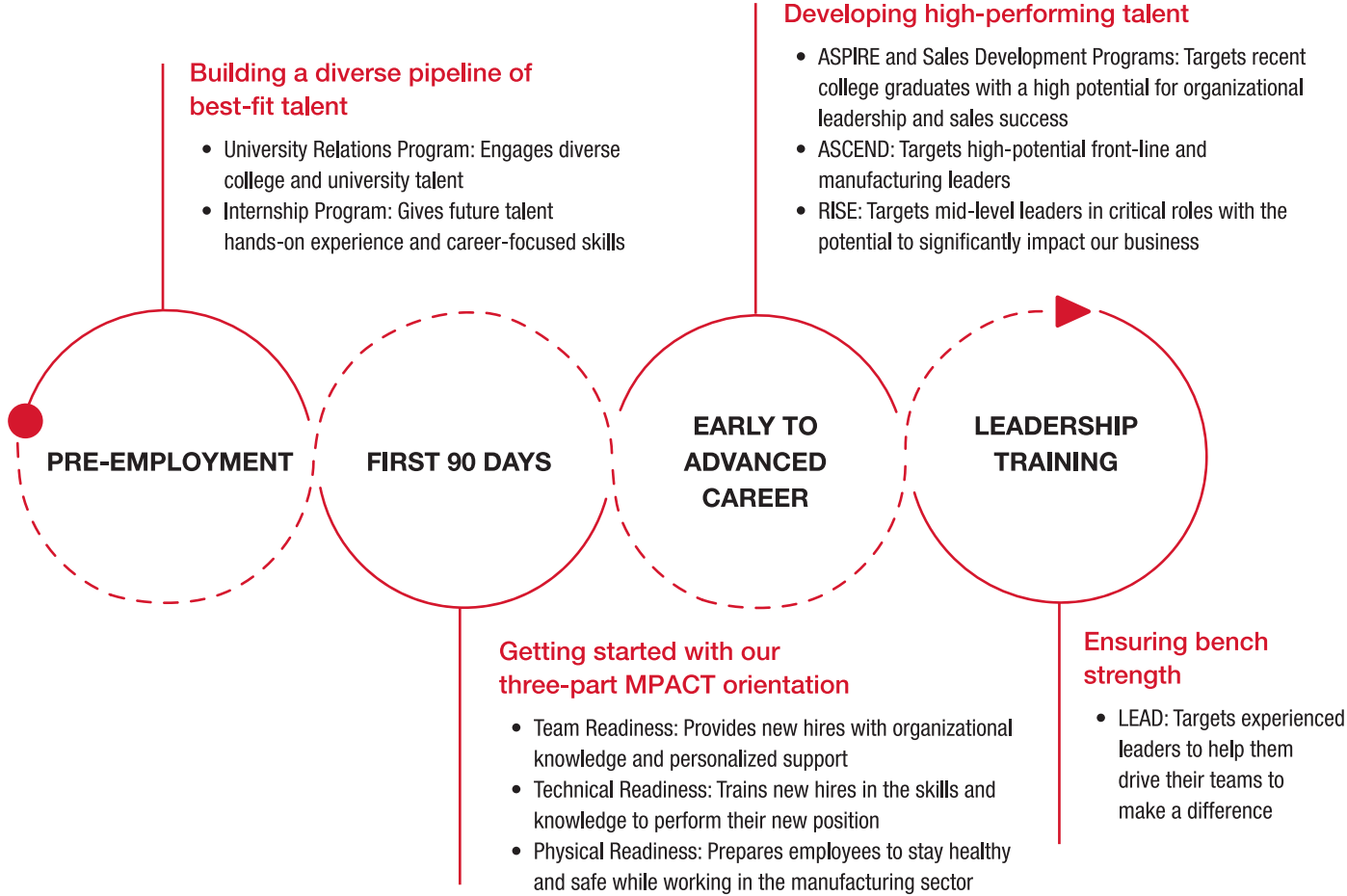
The employee journey begins with recruitment, where we are working to build a pipeline of best-fit talent that mirrors the diversity of our customers and communities. It continues with our state-of-the-art onboarding process, in which we immerse new hires in a culture that is

performance driven and inclusive of diverse learning styles, experiences and ideas. As employees' careers evolve, we provide them with opportunities to hone their skills and expand their knowledge and experience. We persistently investigate and adopt leading-edge learning, development and engagement strategies, applying our knowledge and experience to evolve our tactics and improve. This enables us to deliver the best value for our customers and retain top talent to help our business grow.

▲ From the C-suite to the plant floor, Mohawk's award-winning training programs help team members develop new skills and strengthen existing ones.

Training and professional development help enable innovation and performance at Mohawk. Our business units around the world are committed to providing programs that support employees at every stage of their careers. Here is a sampling of programs within our Flooring North America segment.

Supporting Employees Throughout Their Careers



HR Director Jaime Colón presents Communications Manager Scarlett Yancy with a plaque to recognize Scarlett's achievement of functional R3 Award recognizing her Relentless Customer Focus and impact to internal partners.

Recruiting Best-Fit Talent

Our goal to source, attract and retain best-fit talent starts with strategic recruitment. As positions become available, we focus on filling them with people who mirror the diversity of the local community. Through our University Relations program, we develop and maintain strong partnerships with a network of top colleges and universities, with an emphasis on Historically Black Colleges and Universities and diverse campus stakeholders. We also use the program to engage in various military outreach initiatives, and our military leave policy is in place to support military employees and family members who join our workforce.

An important tool for recruitment is our Internship Program, which gives participants hands-on experience working on impactful projects and connects them with leaders throughout our business. Participants engage in executive lunch and learns, career coaching sessions and networking events. In 2021, we welcomed 54 percent of interns who graduated that year as full-time employees, up from 48 percent who graduated the previous year. We are focused on diversity in our internship cohort, with participants representing various ages, races/ethnicities and genders. In 2021, 34 percent of our cohort was female, and we aim to increase the program's overall diversity by 10 percent in 2022.

Getting Started

Creating a culture where every employee is empowered to make a difference begins with our reimagined onboarding and orientation experience. For hourly employees, our state-of-the-art Mohawk Production and Customized Training (MPACT) orientation program provides a comprehensive onboarding experience customized to employees' specific roles. It helps ensure that new hires feel valued from their first conversation with a talent management specialist through the time they successfully complete 90 days on the job. The process includes three segments—Team Readiness, Technical Readiness and Physical Readiness—with more than 20 touchstones in place to provide employees with personalized training and attention. In addition to learning about our expectations, history, executive leadership and benefits, new hires walk away with a better understanding of our impact on the community and our daily work to promote sustainable solutions and practices.



Enhancing Recruitment at Marazzi Group

In 2021, Marazzi Group deepened its outreach efforts through a range of pipeline-building events and initiatives to support its European operations. For example, it expanded the Young T.I.L.E. project, which engages young talent from all European ceramics business units. Through the program, participants build knowledge and relationships while tackling challenging projects related to strategic technology, digital innovation and sustainability.

Kerama Marazzi also engaged young design professionals by hosting a Grand Prix Contest. And, building its pipeline even further, Marazzi continued its Dual Education System Project: A multi-year course for high school students in the fields of maintenance and technical assistance.

◀ In Italy, Marazzi business leaders facilitate a Young T.I.L.E. training session.

Developing High-Performing Talent

Our performance-based culture rewards employees who add value, drive results and deliver to the best of their abilities. We help them succeed by investing deeply in their continued knowledge building and development, with programs built to propel them through each stage of their careers.

Support includes a Tuition Reimbursement Program that makes additional educational opportunities affordable for many North American employees. Through the program, we reimburse employees enrolled in undergraduate and graduate programs, as well as those pursuing technical certifications. We also empower employees to learn more about areas such as sustainability. For example, to support its One Home

sustainability strategy, Unilin Group launched e-trainings that give employees opportunities to learn about sustainability topics.

Mohawk's Flooring North America segment has launched a number of training initiatives as part of its commitment to reinvesting in people. ASPIRE targets recent college graduates who exhibit high potential to move into leadership roles within the next two to five years. Over the course of 24 months, participants move through pre-planned rotational assignments where they are exposed to various areas of the business, gain experience leading projects and connect with area leaders. We also offer two sales development programs supporting our Commercial and Residential products, in which recent graduates complete several weeks of a core training program before being placed in a

territory to begin growing their book of business. For our front-line and manufacturing leaders, our ASCEND training is an invaluable opportunity to elevate their skills. Over 407 front-line leaders have participated in at least one session since the program's launch in the fourth quarter of 2021.

RISE targets mid-level leaders in critical roles with the potential to significantly impact our business. Participants must have at least four years of experience and be nominated for the program by their managers. It includes an Interplay business simulation where participants learn about all aspects of running a company and gain a deeper understanding of how their decisions impact overall results. Finally, LEAD has been introduced to target high-level achievers, with 10 participants to date.

Innovating Professional Development Programs at Eliane

While many of our talent development programs are available to all employees through our enterprise-wide Learning Management System (LMS), individual business segments and regions also offer tailored training programs. For example, in 2021, Brazil-based Eliane rolled out e-Voluir, an interactive platform for learning and professional development that was accessed by 900 users who completed 4,739 training hours.

Eliane also continued its Leadership Academy, which focuses on preparing leaders to inspire, build trust and effectively guide the organization into the future. In addition, it piloted a new Talent Pool program to prepare potential professionals for projected vacancies.

▶ *In Brazil, Eliane Leadership Academy graduates pause for a commemorative photo after completing the program.*



Zero-Harm Workplace

Mohawk prioritizes a safe, hazard-free work environment that supports employee health and well-being.

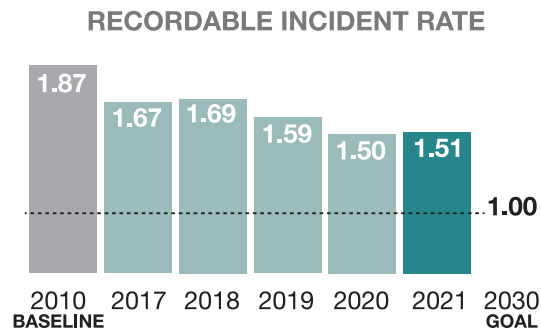
To us, safety means being free of injuries and accidents and helping employees successfully manage physical and mental health care needs. Our focus on emotional well-being alongside physical well-being is a core component of Mohawk’s approach to inclusivity, as we invite all employees to bring their whole selves to work each day.

Safety Performance

Mohawk and our employees partner to maintain safe workplaces around the world. Corporate initiatives include expanded training, more effective audits and promoting best practices. Each business segment leverages corporate resources to improve safety in their facilities while adding their own increased scrutiny of equipment maintenance and machine guards and encouraging peer-to-peer feedback. The safety data from all business segments is rolled up to calculate our corporate recordable incident rate (RIR).

Safety Training

Mohawk’s corporate safety team has developed 41 safety training programs that cover health and safety issues across our work environments and



Since 2017, recordable incidents have decreased 10 percent. That progress also reflects integrating the 2018 Godfrey Hirst and Eliane acquisitions into Mohawk safety programs.

operations, from those highlighted by our principles and “cardinal rules” to less defined, but equally important, areas such as ergonomics, CPR, battery safety and emergency preparedness.

Safety Audit Process

Mohawk uses a third-party safety management system to maintain all safety incidents, track corrective actions, and conduct safety inspections

▶ Ongoing training reinforces safety at our facilities, including the ceramic tile plant in El Paso, Texas.

and audits. During the COVID pandemic, the Safety Leadership team took the opportunity to re-vamp the historical safety audit focused on compliance only to move toward a maturity model assessment that includes behaviors and ensures our workforce can be successful every day. We will use this new audit when conducting facility reviews to ensure that safety practices are understood by employees and properly implemented.

Logistics Safety

Due to our vertically integrated business, Mohawk runs a vast distribution network in the U.S. that moves our products between manufacturing facilities, distribution hubs and customer sites.

More than 1,000 drivers transport our products, posing different safety challenges to those faced by our manufacturing, administrative and sales employees. In particular, the mobile nature of the job makes it difficult to communicate with drivers. We install technology in our trucks, including an electronic logging device, to stay in touch with drivers and to monitor their driving behaviors, such as hard stops, hard brakes and use of cruise control. This enables us to also give feedback to individual drivers on their performance and identify training opportunities for the fleet. The vehicles are also equipped with safety features such as collision avoidance technology.





▲ Mohawk celebrates Earth Day through volunteer projects and by promoting sustainable actions in employee homes. This group of North Georgia team members represents hundreds of individuals who shared their time and talents to support river and beach clean-up projects as well as volunteering with Mohawk's many community nonprofit partners.

Health and Well-being

Mohawk is dedicated to cultivating a performance-driven workforce and is committed to helping employees maintain their well-being.

Although it ultimately falls to employees to take responsibility for their own well-being, Mohawk offers a comprehensive list of benefits, resources and training—at no cost or low cost—to help them make good decisions about their health.

The Mohawk employee benefits website details benefits available to U.S. employees and features health and wellness training and resources, including healthy recipes, the “Healthy Minute” video series and practical tips to become active and stay healthy. We also use the website to share employee success stories to encourage others to adopt healthy lifestyles.

In the U.S., our Healthy Life Centers (HLCs) offer employees and their family members covered under the Company health care plan:

- Acute care
- Chronic disease management
- Preventive exams
- Pediatrics
- Medication maintenance programs
- Pre-placement examinations
- Wellness coaching
- Integrated care coordination with primary care physicians

On-site HLCs are located within larger Company facilities and are available to health care plan participants as well as their covered spouses and dependents over the age of two. Near-site HLCs are offered at smaller locations, and virtual HLCs have been added to supplement the offering for the Company's field sales and logistics employees. Before the HLCs were introduced, anonymous surveys indicated that 40 percent of our U.S. employees did not have a primary care physician, which meant many of them were not aware of chronic conditions that were negatively impacting their health. Through the convenience and affordability of the HLCs—including not having to clock out for appointments—employees with diabetes, high blood pressure, high cholesterol and other chronic conditions are receiving care to effectively manage these diseases and are improving the quality of their lives. Examples of our on-site health programs around the world include

- A series of on-site employee events with healthcare specialists at Marazzi Group
- Health checks and screenings for Unilin Group employees in Malaysia
- Nutritional counseling and screening for employees at Dal-Tile Mexico
- A sports and recreational complex for employees of Eliane in Brazil
- Treatment at health centers for Russian hourly employees

Supporting Holistic Health

Increasingly, we all understand that well-being is a multi-dimensional concept, involving many aspects of health such as physical, mental and financial. Several Mohawk businesses have recently launched programs to support the holistic health of their employees. Highlights include

- Europe-based Unilin Group has developed and launched a well-being charter to create a safe, positive and sustainable working environment for employees. The business has established training programs and initiatives to ensure that well-being is intrinsic to its culture.
- Supporting mental and emotional well-being is the focus of one initiative. Unilin Group has developed training to help employees identify and address psychological risks for themselves or others, which may include stress and burnout, unwanted unacceptable behavior (violence, bullying, sexual intimidation or discrimination) and substance abuse. The training is available to all via a learning platform and includes raising awareness, a prevention framework and practical tools. The program is available at Unilin's Belgian sites with plans for expansion to other locations around the world.
- In Brazil, Eliane has implemented Health 360, a new program that promotes a change in the habits and lifestyle of employees. Activities are structured around three pillars—physical, psychological and financial health—and are accessible via its intranet and on-site workshops.
- Meanwhile, Marazzi in Spain and Italy is making free, confidential and anonymous psychological support available to employees through the MyPsio app, which is available 24/7 and staffed with certified psychologists.

◀ For our Unilin Group employees, cycling to work promotes good health and helps to raise funds for charity.

Community Connection

Throughout our history, Mohawk has been built on an unwavering commitment to the communities in which our employees live and work.

As we have grown around the world, those communities have expanded and become part of the fabric of our Company. We partner locally and globally to improve lives within them.

Mohawk has always been defined by our entrepreneurial spirit, and our approach to community engagement follows that history. Like our people management approach, we empower local teams to manage these efforts and drive the decisions for what best benefits their local communities.

The Mohawk Foundation

Since 1990, the Mohawk Foundation has supported nonprofit organizations that benefit our employees and their families. In particular, the foundation funds organizations whose services impact diverse populations and that have a record of delivering results. For example, in 2021, the foundation helped the Voluntary Action Center (VAC) celebrate its 50th anniversary with the organization's largest single donation. VAC is located in Calhoun, Georgia, where Mohawk maintains its headquarters. For almost two decades, Mohawk has been VAC's

largest corporate sponsor, allowing the organization to expand its facilities to include a full-service center where individuals who are experiencing homelessness or housing insecurity can shower, do laundry, obtain donated clothes, receive mail, use computers to seek jobs and receive support from local health care professionals and therapists who donate their time.

Focus on Indoor Spaces

Many of our nonprofit partners provide homes and other indoor spaces to those in need. The nature of our flooring business means we have the expertise and resources to offer meaningful assistance, including products and employee volunteers, to these organizations.

Our philanthropic activities include

- Building new homes for people in need
- Creating welcoming and accessible spaces for disabled veterans
- Supporting dream bedroom makeovers for children with serious illnesses

In the U.S., the Company is a national corporate sponsor of Habitat for Humanity®, and employees across the country regularly work on home builds and organize fundraising events, including an annual golf tournament in Calhoun that raises enough money to fund a home for a deserving family in the community where Mohawk's headquarters is located.

Disease Prevention

In 2021, Mohawk celebrated the twentieth anniversary of our support for Susan G. Komen®, the largest breast cancer research organization in the U.S. Through our donation programs, Specify for a Cure® and Decorate for the Cure™, we made contributions to Komen for each square yard of eligible designer-specified commercial flooring products and residential SmartCushion carpet pad sold, totaling more than \$6.5 million since the program began in 2001. Mohawk is also the Official Flooring Sponsor of the Susan G. Komen 3-Day®, donating more than 5,000 carpet pad rolls each year to comfort the walkers during lunch stops throughout their 60-mile journeys.

◀ Mohawk is proud of its two-decade partnership with Susan G. Komen. Mohawk is a national sponsor of the Komen 3-Day series and provides carpet cushion to participants to provide comfort during lunch stops.



Uplifting Voices Through Art

Mohawk Group, our commercial flooring business in North America, partnered with ArtLifting, a platform for underrepresented artists, to design carpet and flooring collections. The ArtLifting community encompasses individuals with disabilities as well as those who have experienced housing insecurity. ArtLifting is unique in creating opportunities for these artists to amplify their voices, earn an income and participate in the contemporary art market.

We believe that visibility is a key component of designing for equity, diversity and social impact. In our latest collections, we are making our values visible through the inclusion of visual artists who are often excluded from the mainstream art world.

Painted Perspectives expresses the inclusive power of art and its ability to create communities. The soft surface collection was developed from the work of two artists who combined their artistic talents and their life experiences to produce work that addresses the concepts of place and belonging. Designers from Mohawk Group's in-house studio created carpet patterns integrating the artists' artwork and techniques.

Our Social Canvas collection speaks to the triumph of the human spirit. Based on the artwork of an abstract painter who has Downs Syndrome, we have created flooring that taps into people's imagination and the delight we can absorb from our surroundings.

These collaborative projects allow talented individuals to explore new modes of expression, introduce them to new audiences and expand their sphere of opportunity...and create beautiful and lasting products for commercial spaces.

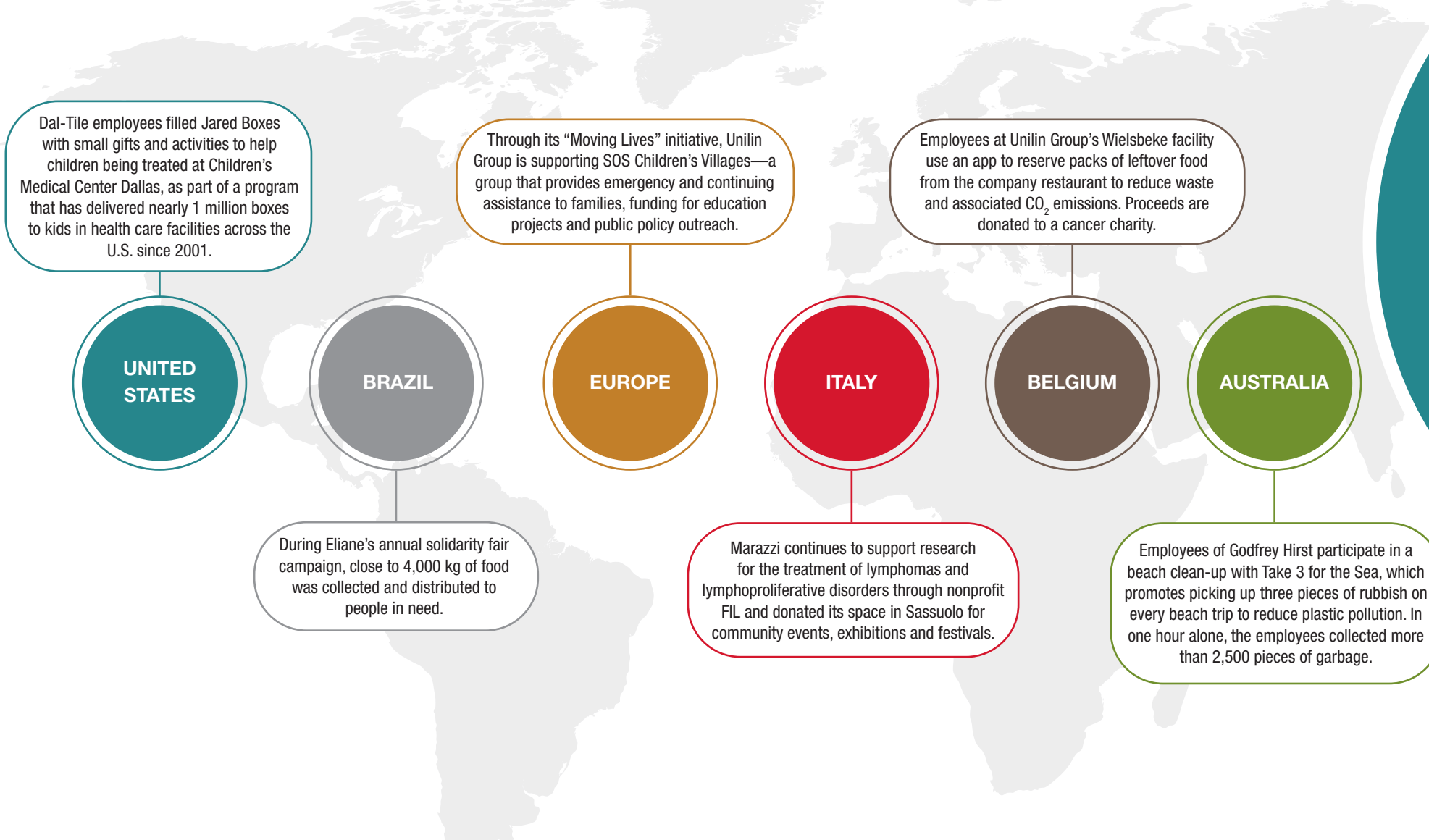


Artist Charlie French works in his Dallas, Texas, studio. Mohawk Group collaborated with Charlie to produce a commercial carpet collection inspired by his art.



Global Partnerships

Although approximately half of our employees live in the U.S., Mohawk is active in communities wherever we have manufacturing operations. The map below showcases examples of our engagement.



“Companies that do well can also do good. Mohawk has the power to change lives through career opportunities, tools for professional development and resources for personal well-being. We also impact entire communities through strategic partnerships with nonprofit organizations to improve the quality of life; promote equity, diversity and inclusion; and enhance access to educational, health care and enrichment opportunities.”

Rod Wedemeier
Senior Vice President Human Resources

Supporting North Georgia's Hispanic Community

In 2022, Mohawk Industries and the northwest Georgia branch of the Latin American Association (LAA) announced an exclusive partnership that will increase the resources and services provided by the LAA in the region that is home to approximately half of Mohawk's U.S. employees.

Mohawk's northwest Georgia operations are predominantly based in three counties: Whitfield, Gordon and Murray. According to July 2021 census data, Latinx individuals comprise approximately 37 percent of the residents in Whitfield County, including almost half the population of the City of Dalton. The percentage of Latinx individuals in Gordon County is 17 and in Murray County is 16.

Northwest Georgia has attracted coverage from CNN and *The New York Times*, among other media outlets, for the important contributions the diverse Latinx community is making to the local culture and economy.

LAA was founded in Atlanta in 1972 in response to a growing migration of Latinx individuals into Georgia. During the past 50 years, LAA has become Georgia's leading agency serving Georgia's Latinx community with a targeted array of services that help Latinx families become self-sufficient contributors to Georgia's economy and culture.

"Since our partnership began, we have seen first-hand the impact of LAA services, from support for family well-being to economic empowerment to immigration services to food and school supply drives that meet critical needs," Vice President of Human Resources Katie Engleman said.

Mohawk initially partnered with LAA in 2019. The Company funded the renovation of LAA's outreach center in one of its Dalton, Georgia, facilities. Through the warm and welcoming office space, essential operational support and program funding, Mohawk has contributed almost \$1 million to the partnership, which includes increased outreach in the regional Latinx community, establishing a scholarship fund for Latinx students, creating a local leadership council and providing funding for new and ongoing programs.

LAA quickly became an integral part of the northwest Georgia community, fielding almost 3,300 calls for assistance in 2021 alone. Dalton State College commissioned LAA to complete a community needs assessment that was shared with the public in 2022. LAA also partners with Dalton State by providing internship opportunities to students in the school's social work program. LAA has also made an incredible impact on the lives of local high school students by connecting them with local mentors and role models, encouraging them to explore educational goals and professional career paths and linking them with community resources to support their needs.

▼ LAA team members provide support to northwest Georgia in person at their Dalton-based office, via telephone and e-mail and at community events across the region.



“Mohawk has been a strong partner and champion of the Latino community,” LAA CEO Santiago Marquez said. “With this commitment, they are raising the bar for how companies can make a difference at the local level, where our resources and programs are most essential. We can’t wait to see how their support will help us increase our impact in northwest Georgia.”

LAA’s mission encompasses five focus areas: Civic Engagement & Advocacy; Economic Empowerment; Youth Services; Family Stabilization & Well-Being; and Immigration Services. Each focus area includes a variety of services, large-scale events and advocacy to realize significant community impact and affect systems-level change.

“At Mohawk, we believe in the vision of LAA, and we are proud to shift to this exclusive partnership and expand our joint commitment to the growth, development and well-being of our communities in northwest Georgia,” Katie said.

LAA is an important example of how Mohawk leverages critical partnerships in its communities to enhance the quality of life, address key social issues and empower individuals to pursue their dreams. Through donations and volunteer activities with these invaluable partners, the Company is committed to driving positive change.

▼ In 2021, LAA organized and presented a life-changing youth conference for 134 students at Morris Innovative High School, a fully bilingual school in Dalton, Georgia. The event was repeated at The Dalton Academy in 2022. The students who attended participated in engaging forums on educational and career opportunities and interacted with community professionals who shared their life lessons and provided inspirational advice.



▲ Through the LAA’s Family Stabilization and Well-Being program, the LAA coordinates and executes multiple food distribution events to help families meet basic needs or assist in times of crisis. Over 35,000 lbs. of food were distributed at 10 events in 2021 with more than 1,000 families served. LAA also offered rent and utility assistance to 125 families and provided holiday presents and food packages for 122 children in 47 families.

▼ Mohawk and LAA team members celebrate Mohawk’s commitment to be LAA’s exclusive northwest Georgia partner at LAA’s annual Compañeros Awards luncheon in Atlanta.



▲ The LAA hosts an annual back-to-school-bash, which provides area K-12 students with essential school supplies, hand sanitizers and disinfectant wipes. In 2022, Mohawk’s Calhoun, Georgia employees donated supplies, as well as over \$1,200 to purchase items for the community drive. Over 600 backpacks filled with supplies were distributed to at-risk families.





better for the planet

“We only have one planet, one home, on which we all live with more and more people. It is the responsibility of individuals and companies to treat our planet and one another in a respectful way. Reducing carbon emissions, using renewable energy and decreasing water consumption are key priorities at Mohawk. Global resources are limited, and circularity is the future, so placing circularity at the heart of our business is a huge opportunity to ensure sustainable growth.”

Bernard Thiers
President, Flooring Rest of World Segment





Climate-Positive Future

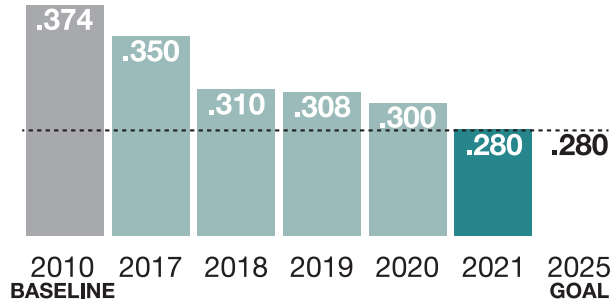
As we look to the next decade, Mohawk is excited to be a part of the climate change solution by implementing a new decarbonization strategy guided by measurable science-based targets.

At the heart of this effort is our Planet Council, a cross-functional group of key stakeholders who align business direction and decision-making with sustainability goals. The Council's priority is to establish SBTs for GHG emissions reduction. While we have tracked and reported our energy and Scope 1 and 2 emissions data through CDP since 2017, we aim to expand that reporting to include Scope 3 emissions. In addition, several Mohawk business units are pursuing climate-related goals.

Mohawk Group, our North American commercial flooring division, formally joined approximately 250 companies around the world by signing The Climate Pledge in 2021. More than 300 companies have signed the pledge since its inception in 2019. This pledge commits Mohawk Group to achieve net zero carbon by 2040, an aggressive timeline 10 years ahead of the Paris Agreement goals.

Our Flooring Rest of World segment is committed to establishing science-based emission reduction targets in line with Science-Based Target initiative (SBTi) criteria and recommendations. The Flooring Rest of World segment submitted these targets to SBTi for validation in July; notification of approval will be in November. The segment's flooring business in Australia, Godfrey Hirst, is also making strides toward carbon reductions. In September 2021, Godfrey Hirst obtained certification under Climate Active, an Australian government program that awards businesses that have achieved carbon neutrality. By achieving this certification, Godfrey Hirst has committed to account for and reduce carbon emissions associated with its operations.

TOTAL SCOPE 1 AND 2 GHG EMISSIONS
(biogenic and non-biogenic)



Metric tonnes CO₂/Rev CC

We are establishing SBTs for GHG emissions and have formalized our commitment to carbon reduction on three continents.

2021 TOTAL ENERGY CONSUMED¹



- **59%** Natural Gas
- **23%** Grid Electricity
- **9%** Biomass Energy
- **6%** Other Fossil Fuels
- **3%** Other Renewables

¹ Total may not add up to 100 percent due to rounding.

▼ In May 2022, the Unilin Group insulation plant in Feluy, Belgium, brought two new windmills online.

Energy Conservation

Energy efficiency and operational improvements are key to achieving GHG emissions reduction. Our business segments deploy a variety of tactics to conserve energy use, ranging from capital investment in more efficient equipment to best practices in manufacturing processes. Dal-Tile North America reduced energy consumption by 11 percent at its company-owned Sales Service Centers and distribution facilities. For our European operations, the need to conserve energy has never been more important; as soaring natural gas prices during summer 2022 and the risk of supply disruption and government allocation have created significant concerns. Our businesses are aggressively working to further enhance their energy efficiency while also exploring alternative sources of energy.



GLOBAL CERAMIC SEGMENT

Dickson, Tennessee

Energy Conservation Tactic:

Combined heat and power microturbine engines power spray-drying operations that automatically adjust generated power to match facility load, yielding greater energy efficiency.

FLOORING NORTH AMERICA SEGMENT

Dalton, Georgia & Glasgow, Virginia

Energy Conservation Tactic:

New smaller equipment has replaced older inefficient boilers.



GLOBAL CERAMIC SEGMENT

Fiorano, Italy

Energy Conservation Tactic:

An on-site co-generation plant supplements electricity needs with an annual average generation of approximately 112,000 MWh. The hot exhaust gas from the co-generation plant is used in the kilns to reduce natural gas consumption.

Green Energy Generation

In addition to energy efficiency efforts, Mohawk invests in the production of low-carbon energy, proven renewable energy technologies and strategic energy purchases to power the growth of our business.

In Europe, we operate two joint venture biomass power plants that utilize end-of-life wood waste to generate carbon-neutral electricity and biomass heat, and a third plant is under consideration. In the U.S. and Brazil, an additional five biomass facilities generate thermal energy. Combined, these facilities contribute almost 10 percent of Mohawk's total annual energy consumption.

A wind farm at our Avelgem, Belgium, facility provides roughly 30 percent of the plant's electricity each year. A photovoltaic solar system helps supply electricity to the Flooring Rest of World Segment headquarters.

Rooftop solar panels provide approximately 40 percent of annual energy consumed at the Flooring Development Center in Waregem, Belgium. In Australia, Godfrey Hirst has installed approximately 220 solar panels on the roof of its distribution center in Truganina, Victoria. The 100 kilowatt solar system generates enough clean energy to meet more than half the facility's consumption, supporting the business's Climate Active Carbon Neutral Organisation certification.

Solar panels are also in place on the rooftops of the resilient flooring plant in Dalton, Georgia, and at insulation manufacturing plants in England (Chesterfield, Derbyshire) and Ireland (Navan, County Meath).

The combined heat and power (CHP) unit at the Dickson, Tennessee, Dal-Tile ceramic tile manufacturing facility provides one of the most

efficient generation installations in the world, with the capability of achieving thermal efficiencies of well over 90 percent. Three other CHP units have been installed at the company's Italian ceramic tile manufacturing facilities. Combined, these units annually generate more than 260,000 MWh of carbon-free thermal heat and eliminate the equivalent of more than 40,000 metric tons of emissions.



▲ Three windmills at the Company's Avelgem, Belgium, manufacturing facility generate 30 percent of the plant's electricity.

We are also making more sustainable choices on the local level to reduce our energy consumption. For instance, more than 60,000 incandescent fixtures have been converted to LEDs at Mohawk facilities around the globe, delivering energy efficiency and environmentally superior lighting options as well as reducing replacement, maintenance and material costs. At our facilities in Australia and New Zealand, we are electrifying legacy coal consumption.

Mohawk also supports the grid transition through demand management activity, which moves our electric demand to greener, base load generation like nuclear, hydro and combined cycle natural gas, away from oil, coal and inefficient natural gas and promotes the green energy transition of the grid.

Logistics Efficiency

Mohawk's U.S. distribution fleet includes hundreds of tractors and thousands of trailers that each haul approximately 40,000 pounds of flooring products on a full load. Although we have run testing pilots on electric and natural gas-powered trucks, the demands for this weight cannot currently be met by these vehicles. Our present emissions-reduction efforts therefore focus on efficiency within diesel trucks.

Mohawk has achieved reductions through equipment upgrades and monitoring driver practices, limiting practices such as long idle times. We have found improvements in areas such as engines, aerodynamics and predictive cruise control. We also maintain an internal service support network to complete regular and proactive maintenance to keep our assets running at peak performance. Such actions have enabled us to reduce carbon emissions of our U.S. fleet by 2 percent between 2020 and 2021.

In addition, our backhaul network is world class and maximizes the efficiency of our fleet's time on the roads, ensuring that trucks rarely travel empty after making a delivery. In 2021, less than 20 percent of trips had empty loads, which is 28 percent better than the industry average. Part of this performance is attributed to the fact that approximately 75 percent of the recycled bottles used in our carpet manufacturing are transported via our own fleet, providing cargo for reverse routes.



2021 MOHAWK U.S. FLEET PERFORMANCE

57M+

MILES
traveled
in 2021

2%

FEWER FUEL
GALLONS
than 2020

2%

FEWER METRIC TONS
GHG emissions
than 2020

▲ Mohawk's truck fleet provides a competitive service advantage while reducing emissions and fuel consumption.

Water Restoration

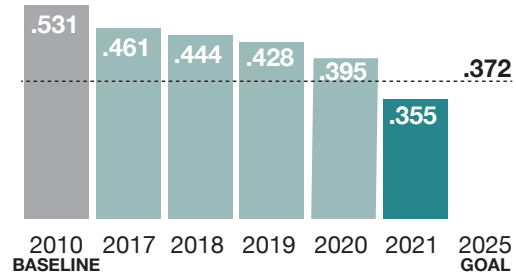
Water is an essential manufacturing element of all flooring products.

Among many examples, Mohawk uses water to dye yarn for carpet and rugs, to mix with dry ingredients to make ceramic tile and glaze compounds and to clean equipment. We ensure efficient use of water in our processes and products and sustainably manage all wastewater.

In 2021, Mohawk’s water use totaled 3,915 million gallons. We continue to work to reduce our water intensity and find improvements across the Company that will ensure conservation of this resource.



TOTAL WATER INTENSITY



(Gallons/Rev CC)

0.355

WATER INTENSITY
(Gallons/Rev CC)

Replacing traditional space dyed yarns with our unique Color Pulse™ fibers saves up to one cup of water per commercial carpet tile, a total of more than 330,000 gallons of water each year.

Water Conservation Around the World

Our facilities across the world take many steps to manage water, including:

U.S.

Our commercial carpet manufacturing facility in Virginia replaced traditional space dyed yarns with our unique Color Pulse™ fibers, which saves up to one cup of water per commercial carpet tile, a total of more than 330,000 gallons of water each year. Overall, Mohawk Group commercial carpet tile manufacturing utilizes 56 percent less water than competitive products due to Color Pulse and additional manufacturing advances.

U.S. AND
MEXICO

Dal-Tile's ceramic tile manufacturing plants recover and reuse wastewater generated in the production process, preventing 125 million gallons from entering local municipal water treatment facilities. Eighty-four percent of all process wastewater generated at our 11 North American manufacturing plants is recovered and reused to make new products. Also, six of the 11 plants are zero discharge facilities by virtue of recovering and reusing 100 percent of their process wastewater.

BRAZIL

The ceramic tile facilities in Cocal do Sul use an online water conservation tool to monitor water flows, helping the team identify water losses in a water-stressed region of the country. We also reuse water at glaze preparation plants and reuse treated effluent in gas scrubbers.

BELGIUM

Water from a local river is used as a secondary coolant to absorb heat during high-grade vinyl floor manufacturing, and a closed-loop flow pumps river water alongside process cooling water. Through multiple projects completed during the previous decade, Avelgem's process water use has been reduced by 40 percent.

ITALY

Our ceramic tile plants do not discharge process wastewater and, in fact, recycle wastewater from other ceramic tile manufacturers.

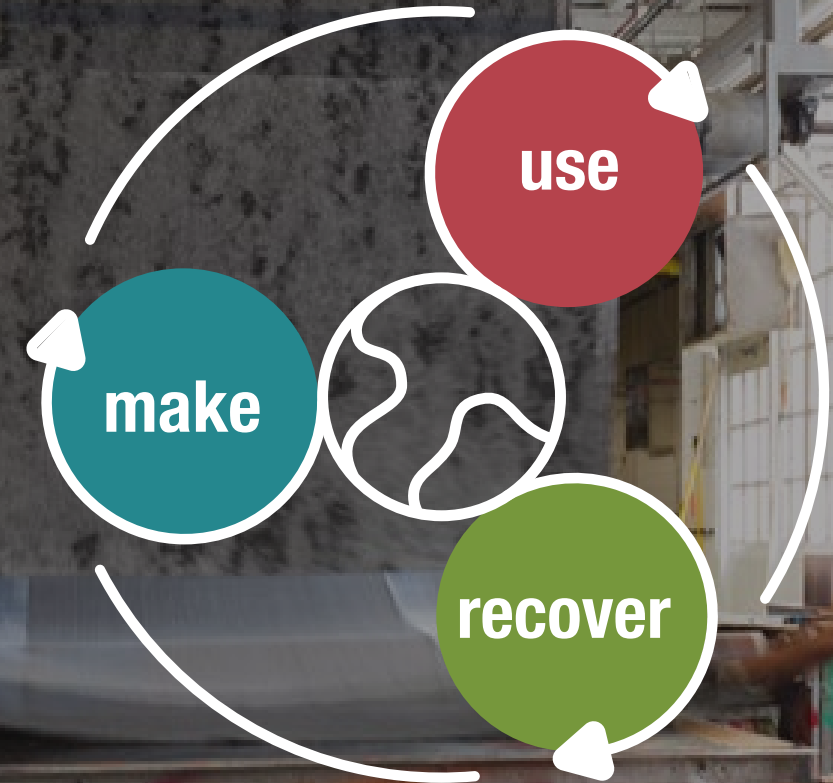
Product Circularity

From the design and manufacture of our products to their use and end of life, product circularity is a keystone of Mohawk's approach to sustainability.

We have a wealth of opportunities to close the loop and thoughtfully minimize environmental impact across the product life cycle—a key benefit of our vertically integrated operations. Product circularity provides many benefits that include helping to reduce costs, secure product sourcing, manage carbon emissions better and meet customers' desire for more sustainable products.

Perhaps more importantly, we create sustainable products while still exceeding consumer expectations for design, functionality, quality and value. To support our commitment to manage the life cycle of our products, our Planet Council will develop and release a product circularity goal in 2025.

Mohawk's EverStrand residential carpet is made in part from post-consumer recycled plastic bottles, which are transformed into polyester fiber in Summerville, Georgia. ▶



Make

Innovate regenerative products through thoughtful design and efficient manufacturing that optimize material use and expand post-consumer and sustainable content. Employ a zero-system-waste framework, including renewable energy use, to minimize our products, full life-cycle impact.

Use

Ensure healthy environments where product life is extended through superior performance and durability. Educate end-users about post-life cycle options for reducing environmental impact.

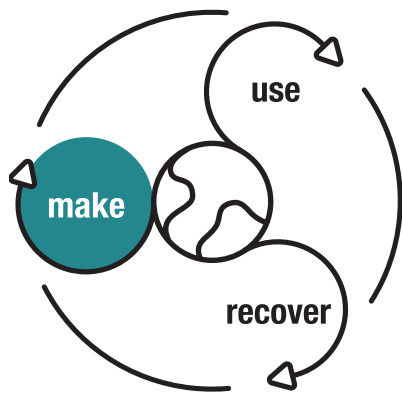
Recover

Reclaim materials for a second and subsequent purpose after an initial, useful life.



▶ Mohawk's Industrial Park facility in Dalton, Georgia, uses proprietary bio-based triexta fiber to create the foundation of our exclusive SmartStrand collections, now featuring a patented recyclable backing.

Product Circularity



Sustainable Product Design

As the first step in the product life cycle, sustainable product design sets the stage for reducing our flooring's environmental impact during all stages of the cycle. Through circular design, we reduce the material required in manufacturing. For example, in 2021, advanced technologies that reduced the thickness of ceramic tiles while retaining their durability enabled the Global Ceramic segment to save 23,698 tons of raw material or 2.6 percent of total consumption.

Mohawk is known for sustainable fiber innovation in its carpet collections, and the Company has now extended that to the foundation of the product with proprietary ReCover backing technology. By removing latex and polypropylene from carpet backing and substituting polyester fibers, the result is an easily recyclable product.

In addition to reducing the amount of material used in manufacturing, we use sustainable materials that are either renewable, recycled or bio-based. For example, in New Zealand, sheep are shorn every nine to 12 months, providing a source of renewable wool for Godfrey Hirst and Feltex carpet collections. In fact, Godfrey Hirst's 100 percent wool broadloom features a natural jute secondary backing, making up to 75 percent of the material used in the products biodegradable when they wear out after long-term use.

Recycled Inputs

Worldwide, Mohawk manufactures more than 25,000 products containing post-consumer recycled materials.



DAL-TILE TILE

More than 99 percent of Dal-Tile manufactured tile collections contain recycled or reclaimed materials.

IVC COMMERCIAL CARPET TILE

With ECONYL®, our sustainable carpet tiles are made with 100 percent regenerated nylon from fishing nets, ghost nets, old carpets and fabric scraps rescued from all over the world with a performance equivalent to virgin nylon yarn.



RUBBER DOOR MAT

Mohawk Home, the Company's North American rug business, upcycles rubber tires to create door mats, recycles plastic bottles into the fiber used to tuft bath rugs and converts waste carpet fibers into rug pads. In 2021, we diverted more than 49 million pounds of rubber tires from landfills, a 4.5 percent increase from 2020.



MALINO GRES PORCELAIN

Marazzi uses pre-consumer recycled content to reduce raw material requirements in the production of its Malino Gres Porcelain products by almost 17 percent.



LVT

Mohawk's commercial LVT manufactured in Dalton, Georgia, includes 100 percent pre-consumer, post-industrial recycled content.



PANELS

We are committed to keeping wood in circulation for as long as possible. Our Unilin particle board business gives a second life to 700,000 tons of reclaimed wood per year. Similarly, our laminate and medium-density fiberboard (MDF) panels use wood fibers that are unusable for other applications. Ninety percent of the wood in our chipboard panels is recycled or recovered. With our own new innovative recycling technology, we have become the first in the world to recycle MDF and HDF to produce new panels.



PARQUET FLOORS

In Malaysia, we use end-of-life trees from the local rubber industry to create the core of our parquet floors.



EVERSTRAND CARPET

Each square yard of our EverStrand™ line of carpets contains on average 63 reclaimed plastic bottles, averaging more than 6 billion recycled bottles each year. In 2021, we refreshed the EverStrand line to make it more relevant and appealing with consumers, particularly millennials seeking accessible, sustainable flooring options.

Bio-based Products

Bio-based products are made with plant-derived materials. The wood used in our panels and laminate flooring products is the perfect example. Wood flooring is 100 percent natural, renewable and recyclable, helping to mitigate climate change because it stores the carbon emissions that trees absorb as they grow. Wood flooring’s contribution to reducing GHG emissions is doubled when it is used in place of carbon-intensive flooring such as concrete. In addition to wood, the fiber used in our SmartStrand® carpet collections is manufactured with 28 percent plant-based polymer. Other bio-based materials used within the Mohawk product portfolio include corn-based resins, jute, cotton and sisal fiber as well as soybean oil used as a stabilizer in resilient flooring.

Manufacturing Waste

Manufacturing processes inherently produce waste, but the most sustainable manufacturers understand that waste does not have to go to landfill and can instead be given a second life as a raw material in new products. Despite the exciting possibilities of reusing waste, it is also important to reduce the waste that is created, because a smaller waste stream means a leaner production process.

Since 2010, Mohawk has formalized and standardized a reduce/reuse/recycle approach to manufacturing waste, which was aligned with our first goal to reduce manufacturing waste to landfill by 25 percent by 2020. Our efforts yielded significant success, and we achieved our 2020 goal in 2015. Since then, we have been continuing our waste journey, helping our facilities to pursue waste reductions and developing innovative processes for reuse.

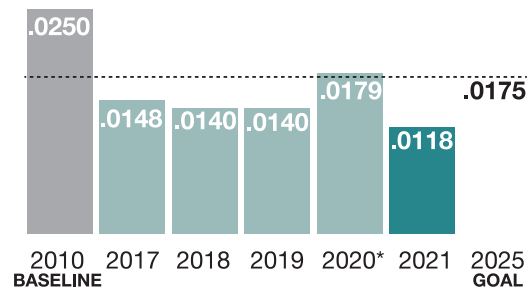
Today, 41 Mohawk facilities are considered Zero Waste to Landfill (ZLF), which we define as 90 percent diversion of any materials that pass through our manufacturing process. We recertify each ZLF site annually. Our ZLF sites include

- Carpet, carpet cushion and laminate/wood facilities in the U.S.
- Ceramic tile facilities in the U.S., Mexico and Brazil
- Resilient flooring and carpet tile facilities in Belgium and Luxembourg

In 2018, Mohawk acquired Eliane, one of Brazil’s leading manufacturers of ceramic and porcelain tile. In 2022, the Eliane facilities in Cocal do Sul and Criciúma joined ceramic tile plants in the U.S. and Mexico by gaining ZLF certification.

In 2020, our hard surfaces bulk distribution center in Calhoun, Georgia, the busiest distribution operation in our Company, achieved ZLF after reducing waste-to-landfill by 57 percent in six months.

TOTAL WASTE-TO-LANDFILL



Tons/Rev CC

*Lost some recycling partners and non-viable beneficial reuse outlets.

41

ZERO WASTE TO LANDFILL FACILITIES



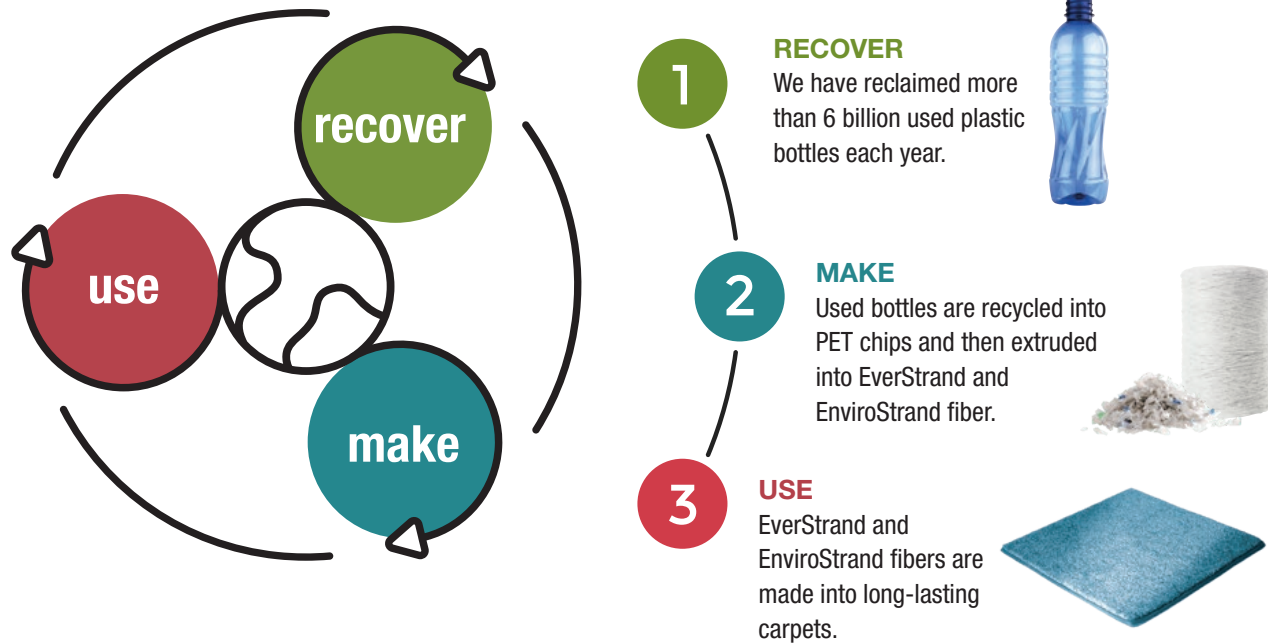
Each year, billions of plastic bottles are recycled into polyester fiber at the Company’s Summerville, Georgia, facility.

There are many channels for us to reuse manufacturing waste in our own facilities or products. For example, waste from the production of our EverStrand™ and EnviroStrand™ carpet systems is being used in our nonwoven carpet pad production process. We have optimized our production processes to repurpose yarn waste across all soft surface product lines.

After reductions and opportunities for reuse are exhausted, we aim to divert waste from landfills through commercial recycling streams and the sale of our waste to other businesses. For example, in our ceramic tile business, millions of pounds of material that cannot be used to make new products internally have been sent to state-approved beneficial reuse programs for roadbed base material, brick and cement manufacturing and land reclamation. Wherever possible, we try to keep our waste diversion local, identifying businesses near each facility with which we can partner and thus avoid additional transportation-related emissions.

Our Polyester Recycling Process

Recycling post-consumer waste is the foundation of this innovative manufacturing process.



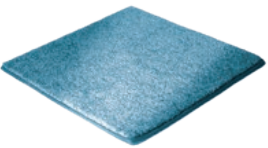
1 RECOVER
We have reclaimed more than 6 billion used plastic bottles each year.



2 MAKE
Used bottles are recycled into PET chips and then extruded into EverStrand and EnviroStrand fiber.



3 USE
EverStrand and EnviroStrand fibers are made into long-lasting carpets.



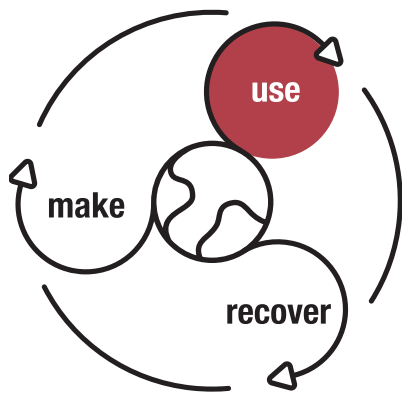
6B+
BOTTLES
RECYCLED
ANNUALLY





Quick-Step Frozen Oak engineered wood flooring made in our Kedah, Malaysia facility. The facility sources its wood cores from local rubber trees at the end of their life cycles.

Product Circularity



Product Certifications

As the world moves toward a more sustainable future, customers rightfully expect transparency from companies, especially when it comes to claims around sustainability. Third-party certifications help us authenticate our products' sustainability features in the eyes of increasingly discerning customers. Among the certifications and labeling enjoyed by our products are

The International Living Future Institute's (ILFI) DeclareSM program, which provides a clear ingredients list for products that architects and designers can use to make ecologically sound

decisions. Mohawk EverStrand, SmartStrand and Air.O residential carpets, commercial products from Mohawk Group and GH Commercial and certain Marazzi ceramic tile collections feature Declare labels.

Red List-free indicates that products are free from the most harmful chemicals commonly used in the building industry. Mohawk offers the industry's largest Red List-free product portfolio—more than 500 collections—as well as a Red List-free installation process.

Environmental Product Declarations (EPDs) are the most complete environmental footprint assessments currently available. EPDs are derived

from a product's full life cycle perspective and include a third-party verification. We have product-specific EPDs globally, including Dal-Tile, Unilin Group, Marazzi Group and Mohawk Group.

Health Product Declarations (HPDs) provide a transparent disclosure of a product's contents and health impacts based on a set of International hazard listings. Since 2016, Dal-Tile, Marazzi and Mohawk Group have developed product-specific HPDs for many of their collections.

Leadership in Energy and Environment Design

(LEED) and other green-building certifications can be earned with the help of many Mohawk products. Our European resilient and laminate products have earned green-building credits and certificates that include the Green A+ label and HQE in France and Belgium; DIBt/AgBB, DGNB and GUT in Germany; FloorScore® in the U.S.; and BREEAM, LEED, WELL, DGNB and Greenstar globally.

The HIGG Index is an initiative of the Sustainable Apparel Coalition to assess the social and environmental performance of the value chain and the environmental impacts of products. Mohawk Home participates in this process to serve several retail customers.

We help communicate the sustainability and performance benefits of ceramic tile through our partnership with the Tile Council of America by creating content on their “Why Tile?” website. Visit www.whytile.com for more information.

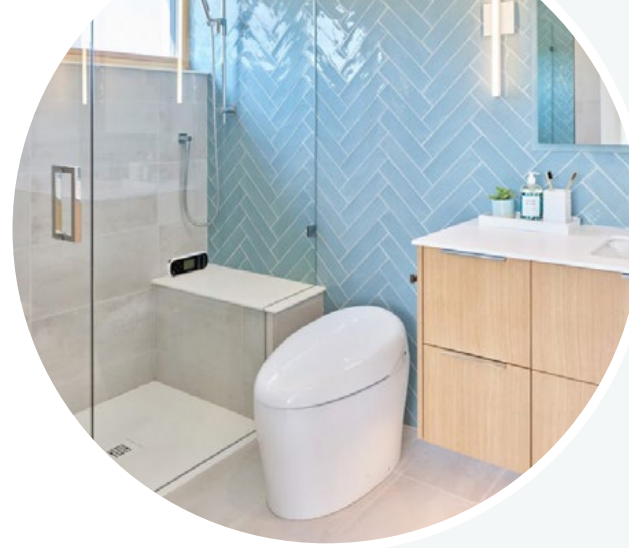
Indoor Air Quality

We design and manufacture our flooring products thoughtfully and carefully to ensure healthy indoor air quality. This includes limiting emissions from volatile organic compounds (VOCs). In the past five years, we have decreased emissions by substituting newly available chemicals and partnering with vendors to improve material composition.

Mohawk products meet or exceed all health, safety and quality standards, as well as local, state and federal laws related to VOCs. Our Corporate Environmental department reviews and approves all new chemical and material products prior to import, purchase, request for sample or bringing on site. We request a “chemical of concern” evaluation sheet from suppliers of chemicals or materials used in the manufacture or production of our products.

The installation process is another opportunity to address indoor air quality. Our patented Uniclic® technology offers an easy installation method that uses no glue or other chemicals. By producing our own vinyl and resin binder, we further control the use of harmful substances in our products. We also reduced the chemicals used in many of our carpet adhesives, including our Red List-free FlexLok+®, used for commercial carpet tiles.

Marazzi Group offers more than 600 products with GREENGUARD or GREENGUARD Gold Certification, adhering to some of the world’s most rigorous standards for the creation of healthy indoor air environments. Similarly, many of the quartz countertop collections produced at our Dickson, Tennessee, facility have varying GREENGUARD certifications. Likewise, our European loose lay flooring solutions are easy to install and maintain and are manufactured to the highest environmental standards.



Dal-Tile teams up with designer on “Passive House” project

In 2021, the Government of British Columbia (B.C.) launched its ambitious CleanBC Roadmap. The plan aims to accelerate progress toward long- and short-term climate targets, including achieving a 40 percent GHG emissions reduction by 2030 (against a 2007 baseline) and achieving net-zero GHG emissions by 2050. Additionally, CleanBC calls for all new buildings to be zero carbon by 2030.¹ To get there, B.C.’s building sector is embracing leading-edge best practices, including using low-carbon materials and energy-efficient building solutions.

In Vancouver, for example, interior designer Nick Bray launched an ambitious project to create a certified Passive House on a small, urban site. Passive House is the leading standard for energy-efficient construction, delivering an 80-90 percent reduction in energy performance.² As he set out to create a luxurious and sustainable design solution, Bray identified his past collaborator, Dal-Tile, as an ideal partner. Dal-Tile’s product met the environmental standards for the project, with more than 99 percent of the company’s tile collections containing recycled or reclaimed materials. Bray completed the home in 2020, and in 2021, the project won four Homebuilders Association Vancouver Awards and was a finalist in the 28th-annual Georgie Awards presented by the Canadian Home Builders’ Association of B.C.

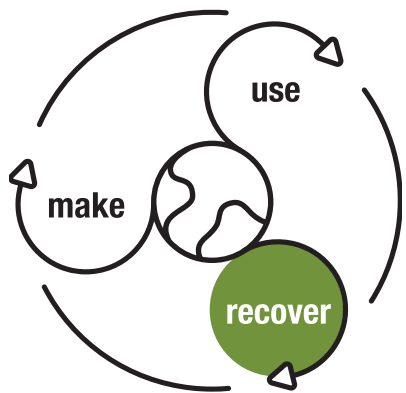
¹ “Roadmap to 2030.” CleanBC

² As compared to conventional construction practices.



160M
POUNDS OF CARPET
recovered since 2006

Product Circularity



Managing the environmental factors that contribute to sustainable products is somewhat easier during the make and use phases of flooring's life cycle because the variables are in Mohawk's control—we can reduce inputs in manufacturing and design sustainability into our products. To truly achieve product circularity, we also need to take responsibility for our products at the end of life. That represents a challenge since we typically rely on end-users to work with us to keep our products out of landfills. Mohawk encourages customers to make better decisions by managing programs that recover, reuse and recycle flooring.

Mohawk's ReCover Recycling Program began by offering commercial customers a market-based solutions approach to landfill diversion. Depending

on the project location, we recycle old flooring, regardless of manufacturer, through our diverse network of recyclers across North America. Our program is customized per project to ensure a holistic and service-based approach to reclamation projects. Our ReCover recycling team facilitates the project from start to finish. In 2021, we expanded this program to residential customers.

In our Global Ceramic segment, Dal-Tile also has introduced GREENWORKS™, a take-back program that offers the building industry an alternative to landfill disposal of waste or unused materials that may result from demolition/construction projects or inventory reduction programs.

▲ Previously installed carpet is diverted from landfills through the ReCover Recycling Program.

Unilin Group conducts research on new recycling techniques for medium- and high-density fiberboard panels, laminate floors and polyurethane insulation materials. Our European resilient flooring and carpet tile businesses are participating in Circular Flooring, a project that aims to apply circular principles to the region's flooring industry.

The project will use an innovative process for recycling PVC floors that removes additional substances so that pure PVC can be processed into granules and reused in new flooring. We are partnering with 10 other companies and research institutes from five European countries to implement the project.

Responsible Sourcing

Selecting suppliers and partners that meet our ethical, environmental and socially conscious standards is an important part of Mohawk's sustainability strategy.

Our supply chain is comprised of many organizations around the world, both large enterprises and small businesses.

Mohawk's Supplier Code of Conduct applies to our vendors worldwide. All suppliers and their subcontractors must adhere to it. The Code assures us that materials in Mohawk products comply with laws and that suppliers share our principles of social responsibility. Mohawk has the right to conduct our own assessments of new and existing suppliers to verify compliance with the Code. If we uncover violations of our Code, we promptly address the issue with the supplier and require them to correct it.

Mohawk's Code is consistent with International Labour Organization standards prohibiting child labor and forced compulsory labor, the maintenance of workplaces free of coercion and harassment, the responsibility to provide employees with a safe and healthy workplace, and respect for the rights of employees to organize and bargain collectively. In California,

a specific requisite in the California Transparency in Supply Chains Act of 2010 (SB 657) outlines requirements applicable to human trafficking and slavery, which are also communicated through our Code.

In addition to our global Human Rights Policy, our Australian flooring business, Godfrey Hirst, has developed and continues to expand its Modern Slavery Policy, which sets out the company's approach to managing modern slavery risks in operations and supply chain. Godfrey Hirst is committed to assessing and addressing the risks of modern slavery practices and to maintaining and improving systems and processes to avoid modern slavery. During 2021, Godfrey Hirst undertook a more detailed risk assessment of its supply chain, mapping out overall industry risk and supply chain structure.

Our wood, laminate and panels facilities use wood from responsibly managed forests, recycled wood sources and recovered wood sources.



Biodiversity

Mohawk recognizes the importance of maintaining biodiversity as part of planetary health. One of our major impacts on biodiversity is our supply chain for wood products, such as laminate, parquet floors and panels. The wood supply chain is complex. Unfortunately, many instances of poor forest management and deforestation around the world threaten the sustainability of forests, destroying ecosystems and important habitats and worsening the effects of climate change.

Mohawk purchases wood that is managed by sustainable forestry standards, several of which exist around the world. We take a localized approach to purchasing wood, sourcing from forests that are managed according to best practices in local markets. Wood used in our laminate floors produced in Europe is compliant with EU Timber regulation 995/2010 and certified to the Programme for the Endorsement of Forest Certification, Forest Stewardship Council (FSC) or other validation methods.

Though FSC requirements may vary from country to country, all are connected to FSC principles, criteria and international indicators. Around the world, FSC requires landowners to protect wildlife habitat well beyond what is required by law, helping to conserve biodiversity. In the U.S., for example, FSC requires habitat protection for species in decline, regionally or nationally, which extends beyond those species formally listed as threatened or endangered by the Endangered Species Act.

MOHAWK PRODUCT WOOD SOURCING TOTALS — 2021



- **76%** FSC/PEFC Certified
- **13%** Internal Validation¹
- **11%** Third-Party Validation²

¹ Sourcing investigation to ensure wood is sourced according to PEFC/EUTR Regulations, including but not limited to, conclusive risk, certification status of suppliers and origin risk.

² Sourcing investigation with use of external auditing services to ensure wood is sourced according to Lacey Act requirements, including but not limited to, onsite visits, conclusive risk and origin risk.



Mohawk's carpet tile manufacturing plant in Glasgow, Virginia, has long housed beehives on site to help increase the area's pollinator population. In 2022, the plant extended its bee outreach by donating bees to nearby Natural Bridge State Park as well as providing seeds to start a wildflower field.



better for performance

“Ensuring our workplaces are defined by respect, health, safety and opportunity for everyone goes hand in hand with sustaining our profitability. Around the globe, we are taking actions to lower our carbon footprint, reduce energy consumption and waste, re-use water and increase recycled content in our products. Doing what’s right for people and the planet makes good business sense.”

Chris Wellborn
President and Chief Operating Officer
President — Global Ceramic Segment





Corporate Governance

Mohawk Industries is a publicly traded company listed on the New York Stock Exchange under the ticker symbol “MHK.”

The public can access our corporate governance materials on our corporate website at www.mohawkind.com, including

- Board of Directors and Executive Officer listing
- Board committee charters
- Contact information for Board members
- Corporate governance guidelines
- Privacy policy
- Related person transaction policy
- Standards of Conduct and Business Ethics

Investors can access our 10-K, 10-Q and Proxy filings with the Securities and Exchange Commission through the Investor Information section of our website.



Chief Financial Officer James Brunk leads a staff meeting with the senior members of his Finance team.

“Mohawk’s senior management team is committed to ensuring that our business around the world is conducted in environmentally and socially responsible ways. This commitment is shared by our divisional management teams who execute our ESG strategy in a manner that aligns with the needs of their customers, employees and local communities.”

James Brunk
Chief Financial Officer



ESG Governance

We recognize that managing sustainability priorities, including those related to climate change, helps promote and ensure long-term viability for the Company.

These priorities are integrated into our overall management process and incorporate strong governance principles, as well as risk management processes.

Policies

Mohawk maintains clear, accessible and consistent ethics, compliance and other ESG-related policies across the organization. These policies include

- [Standards of Conduct and Ethics](#)
- [Human Rights Policy](#)
- [Supplier Code of Conduct](#)
- [Conflict Minerals Policy](#)
- [Health and Safety Policy](#)
- [Environmental Policy](#)
- [Privacy Policy](#)



Chief Financial Officer James Brunk presents Chairman and Chief Executive Officer Jeffrey Lorberbaum with a plaque honoring his 45 years of service to the Company. Similar awards are presented to employees across the business.

CEO AND BOARD OF DIRECTORS

Ultimate responsibility for the Company's ESG Program and Initiatives



NOMINATING & CORPORATE GOVERNANCE COMMITTEE

- Oversees the Company's ESG-related programs
- Helps the Board formulate strategies to respond to public policy, legislative, regulatory, political and social issues, as well as trends related to the environmental and social risks that may significantly affect the business operations, financial performance or public image of the Company



ESG EXECUTIVE COUNCIL

- Reviews and approves sustainability strategy
- Works with the Board to provide oversight and guidance to our business
- Engages in risk planning to identify and understand ESG risks to the Company, including climate change-related risks, that might arise from changes in regulation, and physical or operational risks
- Applies understanding of risks to inform our sustainability strategy
- Sets environmental and social goals



PEOPLE COUNCIL

PLANET COUNCIL

- Multi-business, multi-level stakeholder leadership groups tasked with aligning business direction and decision-making with sustainability goals
- Develops sustainability strategy including goals and objectives. Identifies metrics to track performance and provides business segment feedback, including best practice sharing

Ethics

Mohawk does not tolerate unethical behavior, including any form of corruption, discrimination or harassment.

The Mohawk Standards of Conduct and Business Ethics and the Mohawk Human Rights Policy establish the framework to ensure such behavior does not take place, and we have policies throughout our global operations to deter anti-competitive behavior. We expect all employees, officers and directors to adhere to the Standards. With Mohawk's rapid global expansion, it is imperative that we continually re-examine our ethics policies and procedures.

We regularly review and conduct analysis of corruption risks and facilitate anti-corruption training, which is available in 10 languages.

The last training assignment registered a 95 percent completion rate for the Antitrust and Competition component and a 98 percent completion rate for the Anti-Corruption component. In 2021, an off year for training, business presidents sent communications to their organizations highlighting specific corruption risks and the importance of ethical business practices. Employees hired in a year where training modules are not administered also have access to the same training through the Learning Management System (LMS) during their onboarding, and receive the same communications from their business president.

The Internal Audit team also conducts business standards surveys annually to identify potential issues across the business. Employees self-report and can share information on any issues that they have encountered. Mohawk operates 24-hour anonymous third-party hotlines and a confidential website for employees, customers, suppliers and others to report concerns in local languages.

Mohawk has delivered anti-harassment training in person and via the Company's LMS as part of expanding our safety-first culture to promote the social and psychological safety of employees, as well as their physical safety.

During 2021, Mohawk made no direct political contributions to individuals, political parties or political action committees. This is consistent with past years.

While Mohawk may express political engagement by offering technical information to elected officials or governmental agencies or providing context on the impact of political decisions, this is not accompanied by donations. The Company does not employ dedicated lobbyists, and no individuals within the business devote 20 percent or more of their time to lobbying activities in any quarter.

Mohawk is a member of a number of trade associations (a list is available in each annual ESG report), and some of these organizations may lobby government officials and agencies as a part of their activities. Mohawk does not direct these efforts and sometimes does not agree with political positions of the trade associations.

Similarly, Mohawk is a member of a number of organizations in the United States, typically chambers of commerce, that promote pro-business agendas, which include community initiatives such as job fairs, marketing of a region to prospective businesses or promotion of tourism. In some instances, these organizations take positions on political issues or candidates that includes financial support, which may result in a small percentage of dues from all members being used

for these purposes. Mohawk does not have a voice in directing these efforts and sometimes does not agree with political positions of the chambers of commerce.

In the interest of transparency, the Company provides a list of trade associations and chambers of commerce that may engage in lobbying activities, including each organization's name and membership fees paid by the Company in 2021.

▼ *Training in ethics, anti-corruption and anti-harassment takes place across the business to reinforce the Company's position on these important issues.*



Data Security and Privacy

Data security and privacy is a growing risk to businesses and society in general.

It is imperative for companies to responsibly manage personal data, such as personally identifiable information, payment information, device information and browsing history while accessing websites. Mohawk uses the information we collect for business purposes, including authenticating a customer's identity, delivering promotional material and improving our sites and products.

Mohawk Industries' Privacy Policy explains the privacy and security practices required for any website, application, mobile browser, social media account or service that we operate. The policy applies to our corporate operations and businesses headquartered in the U.S., while our global businesses have policies that are subject to local laws.

Mohawk websites protect personally identifiable information in compliance with applicable laws through organizational, technical, administrative



Employees at Mohawk Group Light Lab in Dalton, Georgia, create intellectual property such as new products and custom designs.

and physical precautions. We have a team, led by our chief information officer, that is responsible for implementing information security controls appropriate for the nature of the data involved. Our information security procedures are reviewed regularly and updated as necessary. After joining the Company, new employees are required to complete online cybersecurity training. We also offer annual training to our employees, including on topics such as avoiding dangerous attachments

and links, data entry phishing, email protection tools and security, protection against ransomware, URL training and social engineering. While we believe our measures reduce the likelihood of security problems to a level consistent with the type of data involved, we cannot guarantee the security of personal information. In 2021, we did not suffer any material data breaches, our third consecutive year of no significant breaches.

We honor users' rights under applicable data protection laws in each country. Questions or concerns about our data privacy practices can be directed to onlineprivacy@mohawk-email.com.

GRI Index

Mohawk is responding to the [Global Reporting Initiative \(GRI\)](#) Sustainability Reporting Standards, first released in 2016. Responses as of December 2021.

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 102: General Disclosures		
ORGANIZATIONAL PROFILE		
102-1	Name of the organization	Mohawk Industries, Inc.
102-2	Activities, brands, products, and services	2021 Form 10-K , page 3 Introduction > Mohawk Industries: Scale and Scope
102-3	Location of headquarters	Calhoun, GA
102-4	Location of operations	2021 Form 10-K , page 22
102-5	Ownership and legal form	Mohawk Industries is a publicly traded company listed on the New York Stock Exchange under the ticker symbol "MHK."
102-6	Markets served	2021 Annual Report , Inside Front Cover 2021 Form 10-K , pages 3–4
102-7	Scale of the organization	Introduction > Mohawk Industries: Scale and Scope
102-8	Information on employees and other workers	Introduction > Mohawk Industries: Scale and Scope People > 2021 Employee Demographics Salaried: Male: 59% Female: 41% Hourly: Male: 79% Female: 21%

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
102-9	Supply chain	<p>2021 Form 10-K, page 8</p> <p>Planet > Responsible Sourcing</p>
102-10	Significant changes to the organization and its supply chain	None
102-11	Precautionary Principle or approach	<p>Mohawk Industries does not follow the precautionary approach, but has a comprehensive risk management plan in place.</p> <p>See Performance > ESG Governance</p> <p>2022 Proxy, page 37</p>
102-12	External initiatives	<ul style="list-style-type: none"> • CDP • Global Reporting Initiative • International Labour Organization • U.N. Sustainable Development Goals
102-13	Membership of associations	<p>Mohawk participates in and is affiliated with numerous industry trade organizations. Please see a sample list below:</p> <ul style="list-style-type: none"> • American Institute of Architects • American Society of Interior Designers • American Society of Landscape Architects • American Trucking Associations • Argentum • Associated Builders and Contractors • Association of Plastic Recyclers • Association of Postconsumer Plastic Recyclers • Carpet America Recovery Effort (CARE) • Carpet Cushion Council • Ceramic Tile Institute of America • Confindustria Ceramica (Ceramics of Italy trade association) • Decorative Hardwoods Association • Fedustria (Federation of the Textile, Wood and Furniture Industries) • Forest Stewardship Council • Georgia Association of Manufacturers • Georgia Industry Environmental Coalition • Georgia Motor Trucking Association • Georgia Recycling Coalition • Green Building Certification Institute • INDA, Association of the Nonwoven Fabrics Industry • International Facility Management Association • International Interior Design Association

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
102-13	Membership of associations, <i>continued</i>	<ul style="list-style-type: none"> • Manufactured Housing Institute • Mason Contractors Association of America • National Association of Home Builders • National Association for PET Container Resources • National Association of Manufacturers • National Association of the Remodeling Industry • National Multi-Family Housing Council • National Wood Flooring Association • North American Laminate Flooring Association • Oriental Rug Importers Association • Programme for the Endorsement of Forest Certification Schemes • Resilient Floor Covering Institute • Southeast Recycling Development Council • Southern Motor Carriers Association • Spanish Ceramic Tile Manufacturers Association • The Association of Plastic Recyclers • The Carpet and Rug Institute • The Natural Stone Institute • Tile Council of North America • U.S. Green Building Council • Virginia Manufacturers Association • World Floor Covering Association
STRATEGY		
102-14	Statement from senior decision-maker	Introduction > A Message from Our Chairman and CEO, Jeffrey S. Lorberbaum
ETHICS AND INTEGRITY		
102-16	Values, principles, standards, and norms of behavior	Performance > ESG Governance; Ethics Standards of Conduct and Ethics
GOVERNANCE		
102-18	Governance structure	Corporate Governance Guidelines

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	Introduction > ESG at Mohawk > Stakeholder Engagement
102-41	Collective bargaining agreements	2021 Form 10-K , page 10
102-42	Identifying and selecting stakeholders	Introduction > ESG at Mohawk > Stakeholder Engagement
102-43	Approach to stakeholder engagement	Introduction > ESG at Mohawk > Stakeholder Engagement
102-44	Key topics and concerns raised	Introduction > ESG at Mohawk > Materiality
REPORTING PRACTICE		
102-45	Entities included in the consolidated financial statements	2021 Form 10-K , page 3
102-46	Defining report content and topic Boundaries	Introduction > ESG at Mohawk > Materiality
102-47	List of material topics	Introduction > ESG at Mohawk > Materiality
102-48	Restatements of information	None
102-49	Changes in reporting	None
102-50	Reporting period	Calendar year 2021, which runs concurrent with our fiscal year.
102-51	Date of most recent report	2021
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	sustainability@mohawkind.com
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared according to the GRI Standards: Core Option.
102-55	GRI content index	GRI Index
102-56	External assurance	Mohawk Industries does not seek external assurance for its sustainability reporting.

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 200: Economic		
GRI 205: ANTI-CORRUPTION		
103-1	Explanation of the material topic and its Boundary	Performance > Ethics Standards of Conduct and Ethics
103-2	The management approach and its components	Performance > Ethics Standards of Conduct and Ethics
103-3	Evaluation of the management approach	Performance > Ethics Standards of Conduct and Ethics
205-2	Communication and training about anti-corruption policies and procedures	Corruption training is conducted at least once every two years across the Company and is available in 10 languages.
GRI 300: Environmental		
GRI 301: MATERIALS		
103-1	Explanation of the material topic and its Boundary	Planet > Product Circularity
103-2	The management approach and its components	Introduction > ESG at Mohawk Planet > Product Circularity
103-3	Evaluation of the management approach	Planet > Product Circularity
301-2	Recycled input materials used	Planet > Product Circularity: Recycled Inputs 80 percent of significant product platforms contain recycled input materials. Mohawk defines “significant” as flooring categories that make up 10 percent or more of sales.
301-3	Reclaimed products and their packaging materials	Planet > Product Circularity: Recycled Inputs

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 302: ENERGY		
103-1	Explanation of the material topic and its Boundary	Planet > Climate-Positive Future; Energy Conservation
103-2	The management approach and its components	Introduction > ESG at Mohawk Planet > Climate-Positive Future
103-3	Evaluation of the management approach	Planet > Climate-Positive Future
302-2	Energy consumption outside of the organization	Planet > Climate-Positive Future > 2021 Total Energy Consumed
302-3	Energy intensity	1.116 MWh/net sales
GRI 303: WATER AND EFFLUENTS		
103-1	Explanation of the material topic and its Boundary	Planet > Water Restoration
103-2	The management approach and its components	Introduction > ESG at Mohawk Planet > Water Restoration
103-3	Evaluation of the management approach	Planet > Water Restoration
303-1	Interactions with water as a shared resource	Planet > Water Restoration
303-2	Management of water discharge-related impacts	Planet > Water Restoration
303-3	Water withdrawal	3,915 million gallons
303-4	Water discharge	Planet > Water Restoration
303-5	Water consumption	Planet > Water Restoration > Total Water Intensity

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 305: EMISSIONS		
103-1	Explanation of the material topic and its Boundary	Planet > Climate-Positive Future
103-2	The management approach and its components	Introduction > ESG at Mohawk Planet > Climate-Positive Future
103-3	Evaluation of the management approach	Planet > Climate-Positive Future
305-1	Direct (Scope 1) GHG emissions	1,826,592 MT of CO ₂ e equivalent (non-biogenic)
305-2	Energy indirect (Scope 2) GHG emissions	924,610 MT of CO ₂ e equivalent
305-4	GHG emissions intensity	0.28 MT of CO ₂ e equivalent/net sales
GRI 306: WASTE		
103-1	Explanation of the material topic and its Boundary	Planet > Product Circularity: Make
103-2	The management approach and its components	Introduction > ESG at Mohawk Planet > Product Circularity: Make
103-3	Evaluation of the management approach	Planet > Product Circularity: Make
306-1	Waste generation and significant waste-related impacts	Planet > Product Circularity: Make
306-2	Management of significant waste-related impacts	Planet > Product Circularity: Make
306-4	Waste diverted from disposal	Planet > Product Circularity: Make

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT		
103-1	Explanation of the material topic and its Boundary	Planet > Responsible Sourcing
103-2	The management approach and its components	Planet > Responsible Sourcing Supplier Code of Conduct
103-3	Evaluation of the management approach	Planet > Responsible Sourcing
308-1	New suppliers that were screened using environmental criteria	Planet > Responsible Sourcing 100 percent of new suppliers are screened using environmental criteria.
GRI 400: Social		
GRI 401: EMPLOYMENT		
103-1	Explanation of the material topic and its Boundary	People > Employee Connection
103-2	The management approach and its components	People > Employee Connection
103-3	Evaluation of the management approach	People > Employee Connection

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
401-1	New employee hires and employee turnover	People > 2021 Employee Demographics > New Hires by Generation; New Hires by Gender; New Hires by Type Salaried: Male: 53% Female: 47% Hourly: Male: 75% Female: 25% Regional: U.S.: 45% Mexico: 29% Europe: 18% Malaysia: 4% Brazil: 3% Australia/New Zealand: 1% Other Countries: <1%
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	People > Health and Well-being
GRI 403: OCCUPATIONAL HEALTH AND SAFETY		
103-1	Explanation of the material topic and its Boundary	People > Zero-Harm Workplace
103-2	The management approach and its components	People > Zero-Harm Workplace
103-3	Evaluation of the management approach	People > Zero-Harm Workplace
403-1	Occupational health and safety management system	People > Zero-Harm Workplace
403-2	Hazard identification, risk assessment, and incident investigation	People > Zero-Harm Workplace
403-3	Occupational health services	People > Zero-Harm Workplace
403-4	Worker participation, consultation, and communication on occupational health and safety	People > Zero-Harm Workplace
403-5	Worker training on occupational health and safety	People > Zero-Harm Workplace

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
403-6	Promotion of worker health	People > Health and Well-being
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	People > Zero-Harm Workplace
403-8	Workers covered by an occupational health and safety management system	100 percent of workers are covered by an occupational health and safety management system.
403-9	Work-related injuries	People > Zero-Harm Workplace > Recordable Incident Rate There were zero fatalities in 2021.
GRI 404: TRAINING AND EDUCATION		
103-1	Explanation of the material topic and its Boundary	People > Developing a High-Performing Workforce
103-2	The management approach and its components	People > Developing a High-Performing Workforce
103-3	Evaluation of the management approach	People > Developing a High-Performing Workforce
404-1	Average hours of training per year per employee	93+ hours of training per employee
404-2	Programs for upgrading employee skills and transition assistance programs	People > Developing a High-Performing Workforce
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY		
103-1	Explanation of the material topic and its Boundary	People > Employee Connection
103-2	The management approach and its components	People > Employee Connection
103-3	Evaluation of the management approach	People > Employee Connection
405-1	Diversity of governance bodies and employees	For employee diversity, see People > 2021 Employee Demographics 2022 Proxy Statement The Board consists of five men and one woman, all of whom identify as Caucasian. 100 percent of Board members are over the age of 50.

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 413: LOCAL COMMUNITIES		
103-1	Explanation of the material topic and its Boundary	People > Community Connection
103-2	The management approach and its components	People > Community Connection
103-3	Evaluation of the management approach	People > Community Connection
413-1	Operations with local community engagement, impact assessments, and development programs	People > Community Connection
GRI 414: SUPPLIER SOCIAL ASSESSMENT		
103-1	Explanation of the material topic and its Boundary	Planet > Responsible Sourcing
103-2	The management approach and its components	Planet > Responsible Sourcing Supplier Code of Conduct
103-3	Evaluation of the management approach	Planet > Responsible Sourcing
414-1	New suppliers that were screened using social criteria	Planet > Responsible Sourcing 100 percent of new suppliers are screened using social criteria.
GRI 416: CUSTOMER HEALTH AND SAFETY		
103-1	Explanation of the material topic and its Boundary	Planet > Product Circularity: Use
103-2	The management approach and its components	Planet > Product Circularity: Use
103-3	Evaluation of the management approach	Planet > Product Circularity: Use
416-1	Assessment of the health and safety impacts of product and service categories	Planet > Product Circularity: Use Significant product platforms for which health and safety impacts are assessed for improvement: 67 percent. Mohawk defines “significant” as flooring categories that make up 10 percent or more of sales.

DISCLOSURE NUMBER	DISCLOSURE TITLE	RESPONSE
GRI 418: CUSTOMER PRIVACY		
103-1	Explanation of the material topic and its Boundary	Performance > Data Security and Privacy
103-2	The management approach and its components	Performance > Data Security and Privacy Privacy Policy
103-3	Evaluation of the management approach	Performance > Data Security and Privacy
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2021, we did not suffer any data breaches.

Sustainability Accounting Standards Board Index

This report contains disclosures in accordance with the [Sustainability Accounting Standards Board \(SASB\)](#) Building Products and Furnishings Standard as compiled December 2021.

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Energy Management in Manufacturing	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	CG-BF-130a.1	(1) Total energy consumed: 12,499,856 MWh (2) Percentage grid electricity: 23% (3) Percentage renewable: 11%
Management of Chemicals in Products	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	CG-BF-250a.1	Planet > Product Circularity: Use
	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	CG-BF-250a.2	100 percent of the products meet the applicable product certification VOC standards.
Product Lifecycle Environmental Impacts	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	CG-BF-410a.1	Planet > Product Circularity: Make
	(1) Weight of end-of-life material recovered, (2) percentage of recovered materials recycled	CG-BF-410a.2	(1) 361 tons of end-of-life material recovered (2) 47% of recovered materials recycled and/or reused
Wood Supply Chain Management	(1) Total weight of wood fiber materials purchased, (2) percentage from third-party certified forestlands, (3) percentage by standard, and (4) percentage certified to other wood fiber standards, (5) percentage by standard	CG-BF-430a.1	(1) 1,618 million pounds (2) 87% of wood products from third-party-validated sources (3) 76% of wood products are FSC/PEFC certified or controlled (4) 11% are internally validated

	ACTIVITY METRIC	CODE	RESPONSE
	Annual production	CG-BF-000.A	Introduction > Mohawk Industries: Scale and Scope

Task Force on Climate-Related Financial Disclosures Index

Mohawk has adopted the reporting recommendations set forth by the [Task Force on Climate-related Financial Disclosures \(TCFD\)](#) to communicate the evolving impacts of climate change on our business. Additionally, in line with recommendations made by the TCFD, Mohawk is responding to the CDP Climate Change 2021 questionnaire, references to which are included in the table below. Please find our full CDP response at [cdp.net](https://www.cdp.net).

DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	REFERENCE
GOVERNANCE		
Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	Performance > ESG Governance 2022 Proxy > Committees, pages 6-7 CDP Climate Change 2021 C1.1a, C1.1b
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	Planet > Climate-Positive Future Performance > ESG Governance CDP Climate Change 2021 C1.2, C1.2a, C1.3a

DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	REFERENCE
STRATEGY		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Planet > Product Circularity CDP Climate Change 2021 C2.1a, C2.3, C2.3a, C2.4, C2.4a
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Planet > Product Circularity CDP Climate Change 2021 C2.4a, C3.1, C3.3, C3.4
	c) Describe the potential impact of different scenarios, including a 2°C scenario, on the organization's businesses, strategy, and financial planning.	CDP Climate Change 2021 C3.2, C3.2b
RISK MANAGEMENT		
Disclose how the organization identifies, assesses and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks.	Performance > ESG Governance CDP Climate Change 2021 C2.1
	b) Describe the organization's processes for managing climate-related risks.	Performance > ESG Governance CDP Climate Change 2021 C2.1
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Performance > ESG Governance CDP Climate Change 2021 C2.1

DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	REFERENCE
METRICS AND TARGETS		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Introduction > ESG at Mohawk Planet > Climate-Positive Future CDP Climate Change 2021 C4.1, C4.1b
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Planet > Climate-Positive Future > Total Scope 1 and 2 GHG Emissions CDP Climate Change 2021 C6, C7
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Introduction > ESG at Mohawk Planet > Climate-Positive Future CDP Climate Change 2021 C4.1, C4.1b

Reconciliation of Non-GAAP Measures

RECONCILIATION OF OPERATING INCOME TO EBITDA AND ADJUSTED EBITDA

For the Year Ended December 31,	2021
Operating Income	1,335,011
Net earnings attributable to noncontrolling interest	(389)
Depreciation and amortization	591,711
Other income (expense), net	12,234
EBITDA	1,938,567
Restructuring, acquisition and integration-related and other costs	14,700
Acquisition purchase accounting, including inventory step-up	1,749
Resolution of foreign non-income tax contingencies	(6,211)
Adjusted EBITDA	1,948,805

Believe in Better™



160 South Industrial Blvd.
Calhoun, GA 30701